



MURANG'A COUNTY GOVERNMENT

KENOL MUNICIPALITY

ANNUAL STRATEGIC PLAN (2025/2026)

AUGUST 2024



MUNICIPALITY VISION AND MISSION


Vision

An archetypal local authority committed to the total well-being
of all its residents

Mission

To transform the Municipality into an efficient corridor that is
infilled with green spaces, vibrant commercial activities, and
agro-based industrial zones featuring operational and socially
integrated neighbourhoods

Core Values

- ❖ Institutionalized People participation
 - ❖ Efficiency and Effectiveness
 - ❖ Transparency and Accountability
 - ❖ Equity and Equality
- 

Foreword

Article 48(1) of the County Government Act, 2012, mandates that county governments decentralize their functions to urban areas within the county, as outlined in the Urban Areas and Cities Act. The management of these municipalities falls under the county government and is administered by a Board, a Manager, and staff appointed by the County Public Service Board. One of the key responsibilities of the Municipal Board is to develop and adopt policies. Article 36(1)(d)(iv) of the Urban Areas and Cities Act provides the foundation for preparing the Municipal Annual Strategic Plan. Additionally, Articles 175(1) and (2) of the Public Finance Management Act, 2012, require urban areas to develop a strategic plan aligned with the integrated development plan and the County Fiscal Strategy Paper. This plan, along with guidelines from the County Treasury, directs the municipal budgeting process.

The preparation of the 2024/2025 Strategic Plan for Kenol Municipality offered an opportunity to review the performance of the 2023/2024 Strategic Plan. Challenges and opportunities identified were prioritized and considered in prioritizing initiatives for the FY 2025/2026. The Municipality aims to focus on investments that build an infrastructure network designed to drive local economic growth. To meet the anticipated increase in resource needs, the Municipality plans to enhance revenue collection and establish partnerships with the private sector, as well as local and international development partners.

The municipality is committed to the vision of being a model, economically vibrant area where residents live in a safe, food-secure, healthy, and comfortable environment. We will continue to invest in impactful strategies, programs, and projects that benefit the residents. In collaboration with our stakeholders, we will ensure our services address the immediate needs of all residents while also supporting youth, women, and persons with disabilities in their entrepreneurial endeavors.



Municipal Board Chair,
KENOL MUNICIPALITY

Introductory Remarks

Strategic planning serves as a vital tool for guiding investment decisions and setting the development agenda. It offers a structured approach for consultation, involvement, and addressing the priorities of residents. The plan for the 2025/2026 financial year, along with the medium-term strategy, reflects the Municipality's comprehensive approach to meeting the development needs of its residents. It details the cyclical public finance management process, enhancing the identification, synthesis, and prioritization of public development needs. Additionally, it establishes a framework for proactive stakeholder engagement throughout the development cycle while closely monitoring changes in the external environment.

In preparing the strategic plan, special attention was given to the aspirations and challenges expressed by residents during public participation forums. Recognizing the government's role in creating a favorable development environment, the plan outlines the necessary products, services, and skills required to foster economic growth, sustain social infrastructure provision and creation favourable environment for employment creation within the Municipality.

The Annual Strategic Plan 2025/26 sets out a roadmap for a better Kenol Municipality, with clear development interventions. Prioritization of these initiatives was based on the availability of resources, immediate stakeholder needs, and the anticipated impact during the plan period. Moving forward, the focus shifts to implementation, requiring strong commitment from all stakeholders.

**Convener – Administration, Finance and Economic Planning Committee,
KENOL MUNICIPALITY**

Acknowledgement

The successful completion of the Annual Strategic Plan 2025/2026 was made possible through the collective efforts of many stakeholders. I particularly want to acknowledge the unwavering dedication of the technical officers from the Municipality's four directorates, as well as those from the County Department of Economic Planning. Their hard work, along with the input from residents and other stakeholders, was crucial in identifying, prioritizing, and documenting the projects and programs to be implemented in the 2024/2025 financial year.

Special recognition goes to the leadership of H.E. Dr. Irungu Kangata, Governor of Murang'a County, and H.E. Stephen Munania, the Deputy Governor. We also appreciate the support from the members of the County Executive Committee and the County Assembly of Murang'a. In particular, we commend Hon. James Gatuna, County Executive Committee Member for Lands, Physical Planning, and Urban Development, and Chief Officer Mr. Brian Ndeleva, along with the technical staff from the County Department of Economic Planning, for their significant contributions.

I also want to acknowledge the Municipal Board for their role in providing policy direction and facilitating this process. Special thanks to the Municipal Board Chairperson, Vice Chairperson, and Board Members. Finally, I would like to express my gratitude to the technical team for their hard work in compiling this document: Jane Wangeci, Kuria, Josephine Kagoi, Wilson Zowe, and Walter Ojwang. To everyone who contributed in any way to the successful completion of this plan, thank you.

Kamweti Njuguna,
Municipal Manager,
KENOL MUNICIPALITY

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Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ART	Anti- Retroviral Treatment
ASAL	Arid & Semi- Arid Lands
ASL	Above Sea Level
CECM	County Executive Committee Member
CHW	Community Health Worker
CIDP	County Integrated Development Plan
CMEC	County monitoring and evaluation committee
DRR	Disaster Risk Reduction
ECD	Early Child Development
EIA	Environmental Impact Assessment
GoK	Government of Kenya
HDI	Human Development Index
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
KNBS	Kenya National Bureau of Statistics
Kshs.	Kenya Shillings
KURA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
MCG	Murang'a County Government
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NEMA	National Environment Management Authority
NIMES	National Integrated Monitoring & Evaluation System
OVCs	Orphans & vulnerable Children
PWDs	Persons with Disabilities
PM&E	Participatory Monitoring and Evaluation
PWDs	Persons with Disabilities
SMEs	Small & Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
UACA	Urban Areas and Cities Act
YP	Youth Polytechnics

Concepts and Terminologies

Baseline	An analysis describing the initial state of an indicator before the start of a project or programme, against which progress can be assessed or comparisons made
Demographic Dividend	Demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population.
Flagship/ Transformative Projects	Projects with high impact in terms of employment creation, increasing institutional competitiveness or revenue generation.
Green Economy	Economy that aims at reducing environmental risks and ecological scarcities, and whose objective is to ensure sustainable development without environment degradation
Indicator	A sign of progress /change that result from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress
Outcome	Results generated relative to the objective of an intervention. It describes the actual change in conditions/situation as a result of an intervention output(s)
Output	Immediate result from conducting an activity i.e., goods and services produced
Programme	A grouping of similar projects and/or services performed by a department or agency to achieve a specific objective
Project	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.
Target	Planned level of an indicator achievement

1. CHAPTER ONE: BACKGROUND OVERVIEW

1.1 Overview of Kenol Municipality

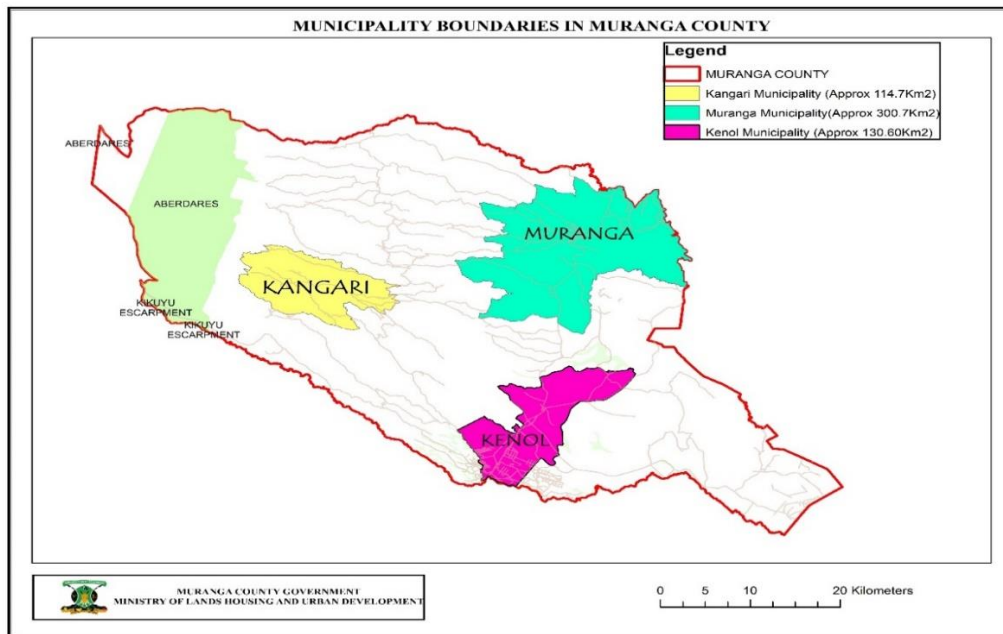
Kenol Municipality is located along the A2 Corridor and spans an area of 190.1 km². This corridor is characterized by a blend of natural and man-made features, including river valleys, major road networks, urban centers, and diverse topographical elements. The primary transportation routes within the corridor include the A2 highway, the existing railway line, and Murang'a Road. Additionally, there are smaller sub-corridors, such as the roads connecting the A2 corridor to areas like Makuyu (via Punda Milia Road) and Ciumbu. The corridor is marked by large commercial plantations like Delmonte and Kakuzi, urban centers such as Kabati, Makenje, Kenol, Gakungu, and Makuyu, and rivers like Thugi and Gitathuru, among others

2.1.1. Geographical Location and Size

Located along the A2 corridor, Kenol town is the headquarters of Maragua Sub County of Murang'a County. The town is relatively new and its growth was primarily driven by two factors; the establishment of government offices and the rerouting of the Thika Murang'a road. From a small outskirt dusty town, Kenol has tremendously grown and is an attractive investment destination both by small players as well as mighty ones. Kenol is considered the 'Central Gate' and as such, a melting and convergence points for people travelling to Murang'a, Nyeri, Meru, Embu and Isiolo. With the recent opening of a law court in the town and dualling of A2 super highway that will stretch up to Marua, Kenol is bound to experience exponential growth.

