



MURANG'A COUNTY GOVERNMENT

KENOL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN (IDeP) 2024-2028

FEBRUARY 2024



KENOL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2023/2027



MUNICIPALITY VISION, MISSION AND CORE VALUES

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

Table of Contents

Table of Contents	iv
List of Tables	vii
List of Figures	vii
List of Maps	ix
List of Plates/Photos	x
Abbreviations and Acronyms	xi
Foreword	xiii
Introductory Remarks	xiii
Acknowledgement	xvi
Abbreviations and Acronyms	xvii
Definition of Terms	xviii
Executive Summary	xviii
1. BACKGROUND OVERVIEW	1
1.1. <i>Introduction</i>	1
1.2. <i>Background of Murang'a County</i>	1
1.2.1. Administrative and Demographic Trends.....	1
1.2.2. Urbanization and Urban Development in Murang'a County	2
1.3. <i>Overview of Kenol Municipality</i>	3
1.3.1. Geographical Location and Size.....	3
1.3.2. Topographic, Geological and Physiographic Features	6
1.3.3. Demographic Structure and Trends	7
1.3.4. Historical Background of Kenol Town	9
1.3.5. Settlement Patterns	10
1.3.6. Socio-Economic Characteristics	10
1.4. <i>Integrated Development Planning</i>	10
1.5. <i>Policy and Legislative Framework for Development Planning</i>	11
1.5.1. The Constitution of Kenya 2010	11
1.5.2. The County Government Act, 2012.....	11
1.5.3. Urban Areas and Cities Act, 2011	12
1.5.4. Public Finance Management Act, 2012.....	12
1.6. <i>IDeP Linkages with International, National and County Development Agenda</i>	12
1.7. <i>IDeP Development Process</i>	13
1.8. <i>Public Participation and Incorporation of Public Views</i>	14
2. STATUS OF MUNICIPAL SERVICE INFRASTRUCTURE	16
2.1. <i>Overview</i>	16
2.2. <i>Municipality Revenue System</i>	16
2.3. <i>Municipal Service Infrastructure, Utilities and Amenities</i>	19
2.3.1. Disaster Preparedness, Response and Management	19
2.3.2. Healthcare Services.....	20
2.3.3. Education, Skills, Literacy and Infrastructure	21
2.3.4. Sports, Culture, Creative Arts and Recreation Facilities	25
2.3.5. Hospitality and Recreation Facilities.....	25
2.3.6. Control of Drugs, Policing and Enforcement	25
2.3.7. Financial infrastructure	25
2.3.8. Abattoirs, Slaughter Houses and Slaughter Slabs	26
2.3.9. Satellite Towns and Markets	26

2.3.10.	Religious facilities.....	26
2.4.	<i>Analysis of Development Issues, Causes, Constraints and Opportunities</i>	26
3.	MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK	33
3.1.	<i>Introduction.....</i>	33
3.2.	<i>Zoning Plans and Regulations</i>	33
3.3.	<i>Housing Strategy and Densification</i>	34
3.3.1.	Strategy Densification Guidelines	34
3.3.2.	Emerging Planning Issues, Challenges and Opportunities	36
3.4.	<i>Land and Tenure.....</i>	37
3.4.1.	Existing Land Uses and Tenure	37
3.4.2.	Emerging Land Use Trends.....	37
3.4.3.	Emerging Planning Issues, Opportunities and Challenges	38
3.5.	<i>Human Settlements.....</i>	38
3.6.	<i>Waste Management.....</i>	41
3.6.1.	Solid Waste Management	41
3.6.2.	Storm Water Drainage.....	43
3.7.	<i>Natural Resources</i>	43
3.7.1.	Water Resources Endowment	43
3.7.2.	Mining/Quarrying	45
3.7.3.	Natural Environment Conservation	46
3.7.4.	Tourism development.....	47
3.8.	<i>Transportation, Linkages and Connectivity</i>	47
3.8.1.	Transportation Connectivity	47
3.8.2.	Terminal Facilities	48
3.8.3.	Traffic Management	48
3.8.4.	Non-Motorized Transport (NMT)	49
3.8.5.	Rail Transport.....	49
3.8.6.	Development Objectives for Transportation and Linkages	49
4.	ENVIRONMENTAL AND SOCIAL SAFEGUARDS FRAMEWORK.....	50
4.1.	<i>Introduction.....</i>	50
4.2.	<i>Legislative Framework for ESSIA</i>	50
4.2.1.	The Constitution of Kenya (2010).....	50
4.2.2.	Environment Management and Coordination Act (EMCA), 1999.....	51
4.2.3.	National Environment Policy (2013).....	51
4.2.4.	Land Act 2012 and Community Land Act, 2016	51
4.3.	<i>Stakeholder Engagement in ESSIA</i>	51
4.4.	<i>Environment and Social Safeguards Assessment Process</i>	52
4.4.1.	Screening of Activities	52
4.4.2.	Scoping	52
4.4.3.	ESSIA Study	52
4.4.4.	Stakeholder Engagement.....	53
4.4.5.	Submission, Review and NEMA Certification.....	53
4.5.	<i>Audit and Monitoring Process.....</i>	53
5.	STRATEGIC PRIORITIES, STRATEGIES AND PROGRAMMES.....	54
5.1.	<i>Introduction.....</i>	54

5.2.	<i>Municipality Vision, Mission and Goals.....</i>	54
5.2.1.	Municipal Vision	54
5.2.2.	Municipal Mission	54
5.2.3.	Municipal Goals.....	55
5.3.	<i>Strategic Priorities and Strategies.....</i>	55
5.3.1.	Development Control.....	55
5.3.2.	Revenue Enhancement and Management	55
5.3.3.	Environment Protection and Conservation.....	55
5.3.4.	Service Infrastructure.....	56
5.3.5.	Local Economic Development.....	57
5.3.6.	Public Health and Sanitation	58
5.3.7.	Social Amenities and Facilities.....	58
5.3.8.	Institutional Capacity and Public Participation	58
5.4.	<i>Programmes, Sub Programmes and Planned Targets.....</i>	60
5.4.1.	Admin, Public Service, Finance, IT and Economic Planning Directorate	60
5.4.2.	Works, Infrastructure, housing and Urban Planning.....	62
5.4.3.	Legal, Education, Social Services and Partnerships	64
5.4.4.	Health, Sanitation, Water and Environment	65
6.	INSTITUTIONAL FRAMEWORK	67
6.1.	<i>Introduction.....</i>	67
6.2.	<i>Municipality Establishment</i>	67
6.2.1.	Municipality Board.....	67
6.3.	<i>Role of Stakeholders.....</i>	69
6.4.	<i>Resource Mobilization and Management Strategies.....</i>	70
6.4.1.	Internal Strategies	70
6.4.2.	External Strategies.....	71
6.5.	<i>Asset Management.....</i>	71
6.6.	<i>Risk Management.....</i>	72
7.	MONITORING AND EVALUATION FRAMEWORK	75
7.1.	<i>Overview</i>	75
7.2.	<i>Monitoring, Evaluation, Reporting.....</i>	75
7.3.	<i>Dissemination and Feedback Mechanism.....</i>	75
7.4.	<i>Citizen Engagement, Learning and Reporting</i>	76
7.5.	<i>Review of IDeP</i>	76
ANNEXES.....		77
	<i>Annex1: A2 Integrated Strategic Urban Development Plan (ISUDP).....</i>	77
	<i>Annex 2: County Solid Waste Management Policy.....</i>	77
	<i>Annex 3: Municipal Organization Structure.....</i>	77



List of Tables

Table 1-1: Population distribution and Projections by Sub Location	8
Table 2-1: Analysis of Own Source Revenue	17
Table 2-2: Distribution of Health Facilities.....	21
Table 2-3: Public Utilities.....	25
Table 2-4: Analysis of Development Issues, Causes, Constraints and Opportunities	28
Table 5-1: Programmes and Planned Targets for the Period 2024-2028	60
Table 6-1: Role of Stakeholders in Municipality Management	69
Table 6-2: Risk, Implication, Level and Mitigation	72



List of Figures

Figure 1-1: IDeP Linkages with Other Plans	13
Figure 1-2: Summary of Plan Methodology	14
Figure 2-1: Trends of Top Five Own-Source Revenue Streams	19
Figure 3-1: Municipality Mid-Section Existing Land Uses.....	37
Figure 3-2: Settlement Distribution within the Municipality	40
Figure 3-3: Physical growth directions for Kenol Town	40
Figure 3-4: Mitubiri Sanitary Landfill	42
Figure 3-5: Source of domestic water per household in Kenol Town.....	43
Figure 3-6: Water Distribution within the Municipality	45
Figure 3-7: Ecologically Sensitive Areas	46
Figure 4-1: ESSIA Process Flow	53



List of Maps

Map 1-1.: Regional and National Context of Murang'a County	1
Map 1-2.: Distribution of County Urban Areas	3
Map 1-3: Country Context of the Municipality	4
Map 1-4.: Sub County Context of the Municipality	5
Map 1-5.: Ward Context of the Municipality	5
Map 1-6: Sub Location Context of the Municipality	6
Map 1-7: Population Distribution Map	9
Map 2-1: Distribution of Healthcare Facilities within the Municipality	20
Map 2-2: Distribution of Primary Schools	22
Map 2-3: Distribution of Secondary Schools	23
Map 2-4: Tertiary Institutions	24
Map 3-1: Proposed Zoning plan	34
Map 3-2: Human Settlement Density	39
Map 3-3: Municipality Transport Hierarchy	48



List of Plates/Photos


Picture 2.1.: Fire and Disaster Resources at Kenol Fire Station20

Picture 3.1.: Fire and Disaster Resources at Kenol Fire Station 46



Abbreviations and Acronyms

AP	Administration Police
ASAL	Arid & Semi- Arid Lands
ASL	Above Sea Level
BPO	Business Processes Outsourcing/ Off- showing
CACC	Constituency Aids Control Committee
CBO	Community Based Organization
CPCT	County Project Coordinating Team
CECM	County Executive Committee Member
CFAs	Community Forest Associations
CHMT	County Health Management Team
CHW	Community Health Worker
CBEF	County Budget and Economic Forum
CIDP	County Integrated Development Plan
CIGs	Common Interest Groups
CIP	Community Implementation Plan
CoMEC	County Monitoring and Evaluation Committee
CMT	County Management Team
CTC	County Technical Committee
DRR	Disaster Risk Reduction
ECDE	Early Child Development Education
EIA	Environmental Impact Assessment
EMCA	Environmental Management & Coordination Act
FBO	Faith-Based Organization
GHGs	Green House Gases
GOK	Government of Kenya
HDI	Human Development Index
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information Systems
KeRRA	Kenya Rural Roads Authorities
KNBS	Kenya National Bureau of Statistics
KURA	Kenya Urban Roads Authority
MOU	Memorandum Of Understanding
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTP IV	Medium Term Plan IV
NaMATA	Nairobi Metropolitan Area Transport Authority
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations



NIMES	National Integrated Monitoring & Evaluation System
OVCs	Orphans & vulnerable Children
PLWHAs	People Living With HIV/AIDS
PM&E	Participatory Monitoring and Evaluation
PPPs	Public Private Partnerships
SMEs	Small & Medium Enterprise
YDI	Youth Development Index
YEDF	Youth Enterprise Development Fund
YP	Youth Polytechnics



Foreword

The Integrated Development Planning Framework in the County takes two key perspectives. It involves development of 5-year integrated development plans (CIDPs) at the County level, which integrates other county plans, including the urban Integrated Development Plans (IDePs). Article 36(1) of the Urban Areas and Cities Act, provides that every municipality established shall operate within the framework of integrated development planning, which shall be the basis for preparation of other urban area plans. The IDeP among other issues, reflect the level of existing service infrastructure, development priorities and objectives during the medium term, and development strategies aligned with the county development blueprint and binding planning requirements.

The finalization of this IDeP 2024-2028 signifies a pivotal advancement in the enhancement of urban infrastructure services for Kenol Municipality residents. The plan assesses the status of infrastructure service and provide the required platform for stakeholders to collaborate. Through the previous sub county administrative services, the Municipality finds a base on which requisite institutional and performance frameworks, aiming to expedite economic growth and development, are to be anchored. The drafting of this pioneer IDeP is anticipated to enhance the continuity of providing efficient and effective services. In collaboration with development partners, we will strive to implement the mandate entrusted to the Municipality. To this end, I extend my invitation to all of you to participate in this journey.

In pursuit of our vision of being an archetypal local authority committed to the total well-being of all residents, we will fiercely and persistently invest in sectors that exert the most significant impact on the Municipality's economy. Our diverse priorities and strategies, align with the responsiveness of our infrastructure service requirements and are anchored on the evolving needs of Municipal Stakeholders. We envisage the investments to catalyze enterprises and initiatives to benefit the youth, women, and persons with disabilities. To cap it off, allow me to proudly reaffirm the declaration that through this blue print, Kenol Municipality will establish the necessary systems towards its aim of being an archetypal local authority. The foundational establishment and institutionalization of other urban functions will indeed produce the results that we want to see within the County urban management. Though cognizant of the substantial workload ahead, I am optimistic that through concerted efforts and synergy among all stakeholders, we will substantially and positively impact the lives of all Municipality residents. I invite you all to walk the journey with us.



Hon. James Gatuna
CECM - Lands, Physical Planning and Urban Development,
MURANG'A COUNTY GOVERNMENT



Introductory Remarks


Urban areas are anticipated to experience substantial growth, with an estimated 68% of the population residing in urban areas by the year 2050. In preparation for this demographic shift, strategic and intelligent investments are imperative in urban areas with targeted provisioning of service infrastructure and meticulous planning. Integrated Development Planning emerges as a crucial strategic tool that guides priority setting through collaborative efforts among urban management, development partners, and residents. It establishes a robust framework to facilitate and control development within the Municipality.

The plan anticipates enhanced development control mechanisms through measures such as regulation of land use and zoning, establishment of construction standards for buildings and structures, partnership in development of sustainable urban service infrastructure, and inculcated social considerations that prioritizes provision of recreational and public amenities. Regular tracking of key development indicators will enable timely action plans through fast-tracking of implementation, institution of required changes as well as annual reviews and updates to inform decision-making processes.

The development methodology took a three-phase process, facilitated by a Technical Working Group (Secretariat). The first, or preliminary phase, entailed detailed analysis of the operating environment through SWOT and PESTEL tools. This phase comprehensively reviewed the service infrastructure status of the municipality and also reviewed various policies at the county, national and international levels. The phase culminated in a comprehensive situation analysis and baseline assessments.

The second phase involved strategic envisioning and proposals for development facilitation and control, land use, physical planning, and zoning. This phase also included public participation sessions where the municipal residents were involved through various fora, including town hall meetings and community project appraisal sessions. The third and final phase of formulation involved establishing an implementation framework with defined targets and milestones, compiled to form the draft Integrated Development Plan. The draft plan underwent validation by various stakeholders, after which it was submitted to the County Executive for comments and adoption. The adopted Plan was then submitted to the County Assembly for approval.

With the plan, municipal road map for the medium term (2024-2028) is finalized and ready for takeoff. It incorporates prioritized interventions that consider financial resources, immediate stakeholder needs, and envisioned development outcomes. The overarching goal is to achieve accelerated, all-inclusive economic growth, elevated living standards, improved governance, efficient public service delivery, and a conducive environment for private sector business.



Now that the blue print is ready, attention shifts to implementation, which require steadfast commitment from all stakeholders. The onus is on all stakeholders to translate and apply the strategic intent of the IDeP in all Municipal programming. Let us all work towards the realization of a prosperous future and position the Municipality as an ideal local authority.

Robert Kimani Ndung'u
Municipal Board Chairperson,
Kenol Municipality



Acknowledgement

Let me take this opportunity to express my gratitude for the dedication and contributions of all stakeholders involved in the formulation of the Kenol Municipal Integrated Development Plan (IDeP) for the period 2024-2028. To start with, I extend special recognition to the unwavering commitment demonstrated by the Technical Officers and residents who actively participated in identifying, prioritizing, and documenting strategic development interventions for the medium term.

The Municipality in a very special way, acknowledges the pivotal role played by His Excellency, the Governor of Murang'a County, Hon. Irungu Kang'ata, the Deputy Governor, H.E. Stephen Munania, and the County Executive Committee Members whose facilitative contributions were integral to the process. Similarly, the Municipality expresses gratitude for the oversight provided by the members of the County Assembly of Murang'a and the invaluable insights offered by County Executive Committee Member for Lands, Physical Planning, and Urban Development, Hon. James Gatuna, Chief Officer Brian Ndeleva, and officers from other County departments.

Special commendation goes to the Technical Working Group, the Municipal Economist, Urban Planner, Environment Officer, Municipal Engineer, Development Control Officer, Social Development Officer, Public Health Officer and all Economic Planning Officers from the county departments of Finance and Economic Planning, all of whom are working as a team to ensure the Municipality attains its objectives.

In conclusion, I would like to express my appreciation to every individual who contributed in any capacity to the successful completion of this plan. Your collective efforts undoubtedly will leave an indelible mark on the development history of Kenol Municipality.

Steven Macharia
Ag. Municipal Manager,
Kenol Municipality



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
IDeP	Integrated Development Plan
KNBS	Kenya National Bureau of Statistics
Ksh.	Kenya Shillings
KURA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
KWFT	Kenya Women Trust Fund
MCG	Murang'a County Government
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NEMA	National Environment Management Authority
NHIF	National Health Information Fund
NIMES	National Integrated Monitoring & Evaluation System
OVCs	Orphans & vulnerable Children
PWDs	Persons with Disabilities
PM&E	Participatory Monitoring and Evaluation
PMC	Project Management Committee
PWDs	Persons with Disabilities
SMEs	Small & Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
WRUA	Water Resource Users Association
YP	Youth Polytechnics

Definition of Terms

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.
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	A target refers to planned level of an indicator achievement



Executive Summary

The Integrated Development Planning Framework in the County takes two key perspectives. At the County level, the preparation of County Integrated Development (CIDP) involves integration of all county plans, including the urban Integrated Development Plans (IDePs). Article 36(1) of the Urban Areas and Cities Act, provides that every municipality established shall operate within the framework of integrated development planning, which shall be the basis for preparation of other urban area plans. The IDeP among other issues, reflect the level of existing service infrastructure, development priorities and objectives during the medium term, and development strategies aligned with the county development blueprint and binding planning requirements.

Evaluation of service infrastructure status indicate that only a section of services as given in Schedule one of the Urban Areas and Cities Act were available. To foster equitable and sustainable development and ensure requisite infrastructure is put place, mechanisms for the identification of projects and programs for the medium term (2024/2028) adopted a participatory approach involving stakeholders in the municipality. This process brought together multi-sectoral efforts at the local level, taking into account economic, social, environmental, legal, and spatial aspects of development for the benefit of municipal inhabitants. The process adhered to stipulations of various legislations, including the Constitution of Kenya 2010, County Government Act 2012, Urban Areas and Cities Act 2011, and the Public Finance Management Act 2012.

Content-wise, the plan is structured into six chapters. Chapter one gives background overview of the Municipality, highlighting socio-economic and infrastructural service status. Chapter two provides a situational analysis of various sectors, outlining the status of service delivery, integrating cross-cutting issues, and reviewing previous/ongoing programs and projects. Chapter three presents a spatial development framework, identifying growth potential areas, proposed spatial developments, resource endowments, and development objectives. The chapter also addresses spatial development challenges, proposing intervention mechanisms and mapping the Municipality's infrastructure utilities and service systems. Chapter four outlines departmental strategic priorities for the medium term, while Chapter five delineates the institutional framework. Finally, Chapter six establishes a framework for tracking, monitoring, and evaluating projects and programs.

1. BACKGROUND OVERVIEW

1.1. Introduction

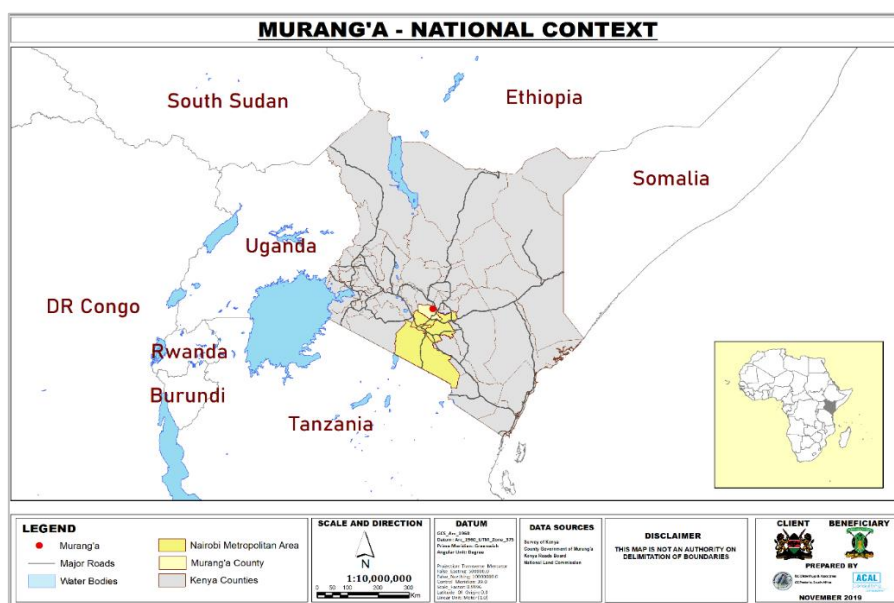
Kenya, positioned as the twenty-seventh most populous nation globally, is experiencing an estimated growth rate of 3% annually. The country's Constitution upholds the freedom of movement, leading to a notable trend of rural-to-urban migration. This has resulted in rapid urbanization, with the urban population estimated at twelve million, constituting approximately 31.8 percent of the total population. The pace of urbanization is projected to be 4.4 percent annually (KNBS, 2009). The accelerated urbanization, coupled with the degradation of institutional and physical infrastructure and deficient urban planning, has impeded the effective provision of critical civic services and facilities. Consequently, Kenyan urban areas are marked by the proliferation of slums and informal settlements, limited mobility, insufficient water supply, illegal dumping, and exposed wastewater.

