



BUNGOMA COUNTY
BUNGOMA MUNICIPALITY INTEGRATED
DEVELOPMENT PLAN-2023-2027



‘Accelerating socioeconomic transformation through increasing access to
modern urban infrastructure’

KENYA 
VISION 2030
Towards a Globally Competitive and Prosperous Kenya

SEPTEMBER, 2025

All enquiries about this Plan should be directed to:

The Municipality Manager

P.O. Box 437 – 50200

Bungoma.

Email: bmuboard2019@gmail.com

This document is also available at www.bungoma.go.ke

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means electronic, mechanical, photocopying, recording, scanning or otherwise, without the prior permission in writing of the County Government of Bungoma.

©2025

Motto:

“Our Heritage, Our Wealth”

Vision:

“A thriving, safe and cosmopolitan Municipality”

Mission:

“To progressively build a resilient Municipality through prudent management of resources, effective and affordable services”

TABLE OF CONTENTS

A MAP OF THE MUNICIPALITY OF BUNGOMA.....	VII
GLOSSARY OF COMMONLY USED TERMS.....	VIII
FOREWORD	XV
ACKNOWLEDGEMENT.....	XVII
EXECUTIVE SUMMARY	XVIII
BUNGOMA MUNICIPALITY AT A GLANCE	XXI
SERVICE COMMITMENT STATEMENT	XXIII
CHAPTER ONE	24
MUNICIPAL OVERVIEW	24
1.1 BACKGROUND	24
1.2 POSITION AND SIZE.....	29
1.3 PHYSIOGRAPHIC AND NATURAL CONDITIONS	30
1.3.1 <i>Physical and topographic features</i>	30
1.3.2 <i>Climatic conditions</i>	30
1.3.3 <i>Ecological conditions</i>	30
1.4. ADMINISTRATIVE AND POLITICAL UNITS.....	32
Figure 3: Location of the municipalities in the county	33
1.5 DEMOGRAPHIC FEATURES	34
1.5.1 <i>Population Size, Composition and Distribution</i>	34
1.5.2 <i>Population Density and Distribution</i>	34
1.5.3 <i>Population projections by Broad Age Groups</i>	34
1.6 ECONOMIC ACTIVITIES	37
CHAPTER TWO	38
PERFORMANCE REVIEW OF THE PREVIOUS MIDP PERIOD	38
2.0 OVERVIEW.....	38
2.1 ANALYSIS OF THE MUNICIPALITY REVENUE SOURCES	38
SOURCE: BUNGOMA COUNTY TREASURY, 2025	38
2.2 MUNICIPALITY BUDGET EXPENDITURE ANALYSIS.....	39
2.3 SECTOR PROGRAMMES’ PERFORMANCE REVIEW	39
2.4 CHALLENGES EXPERIENCED DURING IMPLEMENTATION OF THE PREVIOUS MIDP	51
2.5 EMERGING ISSUES.....	52
2.6 LESSONS LEARNT AND RECOMMENDATIONS.	52
2.6.1 <i>Lessons Learnt</i>	52
2.6.2 <i>Recommendations</i>	53
2.7 NATURAL RESOURCE ASSESSMENT	54
2.8 DEVELOPMENT ISSUES	59
CHAPTER THREE.....	61
SPATIAL DEVELOPMENT FRAMEWORK	61
3.0 SPATIAL DEVELOPMENT FRAMEWORK.....	61
3.1. URBAN SETTLEMENT PATTERNS	62
3.1.1 <i>Urban form</i>	62
3.2 TRANSPORTATION SYSTEMS PATTERNS	64
3.3 INDUSTRIAL PARKS PATTERNS.....	64
3.4 WATER, SEWERAGE AND WASTE MANAGEMENT SYSTEMS	64
3.5 RECREATION FACILITIES AND SOCIAL AMENITIES	64
CHAPTER 4.....	66
DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES.....	66

4.0 OVERVIEW.....	66
4.1 DEVELOPMENT PRIORITIES AND STRATEGIES.....	66
4.1.1 Sector composition.....	66
4.1.2 SECTOR PRIORITIES AND STRATEGIES.....	67
4.2 DEVELOPMENT PROGRAMMES.....	72
4.2.1 Sector Programmes.....	72
4.2.1.1 Sector Programmes.....	73
4.3 MIDP LINKAGES WITH NATIONAL DEVELOPMENT AGENDA, REGIONAL AND INTERNATIONAL DEVELOPMENT FRAMEWORKS	95
CHAPTER FIVE	107
IMPLEMENTATION FRAMEWORK	107
5.1. OVERVIEW.....	107
5.2. INSTITUTIONAL FRAMEWORK.....	107
5.3 RESOURCE MOBILIZATION AND MANAGEMENT FRAMEWORK.....	110
5.3.1 Resource Requirements by Sector.....	110
5.3.2: Revenue Projections.....	111
5.3.3 Estimated Resource Gap.....	112
5.3.4 Resource Mobilization and Management Strategies.....	113
5.4 ASSET MANAGEMENT.....	117
5.5 RISK MANAGEMENT	120
CHAPTER SIX	121
MONITORING, EVALUATION AND LEARNING.....	121
6.1 OVERVIEW.....	121
6.1 INSTITUTIONAL FRAMEWORK.....	121
6.2 MONITORING & EVALUATION TOOLS.....	122
6.3 TECHNICAL AND MANAGERIAL CAPACITY.....	122
6.4 M&E OUTCOME INDICATORS.....	122
6.5 DATA SOURCES AND COLLECTION METHOD.....	123
6.6 REPORTING STRUCTURES.....	124