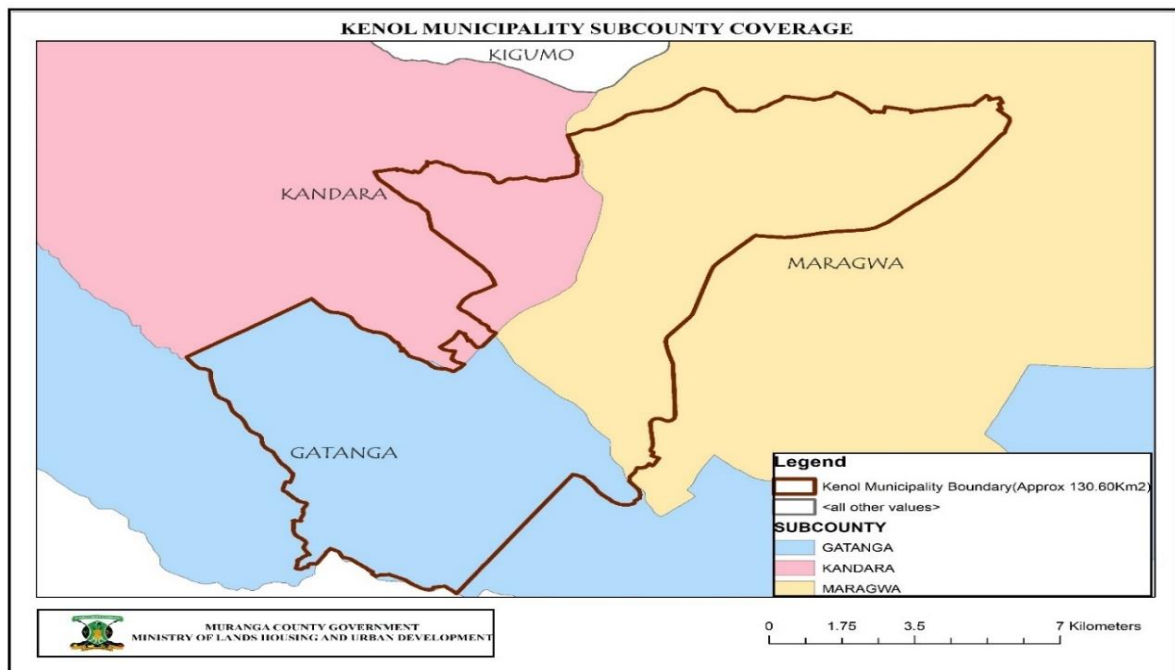
The town is rapidly urbanizing and hence attracting a lot of commercial venturing, infrastructural development as well as rapid population growth. The proposed Municipality is envisaged to quickly integrate satellite commercial centres that feed the vibrant Kenol commercial centre. These urban areas include Kabati, Makuyu, Gakungu, Githunguri, Methi, Makenji and Muruka. County context of the Municipality is shown in map 1.3.:

Table 1-1: Country Context of the Municipality



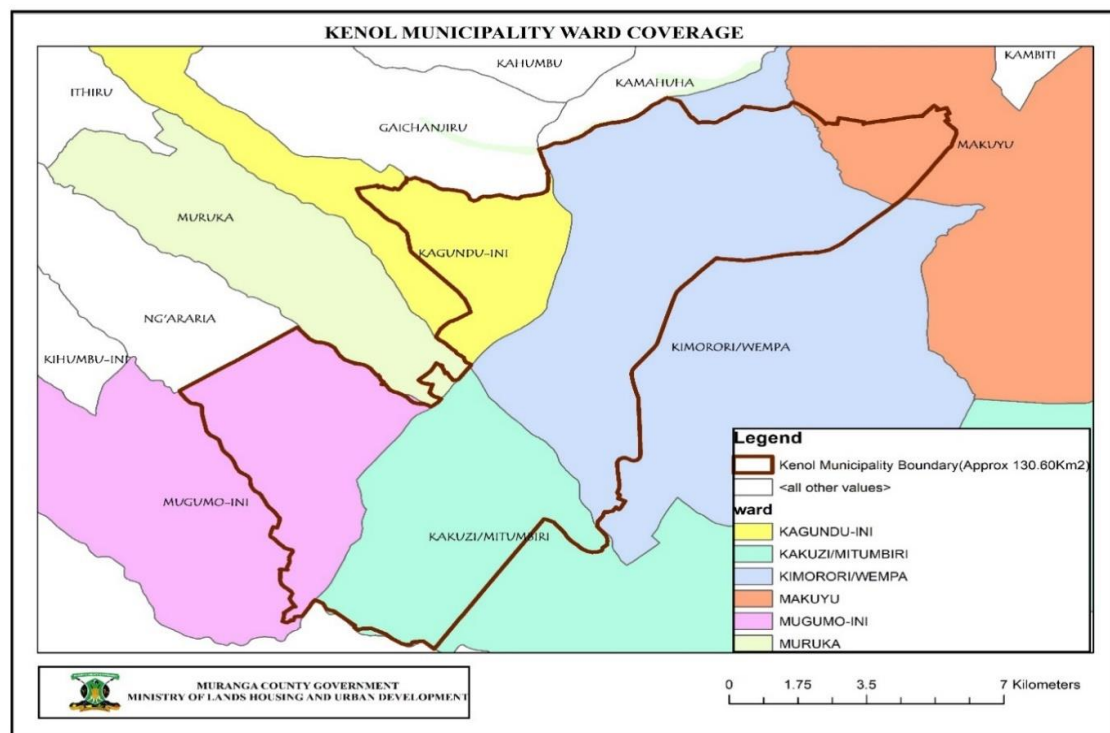
Administratively, the boundaries of the municipality traverses three Sub-counties which include Maragua Sub County, Kandara Sub County, and Gatanga Sub County as shown in map 1.4.:

Table 1-2.: Sub County Context of the Municipality



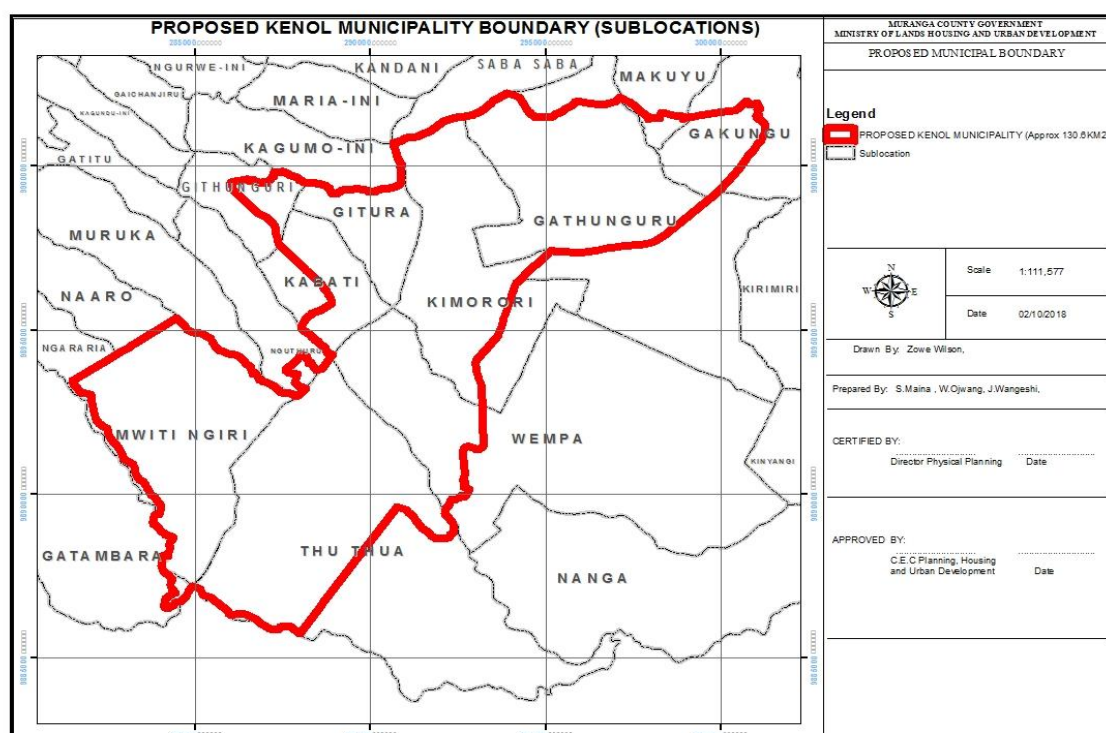
The Municipality covers five wards: Kimorori/Wempa ward, Kagunduini ward, Makuyu ward, Kakuzi/Mitubiri ward, and Mugumo-ini ward as shown in map 1.5.;

Table 1-3.: Ward Context of the Municipality



Sub-locations form the lowest formally delineated administrative boundaries in the County. The Municipality cuts across 18 sub-locations that form the core-urban and peri-urban catchment for the Municipality as provided in the map 1.6;

Table 1-4: Sub Location Context of the Municipality



2.1.2. Topographic, Geological and Physiographic Features

Topography

Kenol Municipality is located within a topographic zone that is gently inclined from the north-east to the south-west. The corridor extends across both the “Lower Highlands Zone” (1500m – 1800m above sea level) and “Upper Midlands Zone” (1300m – 1500m above sea level). Local landscape is characterised with alternating strips of higher and lower landforms thus creates great variation with respect to geo-physical profile, drainage regimes, soil types and vegetation. Notably, the area lowlands function as recipients of runoff from upstream rivers, and as a result, exhibit marshland qualities. Overall, however, the topography exhibits a relatively flat slope profile compared to the abutting highland areas of Murang’a that are characterized by steep slopes that rise all the way to the Aberdare Ranges

Geology and Soils

The bulk of the Municipality consists of basic igneous rocks which form black cotton soil when they weather. Three smaller sections along the eastern boundary comprising Andesite (these weather to form calcium-rich ferro-magnesium soil) and the northern corner of the planning area comprising Gneiss (weathering rates are slow, gneiss tends to lead to acidic, poorly developed soils). The soils are suitable for the growth of irrigated horticultural products such as pineapples, other fruits and vegetables.

Hydrology

The Municipality comprises a number of watercourses that coincide with the valley areas between the ridges. Some of the major rivers include Chania, Giathuru, Thika, Samuru, Thugu Makindi, Kabuku, Gathangi, Maboko and Ngenya. In the southern part of the Municipality, the watercourses predominantly run in a north-west to south-east direction, while in the northern part, the watercourses follow a more irregular pattern in line with the more irregular pattern of the topography.