1.2. Background of Murang'a County

1.2.1. Administrative and Demographic Trends

Murang'a County is one of the 47 Counties created under the Kenya Constitution 2010. The County is located in the central region and occupies a total area of 2,558.96 Km². It borders Nyeri County to the North, Kiambu to the South, Nyandarua to the West and Kirinyaga, Embu and Machakos counties to the East. Based on the 2019 KNBS Census Results, the Murang'a County population was estimated at 1,056,640 persons consisting of 523,940 males and 532,669 females giving a female-male sex ratio of 98 males against 100 females. With a population growth rate of 1.2 percent per annum, this population was estimated at 1,095,371 in 2022 and is projected to rise to 1,135,521 persons in 2025 and 1,163,103 persons in 2027.

Map 1-1.: Regional and National Context of Murang'a County





1.2.2. Urbanization and Urban Development in Murang'a County

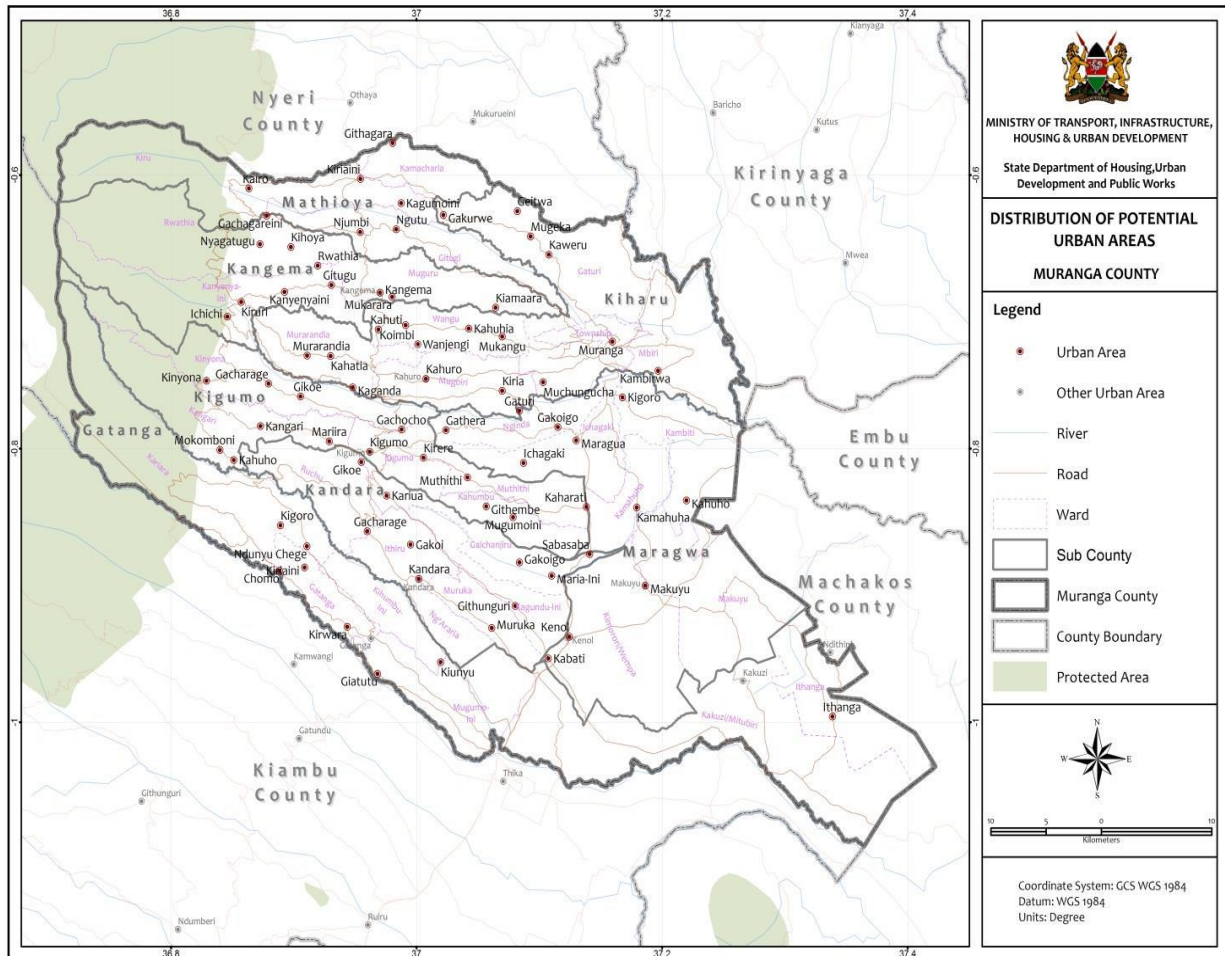
The World Bank estimates that 56% of the global population currently resides in urban areas, and this trend is anticipated to persist, with the urban population projected to double by 2050, reaching nearly 70% of the world's population. While urbanization can contribute to sustainable growth and innovation when effectively managed, the rapid population growth poses significant challenges in addressing issues like waste management, housing shortages, and the development of necessary infrastructure for safety and security in urban areas.

Anticipating an increase in rural-urban migration for job opportunities and services, global urbanization is accelerating. The UN Habitat report opines that by the middle of the 21st century, all regions will be predominantly urban. Recognizing urbanization as crucial for economic growth and development, it becomes imperative for stakeholders to collaborate and devise urban management strategies that address existing challenges and capitalize on emerging opportunities

The challenges associated with urbanization, such as unemployment, inadequate drainage and sanitation, environmental degradation, urban poverty, and insufficient housing, are identified as critical issues demanding enhanced attention. Despite being predominantly rural, Murang'a County is undergoing rapid urbanization due to its proximity to Nairobi.

The 2019 KNBS Census indicates that the core-urban population in Murang'a was 118,309,142, constituting 11.2% of the total population, compared to the national average of 27.51%. This trend suggests a growing urban population seeking employment, access to essential services, and proximity to educational facilities within town jurisdictions. The towns in the county play diverse roles in transportation, industry, education, and residential sectors. Recent development approvals indicate a notable shift from agricultural land to real estate development, reflecting a trend towards increased urbanization. A report by Alpex Consulting Africa Limited (ACAL) under the Kenya Urban Support Programme (KUSP) identifies sixty potential urban areas evenly distributed across the county

Map 1-2.: Distribution of County Urban Areas



1.3. Overview of Kenol Municipality

The A2 Corridor covers an area of 190.1 km². The Corridor is structured by a mix of both natural and man-made elements such as the existing river valleys, major road corridors, urban nodes and topographical features. The main transportation arteries include the A2 road itself, the existing railway line and the Murang'a Road. In addition, there are smaller sub-corridors such as the roads connecting the A2 corridors to nodes such as Makuyu (Punda Milia Road) and Ciumbu (see Map 66).

In addition, the corridor is traversed by large commercial plantation farms such as Delmonte and Kakuzi; urban nodes that include Kabati, Makenjie, Kenol, Gakungu and Makuyu and finally rivers that include Thugi and Gitathuru among others.

1.3.1. Geographical Location and Size

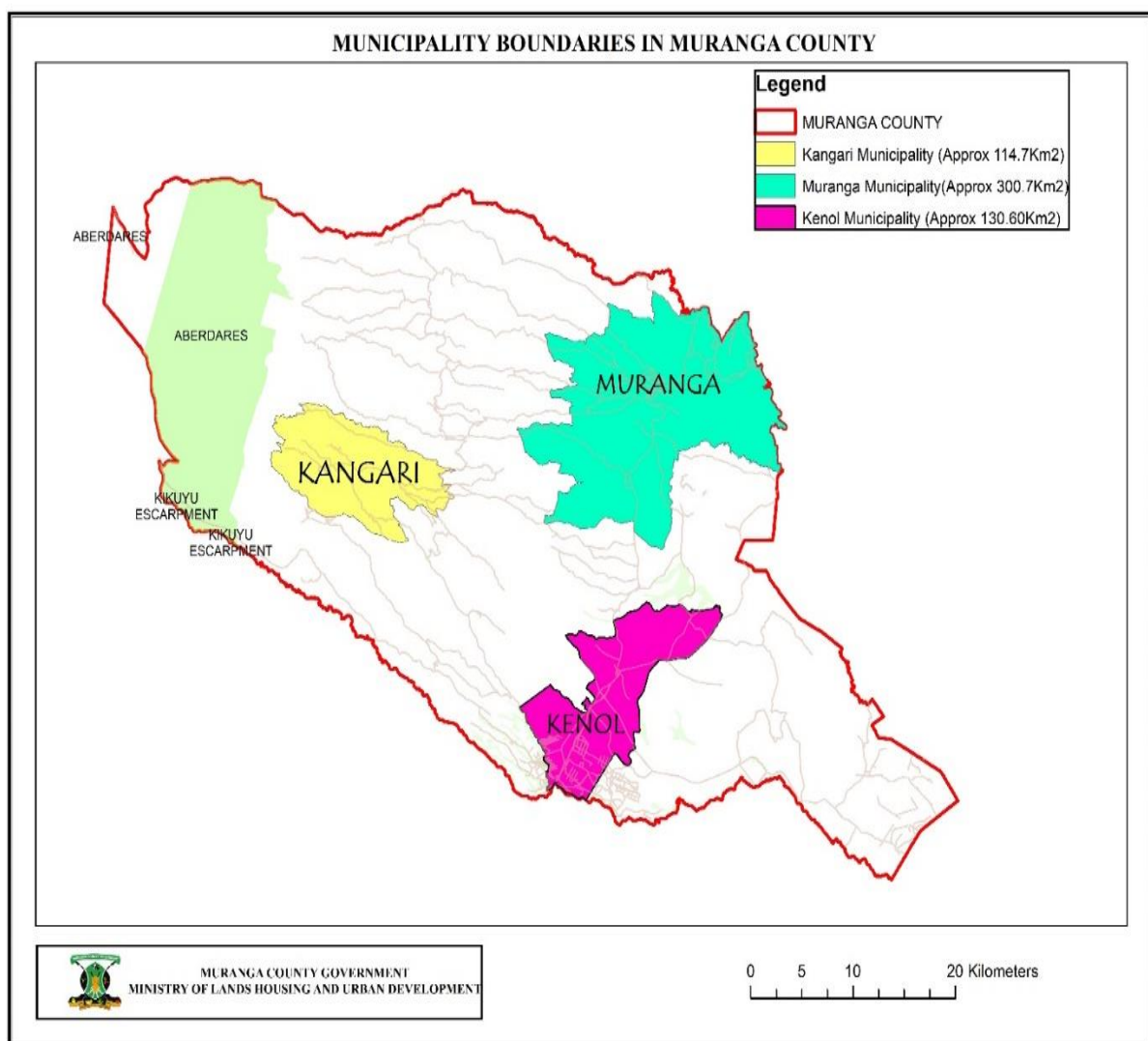
Located along the A2 corridor, Kenol town is the headquarters of Maragua Sub County of Murang'a County. The town is relatively new and its growth was primarily driven by two factors; the establishment of government offices and the rerouting of the Thika Murang'a road. From a small outskirts dusty town, Kenol has tremendously grown and is an attractive investment destination both by small players as well as mighty ones.

Kenol town is a 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.

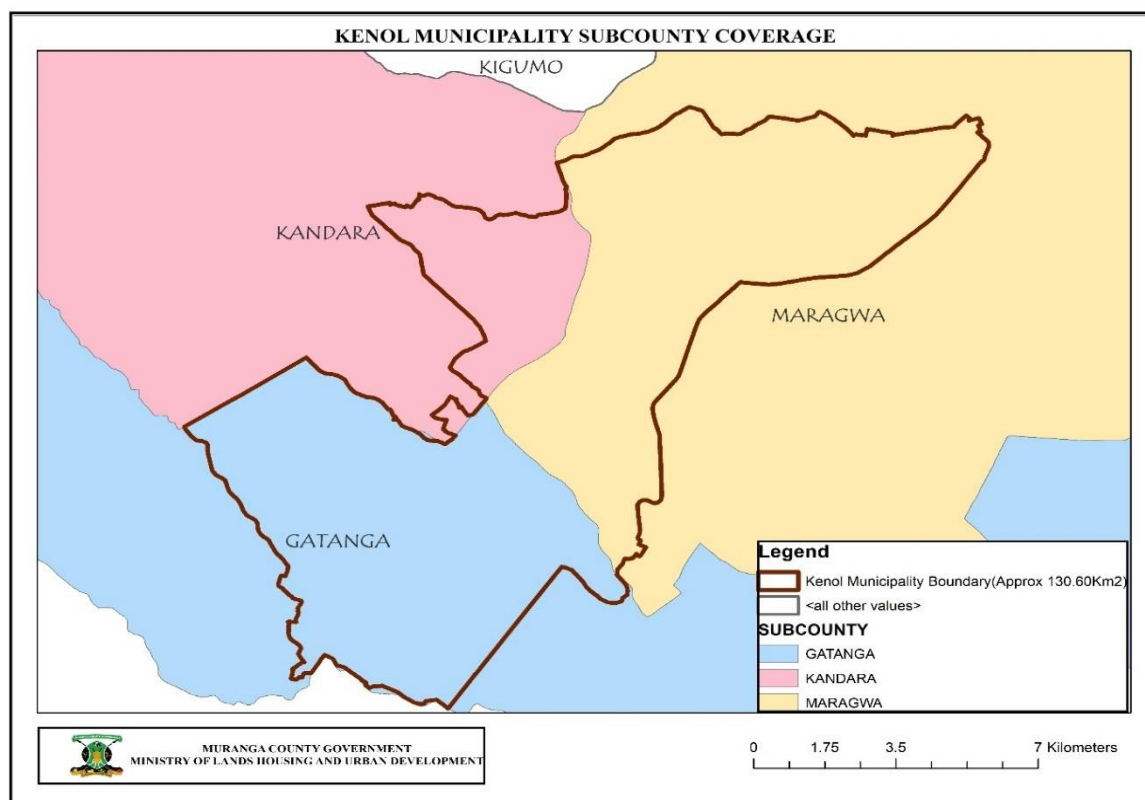
map 1.3.:

Map 1-3: Country Context of the Municipality



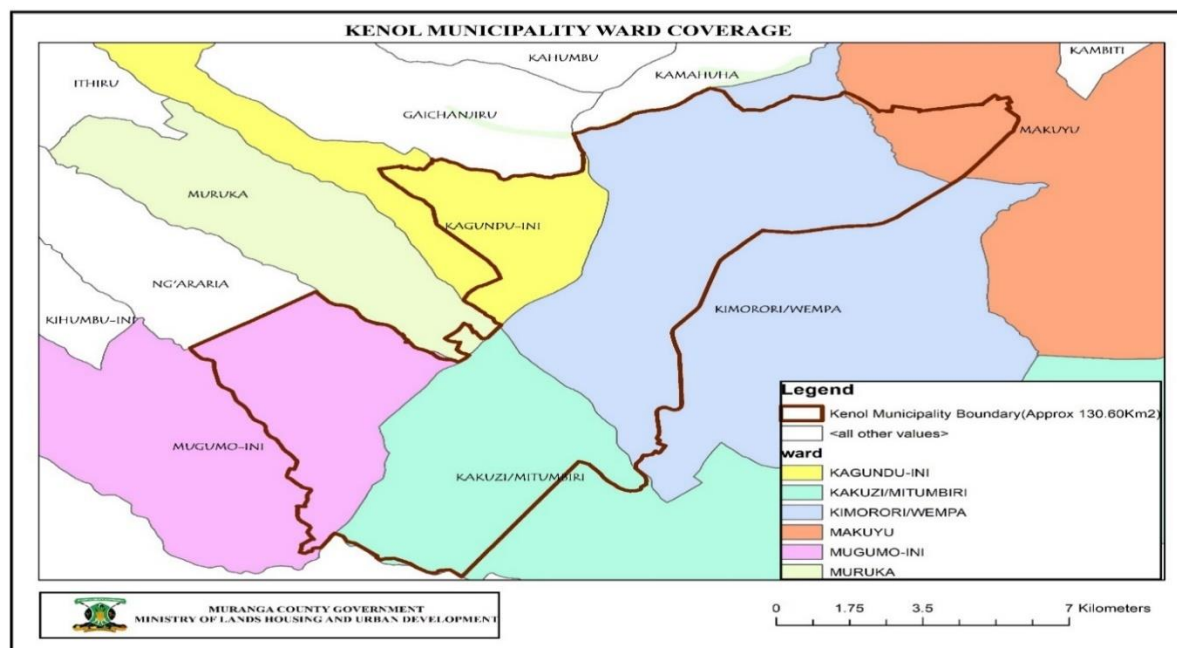
Administratively, the boundaries of the municipality traverses three Sub-counties which include Maragua Sub County, Kandara Sub County, and Gatanga Sub County as shown in map 1.4.:

Map 1-4.: Sub County Context of the Municipality



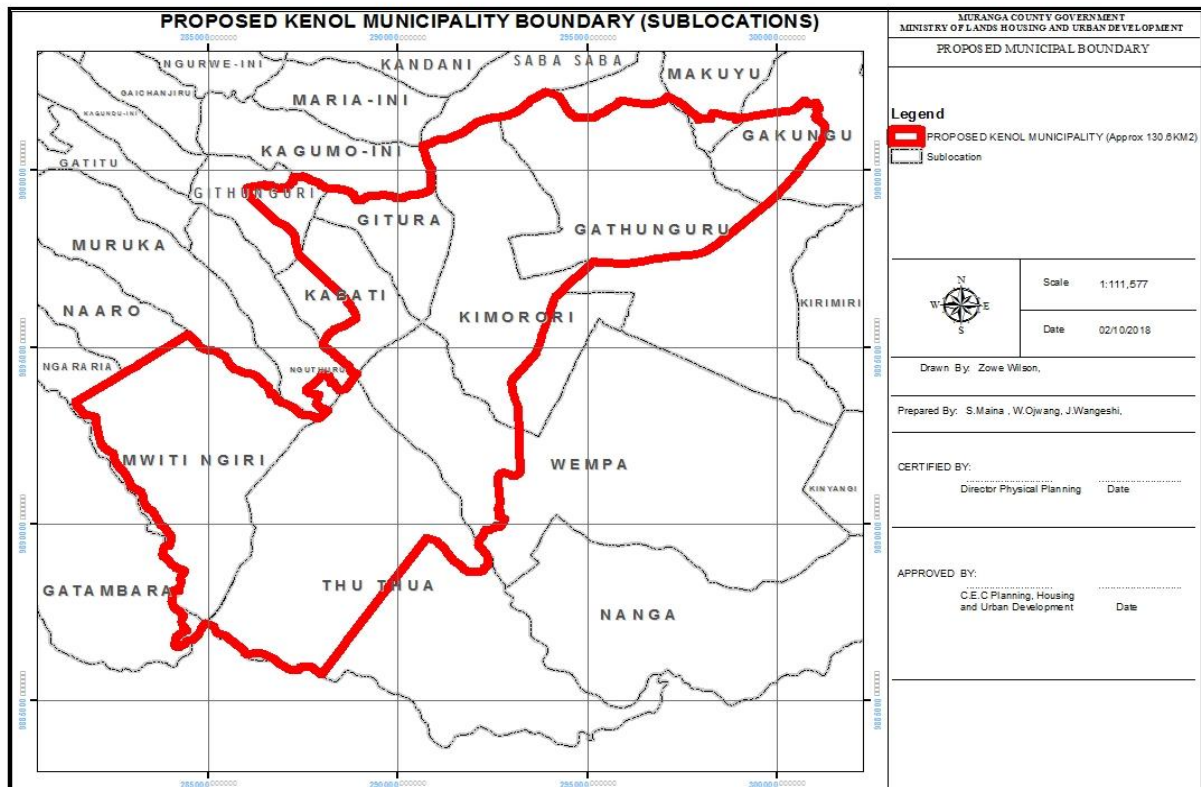
The Municipality covers five wards: Kimorori/Wempa ward, Kagunduini ward, Makuyu ward, Kakuzi/Mitumbiri ward, and Mugumo-ini ward as shown in map 1.5.;

Map 1-5.: 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;

Map 1-6: Sub Location Context of the Municipality



1.3.2. 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.

1.3.3. 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. Table 1.1. gives the population of the municipality as per the sub locations.