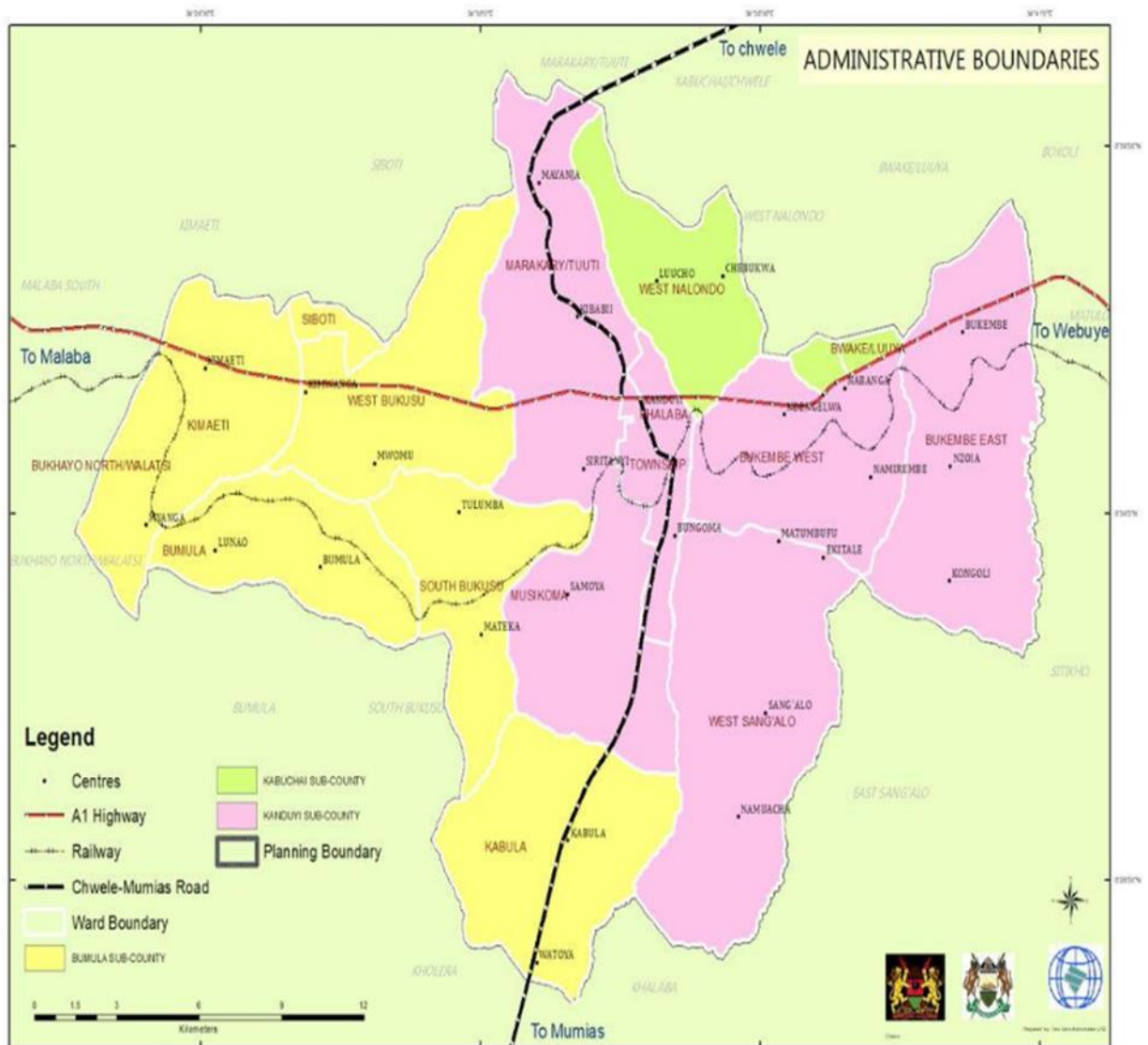
LIST OF TABLES

Table 1: Area (Km ²) by Wards.....	23
Table 2: Bungoma Municipality Administrative Wards.....	23
Table 4: Population Projections (by Ward and Sex).....	24
Table 8: Population Projections by Broad Age Groups.....	25
Table 10: Demographic Dividend Potential.....	26
Table 11: Analysis of Municipality Revenue Sources.....	28
Table 12: Municipality Expenditure Analysis.....	28
Table 13: Natural Resource Assessment.....	37
Table 14: Sector Development issues.....	40
Table 51: Sector Priorities and Strategies.....	46
Table 16: Sector Programmes.....	50
Table 19: Linkage with Kenya Vision 2030, other plans and international obligations.....	68
Table 21: Institutional Arrangement.....	76
Table 21: Summary of Sector Financial Resource Requirements.....	78