Physiography

Most of the rain falls in the months of March, April, May, November and December. The area has the driest periods in July and August with rainfall average of about 10.5mm. April is the wettest month with average rainfall of 200mm, and November with 160mm. The average amount of annual precipitation is 999.9mm. The average temperature ranges from a high of 21.30°C to a low of 17.70°C along the corridor.

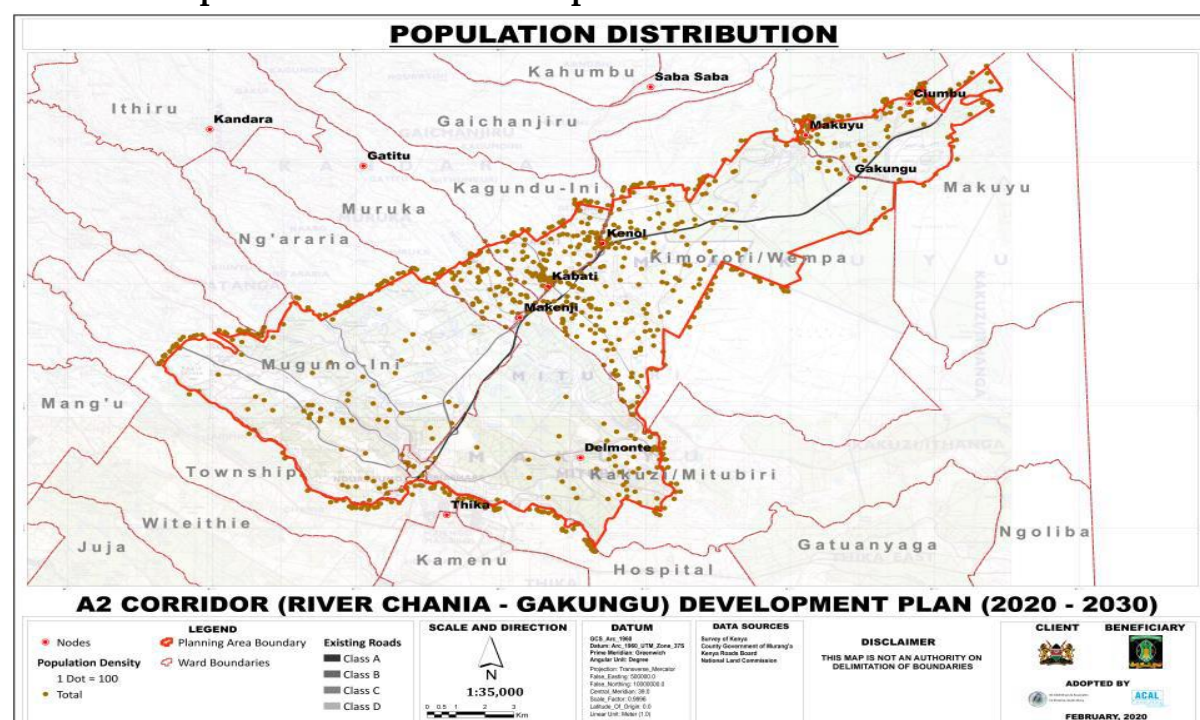
2.1.3. Demographic Structure and Trends

Enumeration of population during census follow administrative boundaries. However, the boundaries of the Municipality ran across administrative boundaries making population estimation very difficult. From the KNBS Census of 2019 and

assumption of uniform distribution of population across the administrative boundaries, the municipality population was recorded at 95,890 persons comprising of 47,236 males and 48,653 females. This population was estimated at 100,603 persons comprising 49,558 males and 51,045 females in 2023 and is projected to hit 105,550 persons in 2027 comprising 51,995 males and 53,555 males.

The County population structure indicate youthful population with a majority aged between 14-35 years. The structure depicts a transitional population structure because of a shrinking child population, where 0-9-year-olds constitute 22%, and an increasing youthful population, where 10-34-year-olds constitute 36% of the total population. This population makes up slightly more than half of the entire urban population. The population is concentrated in Kenol town CBD, and satellite towns including Makuyu, Kabari, and Mitubiri. The predominantly rural peri-urban areas have dispersed populations. Linear developments are situated along the roads as shown in map 1.7.:

Table 1-5: Population Distribution Map



Source: A2 Kenol IUSDP 2019-2029

2.1.4. Historical Background of Kenol Town

Kenol, a bustling town located in Murang'a county along the Thika Superhighway holds a rich historical background deeply intertwined with the socio-cultural and economic evolution of the Agikuyu. Pre-colonial era, the area settled indigenous communities belonging to various ethnic groups, including Kikuyu, Embu, and Meru. The communities engaged in agriculture and predominantly cultivated crops like

maize, millet, and sorghum as well as rearing livestock. The fertile soils and favourable climate made it conducive for farming and habitation.

Kenol's historical background is characterized by its systematic evolution from a predominantly rural settlement to a thriving commercial and administrative centre. Its development reflects the broader trends in Kenya's socio-economic development, highlighting resilience and adaptability of residents in the face of change. Its economy has historically been driven by agriculture with the surrounding areas known for the production of coffee, tea, dairy products, as well as horticultural crops. The town's strategic location along the major transportation routes, including Nairobi – Nyeri highway and the Kenol – Murang'a - Nyeri C72 route, boost its comparative strategic location as a town. Overtime, the town has diversified its economic activities in the sectors of small-scale industries, retail businesses among other services, lending to its rapid growth.

The County government efforts to modernize infrastructure services, healthcare facilities and education institutions among other public amenities within the town have added to the enhanced attractiveness of Kenol as a residential area and commercial destination. The town remains culturally vibrant, with a mix of traditional cultural values and modern influences shaping its social fabric.

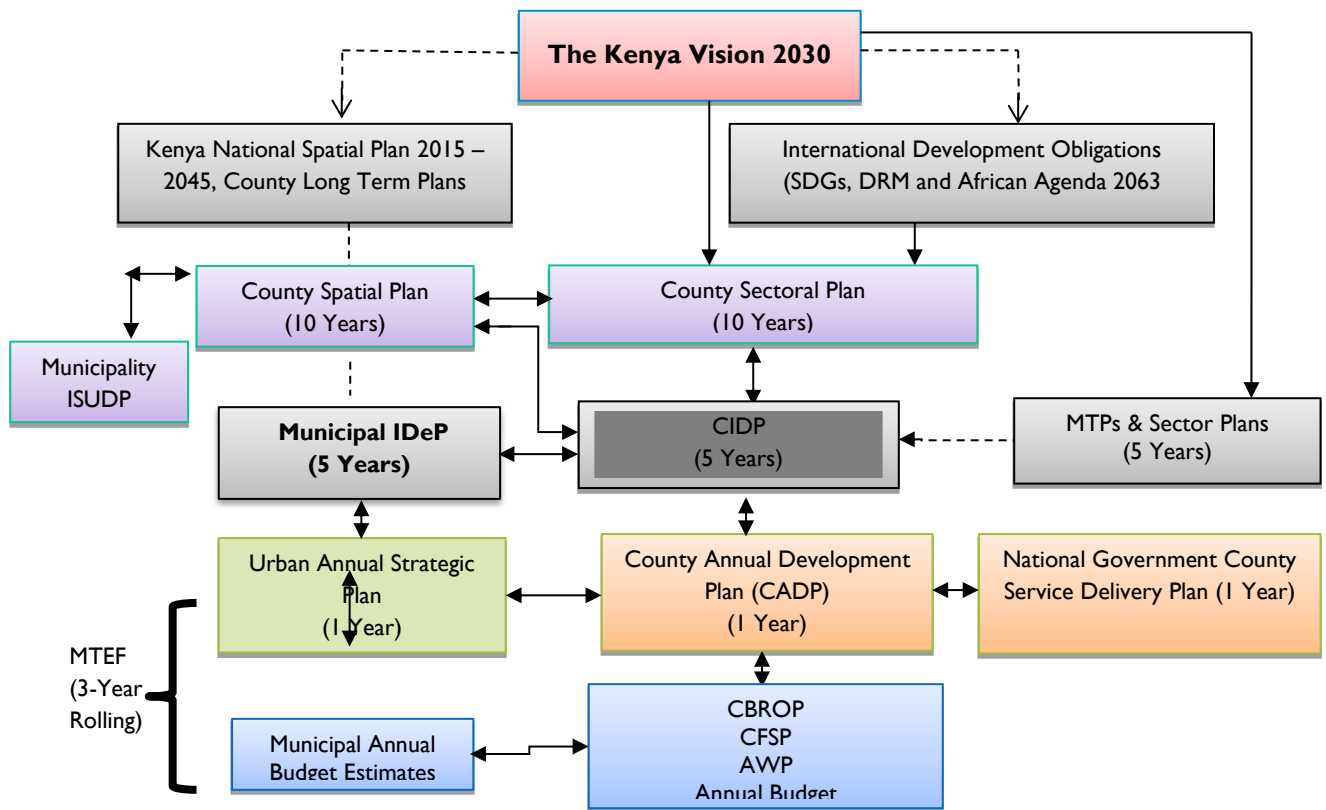
2.1.5. Settlement Patterns

The settlement patterns within Kenol municipality is characterized by concentric zone model, characterized by a series of concentric rings or zones, with the central business district at the core and residential areas radiating outward. On the other hand, the peri-urban catchment areas are adorned with dispersed settlements, interspersed with clusters of nucleated settlements located within municipal satellite towns. Linear settlement patterns are also visible along service infrastructure such as roads ridges. These settlement patterns are majorly influenced by various factors, including physical geography, historical development, economic activities, and social and cultural elements.

2.1.6. Socio-Economic Characteristics

Kenol town serves as a commercial hub for the surrounding rich agricultural region. According to the data from the County department of Economic Planning, the thriving sectors in terms of GDP contribution within the Municipality are agriculture, commerce, transport, small scale manufacturing as well as packets of quarrying.