Table 1-1: Population distribution and Projections by Sub Location

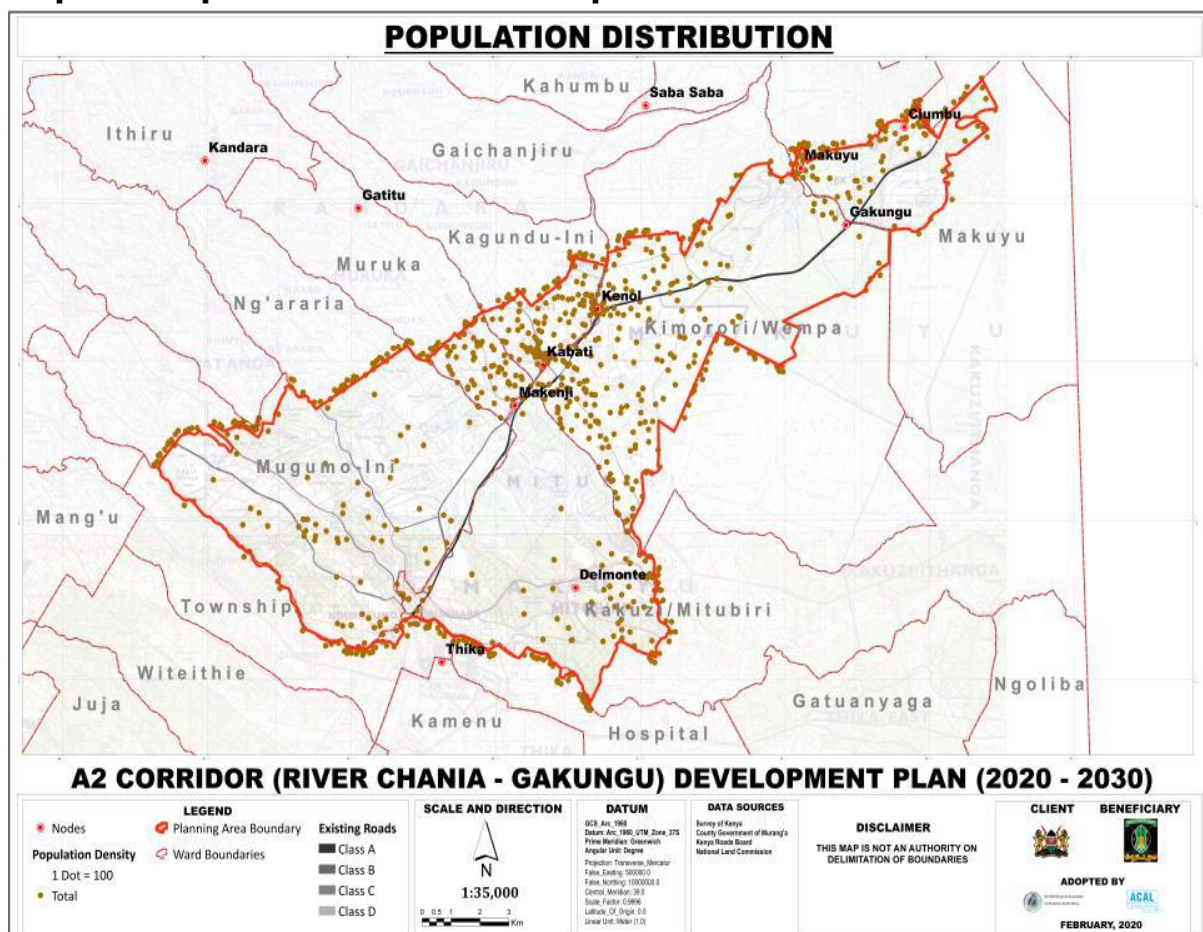
Admin. Area	KNBS 2019 Census			PROJECTIONS								
				2023			2025			2027		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Githunguri	3,184	1585	1599	3,341	1663	1678	3422	1703	1718	3505	1745	1760
Gitura	9734	4686	5048	10,213	4916	5296	10461	5036	5425	10715	5158	5557
Kabati	10211	4984	5227	10,713	5229	5484	10973	5356	5617	11240	5486	5754
Gathungururu	6118	3153	2965	6,419	3308	3111	6575	3388	3186	6734	3471	3264
Thuthua	3370	1732	1638	3,536	1817	1719	3622	1861	1760	3710	1906	1803
Gakungu	10059	4994	5065	10,554	5240	5314	10810	5367	5443	11072	5497	5575
Wempa	18580	9095	9485	19,493	9542	9951	19967	9774	10193	20452	10011	10441
Kimorori	11744	5637	6106	12,320	5914	6406	12620	6058	6562	12926	6205	6721
Kagaa	7244	3529	3715	7,600	3703	3898	7785	3792	3992	7974	3885	4089
Makuyu	8021	3942	4079	8,415	4136	4280	8620	4236	4383	8829	4339	4490
Nguthuru	7177	3622	3555	7,530	3800	3730	7713	3892	3820	7900	3987	3913
Mwiting'iri	448	277	171	470	291	179	481	298	184	493	305	188
Total	95,890	47,236	48,653	100,603	49,558	51,045	103,047	50,762	52,285	105,550	51,995	53,555



Based on the County population structure as captured in the 3rd Generation Murang'a CIDP 2023-2027, the bulk of the population is youthful 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.:


Map 1-7: Population Distribution Map



Source: A2 Kenol IUSDP 2019-2029

1.3.4. 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.

1.3.5. 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.

1.3.6. 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.

1.4. Integrated Development Planning

The Integrated Development Planning Framework in the County takes two key perspectives. At the County level, the integrated development planning entails



development of 5-year integrated development plans (CIDPs), which integrates other county plans including the urban Integrated Development Plans. The legal basis for integrated development planning in each county is provided by the County Governments Act 2012, Section 108 (1) and mandates the formulation of integrated development plans with clearly defined goals and objectives, an implementation plan with explicit outcomes, provisions for monitoring and evaluation (M&E), and transparent reporting mechanisms.

The second perspective of Integrated Development Planning is provided for by the Urban Areas and Cities Act. Article 36(1) of the Act provides that every municipality established shall operate within the framework of integrated development planning which shall be the basis for preparation of other urban area plans. The Integrated Development Plan (IDeP) among other issues reflect the level of existing service infrastructure, development priorities and objectives during the medium term, and development strategies aligned with the county development blueprint and binding planning requirements.

1.5. Policy and Legislative Framework for Development Planning


Urban policy and legislative frameworks provide legal and operational base upon which urban jurisdictions derive mandate to effectively regulate urbanization issues. The legislations help promote and develop urban governance models that are equitable, gender responsive and socially inclusive, advocating fair land use and access to basic services and infrastructure for all.

1.5.1. The Constitution of Kenya 2010

The Constitution of Kenya 2010, which is the supreme law of the country provides the basis for planning. Generally, County Planning is envisaged to take cognizance of Article 10(2) of the Constitution on national values and principles of governance that include good governance, integrity, transparency, accountability, and sustainable development. Article 118(1)(b) provides for public participation in public policy processes.

1.5.2. The County Government Act, 2012

The County Government Act, 2012 provides principles for planning and development facilitation to guide county planning and developments. Section 104(1) provides that 'a County Government shall plan for the County and no public funds shall be appropriated without a planning framework developed by the county executive committee and approved by the county assembly'. Section 107(2) of the Act provides for County plans which include Sectoral Plan, County Spatial Plan and Urban Area Plans which shall be the basis for all the planning and budgeting in the County.





1.5.3. Urban Areas and Cities Act, 2011

Section 36(2) of the Urban Areas and Cities Act, 2011 provides for integrated Urban Development Planning which is envisaged to bind, guide and inform all planning for development and decision making within the urban jurisdiction. Further, the urban plans align to the development aspirations of the County Government and ensure comprehensive inclusion of all functions. Section 40 of the Act provides for the contents of Integrated Urban Area Development plans

1.5.4. Public Finance Management Act, 2012

The Public Finance Management (PFM) Act, 2012 provides for effective and efficient management of public resources. Article 125 of the Act spells out the budget process for government agencies in any financial year. The process consists of long term and medium-term development planning that enable financial and economic prioritization. Under Articles 126, each County Government is obligated to include strategic priorities for the medium term. The Strategic Plans need to reflect the County government's priorities and plans, a description of how to respond to the changes in the financial and economic environment; as well as programmes to be delivered.

1.6. IDeP Linkages with International, National and County Development Agenda

The IDeP (2024-2028) is linked to other overarching development frameworks which include the Sustainable Development Goals (SDGs), the Kenya Vision 2030, the National Medium-Term Plan IV (BETA), the Murang'a CIDP 2024-2028 and the Murang'a County Spatial Plan. At the lower levels, the IDeP creates inputs for the Municipal Annual Strategic plans, Annual Work Plans and the Annual Program Based Budgeting (PBB) which guide the annual development activities.

The IDeP draws spatial development framework from the A2 Corridor Integrated Strategic Urban Development Plan (ISUDP) 2019-2029. It also emphasizes the priority County development areas that include: community health; accessibility and connectivity; and urban planning and development. The linkages are diagrammatically shown in figure 1.1.:

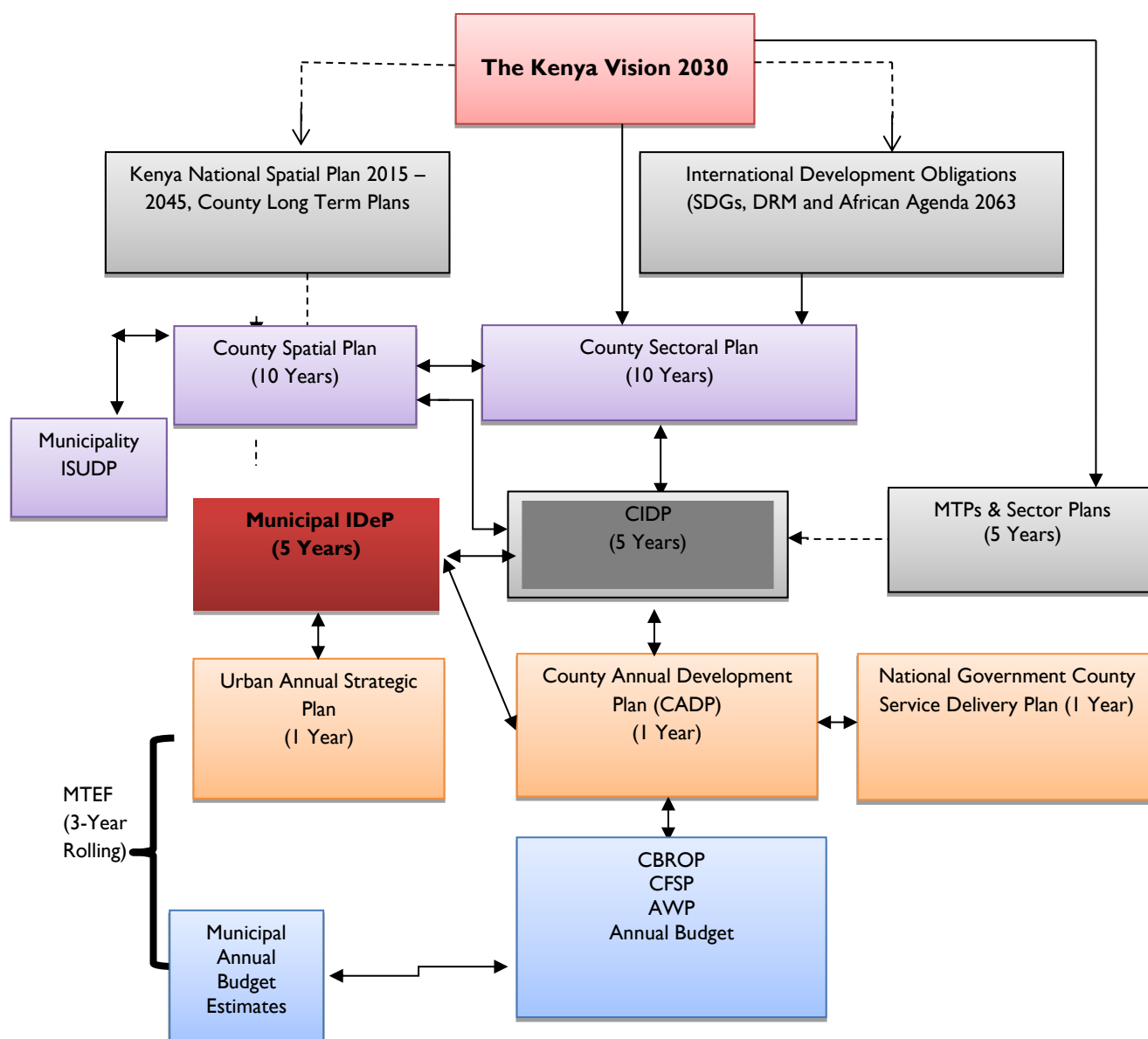


Figure 1-1: IDeP Linkages with Other Plans

1.7. IDeP Development Process

Objective and integrated process of urban planning is outlined in the Urban Areas and Cities Act, Section 36-41 and the Third Schedule of the Act. The process of developing this plan adopted a participatory approach and brought on board participants from both state and non-state Actors, professionals from relevant sectors, community opinion leaders as well as Civil Society groups and society benefit groups. The methodology entailed literature review of the performance of the 1st Generation IDeP (2018-2022), municipal reports on the proposed extension of the proposed boundary,

financial statements, annual reports on the implementation of projects as well as other relevant documentations. Public fora were also organized where extensive deliberations were carried out on the priority intervention areas for the Municipality.


Murang'a Municipal Board provided the overall policy guide and invaluable insights to produce a Draft Integrated Development Plan aligned to the needs of the residents as per the requirements of the constitution. At the same time, the planning process put in place mechanisms to mainstream cross-cutting issues including rights of minority, climate change, gender and disaster response and management. The Draft Integrated Development Plan was then adopted by the Board and submitted to County Executive Committee for adoption and tabling before the Assembly for consideration and approval.



Figure 1-2: Summary of Plan Methodology

1.8. Public Participation and Incorporation of Public Views

In cognizance of the various policies and laws governing public participation, opportunities for municipal residents to participation 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.



2. STATUS OF MUNICIPAL SERVICE INFRASTRUCTURE

2.1. Overview

Municipality play crucial role in shaping urban development and ensuring the well-being of its inhabitants. With the rapid urbanization trends, proper infrastructure framework is required to enhance their service provision. As provided under the First Schedule of the Urban Areas and Cities (Amendment) Act, 2019, service infrastructure framework within the municipality encompasses areas such as water and sanitation, waste management, transport, public amenities as well as development control. In spite of the challenges such as limited resources and infrastructure deficits, efforts are underway to improve accessibility and quality of services, aiming for sustainable urban growth. This chapter assesses the level of service infrastructure within the municipality and integration of cross-cutting issues. The chapter highlights the achievements, challenges encountered, emerging issues, as well as lessons learnt and recommendations to be instituted during the plan period 2024-2028.

2.2. Municipality Revenue System

Municipality financing is provided for under Section 43 of the Urban Areas and Cities Act, 2011. The Act provides that the Municipality shall have a fund consisting of monies allocated by the County Assembly, monies accruing to the board in the course of the exercise of its powers or the performance of its functions, and grants from development partners.

Good governance practices put in place serve to ensure revenue adequacy, sustainability of the service infrastructure created, efficient and effective use of the resources, and accountability. The County Government Act 2012, PFM Act 2012, Urban Areas and Cities Act 2011 among other legislations aim to foster sustainable urban management to effectively and efficiently deliver much needed services to the stakeholders.

To sustainably generate and manage revenue, Municipality must formulate, adopt, maintain and implement requisite policies and regulations to legitimize rates and tariffs as contained in the County Finance Act. The categories of revenue available to Kenol Municipality include County financing through exchequer transfers, own source revenues (taxes, rates, cess, permits, fees), and conditional grants by development partners through the County Government. Local Revenue is collected from various streams and correlates with the services rendered.

As shown in Table 2, the Municipality revenue receipts for the period 2018-2022

indicate that health centre service fees, street parking fees, enclosed bus park fees, land rates, and business permits contributed the highest Municipality revenues.

Table 2-1: Analysis of Own Source Revenue

	Revenue Stream	Financial Years			
		2018-2019 (Kshs.)	2019-2020 (Kshs.)	2020-2021 (Kshs.)	2021-2022 (Kshs.)
1	Business Permits	23,975,705	25,249,895	5,107,375	20,903,800
2	Stand Premium	29,740	8,000	8,685	
3	Application Fee	1,494,790	1,107,300	329,650	1,145,350
4	Business Subletting/Transfer Fee	532,500	315,000	176,500	337,500
5	Administration	707,975	70,000	300	1,041,000
6	Advertising Charges	9,742,359	7,056,505	476,320	4,568,470
7	Search Fee	30,000	31,000	12,000	39,000
8	Impounding Fee	1,534,450	725,730	246,530	707,340
9	Ambulant Hawkers Licenses	5,500	3,000	12,000	
10	Building Materials Charges	6,423,280	9,439,050	5,207,890	9,813,310
11	Sub-division Fees	294,000	256,000	153,000	510,000
12	Grave Fees	62,300	99,200	28,500	71,000
13	Conservancy Fees	2,710,950	1,772,525	797,500	2,260,650
14	Change of User	495,000	90,000	12,500	259,500
15	Barter Market and Cess	200,660	233,000	423,700	
16	Street Parking Fee	22,205,130	19,615,640	7,914,220	18,824,640
17	Vehicle Registration	246,500	215,000	53,500	28,620
18	Social Hall Hire/Rent	99,500	59,000	500	3,000
19	Slaughtering Fee	512,650	861,300	882,650	373,700
20	Fire-Fighting Services	1,773,900	2,477,450	550,100	3,208,800
21	Land Rates	13,578,276	6,312,398	1,205,760	14,261,355
22	Other property Charges	516,374	154,307	7,986	60,000
23	Ground Rent	4,185,254	2,185,636	343,899	
24	Market Stalls Rent	833,300	709,300	179,500	385,090

	Revenue Stream	Financial Years			
		2018-2019 (Kshs.)	2019-2020 (Kshs.)	2020-2021 (Kshs.)	2021-2022 (Kshs.)
25	Housing Estate Monthly Rent	2,213,500	2,146,800	973,050	1,635,450
26	Market Entrance/Gate Fee	9,487,800	8,375,820	4,701,030	7,995,890
27	Enclosed Bus Park Fee	12,374,547	9,410,230	7,062,620	14,601,010
28	Survey Fees	12,500	4,000	24,000	
29	Other Vehicle Enclosed Park Fees	25,000	12,000	24,000	378,600
30	Buildings Plan Preparation Fee	146,000	30,000	13,500	9,000
31	Buildings Plan Approval Fee	8,421,309	1,506,385	2,049,965	1,073,990
32	Right-of-Way/Way- Leave Fee	1,812,070	293,350	3,200	
33	Debts Clearance Certificate Fee	320,000	328,000	232,000	345,000
34	Plot Transfer Fee	330,000	386,000	270,000	450,000
35	Caution Fee	5,000	5,000	1,000	11,000
36	Registration of Social Groups	132,000	70,000	19,000	31,000
37	Consent to Charge Fee	72,000	24,000	24,000	144,000
38	Health Centres Services Fee	57,641,086	44,233,372	19,284,744	35,976,185
39	Livestock Cess	516,110	500		
40	Weights and Measure Fees	149,100		170,960	122,900
41	Fisheries County Fees		102,500		98,800
42	Rental House Income		15,000		
43	Plan Fees		10,000		
44	Sales Fee (One Day Sale)			2000	
45	Site Rent			1740	
46	Auction			3,000	
	Total	185,848,115	145,999,193	108,990,374	141,813,450

Analysis of the top five own-source revenue streams indicate that there was a general downward trend from 2018-2019 financial year to 2020-2021 financial. However, there was a slight increase during the financial year 2021-2022 as indicated in Figure 3:

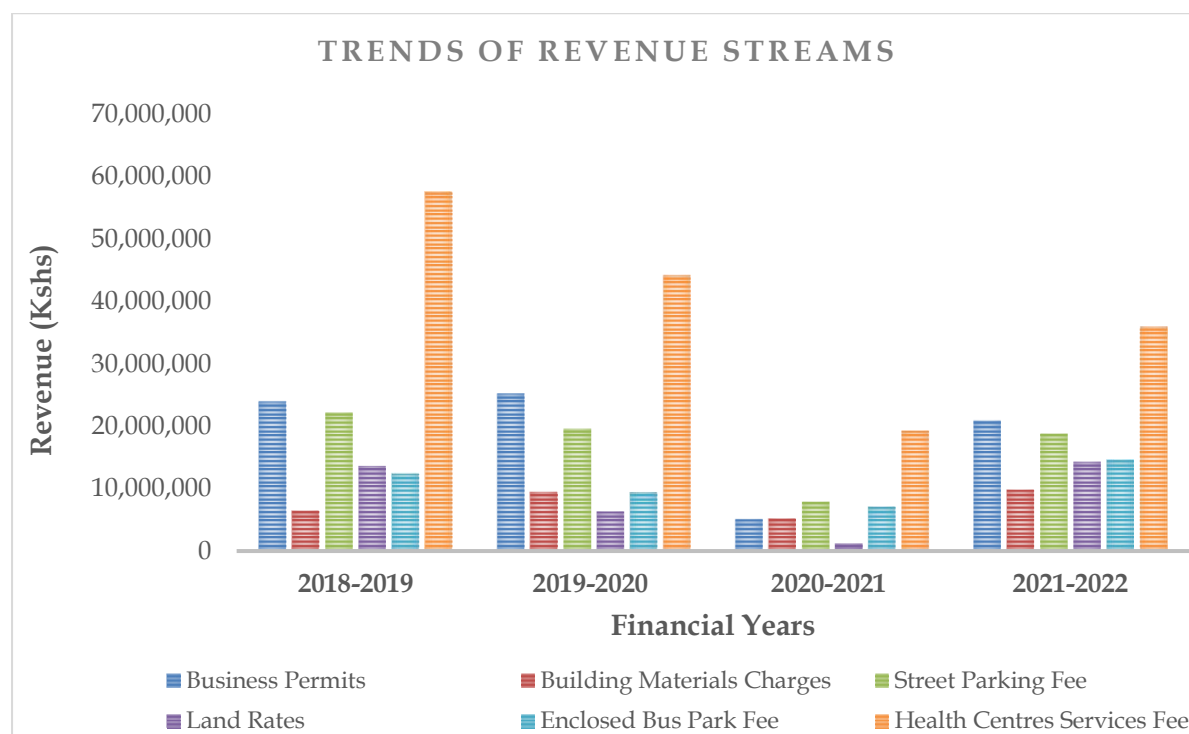


Figure 2-1: Trends of Top Five Own-Source Revenue Streams

2.3. Municipal Service Infrastructure, Utilities and Amenities

2.3.1. 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.

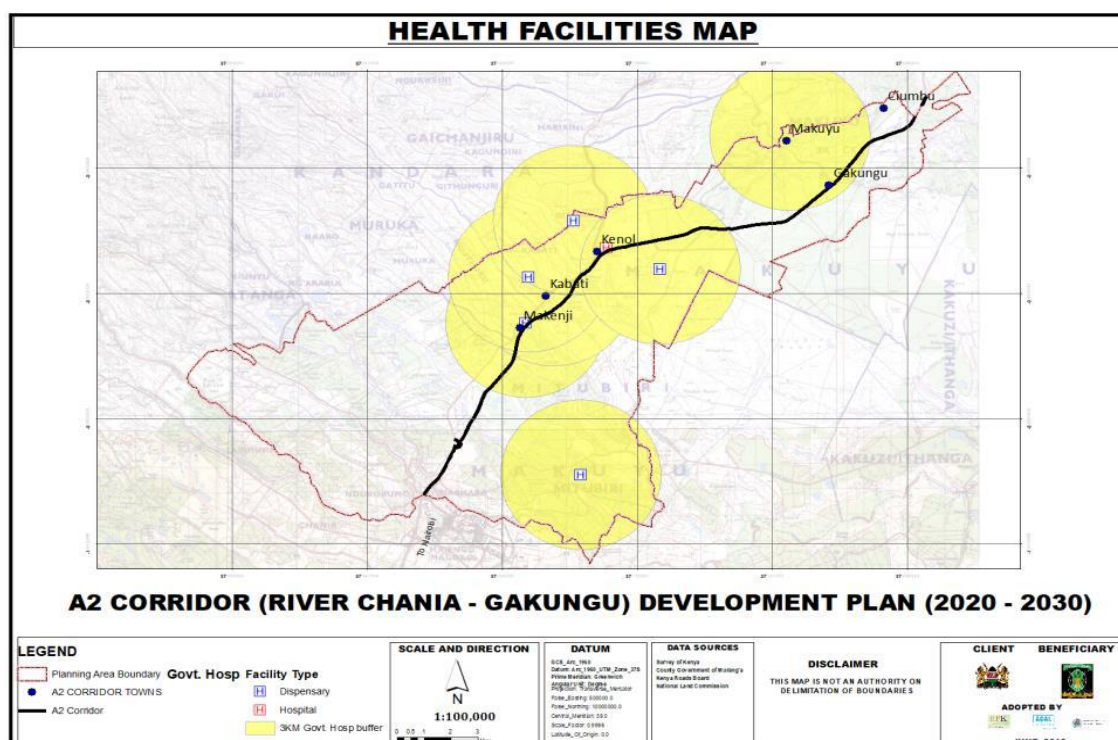


Picture 2.1.: Fire and Disaster Resources at Kenol Fire Station

2.3.2. 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:

Map 2-1: 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 2-2: 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

2.3.3. 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.

Three horizontal bars stacked vertically. The top bar is black, the middle bar is orange, and the bottom bar is green. They are all of equal length and height.

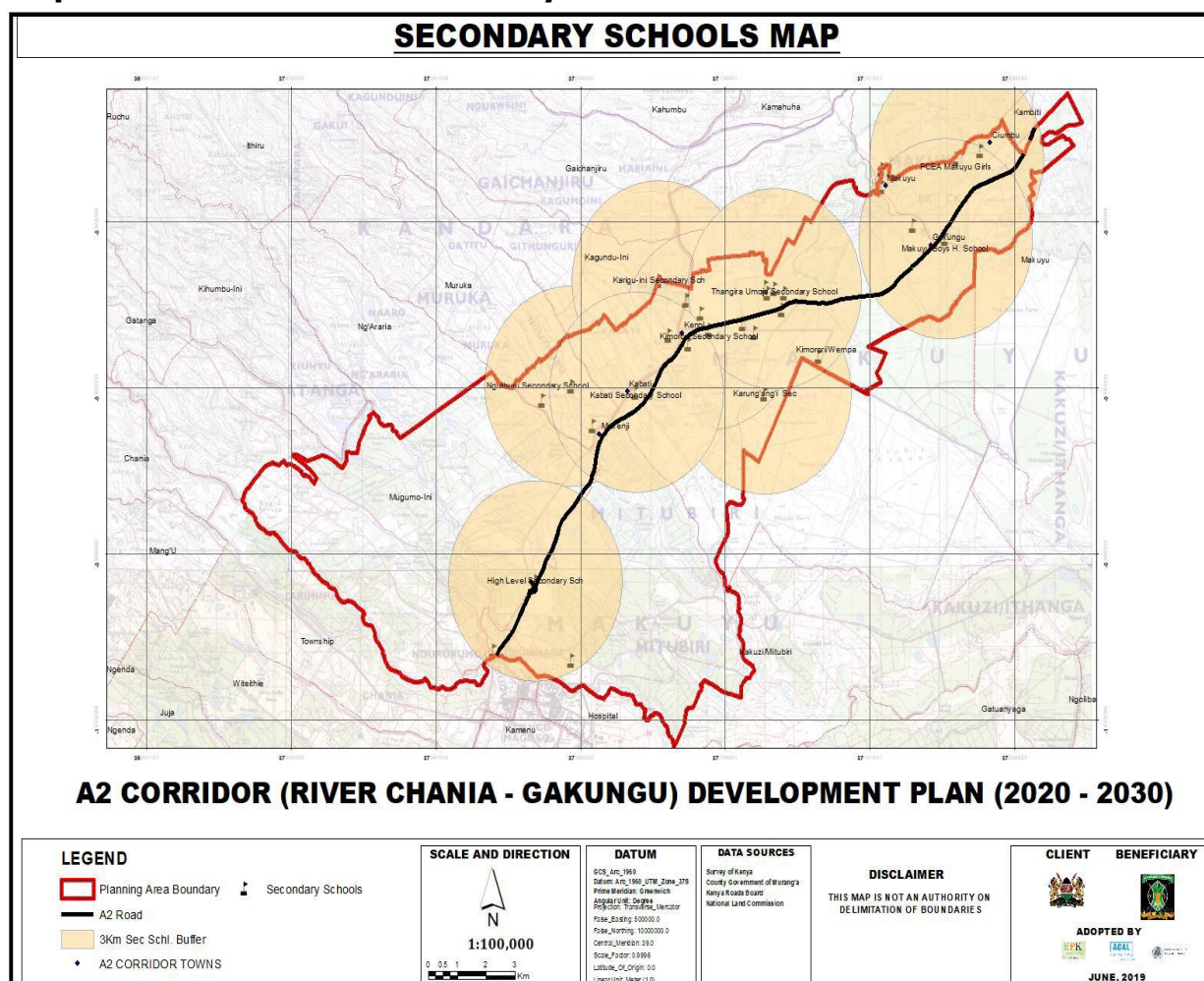
Map 2-2: Distribution of Primary Schools

depicted in the map. The Mitubiri area of Methi is however, lacking a primary school causing over-population in the PK primary school and Mukerenju primary School.

Secondary Schools

Based on the records of the County Education Department, there are a total of 28 secondary schools within the municipality, 19 are privately owned and 9 are publicly owned as shown in map 6:

Map 2-3: Distribution of Secondary Schools



The lower section from Bluepost to Kabuku River is served by 6 secondary schools, which is more than the 3-4 schools proposed by the Kenya Physical Planning Handbook. The mid-section from Kabuku River to the Kakuzi farm has 13 schools, most of them private schools. However, they still meet the need for secondary schools which is 3-4. The upper section from Kakuzi farm to Ciumbu has 5 secondary schools which also meets the planning requirements. However, residents living in the south-western and central-eastern parts of the municipality have to walk more than 3km to

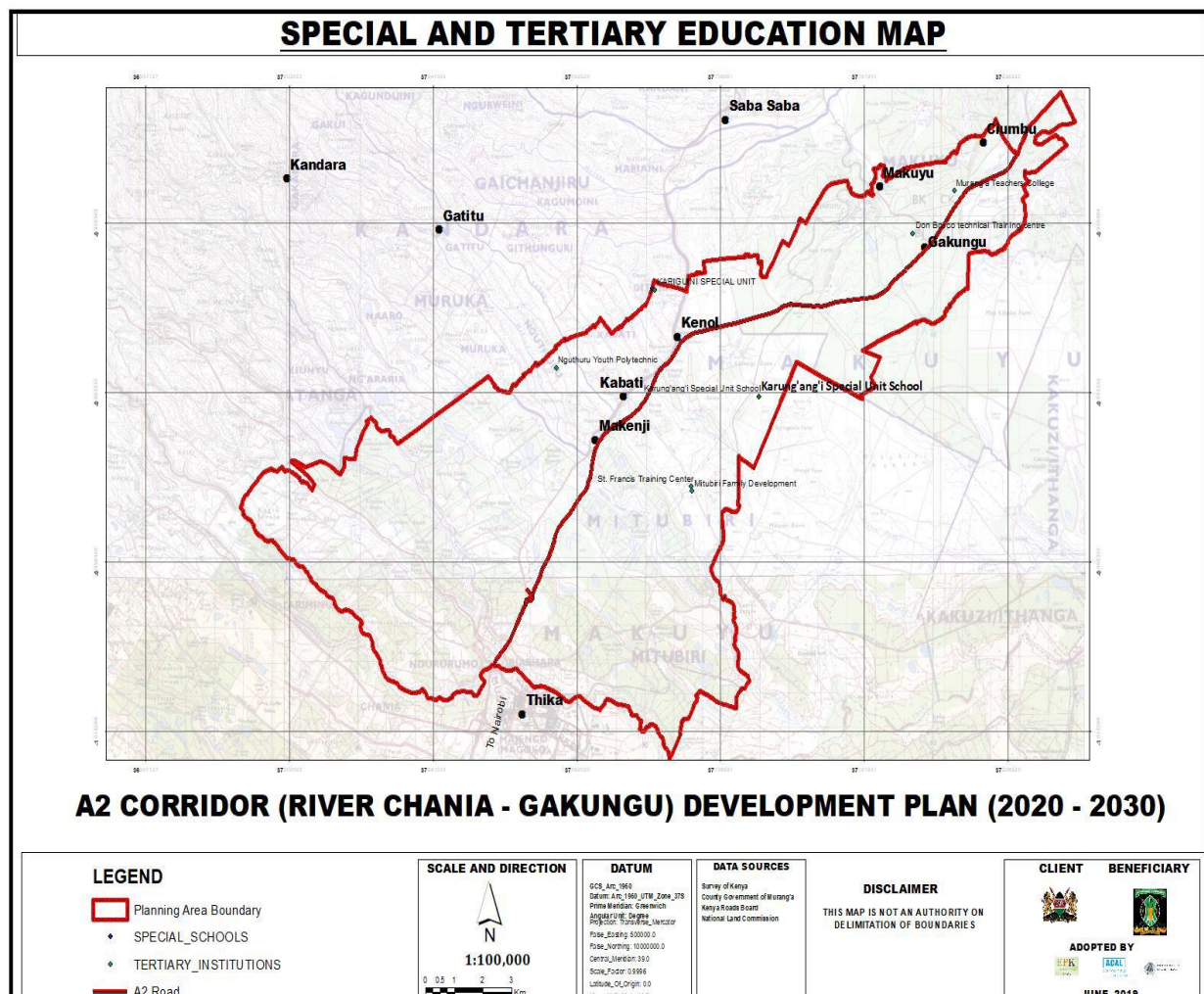
access secondary schools as shown in the map. This area therefore, require establishment of new public day secondary schools.

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:

Map 2-4: Tertiary Institutions



2.3.4. 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 2-3: 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

2.3.5. 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.

2.3.6. 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.

2.3.7. 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.

2.3.8. 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.

2.3.9. 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.

2.3.10. Religious facilities

Kenol Municipality is pre-dominantly Christian. Other religions practiced include Islam and traditional indigenous. There are 95 Religious facilities within the Municipality comprising of 92 churches and three mosques. These facilities collectively express the reverence, peace, and sacred atmosphere of religious worship within the Municipality. Because of their multi-faith use, most of these facilities are religiously neutral and accessible to all Municipality residents. The dominant Christian churches within the Municipality include Catholic, ACK, AIC, PEFA, PCEA, Deliverance, Redeemed Gospel, Full Gospel among other many churches.

2.4. Analysis of Development Issues, Causes, Constraints and Opportunities

The broad development issues within the Municipality can be classified into several categories: Implementation and operational issues; community issues; environment issues and financial issues. Whilst the A2 Corridor Integrated Strategic Plan was finalized and provide broad guidance on both spatial and structural development for the Municipality, there has been very little in terms of implementation and proved rather ineffective in guiding land uses and supporting infrastructure service



development. There were low conformity and alignments to land-uses as provided for under the spatial development framework. However, enforcement of regulations within the CBD has picked up with seemingly higher within the core-urban area of the Municipality as compared to the peri-urban and within the satellite towns.

Community issues in the municipality include overcrowding, housing problems, waste management, sanitation problems, unemployment and degraded environment quality. The community issues create infrastructural, health and environment challenges leading to burgeoning informal settlements, disaster vulnerability, and threats to water and food security. Naturally, effects of industrial and other human activities enhance air pollution, weather patterns, water quality and environment degradation.

Financial issues in urban development stem from rapid urban growth and clamor for better infrastructure services from the residents. Tight resource constraints add urgency to the imperatives of effectiveness and efficiency and create need for creative approaches that circumvent the traditional bureaucracy. Public-private collaboration is required besides mechanisms that allow predictable fund-flow, decision making structures as well as merits of governance arrangements. Table 2.4. provides an analysis of the issues, highlighting causes, constraints to effective implementations and opportunities to be explored.

Table 2-4: Analysis of Development Issues, Causes, Constraints and Opportunities

Development Issue	Cause(s)	Constraint(s)	Opportunities
Inadequate Health Infrastructure	<ul style="list-style-type: none">✓ Inadequate infrastructure✓ Lack of inpatient services in public hospitals✓ Lack of public morgues	<ul style="list-style-type: none">✓ Lack of adequate resources to establish adequate health infrastructure✓ Lack of land to establish some of the health infrastructure✓ Frequent medical stock-outs within public hospitals	<ul style="list-style-type: none">✓ Public Private Partnerships (PPP)✓ Opportunity for municipal board to prioritize
Unaligned/ Un-conformed Urban Planning	<ul style="list-style-type: none">✓ Disconnect between spatial planning, infrastructural plans, and budgeting decisions✓ Ineffective development controls	<ul style="list-style-type: none">✓ Inherent weaknesses in urban plans✓ Limited capacity and resources for enforcement✓	<ul style="list-style-type: none">✓ Municipal collaboration with County departments and development agencies
Weak technical capacity	<ul style="list-style-type: none">✓ Inadequate staff✓ Constrained budgetary allocation to allow employment of additional technical staff✓ Limited revenue sources	<ul style="list-style-type: none">✓ Rapid evolving skills set requirement	<ul style="list-style-type: none">✓ Deployment of additional technical staff✓ Enhanced resource mobilization
Inadequate ICT connectivity	<ul style="list-style-type: none">✓ Limited ICT infrastructure	<ul style="list-style-type: none">✓ Inadequate funds✓ High cost of ICT infrastructure	<ul style="list-style-type: none">✓ Prioritize ICT development✓ Collaborate with other development partners such as ICT Authority for connections

Development Issue	Cause(s)	Constraint(s)	Opportunities
Underperforming revenue generation	<ul style="list-style-type: none"> ✓ Lack of synergy between departments ✓ Lack of revenue mapping ✓ Inadequate staff/low capacity 	<ul style="list-style-type: none"> ✓ Inadequate budgetary allocation ✓ Low capacity amongst staff 	<ul style="list-style-type: none"> ✓ Partnership with other government departments and agencies for capacity development ✓ Mapping of revenue streams
Weak feedback mechanism	<ul style="list-style-type: none"> ✓ Inadequate funding of M&E function ✓ Inadequate skilled staff ✓ Weak M&E Research function 	<ul style="list-style-type: none"> ✓ Inadequate funds ✓ Mistaking M&E with audit ✓ Non-utilization of M&E data/information 	<ul style="list-style-type: none"> ✓ Capacity building ✓ Training of officers as M&E champions to undertake M&E function ✓ Establish Municipality handbook of indicators
Delapidated urban road infrastructure	<ul style="list-style-type: none"> ✓ High cost of road construction and maintenance ✓ Narrow access roads ✓ Inadequate budgetary allocation ✓ Inadequate NMT walkways 	<ul style="list-style-type: none"> ✓ Inadequate funding ✓ Unpredictable weather patterns ✓ Black cotton soil increasing cost of road construction 	<ul style="list-style-type: none"> ✓ Availability of conditional grants such as KUSP - UDG ✓ Stakeholder collaboration – KURA, KENHA, KERRA
Problematic storm water in built-up areas	<ul style="list-style-type: none"> ✓ Poor drainage systems ✓ Uncontrolled developments ✓ Poor workmanship 	<ul style="list-style-type: none"> ✓ Inadequate funding ✓ Poor urban planning and coordination of urban services ✓ Inadequate enforcement of development control ✓ Narrow size of urban roads 	<ul style="list-style-type: none"> ✓ Enhance town planning and development control ✓ Increased funding to manage drainage systems ✓ Enhance partnership with other government agencies such as KURA ✓ Enforcement of development controls on temporary structures

Development Issue	Cause(s)	Constraint(s)	Opportunities
Inadequate NMT walkways in most of the town roads	<ul style="list-style-type: none"> ✓ Non-inclusion in road designs ✓ Inadequate budgetary allocations 	<ul style="list-style-type: none"> ✓ Narrow size of roads 	<ul style="list-style-type: none"> ✓ Integrate NMT walkways during design and construction of urban roads ✓ Collaborate with other agencies such as KURA for NMT development
Inadequate market infrastructure	<ul style="list-style-type: none"> ✓ Dilapidated market infrastructure ✓ Poor access to markets ✓ Poor access to regional and international markets 	<ul style="list-style-type: none"> ✓ Inadequate funding ✓ Inadequate skills and capacities in marketing ✓ Stiff competition from established economies 	<ul style="list-style-type: none"> ✓ Collaborate with National Government to mobilize additional resources to construct modern markets ✓ Exploring new opportunities in markets development
Garbage menace	<ul style="list-style-type: none"> ✓ Increased generation of waste due to increasing urban population ✓ Lack of modern tools and equipment to handle waste management properly ✓ Uncontrolled dumping of waste 	<ul style="list-style-type: none"> ✓ Poor enforcement on existing pollution laws ✓ Low capacity in waste management ✓ Lack of proper collection, sorting, separation and disposal framework ✓ Inadequate funding for solid waste management function 	<ul style="list-style-type: none"> ✓ Public Private Partnership ✓ Enforcement of waste management policy ✓ Collaboration with other agencies such as NEMA ✓ Increased budgetary allocation to waste management ✓ Development of waste recycling strategies
Substance and drug abuse	<ul style="list-style-type: none"> ✓ Peer pressure ✓ High cost of living/ poverty ✓ Broken family structures 	<ul style="list-style-type: none"> ✓ Availability of cheap drugs (Liquor) ✓ Lack of elaborate liquor control policy 	<ul style="list-style-type: none"> ✓ Work with county and national government departments to invigorate liquor inspection and licensing

Development Issue	Cause(s)	Constraint(s)	Opportunities
		✓ Weak liquor licensing function	✓ Enhance sensitization on impacts of substance abuse ✓ Increase funding to rehabilitation programme
Lack of title deeds	✓ Uneconomical land subdivision ✓ High number of land disputes ✓ Encroachment of public land and access roads	✓ Inadequate staffing ✓ Inadequate information on surveys and conveyance	✓ Expedite dispute resolution mechanisms ✓ Build and strengthen partnerships with private sector service providers ✓ Sensitisation and education on land matters
Gender inequalities in resource allocations and leadership.	✓ Unfavourable cultural practices ✓ Lack of access to community resources	✓ Outdated cultural beliefs ✓ Lack of implementation of affirmative action plans	✓ Improve gender-based education ✓ Gender mainstreaming
Underdeveloped recreational amenities	✓ Limited budgetary allocation to recreational amenities ✓ Vandalism of facilities within recreational parks ✓ Fraudulent transfer of public utilities	✓ Inadequate funds for development of recreation parks ✓ Lack of title deeds ✓ Conflict on ownership of public utilities and spaces between Counties and National Government	✓ Increase budgetary allocation to improvement of social amenities ✓ Collaborate with other development partners to sustainably maintain recreation amenities ✓ Protection of public social amenities
Inadequate access to water for domestic use	✓ Inadequate infrastructural investments ✓ Vandalism of water infrastructure	✓ Management conflicts among water services providers	✓ Partner with water service providers ✓ Increase investment in water sector ✓ Protection of springs and catchment areas

Development Issue	Cause(s)	Constraint(s)	Opportunities
		<ul style="list-style-type: none"> ✓ Inadequate funding for water and irrigation projects ✓ Inadequate technical personnel and equipment ✓ Poor leadership in community managed projects 	<ul style="list-style-type: none"> ✓ Training on water harvesting technologies ✓ Rehabilitate and commission stalled community boreholes ✓ Construction of new
Increasing levels of Poverty	<ul style="list-style-type: none"> ✓ High unemployment; ✓ Inadequate security personnel ✓ Illicit Brews and drug abuse ✓ Poor land tenure system. 	<ul style="list-style-type: none"> ✓ Low levels of employment opportunities ✓ Deteriorating family structures ✓ High transaction cost of land transfer ✓ Drugs and substance abuse 	<ul style="list-style-type: none"> ✓ Investment in vocational and technical training ✓ Mobilize stakeholders and partners with a view to establishing VTCs and other opportunities for business ✓ Enhance social funding ✓ Mobilize stakeholders and partners to eradicate substance and drug abuse ✓ Develop business incubation centres ✓ Enhance partnership collaboration with National and International agencies

3. MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

3.1. Introduction

A Spatial Development Framework (SDF) is an important instrument in spatially expressing the economic, sectoral, social, institutional, and environmental vision of the municipality. Differently put, it is a tool for moving towards a desired spatial form for the municipality and provides physical base on which land use and service infrastructure provision is coordinated to produce a competitive, economically robust, socially liveable and sustainable urban centres. The framework identifies urban functional spaces in an integrated manner which in turn guarantee social welfare, ensuring prosperity and stimulating sustainable community development. It also facilitates attainment of sustainable development through optimal utilization of available resources while at the same time, effectively and efficiently addressing the development challenges.