5.1. Linkage of Strategic Plan with other Development Plans



5.2. Preparation Process of the Annual Strategic Plan

Objective and process of urban planning is outlined in the Urban Areas and Cities Act. Section 36-41 and the third Schedule stipulate that the Urban Integrated Development Plan (IDeP) provides the basis for the preparation of the Annual Strategic Plan. In line with provisions of the Act, the preparation process was participatory and involved review of existing relevant policies, plans and project implementation reports for the financial year 2023/2024. The proposals from the stakeholders were compiled to produce a draft strategic plan aligned to the needs of the residents. The draft Integrated Development Plan was then adopted by the Board for submission to the County Executive Committee for adoption and finally, tabling at the County Assembly for approval.

5.3. Public Participation and Incorporation of Public Views

In cognizance of the various policies and laws governing public participation, opportunities for municipal residents to participate in the development process of the IDeP were provided through public fora and town hall meetings that targeted mapped stakeholders as well as general public. Prior notices were issued and alternative platforms utilized to ensure active, fruitful participation. The various methods that were used to enhance public participation were as follows;

- (a) Public Notices- To publicize and attract the involvement of the greater public, notices were placed on notice boards within the Municipality.
- (b) Stakeholder Mapping- The mapping of stakeholders both from state and non-state actors provided the necessary rich and wide consultations on the need for accelerated development of the Municipality.
- (c) Workshops- The Technical Working Group engaged in two workshops; one for envisioning and the second for validation of plan proposals.

The draft integrated development plan was presented to the stakeholders for deliberations, opinions, suggestions and counter-proposals. Proposals were also received in form of written submissions and memoranda. The IDeP technical team synthesised the submissions and counter-proposals after which the draft IDeP was reviewed to include the received comments. The list of priority areas for intervention as ranked by the public was compiled to form the strategic projects/programmes for implementation during the medium term.

1. STATUS OF MUNICIPAL SERVICE INFRASTRUCTURE

5.4. Overview

Municipalities are pivotal in steering urban development and safeguarding the welfare of urban populations. Given the accelerating pace of urbanization, there is a critical need for a robust infrastructure framework to optimize service delivery. As delineated in the First Schedule of the Urban Areas and Cities (Amendment) Act, 2019, the municipality's service infrastructure framework includes key sectors such as water and sanitation, waste management, transportation, public amenities, and development control. Despite challenges like resource constraints and infrastructure deficits, ongoing initiatives aim to enhance service accessibility and quality, promoting sustainable urban growth. This chapter evaluates the current state of service infrastructure within the municipality, addressing cross-cutting issues. It outlines achievements, identifies challenges, examines emerging issues, and lists lessons learned. The chapter concludes with strategic recommendations for the 2024-2028 planning period.

5.5. Municipality Revenue System

Municipality financing is outlined in Section 43 of the Urban Areas and Cities Act, 2011. According to the Act, a municipality's fund comprises allocations from the County Assembly, revenues generated by the board through its powers and functions, and grants from development partners.

To ensure revenue adequacy and the sustainability of service infrastructure, good governance practices are essential. These practices promote the efficient and effective use of resources while ensuring accountability. Legislation such as the County Government Act 2012, PFM Act 2012, and Urban Areas and Cities Act 2011, among others, are designed to support sustainable urban management and the efficient delivery of critical services to stakeholders.

For sustainable revenue generation and management, the municipality must develop, adopt, and implement necessary policies and regulations to legitimize rates and tariffs, as prescribed in the County Finance Act. Kenol Municipality's revenue streams include County financing through exchequer transfers, own-source revenues (such as taxes, rates, cess, permits, and fees), and conditional grants from development partners through the County Government. Local revenue is collected from various streams, corresponding to the services provided.

5.6. Municipal Service Infrastructure, Utilities and Amenities

2.1.7. Disaster Preparedness, Response and Management

Disaster preparedness, response and management in the municipality entails a concrete proactive framework to identify, prepare for response and mitigate impacts of disasters. This includes physical preparations and trainings for emergency action and capacity building to enhance resilience of residents in the face of disasters. The Fourth Schedule of the Constitution of Kenya 2010 mandates the County Governments to provide for firefighting and disaster management services to the resident population. Elaborate frameworks and contingency measures are therefore necessary to proactively check on the probability of occurrence of disasters and provide coordinated response in case of occurrence.

The Sub County fire and disaster department have adequate skilled staff. The department has elaborate equipment infrastructure establishment that include fire-trucks, fire-motor cycles and a set of tools and equipment to effectively respond to and manage any disaster on occurrence. Picture 3.5. show response team alongside their response equipment.

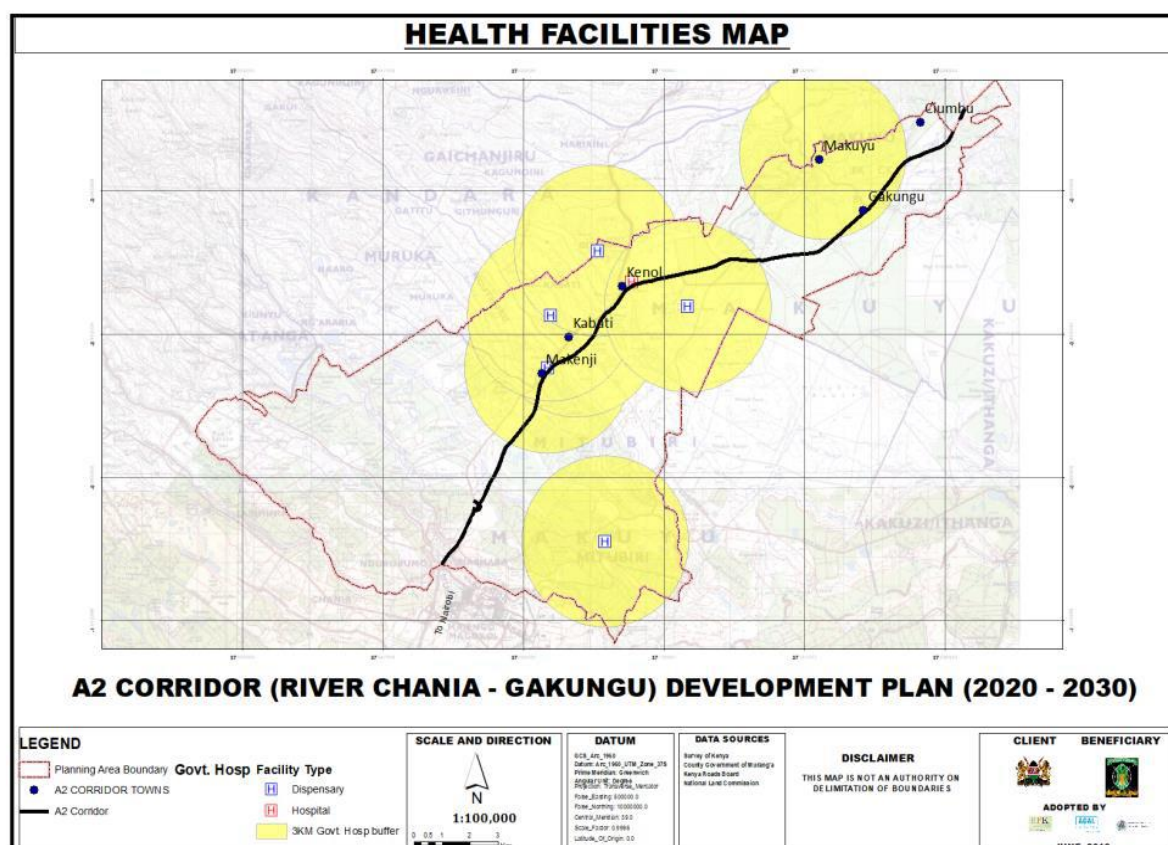


Picture 1.1.: Fire and Disaster Resources at Kenol Fire Station

2.1.8. Healthcare Services

Healthcare services in the Municipality include 15 health facilities of which eight are public and seven are private. Based on the A2 Corridor IUSDP, The public health facilities are inadequately staffed with frequent medical stockouts. Map 2 shows the distribution of health facilities within the Municipality as per the A2 Corridor IUSDP:

Table 1-1: Distribution of Healthcare Facilities within the Municipality



Source: A2 Corridor IUSDP, 2020

The Northern part of the Municipality from Bluepost to Kabuku river has four health facilities all of which are dispensaries. The central part has nine health facilities, one health centre and two hospitals. Based on the demographic trends and urban growth, this area requires establishment of a level IV hospital. The upper southern section has two health facilities of which one is a public health centre (Makuyu). Table 4 shows the distribution of private and public health facilities within the Municipality:

Table 1-2: Distribution of Health Facilities

	Name of Facility	Location	Type	Level
1.	Tata Hannah	Gathambara	Private	Dispensary
2.	Zena Roses	Gathambara	Private	Dispensary
3.	Mitubiri Dispensary	Thuthua	Public	Dispensary
4.	Nguthuru Dispensary	Nguthuru	Public	Dispensary
5.	St. Mary's Church Dispensary	Kabati	Private	Dispensary
6.	Kagaa Dispensary	Methi (Wempa)	Public	Dispensary
7.	Kabati Medical Centre	Kabati	Private	Dispensary
8.	Mukerenju Dispensary	Kabati	Public	Dispensary
9.	Gitura Dispensary	Gitura	Public	Dispensary
10.	Garden Breeze Medical Centre	Kimorori	Private	Dispensary
11.	Kenneth Matiba Eye and Dental Hospital	Kimorori	Public	Level iv
12.	Kenol Hospital	Kimorori	Private	Level iv
13.	Katipanga dispensary	Kimorori	Public	Dispensary
14.	Makuyu Health Centre	Makuyu	Public	Level III
15.	Don Bosco Makuyu Dispensary	Makuyu	Private	Dispensary

2.1.9. Education, Skills, Literacy and Infrastructure

Access to affordable, accessible and high-quality play a significant role in local, national and international development. Universal, high-quality education and care, not only benefits the whole population but can particularly benefit children from the most disadvantaged backgrounds.

1.1.1.1. Basic Education

The basic education consists of Early Childhood Education Development (ECDE) and primary education. Most of the ECDEs within the municipality are attached to primary schools, though some are independent. The Municipality has a developed network of 59 primary schools both privately owned and public with most being day

PRIMARY SCHOOLS MAP

LEGEND

- Primary Schools
- PUBLIC SCHOOLS BUFFER
- A2 Corridor
- Planning Area Boundary

SCALE AND DIRECTION

1:100,000

DATUM

GDA, Apr. 1984
Datum: ARL 1961_27N_Zone_37S
Prime Meridian: Greenwich
Angular Unit: Degree
Linear Unit: Meter
Scale: Drawing 1:100,000
False_Easting: 100,000.0
False_Northing: 100,000.0
Central_Meridian: 28.0
Semi_Major_Axis: 6378137.0
Semi_Minor_Axis: 6356755.0
Latitude_Of_Origin: 0.0
Projection: UTM

DATA SOURCES

Survey of Kenya
County Government of Wajir
Kenya Roads Board
National Land Commission

DISCLAIMER

THIS MAP IS NOT AN AUTHORITY ON
DELIMITATION OF BOUNDARIES

CLIENT

BENEFICIARY

ADOPTED BY

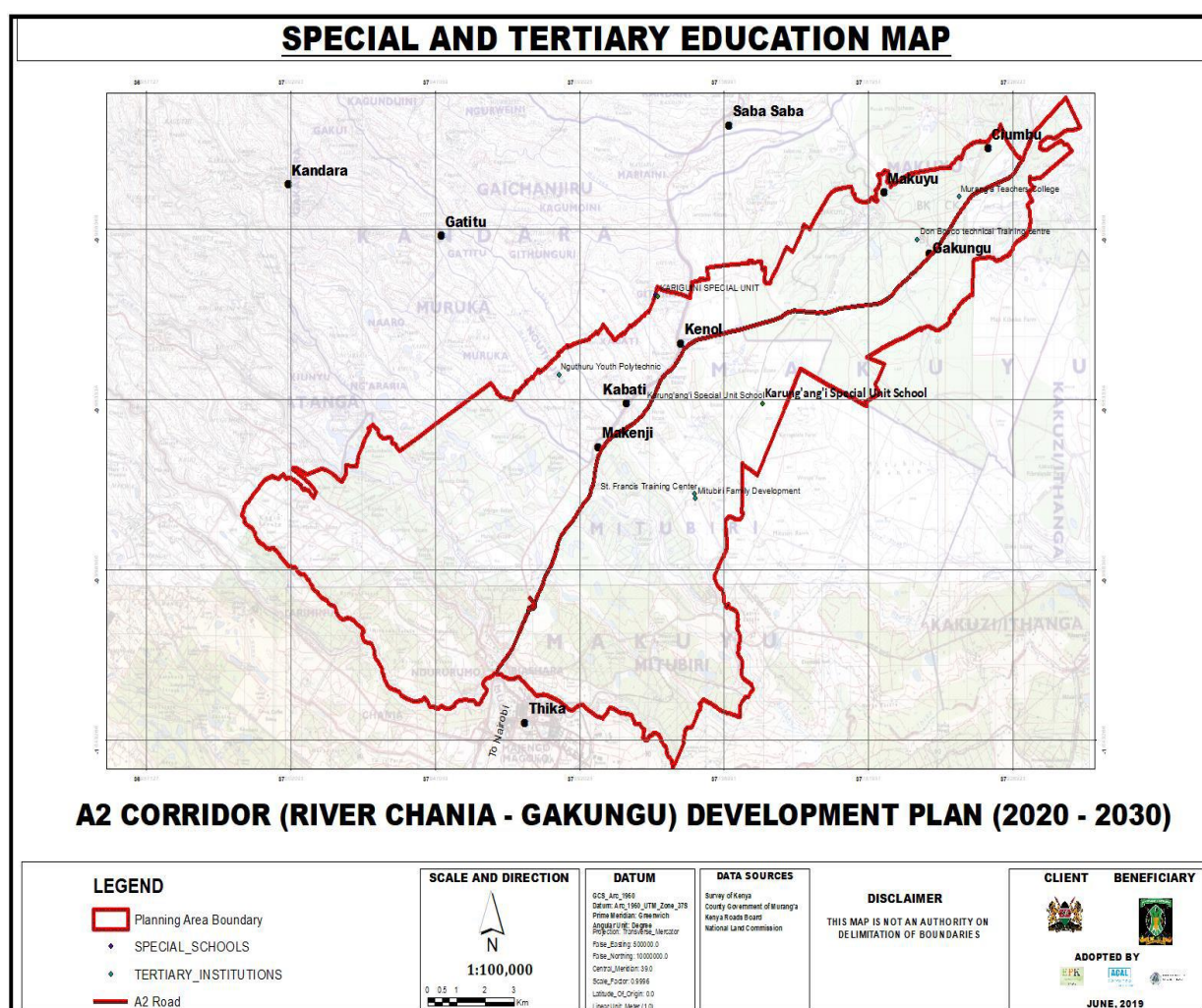
JUNE, 2019

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1.1.1.3. Tertiary Institutions

There are four tertiary schools and two special schools within the municipality. They include Nguthuru Youth Polytechnic, St. Francis Training Centre, Don Bosco Technical Training Centre, and Murang'a Teachers College. There is also KALRO situated on the northern part of the municipality near Bluepost. It is an agricultural research institute that sometimes hosts short term programs by other universities. Special schools within the municipality include Karigu-ini Special Unit School and Mitubiri Family Development. Map 5 shows the tertiary and special institutions within the municipality:

Table 1-5: Tertiary Institutions



2.1.10. Sports, Culture, Creative Arts and Recreation Facilities

Public utilities within the municipality include two open spaces, a social hall at Nguthuru and a meeting space at Methi. There are however no sports facilities which need to be prioritized by the municipal Board. Table 6 shows the public utilities within the municipality:

Table 1-6: Public Utilities

	Utility Type	Number
1.	Community/social halls	3
2.	Library	1
3.	Open/recreational spaces	2
4.	Cattle dip	1
5.	Reserved Purpose Locations	3

Source: A2 Corridor ISUDP, 2020

2.1.11. Hospitality and Recreation Facilities

Kenol Municipality is served by a number of high-end hotels that offer conference facilities, accommodation and recreation services. Major hotels in the Municipality include Bluepost, Golden Palm, Great North, Sunstar, Thika Greens among others. The Municipality also has Community Social Halls which are used to host resident functions including arts, culture exhibitions, meetings among other activities.

2.1.12. Control of Drugs, Policing and Enforcement

The County has established a framework for licensing and regulation of production, sale, distribution, consumption and outdoor advertising of alcoholic drinks at the Municipal (sub county) level. The framework provides for coordinating the establishment, implementation and operations of alcohol joints. The Municipality works in close partnership with security agencies, National Campaign on Drugs and Substance Abuse (NACADA) and other Non- Governmental Organizations (NGOs) to ensure enforcement of laws concerning prevention of sale and rehabilitation of drugs and substances addicts.

2.1.13. Financial infrastructure

Kenol municipality is served with a network of commercial banks and Sacco's which makes it a financial hub. These banks include Equity Bank, Co-operative bank, KCB, Family bank, KWFT, and a network of SACCOs including AMICA and Mentor SACCOs.

2.1.14. Abattoirs, Slaughter Houses and Slaughter Slabs

Abattoirs, slaughter houses and slaughter slabs within the Municipality are controlled by the departments of Public Health together with department of Veterinary Services. The facilities are situated away from the general public to prevent objectionable odours, smoke & dust. This also facilitates provision of adequate dust-proof access-ways and making them completely separated from any other buildings used for industrial, commercial, agricultural, residential or other purposes. The Municipality has 2 slaughter houses at Kabati and Makuyu.

2.1.15. Satellite Towns and Markets

The Municipality is served by a number of satellite towns and markets. While Trade department is responsible for market infrastructure, management of markets is majorly done by the department of public health and sanitation. Major services provided by the municipality include waste management and provision of public lavatories. Satellite towns and markets within the municipality include Makuyu, Kabati, Githunguri, Makenji, Muruka, Methi and Mitubiri.

Hawking provides economic livelihood for many residents within the Municipality. It also plays a significant role in the urban life of middle lower class. There is need to integrate hawking as a means of employment with the urban planning framework by setting up adequate and accessible open-air markets and vending avenues within streets. This will expand revenue generation and add to the Municipal revenue base.

5.7. Grants, Benefits, and Subsidies

During the period under review, there were no payment of grants, benefits and subsidies

5.8. Contribution of Achievements to the National, Regional and International Development Frameworks

Table 1-7: Linkages with National, Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Contributions/ Interventions in the last Annual Strategic Plan
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads stimulating job creation.

		<ul style="list-style-type: none"> - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Construction of Kayole market in collaboration with National Government
	Social inclusion and participation	<ul style="list-style-type: none"> - Convened 4 quarterly public fora - Convened 2 public participation sessions during which the residents prioritized projects to be implemented - Formulated and adopted gender mainstreaming framework - Formulated and adopted public participation guidelines
	Improved urban services and quality of life	<ul style="list-style-type: none"> - Installed 1 km of cabro paving - Improved 1 km of drainage system
	Environment sustainability	<ul style="list-style-type: none"> - Greening of one public open space - Rehabilitated Karii dump site
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	<ul style="list-style-type: none"> - Construction of Kayole market in collaboration with National Government - Spearheaded operationalization of Kenol and Kangari municipalities.
	Environment sustainability	<ul style="list-style-type: none"> - Greening of one public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	Construction of Kayole market in collaboration with National Government
	Infrastructure development	<ul style="list-style-type: none"> - Installed 1 km of cabro paving that contributes to smart cities through enhancing efficiency in urban services delivery
	Environment sustainability	<ul style="list-style-type: none"> - Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning

Africa Agenda 2063	Economic growth and transformation	- Construction of Kayole market and opening of back streets provide opportunity for job creation and poverty reduction
	Governance and institutional strengthening	- Operationalization of Kenol and Kangari municipalities and institutionalization of quarterly urban fora aligns with the Agenda 2063's goal of good governance, democracy, and the rule of law
SDGs	SDG Goal 11 on smart cities	- Operationalization of Kenol and Kangari municipalities - Upgrading of urban road infrastructure

5.9. Challenges, Emerging Issues and Lessons Learnt

2.1.16. Challenges Encountered

The challenges encountered during the period include:

- Rapid urbanization leading to uncontrolled growth and proliferation of informal settlements
- Limited resources to effectively provide the required infrastructure service
- Inadequate policies to facilitate effective Municipality functions. For example, the Municipality by-laws are still in draft form
- Delapidated urban infrastructure that include access roads, back streets, and drainage systems
- Inadequate office space

2.1.17. Emerging Issues

- There is need for elaborate framework on PPP and how other stakeholders can be brought on board to supplement the Municipal service delivery.
- Informal economy remains important part of urban livelihood. There is need for integrating informal sector into the formal economy and provide support to SMEs as a priority in urban development
- Urban areas rely on rural areas for food, labor, and resources. There is need to improve infrastructure and services that connect urban and rural areas

2.1.18. Lessons Learnt

The lessons learnt during the period include:

- Adequate and sustainable financing is critical for urban development. Public-private partnerships (PPPs) are essential in funding large-scale urban projects

- b) Strong urban governance is essential for successful urban development, with many challenges in urban development arising from lack of clear institutional framework to manage urban growth effectively
- c) Comprehensive planning and long-term envisioning provide framework that facilitates consideration of all aspects of urban life and help create sustainability through balanced functional urban areas
- d) Synchronization of planning and budgeting enhance programme/ project success. Right budgeting further prevents piling of pending bills which is a recipe for inflated project costs, litigations and destroyed image.