The IDeP seeks to enhance urban and rural development linkages from a spatial framework perspective with a goal of accommodating population growth vis a vis provision of adequate and appropriate interconnected services infrastructure. The role of the framework therefore is to:

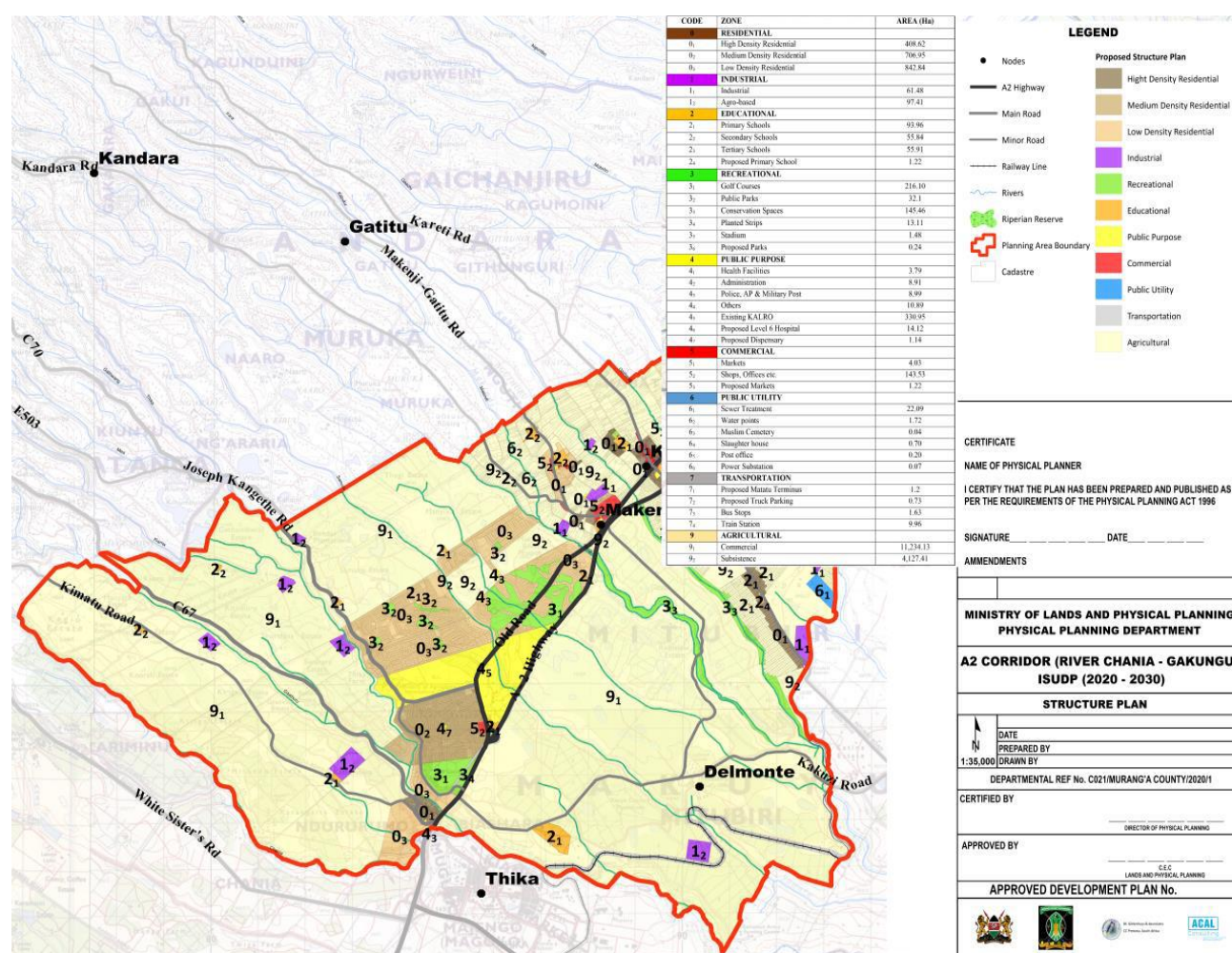
- a) Designate anticipated patterns of land use and set out basic standards and guidelines for a land use management system designating desirable urban settlements, functional spaces and management of natural resources within the Municipality;
- b) Provide a framework to guide infrastructural development and service provision within the Municipality and revitalize housing, industries, trade and commerce to spur economic development;
- c) Determine the effective urban boundary and develop a smart urban system;
- d) Provide an overall strategic and integrated spatial framework for the location and function of development and the resultant urban growth;
- e) Provide development guidance based on optimum location and nature of development to enhance environmental protection and conservation;
- f) Improve transport and communication networks and linkages and identify opportunities for job creation and employment.

3.2. Zoning Plans and Regulations

The main purpose of zoning is to delineate residential, commercial, industrial, recreational, and agricultural; transport, public purpose and public utilities land uses in the municipality. Zoning is usually done to control the physical development of the land and the types of uses that each individual space be put to use and thereby

ensuring proper planning to achieve the desired built urban environment. The municipality is zoned into 3 sections: the lower section corresponding to the southern part of the municipality, mid-section corresponding to the central part of the municipality and upper section corresponding to the northern part of the municipality with the zoning majorly determined by demographic trends.

Map 3-1: Proposed Zoning plan



3.3. Housing Strategy and Densification

3.3.1. Strategy Densification Guidelines

A diversity of dwelling options is desirable to accommodate the housing needs of the municipality. The aim of housing strategy is to encourage densification within strategic locations and introduce different housing typologies to provide for the needs of different residents. Based on A2 Integrated Strategic Urban Development Plan (ISUDP), the spatial development proposals for the municipality makes provision for three (3) categories of residential developments: Low Density Residential, Medium Density Residential and High Density Residential. These categories have been

allocated based on the existing organic growth with the strategic intention retaining and guiding the existing organic structure of the towns, and further ensuring future developments maintain this character, while compacting growth.

Densities are linked to distance to employment opportunities, social and community services and public transport services. Based on this criteria, high-density residential are to be supported within the nodes while medium-density residential development to be supported around the nodes and Activity Spines. Low-density residential development comprises of the areas in between the locations furthest away from the nodes and urban corridors. It also includes small-scale farming activities as are currently found on the majority of residential properties in the planning area.

Objective 1: Ensure sustainable residential growth

Guidelines

- i) A range of housing typologies and densities must be developed, catering for different income groups, lifestyles and life stages within each settlement
- ii) New settlement development must occur contiguous to existing urban or settlement development. Leapfrog development should not be permitted
- iii) Residential development should as far as possible focus primarily on infill development and densification rather than continuous outward expansion of residential areas beyond the boundaries of the precinct.
- iv) Higher densities should be provided closer to the nodes, Activity Spines and/or public transport stops. Promote the development of sustainable, convenient and livable residential neighbourhoods

Objective 2: Promote the development of sustainable, convenient and liveable residential neighbourhoods

Guidelines

- i) All land uses must contribute to the creation of pleasant, safe, convenient and sustainable neighbourhoods.
- ii) All development must support safe and convenient pedestrian movement, especially for children.
- iii) Residential development must comprise the bulk of land uses, complemented by community and social facilities (community and social facilities should ideally be developed as part of demarcated neighbourhood nodes) and recreation areas such as parks, sports fields and playgrounds.
- iv) Regional community facilities (i.e. hospitals, large regional church congregations, universities, colleges etc.) should be provided within the Regional Nodes

- v) Businesses in neighbourhood should be restricted to home businesses and local convenience businesses
- vi) No land uses that attract large volumes of foreign traffic to the area or generate excessive activity and noise should be permitted.
- vii) In higher density residential neighbourhoods, emphasis should be placed on the public realm and the interface between private development and the public space.
- viii) Improve the attractiveness of residential neighbourhoods by taking measures to eliminate nuisances and redevelop problem properties, as well as to enforce standards of maintenance.
- ix) Fencing that is visually penetrable should be promoted. This includes palisades or palisades with walled sections. Commerce Trade and Light Industrial Park Development

Objective 3: Enhance access to estates

Guidelines

- i) As part of residential estates, all roads should be developed to a minimum of cabro standards by the developer

Objective 4: Promote densification regulations

Guidelines

- i) Densification must be promoted in areas that are within a 400m to 800m walking distance from economic and/or social opportunities and areas adjacent to major public transport facilities and networks

3.3.2. Emerging Planning Issues, Challenges and Opportunities

There are a number of planning issues emerging within the Municipality. These include:

- i. Encroachment of small businesses on the road reserves.
- ii. Risk of urban sprawl that will affect the integrity of the A2 corridor.
- iii. Existence of rivers, wetlands and harsh terrain in some sections.
- iv. Land fragmentation to very small plot sizes e.g. 30'x60'
- v. Informal settlements in areas such as Makuyu in Kakuzi farm, and next to the Makindi Primary School in Makenjie
- vi. Poor servicing of commercial and residential areas i.e. no sewage system, saline water, poor solid waste management.
- vii. Different housing typologies such as mud houses, corrugated iron sheets, flats and masonry block single residential all within the same area.
- viii. The buildings along the roads are not well finished, creating an ugly vision

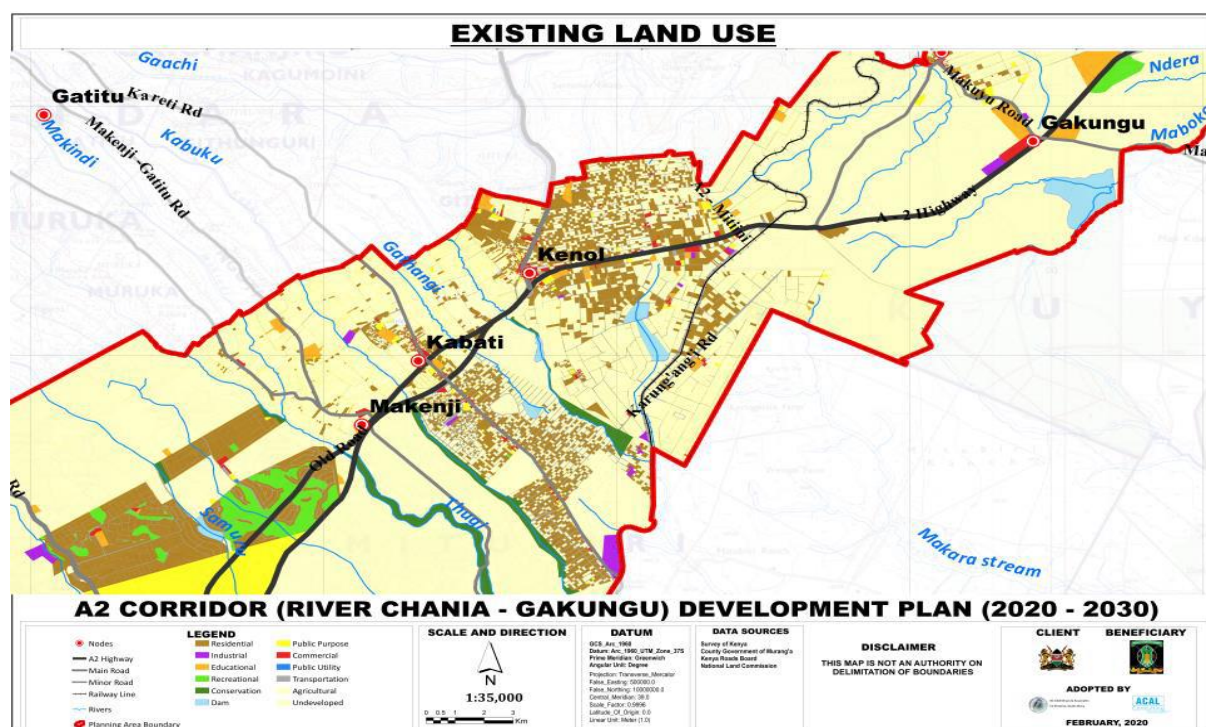
3.4. Land and Tenure

3.4.1. Existing Land Uses and Tenure

The land uses within the municipality are a mix of urban land use at major nodes, segregated by agricultural uses of different intensities within the infill sections. The six broad land uses include large commercial farms within South & Northern parts of the municipality, Small-holdings in Central part of the municipality and urban settlements within areas of Makenji, Kabati, Kenol, Gakungu, Makuyu and Ciumbu. Large new residential estates (Mostly undeveloped) are propping up on the east sides as you approach Kenol CBD.

Most of the land on the Southern part of the Municipality from Bluepost to Kabuku River is predominantly used for commercial agriculture. Based on the PDP that has been developed by Murang'a County Government but yet to be implemented, green spaces have been included with a mixture of small-scale agriculture and public purpose use. There are also scattered packets of industries with the area well serviced by various roads.

Figure 3-1: Municipality Mid-Section Existing Land Uses



3.4.2. Emerging Land Use Trends

The emerging land use trends within the municipality include:

- Suburb developments; There's a high number of upcoming residential estates and communities especially in Thika greens (Phase 1,2&3), Mwingiri and Samuru.

- ii. Mix use developments of Commercial and Residential developments-majorly along Kabati, Kenol and off Makuyu
- iii. Emerging commercial nodes along the A2 Highway. These includes nyama choma eateries, fast food joints, hotels & restaurants, petrol stations among others.
- iv. Unregulated developments around common facilities nodes such as Gakung'u.

The spatial policy framework for addressing the immediate and future needs of Kenol will only be realized if the right tools and instruments are put in place. These tools will be in the form of broad land use guidelines which will classify the zone and dictate the permissible land uses that are compatible, conditional land uses and the restricted land uses. This instrument is key towards ensuring an orderly city that has a philosophy and a character.

The structure plan is almost micro and the acknowledgement that development should align to it requires analysis of the infrastructure needs, services based on population, mixed use at acceptable levels to enhance urban sustainability and balanced growth. Parking requirements both in the CBD and the residential neighbourhood is a clear management policy that must be put in place to assist development control authority enforce compliance for the greater good of Murang'a County. The proposed structure plan presents the desired spatial framework for Kenol for the next decade (Map 3.2).

3.4.3. Emerging Planning Issues, Opportunities and Challenges

The main land planning challenges within the municipality include land fragmentation, emergence of new commercial nodes without plans, inadequate public land for development of infrastructure, and Lack of application for development permits as most of the land is private with titles. However, the opportunities include presence of rural open spaces in which agriculture is practised, existing mixed-use development in urban areas, room for development and redevelopment because of large tracts of public and trust land.

3.5. Human Settlements

The Kenya Vision 2030 anticipates that more than half of our nation's population is likely to be residing in urban areas following the current population trends. Thus, there is need to plan for decent and high-quality urban livelihoods for the population. Ideally, human settlements perform the following functions:

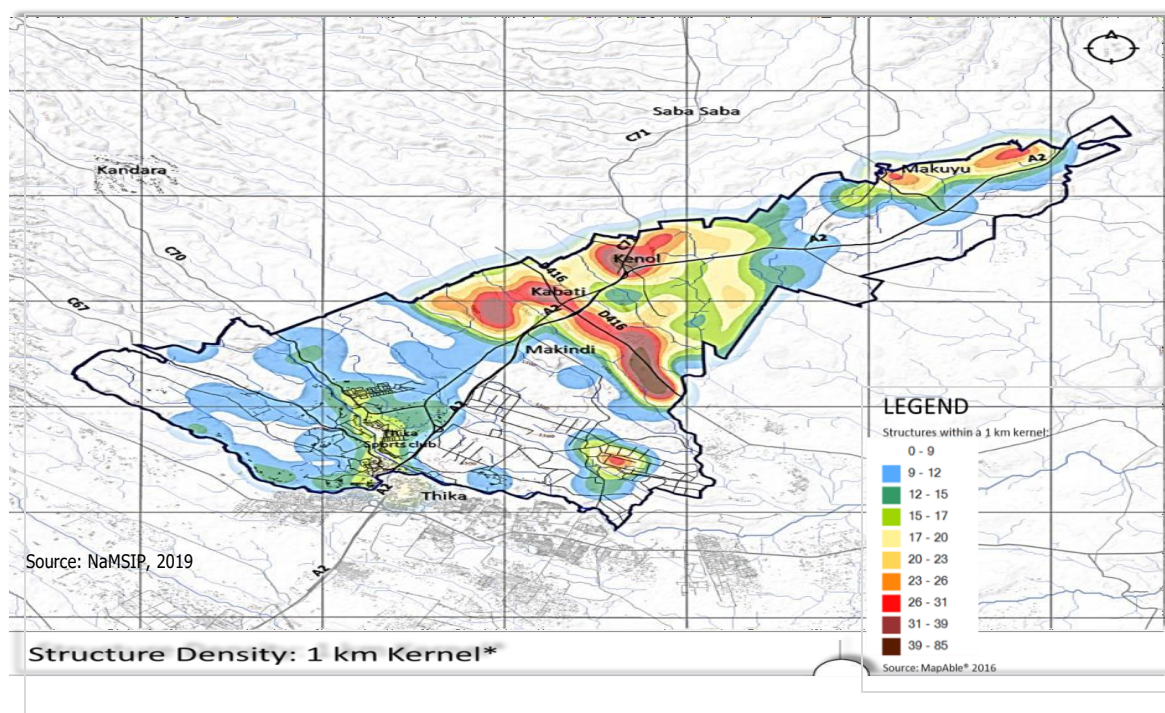
- a) **Service Function:** Facilitate the provision of schools, health services, public utilities, public transport, commercial banks, co-operatives, administration among other important services. These services not only serve the people in the towns but also those in the surrounding areas.
- b) **Economic Function:** Provide employment opportunities, market for the local produce, which stimulates the conversion from subsistence to a cash economy. It

also creates material advancement in both rural and urban centers through production of manufactured goods.

- c) Residential Function: Provide a residential function for people working in non-agricultural employment.

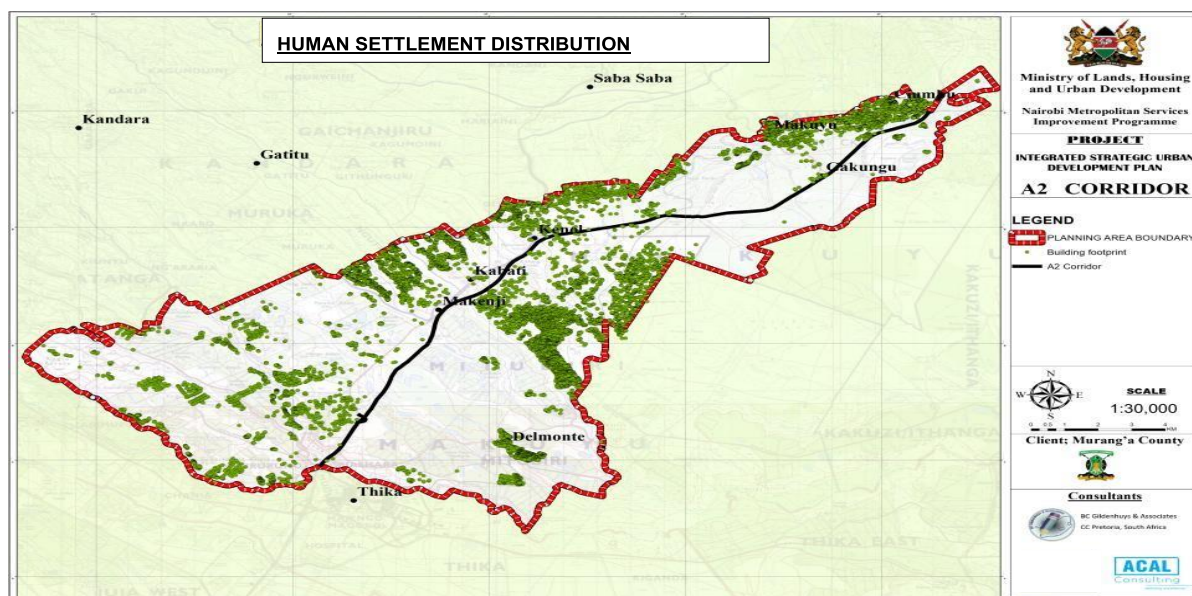
Human settlement within the Municipality is nucleated around four core nodes, namely Kenol Town, Kabati, Makenjie, and Makuyu urban centres. These areas are located on relatively flat or gently sloping areas that present little hinderance to construction, accessibility or mobility. In addition, there are visible settlement densities around smaller nodes such as Gakungu, Ciumbu and around a small settlement (Mituburi) comprising farm labourer's housing on the eastern part of the municipality. Linear development is most prominent along the D416 sub-corridor (Mitubiri Road), in the form of dense peri-urban small-holdings.

Map 3-2: Human Settlement Density



A density assessment indicates that the concentrations of commercial/ trade developments are mostly found at certain points along the major routes, with business along the A2 being the most frequent. The clearest concentration of business developments that emerge apart from within Kenol, show at Kabati, Makenjie, and Makuyu. There is also a very small section at the Samuru Mwingiri area that services the growing population of the residential within the southern part of the municipality.

Figure 3-2: Settlement Distribution within the Municipality



3.5.1.1. Urban Physical Growth Potential

Kenol being the headquarters of Maragua Sub County serves both commercial and education functions. It is strategically located at the junction of the Nairobi-Nyeri (A2) highway and Murang'a Road (see Figure 13). Kenol Town is estimated to be the most populous urban centre in the entire Murang'a County (KNBS, 2019). The town has a vibrant mix of formal and informal businesses and is experiencing rapid growth shown in figure 3.3

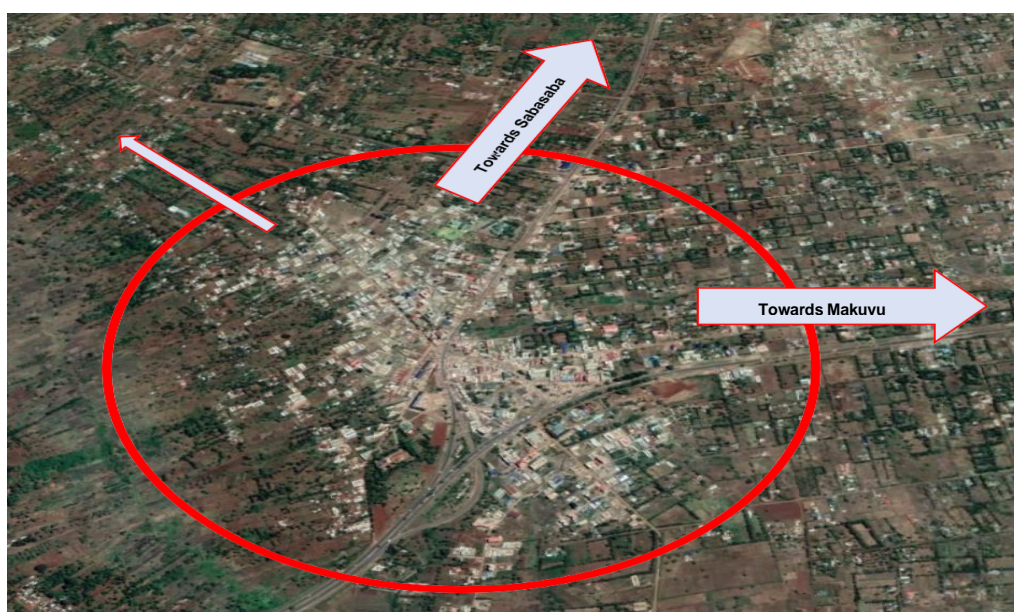


Figure 3-3: Physical growth directions for Kenol Town
Source: A2 ISUDP, 2020

Other major satellite towns within the municipality include Kabati Urban Centre, Makenji, Makuyu, Gakungu, and Ciumbu:

3.5.1.2. Human Settlement Strategy

The municipal human settlement strategy aims to continue promoting maximum development of the rural areas to improve living standards for the majority of the people. It envisages to establish a more even geographical spread of urban physical infrastructure to promote more balanced economic growth throughout the municipality as well as a more equitable standard of social services between different areas. The strategy looks to develop a complementary network of communication so as to improve accessibility between centres of economic and social development and to adopt standards for urban infrastructure which more closely relate to what can be universally afforded by the residents.

3.6. Waste Management

Effective waste management reduces the consumption of natural resources and lowers the ultimate needs for waste disposal. Lack of a proper sewer and drainage system is posing a threat to the water resources as domestic, agricultural and industrial waste is released into the rivers and streams. Currently, there is no liquid waste system within the Municipality with waste being handled by septic tanks, bio-digesters and pit latrines.

3.6.1. Solid Waste Management

Solid waste within the Municipality is mainly generated from urban/market centres, residential neighbourhood areas and commercial agricultural farms. These are the urban nodes along the corridor, the residential area in the Samuru Sub-location and Delmonte and Kakuzi farms. The Municipality waste generation is estimated at 17 tons per day compared to the county's 372 tons of waste daily. The waste is composed of organic produce, plastic and paper from domestic and urban areas, industrial waste and hospital waste.

The current state of solid waste management in the Municipality is characterized by indiscriminate dumping, uncollected waste and lack of waste segregation. The designated waste dumping sites also lack appropriate technologies and disposal facilities leading to a series of problems that include:

- a) Uncollected and improperly dumped solid wastes along the roads cause nuisance to the residents and sometimes create problems by clogging drainage manholes resulting in frequent floods witnessed during heavy downpour;

- b) Waste transportation is largely rudimentary using open trucks and hand carts. These poor transportation modes have led to littering, making waste an eye-sore, particularly plastics in the environment;
- c) Uncontrolled scavenging practices in uncontrolled open dumpsites pose great health risks to the waste pickers and animals. Waste pickers sort waste without protection;
- d) Scavengers may become vectors and potential transmitters of health problems to the people they are in contact with;
- e) Unsightly heaps of waste in the open dumps impacts negatively in value of property around the sites;
- f) Water pollution from uncontained leachate produced by the decomposition of solid wastes in open dumps and peoples littering waste into the nearby rivers and streams and along drainages;
- g) Air pollution primarily due to illegal burning of waste and bad odor from the uncontrolled release of landfill gas;
- h) Climate Change due to the uncontrolled release of green-house gases

Figure 3-4: Mitubiri Sanitary Landfill



The collection points within the urban nodes are composed of masonry block chambers and open spaces with the Municipality in charge of collecting the waste. The residential areas have individual points from where waste is collected by private contractors. Agricultural firms handle their own waste while hospital wastes are handled via burning/incineration. The Municipality does not have a legally designated waste disposal area and therefore, all waste is transported to Gikono (Proposed cemetery).

The Mitubiri Landfill is under construction and once complete, will be the destination for solid waste disposal.

3.6.2. Storm Water Drainage

Storm water is managed through civil drains and open drainage system. The terrain of the town rolls gently along most parts of the municipality. However, the flat terrain in some parts of the Municipality renders it difficult for natural surface runoff thus causing water clogging. Most of the roads especially within Kenol and satellite towns have sub-standard storm water drainage systems. One of the key problems leading to poor drainage in the town is caused by poor solid waste management. Refuse is swept from the CBD and blocks the drains on the road thereby causing flooding on the road. There is need therefore to provide storm water drainage along the roads as well as ensure efficient collection of waste to minimize incidences of blocking of drains. Maintenance of drains should be carried out regularly.

3.7. Natural Resources

3.7.1. Water Resources Endowment

The Municipality is situated within the larger Tana Catchment Area (TCA) with the available water resources consisting of surface water runoff and sustainable yield of groundwater. As shown in Figure 3.4., streams and rivers are the largest source of domestic water for Kenol households followed by piped water either to the house or the plot. Other sources include: rain water harvesting, protected and unprotected springs, ponds, boreholes, water vendors, public water spots and bottled water.

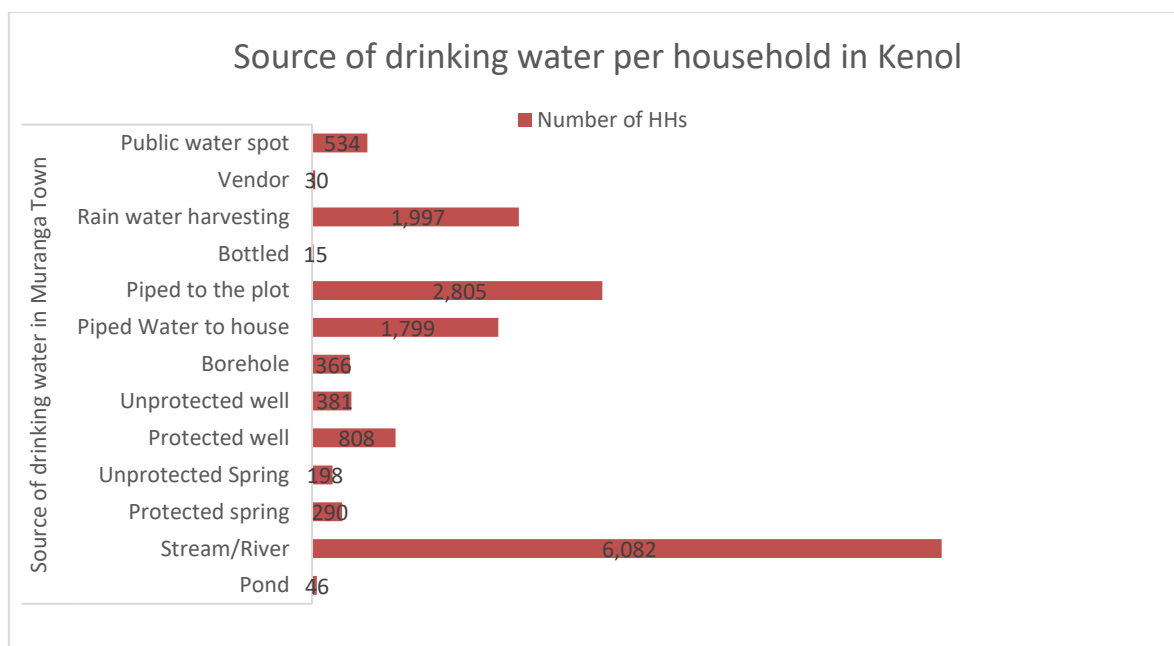


Figure 3-5: Source of domestic water per household in Kenol Town

Source: KNBS, 2019

Most parts of the municipality are supplied by water companies with other private suppliers mostly from boreholes. However, most of the borehole water is saline. The main water suppliers include:

- Thika Water & Sewerage Company (THIWASCO), which services the residential areas and properties in the lower section of the municipality, mostly Maki Estate, Samuru Estate and Thika Greens.
- Murang'a South Water & Sewerage Company (MUSWASCO) drawing waters from rivers in Kigumo supply areas from Makenji to Bombay area in Kenol. The supply is inconsistent due to low water intakes. Ngimu Dam in the Methi area is seen as an alternative water intake point. Water rationing is common in this area leading to customers opting for alternative water suppliers.
- Mitini (Thangira) to Ciumbu area water works with main infrastructure and works ongoing to put individual lines and water suppliers (rivers).
- Private water providers (from private boreholes) in Kenol area but most of which is saline. In the Makenji and Kabati area, their alternative source of water supply is water points belonging to private individuals.
- The large tracts of farmland owned by Delmonte and Kakuzi are well supplied by dams within these areas. Small scale farmers use rivers, water pans, shallow wells, dams for water supply.

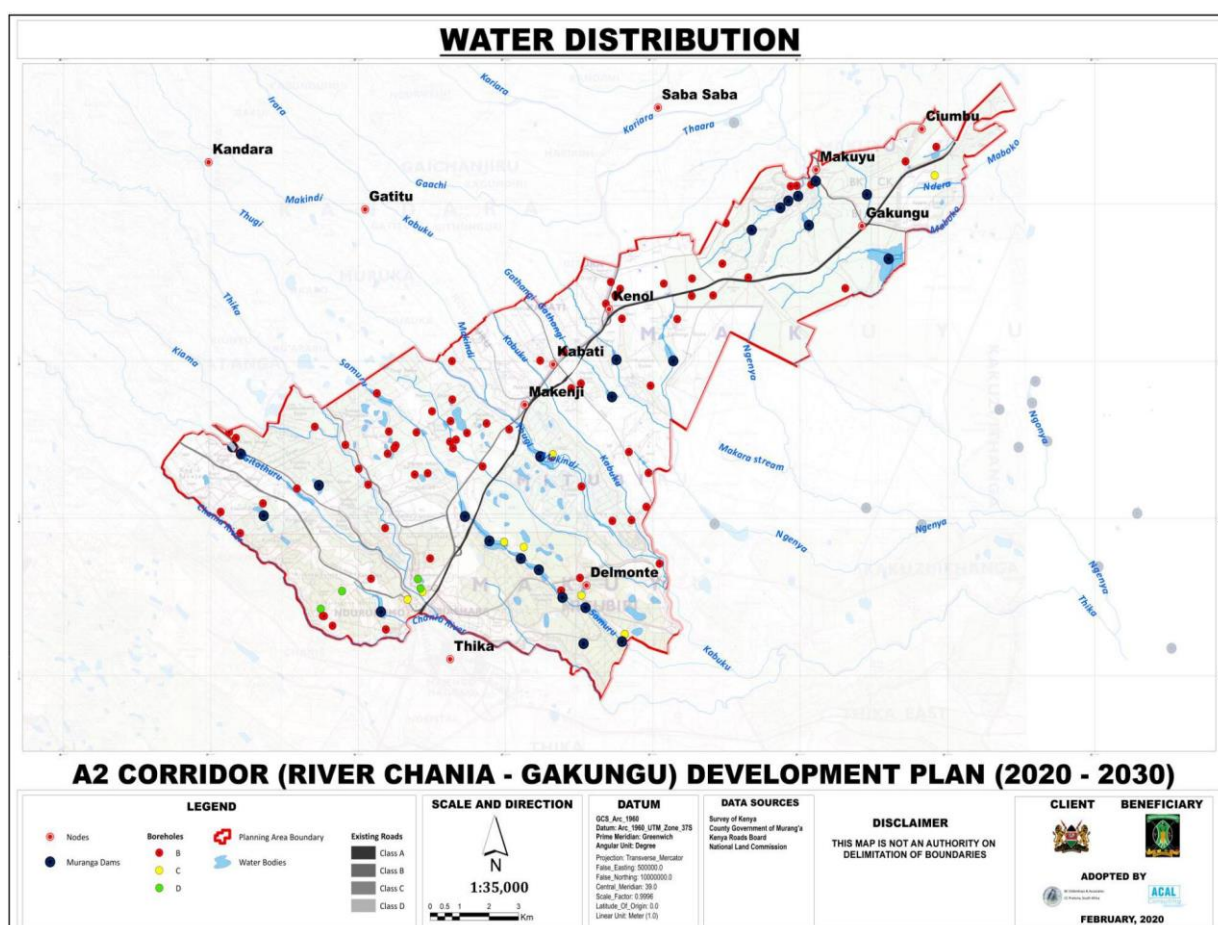


Figure 3-6: Water Distribution within the Municipality

Source: A2 Corridor ISUDP 2020-2030

As envisaged in the National Water Policy 1999, the Municipality in collaboration with other state and non-state actors seeks to meet specific water policy objectives in the municipality covering four basic areas: water resources management; water supply and sewerage development; institutional arrangement; and financing of water sector. The objectives are expected to be met through implementing four strategic priorities during the five years:

- a) Preserve, conserve and protect available water resources and allocate it in a sustainable, rational and economical way.
- b) Supply water of good quality and in quantities that are sufficient to meet the various water needs including poverty alleviation, while ensuring safe disposal of wastewater and environmental protection.
- c) Establish an efficient and effective institutional framework to achieve systematic development and management of the water sector.
- d) Develop a sound and sustainable financing system for effective water resources

3.7.2. Mining/Quarrying

The Municipality has little packets of quarrying activities with some quarries which are no longer in use. The one former quarry that is still exposed is at the Methi area. There is however, potential for mining along the corridor as there are plenty of outcrops and sandy soils that can be utilized sustainably on the northern and eastern part of the Municipality. Quarrying however, has to be carried out sustainably to conserve the environment. Mechanisms also need to be put in place to ensure coordinated rehabilitation of closed quarries.

3.7.3. Natural Environment Conservation

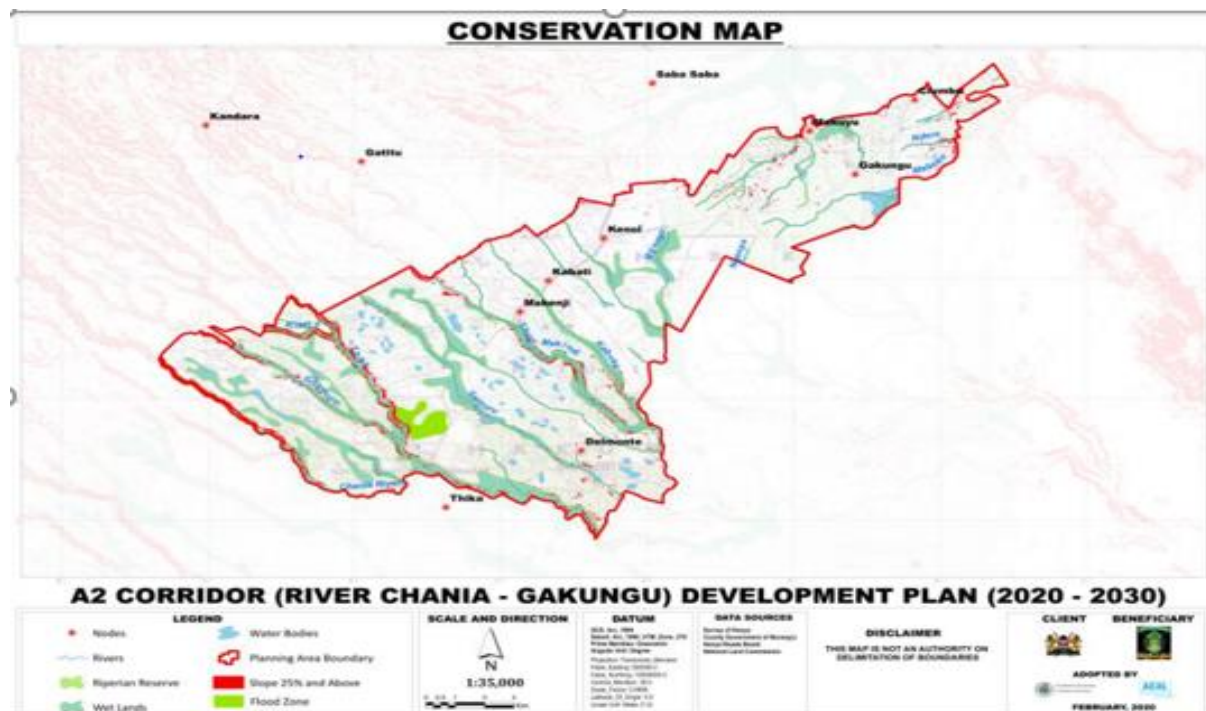
Article 42 of the Constitution of Kenya 2010 is emphatic on the right to a clean and healthy environment. This includes the right to have the environment protected for the benefit of present and future generations. As a contributing share to the international, national and County agenda on clean, secure and sustainable environment by the year 2030, specific strategies will be implemented to protect and conserve the environment.

The strategies to be implemented include tree planting along riparian lands, robust strategies to reduce pollution and waste management, as well as efficiency in water and sanitation provision. The natural open space strategy deals with the designation, protection and management of biodiversity and important ecosystems. It generally comprises rivers, dams, riparian zones, wetlands, ridges and other environmentally sensitive areas. Sensitive ecological environments must remain free of development.

Through the A2 Corridor ISUDP 2020-2030, environment protection objective aims at safeguarding the functionality of the County's life-supporting ecosystem services and to ensure development around natural open spaces is appropriate and sensitive. The identified ecologically sensitive areas and shown in Figure 11:

Figure 3-7: Ecologically Sensitive Areas

Picture 3.1.: Fire and Disaster Resources at Kenol Fire Station



Source: A2 Corridor ISUDP 2020-2030

3.7.3.1. Objectives of the Natural Space System

The objective of the Municipal natural space system include:

- a) To introduce policies that restrict degradation and promote the preservation of the environment;
- b) To improve water quality in rivers and water courses through the management of solid waste, waste water and industrial effluent;
- c) To prevent illegal dumping in open spaces and rivers; and •
- d) To protect the County's forests within the Municipality jurisdiction.

3.7.3.2. Environment and Natural Resources Policy and Legislation Thrusts

The Municipality will aim at developing and implementing relevant policies and strategies as well as legislation to help protect and conserve the environment and wise use of natural resources, among others, the Municipality will:

- a) Rehabilitate watercourses and wetlands within the Municipality to restore the ecological integrity
- b) Protect water courses and wetlands within the Municipality from pollution resulting from development through creation of open space buffers.
- c) Rehabilitate degraded areas in order to ensure optimum functioning of ecosystem services.
- d) Regulate mining and quarrying activities permitted within sensitive natural areas, high potential agricultural areas or near areas of high tourism.

3.7.4. Tourism development

Tourism sector within the municipality is rudimentary and as such, currently not contributing much to the economic development. However, the strategic location of the municipality along the Nairobi – Nyeri – Nanyuki – Moyale Highway provide potential for hospitality industry. The various hotels including Golden Palm, Trotters, Travelers among others can provide overnight accommodation to the travelers. Moreover, industrial and agricultural activities such as Fruit processing in Delmonte and Kakuzi, Coffee factories, Horticultural farming provide avenues for tourism industry. Other avenues includes sporting activities at Thika Greens Golf Club, and Thika Sports club, go-cart racing, and sport fishing at the various dams within the municipality.

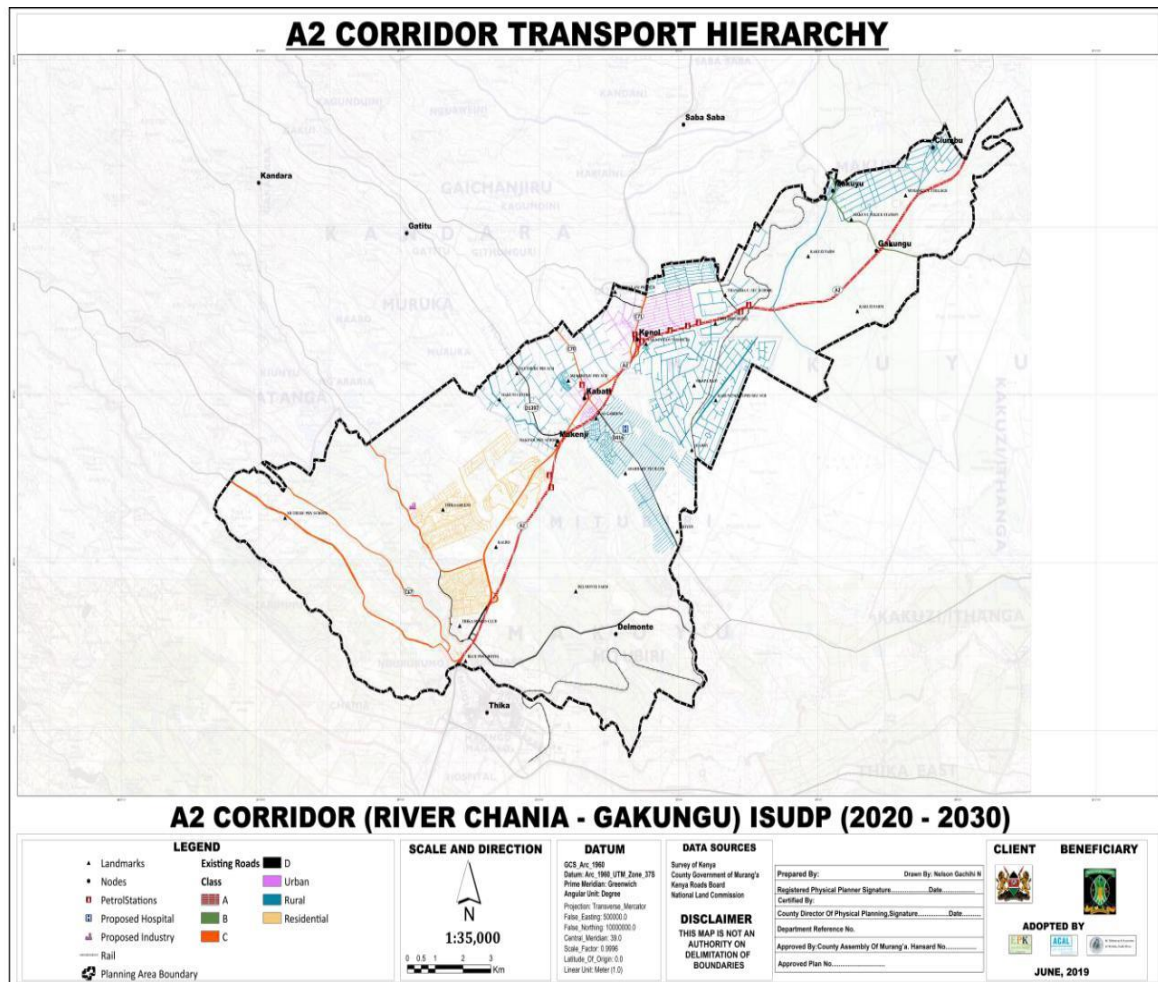
3.8. Transportation, Linkages and Connectivity

3.8.1. Transportation Connectivity

Transportation, linkages and connectivity maximizes movements between linked activities. Municipal transport function is premised on the principles of safety, comfort, affordability, amenity and environmental effects. It therefore, aims at creating a functional and efficient regional movement network as the basis for economic development. A key factor of a successful regional economic network is network

density, meaning the degree to which different parts of the region are functionally linked. The major municipality movement corridors and networks are shown in Map 3.3.:

Map 3-3: Municipality Transport Hierarchy



3.8.2. Terminal Facilities

The municipality does not have a public vehicle terminus but there are 7 public means stops along the highway from Bluepost to Makuyu. These include stops at Bluepost, Mwingiri, Makenjie, Kabati, Kenol, Gakungu and Makuyu. There are also ongoing efforts to construct a bus park at Kenol. The demand for terminal facilities is set to soar considering the increased development within the municipality and the centrality of the superhighway.