5.10. Emerging Development Issues

Table 1-8: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Environment and Climate Change	Increased climate risks	Climate change impacts such as flooding	<ul style="list-style-type: none"> - Rapid urbanization - Inadequate resources 	<ul style="list-style-type: none"> - Development control - PPPs in drainage and sanitation management
	Environment degradation and pollution	Expansion of urban areas	<ul style="list-style-type: none"> - Rapid urbanization 	<ul style="list-style-type: none"> - Sustainable urban planning
	Solid waste menace	Inadequate solid waste management infrastructure	<ul style="list-style-type: none"> - Rapid urbanization - Illegal dumping - Inadequate resources to develop solid waste management infrastructure 	<ul style="list-style-type: none"> - Recycling - Waste-to-energy initiatives - Development control - PPPs in waste management
Local Economic Empowerment	Youth unemployment	Mismatch between college education and available work opportunities	<ul style="list-style-type: none"> - Drugs and substance abuse - Preference for white collar jobs 	<ul style="list-style-type: none"> - Supporting and integrating the informal sector into formal urban development plans
	Security and urban safety	Society moral decay	<ul style="list-style-type: none"> - Unemployment, - Substance abuse, and - Deteriorating family fabrics 	<ul style="list-style-type: none"> - Mentorship programmes - Enhancing youth specific programmes such as MYS

Urban Development	Inadequate sustainable urban infrastructure	Inadequate financing	<ul style="list-style-type: none"> - Competition from other sectors - High cost of infrastructure development - Vandalism 	<ul style="list-style-type: none"> - Innovative financing solutions such as PPPs - Capacity building
	Urban aesthetics	Desire to create more visually appealing and culturally significant public spaces	<ul style="list-style-type: none"> - Inadequate funding - Limited green open spaces in urban areas - Encroachment on open spaces 	<ul style="list-style-type: none"> - Urban renewal - PPPs - Development control
Agriculture	Lack of food security in urban areas	Increasing urban population	<ul style="list-style-type: none"> - Change of use of agricultural land to real estate - High cost of food production - Inadequate connectivity between rural and urban areas 	<ul style="list-style-type: none"> - Urban agriculture - Improvement of connectivity between rural and urban areas
Governance	Weak Urban governance and public participation	Inadequate public participation framework	<ul style="list-style-type: none"> - Lack of policy framework - Inadequate funding - Limited capacity of residents to effectively participate in local economic development 	<ul style="list-style-type: none"> - UACA provisions on public for a - Public private sector engagement framework

3. STRATEGIC PRIORITIES, STRATEGIES AND PROGRAMMES

5.11. Overview

Urban areas by virtue of their unique characteristics manifests the ‘face’ of the County and is crucial for both the development of a County and Nation. Most of a country’s wealth is created in its urban areas, hence the maxim that: urban areas are the engines of economic growth and development. Provision of adequate infrastructure and the necessary social services – education, health, recreation, safety and security, improve the quality of life of urban citizens. The quality of life is viewed from the perceptive of access to public spaces and enhanced safety and security. In its pursuit of distributed development, Kenol Municipality seeks to enhance gender equality, protect the rights of minority and vulnerable groups, and ensure civic participation by all in the social, political and cultural spheres.

5.12. Vision, Mission and Goals

3.1.1. Municipal Vision

An archetypal local authority committed to the total well-being of all its residents

3.1.2. Municipal Mission

To transform the Municipality into an efficient corridor that is infilled with green spaces, vibrant commercial activities, and agro-based industrial zones featuring operational and socially integrated neighbourhoods

3.1.3. Strategic Priorities and Strategies

To realize its broad objective of An archetypal local authority committed to the total well-being of all its residents, the Municipality will prioritize the following specific strategies:

Table 3-1: Strategic Priorities and Strategies

Strategic Priorities	Strategies
Department: Finance, Administration, Human Resource, ICT and Economic Planning	
Programme: General administration, Planning and Support Services	
Institutional Capacity and Public Participation	<ul style="list-style-type: none">a) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissionsb) Provide adequate office space and accompanying infrastructure including internet access

Strategic Priorities	Strategies
	<ul style="list-style-type: none"> c) Map municipal stakeholders for active engagement d) Develop framework for public private partnership a) Train staff on public participatory processes, community score cards and report writing
Revenue Enhancement and Management	<ul style="list-style-type: none"> b) Train staff on revenue management, best practices in financial management c) Institutionalize public participation in the budget process d) Fast track approval of Municipal by-laws e) Complete the valuation roll to guide rating and property valuation
Participatory budgeting process	<ul style="list-style-type: none"> a) Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents b) Establish municipal database/fact sheet c) Map municipal revenue sources/streams with projections d) Institutionalize public participation on strategic planning and budget process e) Train staff on public budget process f) Institutionalize framework for monitoring and evaluation, data dissemination and feedback
Department: Public Works, Infrastructure, Housing and Urban Planning	
Programme: Development Control	
Enhance town planning and development control	<ul style="list-style-type: none"> a) Prepare part development plans for satellite towns b) Develop municipal zoning regulations c) Review Integrated Strategic Development Plan for Kenol Municipality to accommodate reviewed boundary
Service Infrastructure Development	<ul style="list-style-type: none"> a) Provide robust transport, drainage and sanitation service infrastructure b) Upgrade Municipal roads to bitumen/cabro standards c) Pave and continuously maintain town access roads d) Integrate drainage systems and NMT with road networks e) Upgrade streets and walkways f) Increase provision of parking spaces g) Increase streetlighting
Safeguard against encroachment and	<ul style="list-style-type: none"> a) Complete formulation and approval of physical development by-laws

Strategic Priorities	Strategies
damage to service infrastructure	b) Enhance maintenance of established service infrastructure
Enhance accessibility and town aesthetics	a) Improve street naming and addressing b) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines c) Construct bus parks to accommodate more vehicles
Department: Legal, Social Services, Education, and Partnerships	
Programme: Social Infrastructure Service and Welfare	
Develop sustainable infrastructure service	a) Develop markets to promote local economic development b) Upgrade existing markets to accommodate more traders. c) Provide support infrastructure in markets including piped water, public conveniences as well as solid waste management d) Improve access roads and accessibility within market places e) Establish/improve livestock markets and abattoirs a) Develop jua-kali sheds to increase and formalize the jua-kali activities
Develop sustainable social amenities and facilities	a) Maintain and protect social recreational parks and open spaces within the Municipality b) Improve/upgrade social halls within the Municipality c) Beautify social parks and open spaces within the Municipality d) Improve all public open spaces within the Municipality
Department: Health, Sanitation, Water and Environment	
Programme: Public health, sanitation, water and Environment	
Environment Protection and Conservation	a) Provide sustainable, efficient and effective solid waste management services b) Formulate waste management policy c) Develop and implement municipality waste management plan d) Capacity build stakeholders on solid waste management e) Enhance PPP in waste collection in order to increase waste collection coverage and frequency. f) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment

Strategic Priorities	Strategies
	<ul style="list-style-type: none"> g) Install street bins in appropriate locations in town. h) Designate neighbourhoods' solid waste transfer stations. i) Involve public and private developers and businesses in clean-up activities as an effective way in solid waste management.
Enhance environment and social safeguards protection within the Municipality	<ul style="list-style-type: none"> a) Increase inspection and licensing of quarries within the Municipality b) Institutionalize Grievance Redress Mechanism c) Institutionalize and enforce OSHA standards d) Undertake ESSIA and NEMA certification before initiating any project e) Enforce NEMA, WaRMA and other environment regulations
Enhance landscaping, beautification and greening of public open spaces	<ul style="list-style-type: none"> a) Integrate street furniture along the town streets b) Control illegal structures and building materials c) Enhance greenery and town beautification
domestic water within the Municipality	<ul style="list-style-type: none"> a) Collaborate with MUWASCO and other development partners to ensure 100% domestic water connections to households b) Promote water harvesting at the household and institutional levels
Enhance integrated disease surveillance, improve food and water quality control services and promote community health	<ul style="list-style-type: none"> a) Establish community health units b) Engage community health volunteers c) Train community health volunteers d) Establish community-based health information e) Sensitize staff on priority disease surveillance areas f) Increase inspection and licensing of food establishments g) Enforce food safety laws and prosecute offenders
Improve sanitation standards within the town CBDs	<ul style="list-style-type: none"> a) Construct toilets within commercial areas b) Conduct regular public cleaning campaigns c) Enhance waste recycling techniques