3.8.3. Traffic Management

Traffic within the municipality is majorly along the highway which transports vehicles all the way to Moyale. Many trucks and public vehicles use this road. Other traffic

routes include C71 (Murang'a road), D416 (Mitubiri road), C70 (Joseph Kangethe road), C67 (A2- Gatura road) and B67 (Greater Eastern Bypass). Roads parallel to the A2 include Old Murang'a Road (C67) and Pundamilia Road. Within the municipality, there are less traffic of movements mainly to work and shopping centres. People from the hinterland to the urban areas to access commercial services, farm inputs and transport raw materials to the markets and industries. The design of the road as utilized currently need improvement to be able to cater for NMT and other safety transport measures.

3.8.4. Non-Motorized Transport (NMT)

Non-Motorized and Intermediate Means of Transport (NMIMT) include head loading, on bicycles, or through animal transport. NMIMT is an important means of transport both in core-urban and hinterland. NMT is important as it facilitates safe human traffic while accessing places of work, health facilities, education institutions as well as recreation facilities. The NMT within the town needs to be expanded to accommodate the increasing volume of pedestrians and cyclists (boda-boda) and tuktuks. Increase in the number of motorcycle users and frequency of accidents as a more recent development in transport poses the need for planning for non-motorized transport in the municipality.

3.8.5. Rail Transport

Kenol is traversed by part of the railway network from Nairobi to Nanyuki. However, the railway network is underutilized as there is no terminus for the railway within the municipality. There is a conceptual proposal to develop a station at Santamore Halt Station close to the intersection of the railway line and the A2 Highway. Railway offers an opportune means of transport and its revitalization, through a broader regional strategy should be contemplated to spur growth. The metropolitan region has contemplated a metropolitan commuter rail system. Its potential to spur growth within the municipality will be anticipated in this plan.

3.8.6. Development Objectives for Transportation and Linkages

The following are the development objectives from a movement and connectivity perspective:

- a) To ensure a clear hierarchy of roads and connectivity to all the different parts of the Municipality;
- b) To improve public transport facilities and networks;
- c) To improve the use of rail as a mode of public transport; and
- d) On a local level, to improve and support non-motorized transport.

4. ENVIRONMENTAL AND SOCIAL SAFEGUARDS FRAMEWORK

4.1. Introduction

The Municipality Environmental and Social Safeguards Framework provides a systematic process of identifying and managing potential environmental and social impacts associated with projects, programmes, policies, and plans of the Municipality. The framework is significant in ensuring that the municipality aligns with the local, national and international environment policies as well as best practices.

The Environmental and Social Safeguards Impact Assessment (ESSIA) serves as both a planning and decision-making tool with an overall objective of ensuring that the environmental concerns are integrated into all development activities within the municipality in order to contribute to sustainable development. The specific objectives are:

- i. To identify potential environmental and social safeguards impacts associated with implementation of proposed projects/programmes;
- ii. To establish a framework for effective stakeholder engagement and community participation;
- iii. To promote implementation of mitigation measures that minimize adverse impacts while enhancing positive outcomes;
- iv. To comply with relevant environmental and social safeguards legislation and guidelines

The ESSIA provide the required scientific basis for the appraising of proposed municipality projects and programmes and also aids early identification and mitigation of potential adverse environmental impacts. The ESSIA framework also facilitates stakeholder engagement that enhances transparency, and ultimately balances economic development with environmental sustainability.

4.2. Legislative Framework for ESSIA

4.2.1. The Constitution of Kenya (2010)

Article 69 of the Constitution of Kenya 2010 provides for obligation in respect of the environment and mandates the state to ensure sustainable exploitation, utilization, management, and conservation of the environment. Particularly, Section 69(1)(f) provides for the establishment of systems of environmental impact assessment, environmental audit, and monitoring of the environment to eliminate processes and activities that are likely to endanger the environment.

4.2.2. Environment Management and Coordination Act (EMCA), 1999

EMCA (1999) provides the foundational guidelines for environmental Impact assessment. The Act under the Second Schedule specify the projects to be subjected to EIA. It also places a legal requirement on the conduct of environmental audits under Section 68 and 69 of the Act. Further, the Act outlines the purpose of EIA, public participation modalities, baseline studies, as well as impact prediction and mitigation. The EMCA (1999) also emphasizes on the need for capacity building for effective conduct and review of EIAs.

4.2.3. National Environment Policy (2013)

The Policy emphasizes the need to integrate ESSH considerations into all development planning processes ensuring that projects are sustainable. It also reinforces the requirement for ESSIA for all major projects, particularly those with potential adverse effects such as economic and social disturbance. It recognize the need for social safeguards, particularly in relation to resettlement and advocates for capacity building with a focus on enhancing the capacity of stakeholders, incorporation of climate change impacts into ESSIA process and promoting resilience and adaptation strategies.

4.2.4. Land Act 2012 and Community Land Act, 2016

The Acts mandates the undertaking of EIA on every land use change or development activity to evaluate potential environmental impacts before implementation. The Acts also emphasizes on public participation, protection of community rights, proposition and implementation of appropriate mitigation measures for any adverse impacts identified during the assessment process.

4.3. Stakeholder Engagement in ESSIA

Stakeholder Engagement is a critical component of environmental and social safeguards impact assessment and management in the municipality. The framework includes identifying all relevant stakeholders, including local communities, government agencies, Not for Profit Organizations, Civil Society Organizations and other affected parties. The framework also ensures diverse representation including PWDs, marginalized groups, and vulnerable populations.

The Municipality Stakeholder Engagement Framework facilitates engagement of stakeholders early in the assessment process to gather inputs on potential impacts and concerns. The framework also provide for capacity building of stakeholders about the projects, their objectives, and the assessment process to build understanding and establish trust.

4.4. Environment and Social Safeguards Assessment Process

ESSIA refers to a systematic process for evaluating and documenting potential effects a project on the environment and social fabric of the community. The Municipality framework for ESSIA entails the following:

4.4.1. Screening of Activities

Screening involves categorization of municipality projects to determine whether or not ESSIA study is required. The categorization is based on the significance of the project's environmental impacts. Part of the factors to be considered include public health and safety, effects on protected areas, endangered or threatened species and habitats, generation of waste and disposal mechanisms among others. The Municipality will employ a hybrid of approaches to establish which activities should be assessed for environmental impacts. The screening process will entail the following:

- i. Project and site description
- ii. Collection and baseline data
- iii. Data analysis
- iv. Evaluation of significance of environmental impacts
- v. Evaluation of alternatives
- vi. Consultation and public participation
- vii. Preparation and review of project report
- viii. Approval process

4.4.2. Scoping

Scoping is a procedure used to determine range of issues to be addressed in the ESSIA study. It also entails process of identifying the significant issues, which are related to the proposed projects. This aims to focus the ESSIA on the key issues, but at the same time ensure that secondary effects are not overlooked. Scoping identifies key concerns, evaluates them, and ranks them to aid decision making. It hinges on the significance and enables drawing of Terms of Reference for the ESSIA study. The scoping will entail the following:

- i. Identification of key issues of concern
- ii. Identification of key areas of focus during ESSIA Study
- iii. Determination of the assessment methods to be applied
- iv. Mapping of affected persons
- v. Consultations and public participation
- vi. Identification of alternatives and facilitating concurrence on contentious issues

4.4.3. ESSIA Study

The ESSIA study shall be undertaken by registered internal ESSIA experts and other technical officers. The process will involve generation of primary data through consultations and public participation. The plan field work will include ecological, socio-

cultural and economic surveys to design an Environmental Management Plan (EMP) to implement the mitigation measures and involve all the affected persons.

4.4.4. Stakeholder Engagement

Engagement of stakeholders is envisaged to enhance early detection of any risks associated with environment social safeguards. It is also expected to create a sense of responsibility and commitment towards implementing the proposed Environment Management Plan. Public participation shall be mainly convened during planning, implementation as well as during decommissioning of projects.

4.4.5. Submission, Review and NEMA Certification

Documenting and reporting on the findings of the ESSIA will be submitted to the NEMA to facilitate review and to determine whether the project should proceed to implementation and under what conditions. Figure 4.1. provides the ESSIA process

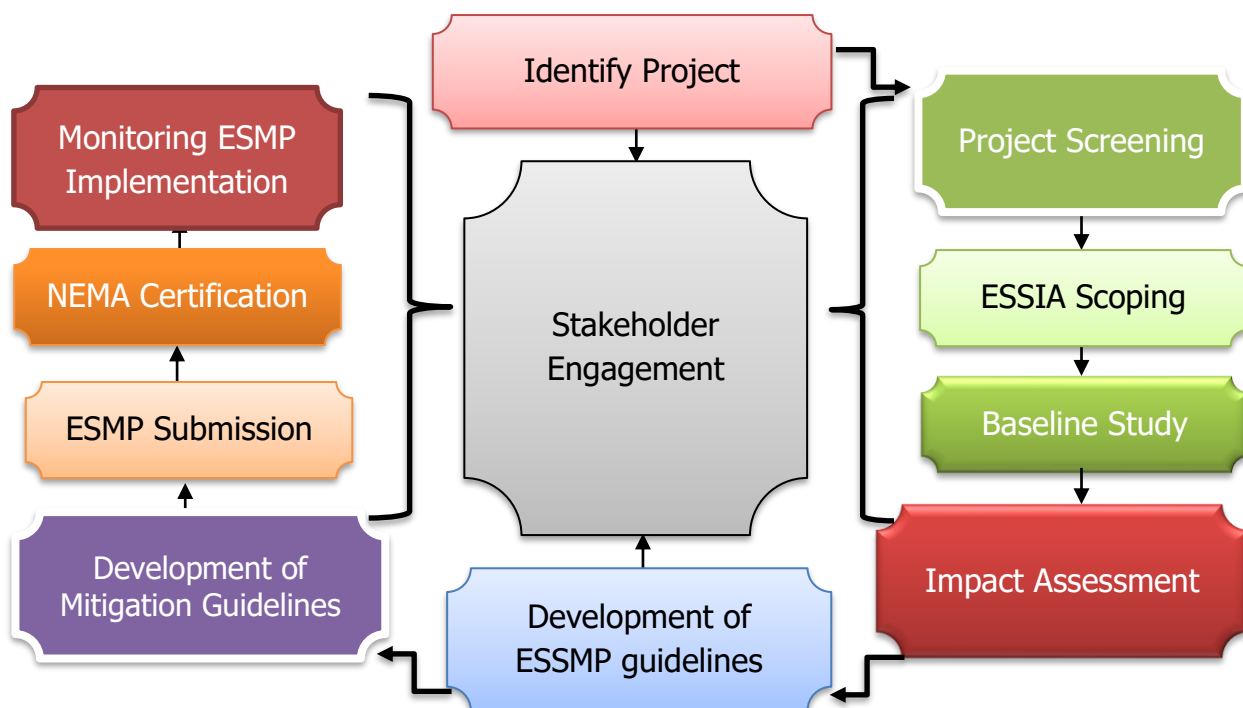


Figure 4-1: ESSIA Process Flow

4.5. Audit and Monitoring Process

Audit and Monitoring Framework provides a systematic, periodic, and objective evaluation of how effective environment management is performing. The audit and monitoring process will entail reviewing relevant documents including previous audits, project reports, and compliance records. It will also involve engagement with stakeholders to identify trends, gaps, and areas of non-compliance. The findings of the audit report will also summarize identified risk issues as well as recommendations for improvement.

5. STRATEGIC PRIORITIES, STRATEGIES AND PROGRAMMES

5.1. Introduction

Creating sustainable municipality requires careful planning to ensure that they support prosperity, well-being, and good fortune for their residents. This involves assessing what makes an urban area successful. Firstly, a successful municipality ought to have a strong economy that creates growth, jobs, and income for its people. This allows residents to earn a decent living and have a good quality of life. Urban areas play a crucial role in a country's development, as they generate much of its wealth and drive economic growth.

With urbanization on the rise, municipalities must enhance infrastructure service provision to guarantee jobs for their growing populations. Secondly, municipalities need proper infrastructure services such as water, sanitation, power, roads, and technology to support urban life and productivity. The prosperity of urban areas depends not only on having sufficient infrastructure but also on ensuring equal access to it for all citizens. Providing adequate infrastructure and social services like education, healthcare, and safety improves the quality of life for urban residents. This enables them to reach their full potential and lead fulfilling lives. Urban quality of life is also measured by access to public spaces and degree of feeling safe and secure.

Municipality aims to promote gender equality, protect minority and vulnerable groups, and ensure civic participation in social, political, and cultural activities. The municipality's goals are centered around five development dimensions: equity and social inclusion, infrastructure development, productivity, quality of life, and environmental sustainability. These dimensions are seen as the pillars of the municipality's prosperity.

5.2. Municipality Vision, Mission and Goals

5.2.1. Municipal Vision

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

5.2.2. 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

5.2.3. Municipal Goals

- i To strengthen institutional governance, administration and environment management
- ii To maintain development order condition and public safety
- iii To improve local infrastructure and community services
- iv To provide effective and efficient services
- v To enhance Coordination and collaboration with private sector

5.3. Strategic Priorities and Strategies

In order to realize its broad objective of a model vibrant Municipality, the Kenol Municipality will prioritize the following specific strategies

5.3.1. Development Control

Strategy 1: Enhance town planning and development control

- a) Prepare part development plans for satellite towns
- b) Review A2 Corridor Integrated Strategic Development Plan
- c) Collaborate with other development partners to actualize affordable housing programme

5.3.2. Revenue Enhancement and Management

Strategy 1: Establish sound financial systems

- a) Map all revenue streams
- b) Fully automate revenue collection
- c) Train staff on revenue management, best practices in financial management
- d) Institutionalize public participation in the budget process
- e) Formulate and submit for approval Municipal by-laws
- f) Complete the valuation roll to guide rating and property valuation

5.3.3. Environment Protection and Conservation

Strategy 1: Provide sustainable, efficient and effective solid waste management services

- a) Formulate and submit for approval municipal waste management policy
- b) Fully implement the Municipality waste management policy
- c) Formulate/review solid waste management strategy/plan
- d) Establish proper waste transportation system
- c) Work with County Department of Environment to operationalize Mitubiri Sanitary Landfill
- d) Encourage waste separation at source, reduce, recycling, and re-use
- e) Privatize 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 and recruiting requisite qualified personnel.
- g) Install street bins in appropriate locations in town.
- h) Encourage Public Private Partnership in solid waste management.
- i) Designate neighbourhoods' solid waste transfer stations.
- j) Involve public and private developers and businesses in clean-up activities as an effective way in solid waste management.
- k) Identify and designate land for waste drop-off within the Municipality satellite towns
- l) Designate waste collection sites within the Municipality and within the satellite towns
- m) Promote waste collection by registered neighbourhood associations within the Municipality with youth associations given prominence

Strategy 2: Provide sustainable, efficient and effective liquid waste management services

- a) Construct/maintain storm water drains along all roads within the Municipality.
- b) Partner with MUSWASCO to develop sewer reticulation to cover the entire Municipality.
- c) Advocate for and enforce fencing of the shallow wells to protect them from pollution.

Strategy 3: Enhance environment and social safeguards protection within the Municipality

- 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

Strategy 4: Enhance landscaping, beautification and greening

- a) Integrate street furniture along the town streets
- b) Control illegal structures and building materials
- c) Enhance greenery and town beautification

5.3.4. Service Infrastructure

Strategy 1: Provide robust transport, drainage and sanitation service infrastructure

- a) Upgrade Municipal roads to bitumen/cabro standards
- b) Pave and continuously maintain town access roads
- c) Integrate drainage systems with road networks

- d) Integrate NMT with road networks
- e) Upgrade bus parks, streets and walkways
- f) Increase provision of parking spaces
- g) Provide street furniture within towns
- h) Increase streetlighting
- i) Improve pavements and drainage systems
- j) Improve/upgrade mortuaries/funeral homes

Strategy 2: Safeguard against encroachment and damage to service infrastructure

- a) Complete formulation and approval of physical development by-laws
- b) Enhance maintenance of established service infrastructure

Strategy 3: Enhance accessibility and town aesthetics

- a) Designate and provide for motorcycle parking
- b) Improve street naming and addressing
- c) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines
- d) Expand existing bus parks to accommodate more vehicles

Strategy 4: Enhance provision of domestic water within the Municipality

- a) Partner with MUWASCO and other development partners to ensure 100% households water connections
- b) Promote water harvesting at the household and institutional levels

5.3.5. Local Economic Development

Strategy 1: Develop markets to promote local economic development

- a) Upgrade and maintain Kenol market and other markets within the satellite towns
- b) Pave and reorganize spaces and activities within markets in satellite towns
- 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
- f) Develop jua-kali sheds to increase and formalize the jua-kali activities

Strategy 2: Promote hinterland/urban agriculture

- a) Establish horticultural grading sheds as part of the modern storey markets
- b) Through PPP, promote use of appropriate modern agricultural technologies that are suitable for intensive farming

Strategy 3: Integrate recreational and cultural services to enhance local tourism

- a) Identify and develop open spaces within the municipality

5.3.6. Public Health and Sanitation

Strategy 1: Enhance integrated disease surveillance, improve food and water quality control services and promote community health

- 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) Upgrade/improve mortuaries, funeral homes
- g) Manage and maintain cemeteries
- h) Increase inspection and licensing of food establishments
- i) Enforce food safety laws and prosecute offenders

Strategy 2: Improve sanitation standards within the town CBDs

- a) Construct toilets within commercial areas
- b) Conduct regular public cleaning campaigns
- c) Enhance waste recycling techniques

5.3.7. Social Amenities and Facilities

Strategy 1: Provide and maintain recreational, educational and social facilities within the Municipality

- 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/upgrade education facilities

Strategy 3: Improve basic and vocational education standards

- a) Redevelop existing dilapidated ECDE centres
- b) Upgrade existing polytechnics and technical training institutions
- c) Establish framework for participation of private sector in the provision of tertiary education
- d) Enhance supervision and inspection to ensure proper management in basic and tertiary institutions

5.3.8. Institutional Capacity and Public Participation

Strategy 1: Institutionalize capacity and quality public services

- a) Collaborate with County Public Service Board to ensure adequate and skilled technical staff in the various sections within the Municipality
- b) Capacity build/train staff
- c) Fast track the review and approval of Municipal organizational structure
- d) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissions
- e) Provide adequate office space and accompanying infrastructure including internet access
- f) Provide adequate transport logistics for revenue collection, development control and enforcement
- g) Substantially appoint seconded staff to the respective positions based on the organizational structure in consultation with the County Public Service Board
- h) Provide sufficient office working space for the Municipal staff

Strategy 2: Provide platform for democratic participation of residents in the matters of the Municipality

- a) Institutionalize public participation
- b) Map municipal stakeholders for active engagement
- c) Develop framework for public private partnership
- d) Train staff on public participatory processes, community score cards and report writing

Strategy 3: Provide framework for evidence-based budgeting and decision making

- 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

5.4. Programmes, Sub Programmes and Planned Targets

Table 5-1: Programmes and Planned Targets for the Period 2024-2028

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
5.4.1. Admin, Public Service, Finance, IT and Economic Planning Division														
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														
Administration Services	Vehicles procured	No. of Vehicles procured		2	12M	1	6M	-	-	-	-	-	-	18M
	Public Fora convened	No. of public fora convened		4	0.8M	4	0.8 M	4	0.8 M	4	0.8M	4	0.8M	4M
	Office equipment procured	No. of assorted office equipment procured		100	20M	100	20M	100	20M	100	20M	100	20M	100M
	Renovated/ improved offices	No. of office units renovated		2	2M	-	-	-	-	2	2M	-	-	4M
Personnel Services	Renumrated Staff	No. of staff in the payroll system			25M		50M		51M		52M		53M	
	New staff recruited	No. of new staff recruited			5M		3M		3M		3M		3M	17M
Programme 2: Financial Management and Reporting														
Objective: Establish efficient, prudent and sound financial systems														
Outcome: Prudent, sound and accountable financial systems														
Budget Management	Budget process public participation fora	No. of budget public fora held		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Resource mobilization and revenue	Mapped revenue sources/ projections	Map of revenue sources		0	0	1	1M	0	0	0	0	0	0	1M
	Approved Municipal By-laws	Copy of approved Municipal by-laws		1	4M	0	0	0	0	0	0	0	0	4M
Programme 3: Performance Management														
Objective: Institutionalize capacity and quality public services														
Envisaged Outcome: Increased community satisfaction in Municipal services														
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender		50	5M	50	5M	50	5.5 M	50	5.5M	50	6M	27M
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning		4	5M	4	5M	4	5M	4	5M	4	5M	25M
Programme 4: Economic Policy formulation, planning and reporting														
Objective: Provide framework for evidence-based budgeting and decision making														
Outcome: Community based project identification and prioritization														
Policy formulation, planning and reporting	Approved Municipal Integrated Development Plan	Copy of approved Municipal Integrated Development Plan (IDeP)		1	2.5M	0	0	0	0	0	0	0	0	2.5M
	Annual Review of Municipality Integrated Development Plan	Integrated Development Plan (IDeP) Review Report		-	-	1	0.5 M	1	0.5 M	1	0.5M	1	0.5M	2M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Approved Municipal Annual Strategic Plan	Copy of approved Municipal Annual Strategic Plan		1	0.4M	1	0.4 M	1	0.4 M	1	0.4M	1	0.4M	2M
	Municipal budget estimates	Copy of municipal budget estimate		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M
	Municipal handbook of indicators	Copy of Municipal handbook of indicators		0	0	1	1M	0	0	0	0	0	0	1M
Programme 5: Information Communication Technology (ICT)														
Objective: Improve connectivity within the Municipality through use of ICT														
Outcome: Improved communication framework														
Information communication technology	Operational LAN/WAN	No. of offices connected with WAN/LAN		15	0.5M	0	0	0	0	0	0	0	0	0.5M
5.4.2. Works, Infrastructure, housing and Urban Planning														
Programme 1: Urban development programme														
Objective: Sustainably manage urban institutional and infrastructure services														
Outcome: Quality urban institutional and infrastructure services														
Urban Development	Established urban institutions	Completion of boundary delineation exercise		1	15M	0	0	0	0	0	0	0	0	15M
	Bitumen standard urban roads/ streets	Kms of urban roads/streets upgraded to bitumen standards		2.5	50M	2.5	50M	2.5	50M	2.5	50M	2.5	50M	250M
	Proper drainage system	Kms of drainage system maintained		5	3M	5	3M	5	3M	5	3M	5	10M	15M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Bitumen/ Cabro standard walkways	Kms of walkways upgraded to bitumen/cabro standards		2.5	2M	2.5	2M	2.5	2M	2.5	2M	2.5	2M	10M
	Improved/ upgraded bus parks	No. of bus parks upgraded/ improved		0	0	1	10M	1	10M	1	10M	0	0	30M
	Renovated/ improved Municipal houses	No. of house units renovated			10M	5	10M	5	10M	5	10M	5	10M	50M
	Constructed/ upgraded markets	No. of markets developed		2	40M	2	40M	2	40M	2	40M	2	40M	200M
	Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended			10M	5	10M	5	10M	5	10M	5	10M	50M
	Upgraded/Improved Municipal Stadia	No. of Municipal stadia upgraded		3	7.5M	3	7.5M	3	7.5M	3	7.5M	3	7.5M	37.5M
	Urban Planning	Approved zonal plans/ PDPs	No. of zonal plans/PDPs prepared and approved		1	0.5M	1	0.5M	1	0.5M	1	0.5M	1	0.5M
	Valuation Roll	Complete valuation roll		0	0	1	3M	0	0	0	0	0	0	3M
	Kenol Municipality Strategic Urban Development Plan (ISUDP)	Approved Kenol Municipality ISUDP		0	0	0	0	1	6m	0	0	0	0	6M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
5.4.3. Legal, Education, Social Services and Partnerships														
Programme 1: Social infrastructure and welfare														
Objective: Provide conducive environment for ECDE Learning within the Municipality														
Outcome: Increased enrolment and transition in ECDE														
ECDE Management and Coordination	Improved/ upgraded childcare facilities within the Municipality	No. of ECDE facilities improved/ upgraded		0	0	1	0.8 M	1	0.8 M	1	0.8M	1	0.8M	4M
	ECDE classrooms constructed to completion	No. of new ECDE classrooms constructed		0	0	0	0	2	1.6 M	2	1.6M	2	1.6M	4.8M
Youth polytechnic management and coordination	Improved/ upgraded youth polytechnics within the municipality	No. of youth polytechnic facilities within the Municipality improved/ upgraded		0	0	1	1M	0	0	1	1M	0	0	2M
	Assorted tools and equipment	No. of assorted tools and equipment procured and supplied to polytechnics within the municipality		0	0	0	0	0	0	1	3M	1	3M	6M
Social infrastructure	Maintained Municipal social halls	No. of social halls maintained		3	0.3M	3	0.3 M	3	0.3 M	3	0.3M	3	0.3M	0.9M
	Operational PWD centre	No. of PWD centres constructed		0	0	0	0	0	0	1	2.5M	1	2.5M	5M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
5.4.4. Health, Sanitation, Water and Environment														
Programme 1: Solid waste Management														
Objective: Sustainably collect, segregate and dump over 90% of the solid waste produced within the Municipality														
Outcome: Safe, secure, clean and liveable urban environment														
Solid waste management	Litter bins procured	No. of litter bins procured		100	2M	150	2.5 M	150	2.5 M	150	2.5M	100	2M	11.5M
	PPEs procured	No. of PPEs procured		500	0.5M	0	0	0	0	0	0	500	0.5M	1M
	Boots and other gears procured	No. of boots/gears procured		100	0.05 M	100	0.05 M	100	0.05 M	100	0.05 M	100	0.05 M	0.25M
	Maintained dump sites	Karii dump site maintained		1	4M	1	4M	1	4M	1	4M	1	4M	20M
	Maintained waste collection sites	No. of waste collection sites maintained		30	1M	30	1M	30	1M	30	1M	30	1M	5M
	Skip truck with skip purchased	No. of skip trucks with skip procured		0	0	0	0	0	0	2	20M	0	0	40M
	Implementation of Municipality solid waste plan	% coverage of solid waste management in the Municipality		100%	4.8M	100%	4.8 M	100%	4.8 M	100%	4.8M	100%	4.8M	24M
Programme 2: Public health services														
Objective: To enhance public health service provision and infrastructure														
Outcome: Healthy and wealthy communities														
Public health services	Trained CHVs	No. of CHVs trained		50	1M	0	0	50	1M	0	0	50	1M	3M
	Trained public health officers	No. of PHOs trained		10	0.5M	10	0.5 M	10	0.5 M	10	0.5M	10	0.5M	2.5M
	Public Mortuaries/ funeral homes	No. of funeral homes/ mortuaries upgraded		1	5M	0	0	0	0	1	5M	0	0	10M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	within the Municipality upgraded													
Programme 3: Urban Renewal														
Objective: To improve town ambience through enforcing regulations to improving built environment														
Outcome: Healthy and wealthy communities														
Urban Renewal	Town face-lift	No. of urban houses renovated/ painted		-	0.2M	-	0.2 M	-	0.2 M	-	0.2M	-	0.2M	1M

6. INSTITUTIONAL FRAMEWORK

6.1. Introduction

The institutional framework for implementation of Municipal functions is anchored on governance structure as provided for in the County Governments Act, 2012, Urban Areas and Cities (Amendment) Act 2019, and Urban Areas and Regulations, 2023. The framework provides linkages with the County Government and national government for the purpose of implementing Municipal functions. The semi-autonomous Municipality works harmoniously with other departments of the County government for successful implementation of the plan.

6.2. Municipality Establishment

Kenol Municipality was established 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 and functions transferred vide the gazette notice No. 10189 of 5th August 2019.

- a) of Construction and maintenance of recreational parks and green spaces;
- (a) Construction and maintenance of street lighting;
- (b) Construction, maintenance and regulation of traffic controls and parking facilities;
- (c) Construction and maintenance of bus stands and taxi stands;
- (d) Regulation of outdoor advertising;
- (e) Construction, maintenance and regulation of municipal markets and abattoirs;
- (f) Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- (g) Promotion, regulation and provision of municipal sports and cultural activities;
- (h) Promotion, regulation and provision of animal control and welfare;
- (i) Development and enforcement of municipal plans and development controls;
- (j) Municipal administration services (including construction and maintenance of administrative offices);
- (k) Any other functions as may be delegated by the County Executive Committee.

6.2.1. Municipality Board

The Board of Kenol Municipality was duly established vide the gazette notice No. 459 dated 18th January 2019 and 9 members of the Board appointed pursuant to section 14 of the Urban Areas and Cities (Amendment) Act. Pursuant to Section 14(2) of the Urban Areas and Cities Act, the Municipality is composed of 9 Members.

6.2.1.1. Powers of the Board

- Exercise executive authority as delegated by the County Executive Committee of the County government of Murang'a;
- Ensure provision of services to its residents;
- Impose such fees, levies and charges as may be authorized by the County Government for delivery of services by the Municipality;
- Promote constitutional values and principles;
- Ensure the implementation and compliance with policies formulated by both the National and County Government;
- Make By-laws or make recommendations for issues to be included in By-laws;
- Ensure participation of the residents in decision making, its activities and programmes; and
- Exercise such other powers as may be delegated by the County Executive Committee of the County Government of Murang'a in written form.

6.2.1.2. Functions of the Board

- a) Oversee the affairs of the Municipality;
- b) Develop or adopt policies, plans, strategies and programmes and set targets for service delivery with approval of the county assembly;
- c) Formulate and implement an integrated development plan;
- d) Control land, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the Municipality as delegated by the County Government of Murang'a;
- e) Promoting and undertaking infrastructural development and services within Municipality as delegated by the County Government of Murang'a;
- f) Developing and managing schemes, including site development in collaboration with the relevant national and county agencies;
- g) Maintaining a comprehensive database and information system of the administration;
- h) Administering and regulating its internal affairs;
- i) Implementing applicable national and county legislation;
- j) With approval of county executive, entering into contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions
- k) Monitoring and, where appropriate, regulating municipal services where those services are provided by service providers other than the Board of the Municipality;
- l) Preparing and submitting its annual budget estimates to the County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;

- m) Collecting rates, taxes levies, duties, fees and surcharges on fees as delegated by the County Government of Murang'a;
- n) Settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government of Murang'a;
- o) Monitoring the impact and effectiveness of any services, policies, programs or plans;
- p) Establishing, implementing and monitoring performance management systems;
- q) Promoting a safe and healthy environment;
- r) Facilitating and regulating public transport
- s) Submitting quarterly/annual reports to the county executive committee
- t) Performing such other functions as delegated by the County Government of Murang'a;

6.3. Role of Stakeholders

Table 6-1: Role of Stakeholders in Municipality Management

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;
CECM - Lands, Physical Planning and Urban Development	County Executive Committee Member responsible for County Urban Development	<ul style="list-style-type: none"> - Member of the Municipal Board - Policy direction
The Municipality Board	Composed of 3 members from professional organizations appointed by the Governor, 4 members representing registered neighborhood associations, The CECM and Chief Officer in charge of Urban Development, and the Municipal Manager	<ul style="list-style-type: none"> - Oversee the affairs of the Municipality - Develop/adopt policies
Municipal Manager	The head of the Municipality staff and ex-officio member of the Municipality Board	<ul style="list-style-type: none"> - Supervise Municipality staff - Secretary to the Municipality Board
County PSB	Members of the County Public Service Board and the CEO	<ul style="list-style-type: none"> - Establishing and abolishing offices - Appointment of persons to hold created offices - Development of coherent human resource

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
Municipal Staff	Civil servants appointed by the County Public Service Board	<ul style="list-style-type: none"> - Work under the Municipal Board in different directorates - Implement the Municipal Integrated Development Plan (IDeP), CIDP and other Municipality policies and plans
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
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

6.4. Resource Mobilization and Management Strategies

For effective implementation of the CIDP (2023-2027), the County resource mobilization strategies will be both internal and external. The internal strategy focuses on enhancing the county own source revenue, while the external strategy shifts the attention towards engaging external partners to finance implementation. The external strategy involves deepening engagement with bilateral and multilateral agencies, Public Private Partnerships, private foundations and diaspora engagement as well as county community contributions. The county will leverage on PPPs provided for in PPPs Act, 2021, as a source of financing of planned projects including infrastructure development.

6.4.1. Internal Strategies

The Municipality will work closely with the County and National Government in the implementation of priority programmes and projects toward realization of the Bottom-up economic model e.g., affordable housing and public transport. Through public private partnerships, the county will endeavour to harness efficiencies and expertise that the private sector presents to the delivery of certain facilities.

Further, the Municipality will mobilize resources through Public Private Partnerships to fund infrastructural development. The Municipality will also establish a Private Sector Engagement Framework to guide engagement with the private sector, as well as identifying a number of infrastructural projects for engaging the private sector.

External Strategies

6.4.2. External Strategies

The external resource mobilization strategies will entail, among others, developing funding proposals targeting specific thematic areas for collaboration with development partners. Suitable county specific policies will be developed, reviewed, and enforced to ensure that the county administration creates an enabling environment for social economic growth.

The policies developed aim at increasing more resources towards development programmes, enhancing revenue mobilization through expansion of the e-revenue scope, enforcement, identification of new revenue streams and improvement of services; expenditure rationalization; expenditure efficiency, and effective implementation of budget programs and training. The Monitoring, Evaluation, Learning and Reporting Unit will play a pivotal role.

The county will build partnerships with bilateral & multilateral agencies and financial institutions in the delivery of the third CIDP (2023-2027). The Resource Mobilization Unit will develop a clear framework mapping all Public Benefit Organizations and Non-Governmental Organizations clearly describing their respective thematic and geographical areas for engagement, and coordination of partners working within the County to avoid duplication of efforts.

In addition, the County Government will develop a clear investment policy highlighting key investment advantages that the county offers by virtue of being within the Nairobi Metropolitan Region. The policy will ensure both county residents and the investors mutually benefit, as well as the realisation of ease of doing business in the county.

The efficient use of available financial resources will be monitored through the monitoring, learning and reporting system. This is a functional responsibility of the Economic Planning Directorate, and will evaluate Country Fiscal Strategy Papers (CFSP) to ensure conformity with the objectives of the CIDP (2023-2027). In addition, the County Debt Management Strategy Paper will guide in ensuring that debt levels remain affordable and sustainable. Deficit financing will be geared towards funding the priority development initiatives identified in the CIDP that will stimulate growth and development of the county. 395

6.5. Asset Management

Within the plan period, the county will endeavour to ensure effective utilisation of available assets. This strategy will involve acquiring, developing, operating, maintaining, refurbishing, or disposing of assets to ensure cost effectiveness. The ultimate objective is to provide public services adequately and sustainably. Thus, county government responsibility entails maintaining critical links among various forms

of assets and adjacent liabilities, and ensuring proper management of liabilities by using assets to serve them.

The County Asset Management Framework has a system of rules, procedures, and entities that informs and performs the tasks of Asset Management. Among all public functions, Asset Management has some of the most direct effects on citizens' quality of life, although the effects are more recognizable when it is done poorly. This overall responsibility covers fixed (or nonfinancial) assets, as well as current financial assets and liabilities. Financial and nonfinancial assets are transient forms of each other, and some assets are associated with liabilities that decrease their value.

6.6. Risk Management

During the implementation process of the CIDP, the county will undertake county risk management that entails identifying, assessing, monitoring, making decisions on and communicating risk issues in the programmes and projects. The risks are classified by category and the level of occurrence. Table 6.5. provides analysis of the risks detailing plausible mitigation measures: 396

Table 6-2: Risk, Implication, Level and Mitigation

Risk Category	Risk	Risk Implication	Risk Level	Mitigation measures
Fiscal	Insufficient financial resources	Stalled projects and programmes	Medium	a) Proper planning and budgeting processes b) Prudent utilization of available resources in priority projects and programmes that create optimal impact c) Development of a resource mobilization strategy that include creation of Resource Mobilization Unit d) Investment in income generating initiatives in addition to the budgetary allocation e) Synergies with development partners through proper engagement framework
Technological	Loss of revenue	Unmet revenue target	High	a) Automation of revenue collection b) Streamlining current systems through automation, ICT systems development

Risk Category	Risk	Risk Implication	Risk Level	Mitigation measures
Cyber security Risk	Breach of valuable information	Data loss, sabotage	High	Investment in cyber security risk management
Climate Change	Drought	Reduced crop productivity	High	a) Climate smart agriculture practices b) Increased investment on Irrigation fed agriculture
Operational	Overlaps and competing mandates	Misappropriation of public funds	Medium	Collaborate and partnership with public institutions to build synergies and avoid duplication of efforts.
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	a) Timely and Qualified recruitment b) Conduct Competency gap analysis and Identify staffing levels to effectively deliver on the plan c) Develop systems and processes that enhance effectiveness, efficiency and accountability.

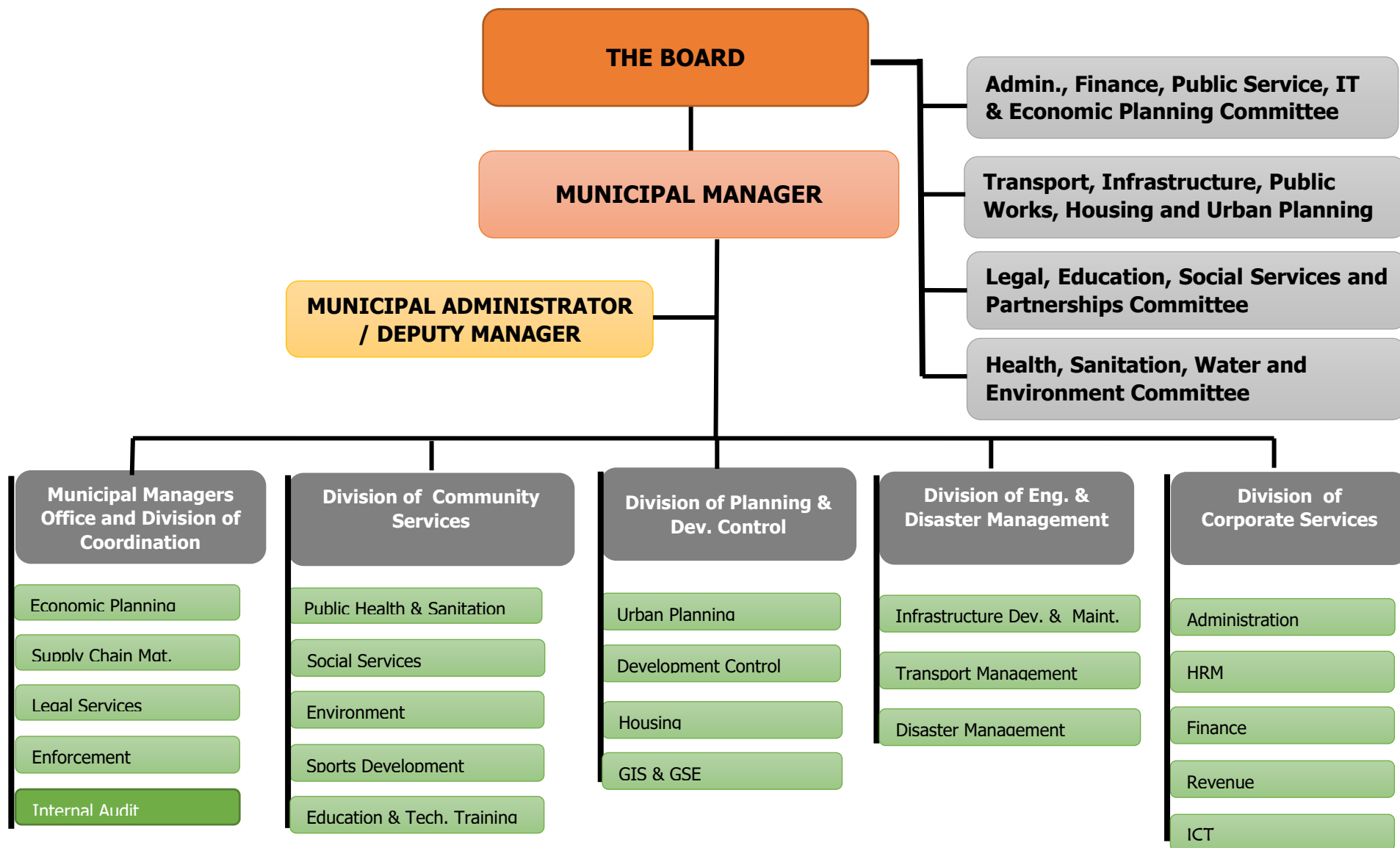


Figure 5.1. Municipal Organogram

7. MONITORING AND EVALUATION FRAMEWORK

7.1. Overview

Feedback mechanism forms an integral part in ensuring sustainable implementation of projects and programmes. It tracks and assesses whether the achievement of planned activities, targets, projects, and programmes are on course. The mechanism documents challenges, determines emerging issues as well as lessons learnt that informs subsequent decision making.

7.2. Monitoring, Evaluation, Reporting

Monitoring and evaluation of the IDeP 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.

The methodology and approach of data collection and analysis will be guided by programmes and sub-programmes. The Municipal annual work plans will be the basis for outlining the milestones, deliverables as well as their respective due dates. The standardized M&E templates developed by the Economic Planning section form the basic tool for tracking the implementation of projects, programmes and activities.

7.3. Dissemination and Feedback Mechanism

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

- a) Monthly Review Meetings at the directorate level will be scheduled to ensure implementation is on track;
- b) Quarterly Review Meetings for MELR will be scheduled to get and give feedback on the pertinent performance indicators;

- c) The overall oversight of the IDeP and its implementation shall remain the principal role of the Economic Planning section within the directorate of Coordination. Therefore, progress reporting will be an Agenda Item in all quarterly meetings;
- d) A Strategy Review Workshop for all directorate MELR champions will be held annually to evaluate the impact of operational plans at both operational and strategic levels.
- e) MELR will be an integral part of Departmental staff performance Management system and will be linked to annual staff appraisal

7.4. 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. Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. The reports shall be as follows:

- a) Monthly Reports
- b) Quarterly report
- c) Biannual
- d) Annual Report

7.5. Review of IDeP

Review of IDeP 2024-2028 will include Annual Performance Review at the end of each financial year. Further, there will be a midterm evaluation and review during the first half of the third financial year to assess the extent to which the planned targets are being met. The evaluation will also gauge the relevance and feasibility of the strategies and provide review opportunity for the remaining phase of the plan. The end term review will be carried out at the end of the plan period and will address effectiveness, efficiency, sustainability, challenges, lessons learnt, as well as mitigation measures.

ANNEXES

Annex1: A2 Integrated Strategic Urban Development Plan (ISUDP)

Annex 2: County Solid Waste Management Policy

Annex 3: Municipal Organization Structure