5.13. Sector Programmes and Projects

3.1.4. Sector Programmes

Table 3-2: Programmes and Planned Targets for the Period 2024/2025

Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
Programme 1: General administration, Planning and Support Services					
Objective: To enhance administration and service delivery within the Municipality					
Outcome: Enhanced service delivery infrastructure and coordination					
General Administration, Planning, and Support Services	Vehicles procured	No. of Vehicles procured	-		-
	Public Fora convened	No. of public fora convened	4		1
	Board meetings convened	No. of Board meetings	20	20	2
	Use of goods and services	No. of assorted office Equipment/services procured	LS	LS	5
	Constructed office administration block	Administration office block completed	-	1	5
	Remunerated Staff	No. of staff in the payroll system	-	-	22
	New staff recruited	No. of new staff recruited	-	-	-
Financial Management and Reporting	Budget process public participation fora	No. of budget process public fora held	1	1	0.25
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared	4	4	0.05
	Operationalization of Municipality By-laws	Implementation reports of Municipality By-laws	1	1	0.5
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender	10	10	1
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning	1	1	1
Policy formulation,	Review of A2 Corridor Integrated Strategic Urban Development Plan (ISUDP) 2019-2029	Approved A2 ISUDP 2019-2029 Review Report	1	1	1.5



Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
planning and reporting	Municipal handbook of indicators	Copy of Municipal handbook of indicators	-	-	-
Sub Total					39.3
Programme 2: Works, Infrastructure, Housing and Urban Planning					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
Urban Development	Maintained urban bitumen standard roads/ streets	Kms of urban roads/streets improved	1	1	15
	Maintained urban drainage systems	Kms of drainage system maintained	1	1	5
	Maintained bitumen/ Cabro standard walkways	Kms of walkways maintained	2.5	2.5	5
	Improved/ upgraded bus parks	No. of bus parks upgraded/ improved	0	0	0
Urban planning	Approved zonal plans	No. of zonal plans prepared and approved	0	0	0
Sub Total					25
Programme 3: Social infrastructure and welfare					
Objective: Provide robust municipal social infrastructure services					
Outcome: Robust municipal social infrastructure services					
Social infrastructure and welfare services	Maintained Municipal social halls	No. of social halls maintained	1	1	1
	Constructed/ Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended	0	-	0
	Constructed/ upgraded markets	No. of markets developed	1	1	PPP
Sub Total					1
Programme 4: Public health, sanitation, water and Environment					

Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
Objective: Sustainably manage waste, water and environment within the municipality					
Outcome: Safe, secure, clean and liveable urban environment					
Solid Waste Management	Litter bins procured	No. of litter bins procured	100	-	-
	PPEs procured	No. of PPEs procured	500	500	0.05
	Boots and other gears procured	No. of boots/gears procured	100	100	0.05
	Maintained dump sites	Karii dump site maintained	1	1	1
	Maintained waste collection sites	No. of waste collection sites maintained	30	-	-
	Skip truck with skip purchased	No. of skip trucks with skip procured	1	-	-
	Trained CHVs	No. of CHVs trained	50	-	-
	Trained public health officers	No. of PHOs trained	10	-	-
Sub Total					1.1
Programme 5: Kenya Urban Support Programme					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
KUSP - UDG	Bitumen standard urban roads/ streets	Kms of urban roads/streets	4	2.5	50
	Upgraded municipal drainage system	Kms of drainage system	5	3	5
	Bitumen/ Cabro standard walkways	Kms of walkways	2.5	3	5
	Solar-powered floodlights	No. of operational solar-powered floodlights	0	-	-
	Solar-powered streetlights	No. of operational solar-powered	0	10	2

Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
		streetlights			
KUSP UIG	Feasibility study report for KUSP II APA 2 Projects	Feasibility study report	0	1	0.5
	Environmental and Social Safeguards Assessment (ESSIA) & NEMA Certification for proposed UDG Project	Approved ESSIA Report NEMA Certificate	0	1	0.75
	Design of proposed APA 2 UDG Project	Project Design	0	0	0.5
	Board/Staff Capacity building, training and peer learning	No. of meetings/conferences/workshops	0	3	4.5
	Review of Kenol Municipality Integrated Development Plan 2023-2027	Kenol Municipality Integrated Development Plan 2023-2027 Review Report	0	1	1.5
	Municipal Annual Strategic Plan (Annual Investment Plan & Budget) FY 2026/2027	Kenol Municipality Annual Strategic Plan 2026/2027 (Annual Investment Plan & Budget FY 2026/2027)	0	1	0.5
	Environment capacity building and procured safety and protective gears	No. of Capacity building sessions on environment management Safety gears and protective gears acquired	-	Assorted	1
	Staff training/ Short courses on waste management, social safeguards, urban planning, and project management	No. of staff trained on short courses - waste management, social safeguards, urban planning, and project management	-	10	1
Sub Total					72.25
Grand Total					140.75

3.1.5. Capital Projects

Table 3.67.: Municipality Capital projects for the FY 2024/2025

Sub Programme	Project Name and Location (Ward/ Sub County)	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, Q2, Q3, Q4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Programme: General Administration, Planning & Support Services										
General Administration & Support Services	Proposed construction of municipality administration block	Procurement Construction works	5	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	1	Ongoing	Municipality	PWD friendly NMTs and road rumps
Programme: Works, Infrastructure, Housing and Urban Planning										
Urban Development	Proposed rehabilitation of municipal roads/ streets	Procurement Construction works	25	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	4.5	Ongoing	Municipality	PWD friendly NMTs and road rumps
Programme: Social infrastructure and welfare										
Social infrastructure and welfare services	Proposed improvement of Kenol market	Procurement Construction works	PPP	MCG	Q3, Q4	No. of social halls No. of Market Stalls and Lockups No. of markets No. of house/ units	-	On going	Municipality	PWD friendly rumps
Social infrastructure and welfare services	Proposed improvement of municipal social halls	Procurement Rehabilitation works	1	MCG	Q3, Q4	No. of social halls	1	On going	Municipality	PWD friendly rumps
Programme: Second Kenya Urban Support Programme(KUSP II)										
Kenya Urban Support Programme (UDG)	Proposed upgrading to bitumen standards of	Procurement Construction works	62	World Bank (KUSP	Q1, Q2, Q3	Kms of roads/ streets/ drainage	3	New	Municipality	PWD friendly NMTs and road rumps

Sub Programme	Project Name and Location (Ward/ Sub County)	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, Q2, Q3, Q4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
	municipal roads/ streets, upgrading of drainage system, and construction of NMT walkways	Sensitization and capacity building		II - UDG)		system/ NMTs improved				

5.14. Proposed Grants, Benefits and Subsidies to be Issued

Type of Payment	Purpose	Key Performance Indicators	Target	Amount (Kshs M)

NB: The Municipality will not issue any grants, benefits or subsidies

5.15. Linkages with National, Regional, and International Aspirations/ Concerns

Table 3-3: Linkages with National and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Interventions
Bottom-up Economic Transformation Agenda (BETA)	Job creation	<ul style="list-style-type: none"> - Upgrading of urban roads to bitumen standards - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Construction of municipality markets in collaboration with National and county government
	Social inclusion and participation	<ul style="list-style-type: none"> - Convening of quarterly public fora - Convening public participation sessions during which the residents prioritize projects to be implemented - Implementation of gender mainstreaming framework - Implementation of public participation guidelines
	Improved urban services and quality of life	<ul style="list-style-type: none"> - Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	<ul style="list-style-type: none"> - Greening of one public open space - Tree planting in riparian lands
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	<ul style="list-style-type: none"> - Construction of municipal market in collaboration with county and national government - Spearheading delineation of six administrative towns in the county
	Environment sustainability	<ul style="list-style-type: none"> - Greening of public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	<ul style="list-style-type: none"> - Construction of municipal markets in collaboration with national and county governments
	Infrastructure development	<ul style="list-style-type: none"> - Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT

	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning
Africa Agenda 2063	Governance and institutional strengthening	- Operationalization of Kenol municipality and institutionalization of quarterly urban fora
SDGs	SDG Goal 11 on smart cities	- Operationalization of Kenol municipality - Upgrading of urban road infrastructure
	SDG 6 on clean water and sanitation, SDG 13 on climate action	- Planting of trees - Development control



4. IMPLEMENTATION FRAMEWORK AND RESOURCE REQUIREMENT

5.16. Implementation Framework

The institutional framework for implementation of Municipal functions is anchored on structure as stipulated in the County Governments Act, 2012 and Urban Areas and Cities (Amendment) Act 2019. The framework provides a link with the County Government and national government for the purpose of implementing Municipal functions as contained in the plan. The semi-autonomous Municipality works harmoniously with other departments of the County government for successful implementation of the plan.

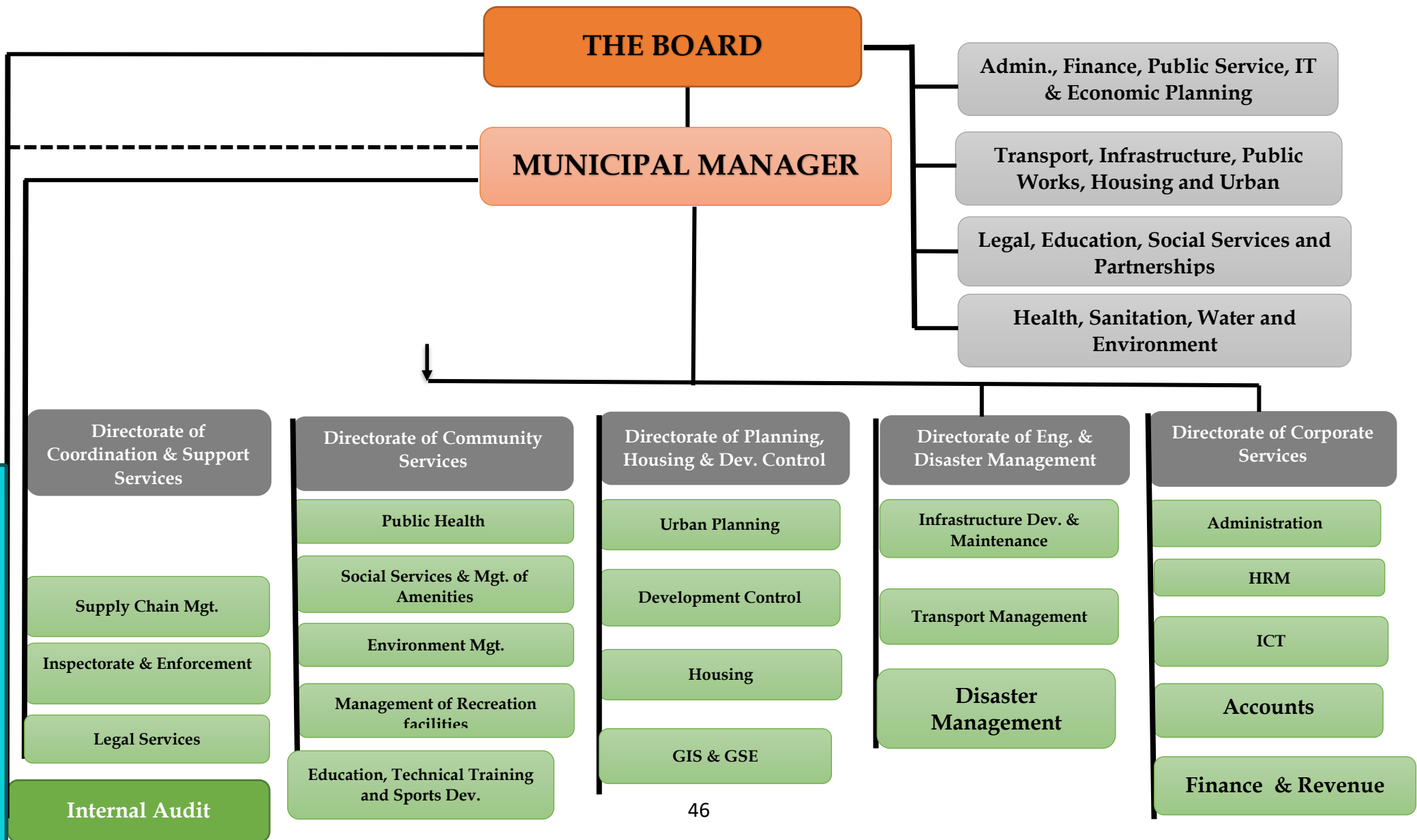
4.1.1. Mandate of the Municipality

Kenol Municipality was created pursuant to section 9(3) of the Urban Areas and Cities Act. The Municipality was awarded a charter vide the Kenya gazette supplement No. 11 dated 6th December, 2018. The mandate of the include:

- (a) Promotion, regulation and provision of refuse collection and solid waste management services;
- (b) Promotion and provision of water and sanitation services and infrastructure
- (c) Construction and maintenance of municipal roads and associated infrastructure;
- (d) Construction and maintenance of storm drainage and flood controls;
- (e) Construction and maintenance of walkways and other NMT infrastructure;
- (f) Construction and maintenance of recreational parks and green spaces;
- (g) Construction and maintenance of street lighting;
- (h) Construction, maintenance and regulation of traffic controls and parking facilities;
- (i) Construction and maintenance of bus stands and taxi stands;
- (j) Regulation of outdoor advertising;
- (k) Construction, maintenance and regulation of municipal markets and abattoirs;
- (l) Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- (m) Promotion, regulation and provision of municipal sports and cultural activities;
- (n) Promotion, regulation and provision of animal control and welfare;
- (o) Development and enforcement of municipal plans and development controls;
- (p) Municipal administration services
- (q) Any other functions as may be delegated by the County Executive Committee.



4.1.2. Municipality Organization Structure



4.1.3. Role of Stakeholders

The Municipality stakeholders as defined in Table 4.1. perform different roles to ensure that the Municipal vision is realized;

Table 4-1: Stakeholders and their Role in Municipal Strategic Plan Implementation

Agency	Description	Role
County Executive Committee	Governor, Deputy Governor and County Executive Committee Members	<ul style="list-style-type: none"> - Overall leadership in the county's economic, social and political governance and development; - Policies direction;
County Assembly	The Members of the County Assembly, Speaker and the Clerk	<ul style="list-style-type: none"> - Vetting and approving nominees to offices - Approve development plans and policies - Approving budget
County Government Departments	Technical staff in different county departments	<ul style="list-style-type: none"> - Partners in technical management of projects - Synergy
National Government	National government including offices at the Count level	<ul style="list-style-type: none"> - Synergize efforts to achieve the vision of the County and Country
Development Partners	International organizations, bilateral donors, NGOs, and financial institutions that provide financial resources	<ul style="list-style-type: none"> - Financial support - Technical assistance and capacity building - Expertise and consultancy - Governance and policy support
Private Sector	Non-state actors contributing to municipality economic growth, infrastructure development and service delivery	<ul style="list-style-type: none"> - Financial support - Technical assistance and capacity building - Expertise and consultancy - Governance and policy support - Investment - Employment creation
Civil Society Organizations	CSOs include NGOs, CBOs, FBOs, advocacy groups and other not-for-profit organizations	<ul style="list-style-type: none"> - Bridge between municipality and residents - Advocacy for quality services - Facilitate community participation in municipality governance
County PSB	Members of the County Public Service Board and the CEO	<ul style="list-style-type: none"> - Establishing and abolishing offices

		<ul style="list-style-type: none"> - Appointment of persons to hold created offices - Development of coherent human resource
Other Stakeholders	State and Non-state actors in the development of the Municipality	<ul style="list-style-type: none"> - Synergy in Municipal development - Programme/project prioritization

5.17. Resource Mobilization and Management Framework

Resource mobilization is essential for development of adequate infrastructure within the municipality. There is need for infrastructure and social services that spur local economic growth. Effective resource mobilization strategies will enable the municipality access funds necessary for implementing prioritized interventions.

4.1.4. Resource Requirement By Sector and Programme

Table 4-2: Summary of Resource Requirement by Programme and Sub Programme

Department	Programme	Sub Programme	Resource Req. (Kshs M)
Administration, Finance, IT, and Economic Planning	General administration, Planning and Support Services	General Administration, Planning, and Support Services	20.5
		Financial Management and Reporting	0.85
		Performance Management	2
		Policy formulation, planning and reporting	2.9
		Information Communication Technology (ICT)	0.05
	Programme Total		26.3
	Kenya Urban Support Programme	Kenya Urban Support Programme - UIG	10.5
	Programme Total		10.5
Public Works, Infrastructure, Housing and Urban Planning	Works, Infrastructure, Housing and Urban Planning	Urban Development	15
		Urban Planning	-
	Programme Total		15
	Kenya Urban Support Programme - UDG	Kenya Urban Support Programme - UDG	37.5
	Programme Total		37.5

Legal, Social Services, Education, and Partnerships	Social infrastructure and welfare	Social infrastructure and welfare services	1
	Programme Total		1
Environment, Public Health, Water, and Sanitation	Public health, sanitation, water and Environment	Solid Waste Management	1.1
		Public Health Services	3
		Urban Renewal	-
	Programme Total		4.3
Municipality Total			94.6



5.18. Risk Management Strategies

Table 4-3: Risk Categories, Implications and Mitigation Measures

Risk Category	Risk	Risk Implication	Risk Level (Low, Medium, High)	Mitigation Measures
Financial	Unmet revenue targets	- Funding shortfall, increased pending bills	High	- Improving tax collection efficiency and implementing conservative budgeting practices
	Insufficient liquidity	- Insufficient liquidity to meet immediate municipal obligations leading to payment delays, and pending bills	Medium	- Improving cash flow forecasting
	Debt risks	- High levels of debt reduce available funds for other current municipal functions	Low	- Improving cash flow forecasting and establishing debt limits
Technological Risks	Data breaches	- Disruption of essential municipal services	Low	- Training staff on cybersecurity awareness - Regular update of software and systems
	Data management	- Poor data management lead to data loss, breaches privacy, and affect evidence-based decision making	Low	- Developing data policy to govern data collection, storage, access, and usage - Training and capacity building of staff to ensure they are properly equipped to respond to and manage risks
Environmental Risks	Urban flooding	- Damage to infrastructure, displacement of people, and loss of lives	Medium	- Develop and implement disaster preparedness and response plan - Engage in community education and disaster preparedness
	Pollution	- Water, air, and soil pollution can lead to devastating public health issues, degrade natural ecosystem	High	- Enforce environmental regulations such as mandatory environmental and social impact assessment (ESSIA) - Develop and implement waste management strategies



6. MONITORING, EVALUATION AND REPORTING FRAMEWORK

6.1. Introduction

Monitoring and evaluation forms the required feedback platform during the implementation of projects and programmes. Monitoring tracks the projects and programme activities and assesses whether the achievement of planned targets is on course. Evaluation on the other hand, assesses whether there is efficiency and effectiveness which guarantees value for money spent. Monitoring and evaluation of the Municipality projects will seek to achieve the following:

- a) Facilitate Informed Decision-making: This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.
- b) Assess Value for Money: This will entail measuring and judging the impact of the programmes in relation to the planned outputs, outcomes and impacts.
- c) Accountability: Programmes' planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.
- d) Learning Process: This will seek to maximize on citizens' participation. This evaluation will be a human centered assessment of the extent of citizens' participation, how well participation is doing and what is effect of the programme on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

6.2. Performance Indicators

Sector/ Sub sector	Key Performance Indicators	Baseline	End of Year Target

6.3. Data Collection and Analysis

The methodology and approach of data collection and analysis will be guided by programmes and sub-programmes. The Municipal annual work plan will be the basis for outlining the milestones, deliverables as well as their respective due dates. The

standardized M&E templates developed form the basic tool for tracking the implementation of projects, programmes and activities.

6.4. Institutional Framework for Monitoring and Evaluation

To effectively disseminate, get feedback, and engage citizens in monitoring, evaluation and learning (MERL) processes, the following will be undertaken:

- a) Quarterly Review Meetings for MELR will be scheduled to get and give feedback on the pertinent performance indicators;
- b) MELR will be an integral part of Departmental staff performance Management system and will be linked to annual staff appraisal

6.5. Citizen Engagement, Learning and Reporting

The Constitution requires citizens to be supplied with information. Citizens will therefore be involved in the design, implementation and use of findings of M&E activities. The quarterly Municipality citizen fora will be used to inform and receive feedback on the various activities of the Municipality. Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. The reports shall be as follows:

- a) Quarterly reports
- b) Half-yearly Progress reports and
- c) Annual Report

7. ANNEXTURES

Annex I: Monitoring and Evaluation Matrix

Sub Programme	Outputs	Key Performance Indicator(s) - PI(s)	Unit of Measure	Baseline Value	Planned Targets	Achievements	Data Source	Responsible Agency	Reporting Frequency	Linkages to National International Obligations (SDGs, climate Change)