Table 24: Resource Gaps.....	79
<i>Table 25: Risk, Implication, Level and Mitigation Measures.....</i>	<i>85</i>
<i>Table 27: Evaluation Plan.....</i>	<i>89</i>

A MAP OF THE MUNICIPALITY OF BUNGOMA

Map 1: The Administrative boundaries of Bungoma Municipality.



GLOSSARY OF COMMONLY USED TERMS

Baseline: A descriptive value describing the extent of a particular indicator at the start of a project/programme, against which subsequent comparisons can be made.

Blue Economy: The sustainable use and economic development of both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water.

Demographic Dividend: The potential 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.

Development Issue: A key emerging issue concerning a sector that needs to be factored into play or tapped into through clinical interventions and programmes.

Evaluation: refers to subjecting an ongoing or completed project, programme or policy, its design, implementation and results to a pre-set list of conditions or minimum requirements meant to be achieved in the course of execution. An evaluation forms a sound basis for instituting correctional measures to direct and streamline progress for a set outcome.

Flagship/Transformative Projects: These are high impact projects in terms of employment creation, increasing county competitiveness, resilience, revenue generation etc. They may be derived from the Kenya Vision 2030 (and its MTPs) or the County Transformative Agenda/Long-term Plans, etc. (For further details, please refer to Treasury Circular No. 01/2022).

Green Economy: An economy geared towards reduction in environmental risks and ecological scarcities as well as enhancing sustainable development without environmental degradation.

Indicator: A sign of progress /change that result from a project's intervention. It measures a change in a situation or condition and confirms progress towards achievement of a desired specific result. It is used to measure a project's impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Integrated Development Planning: The process of creating synergies between the efforts of national and devolved levels of government and other relevant stakeholders to actualize economic, social, environmental, legal and spatial aspects of development so as to produce a plan that meets the needs and sets the targets for the benefit of local communities.

Monitoring: Monitoring is the process of collecting, analysing and reporting data on a projects or programme's inputs, activities, outputs, outcomes and impacts, as well as external factors, in order to track whether actual investment programme results are being achieved.

Outcome Indicator: A specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates, etc.

Outcome: An intermediate result generated from a number of outputs relative to the objective of a programme or intervention.

Output: Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Performance indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

Programme: A grouping of similar projects and/or services performed by a National/County Department to achieve a specific objective; Programmes must be mapped to strategic objectives.

Project: A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.

Public Participation: Is the process where individuals, governmental and non-governmental groups influence decision making in policy, legislation, service delivery, oversight and development matters. It is a two-way interactive process where the duty bearer communicates information in a transparent and timely manner, engages the public in decision making and is responsive and accountable to their needs.

Sector: Is a composition of departments, agencies and organizations that are grouped together according to services and products they provide. They produce or offer similar or related products and services and share common operating characteristics.

Sustainable Development: The development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

Sector Working Group: Is a technical working forum through which government departments and partners/stakeholders consult on sector issues and priorities.

Target: A result to be achieved within a given time frame through application of available inputs.

FOREWORD

Bungoma Municipality stands as a strategic urban centre within Bungoma County, serving as a vital hub for economic activities, administrative functions, and social development. This Municipality Integrated Development Plan (MIDP) for the period 2023-2027 represents the collective vision and commitment to sustainable urban transformation.

This MIDP, themed "Accelerating Socio-Economic Transformation to a More Competitive, Inclusive and Resilient Economy: A Bottom-Up Approach", provides a comprehensive development blueprint that aims to facilitate access to adequate and quality services while creating an enabling environment for sustainable socio-economic growth. The plan reflects unwavering commitment to improving the living standards of every resident through strategic investments and inclusive development initiatives. The governance and management framework of Bungoma Municipality is anchored on constitutional principles including recognition and respect for the county government's status, promotion of accountability to both the county government and municipal residents, institutionalized active participation of residents in municipal affairs, efficient and effective service delivery, and clear assignment of functions.

This MIDP strategically integrates global Agenda 2030 on Sustainable Development Goals (SDGs), Africa's Agenda 2063, the Fourth Medium Term Plan of Kenya Vision 2030, and the County Integrated Development Plan III, ensuring the development trajectory aligns with national and international frameworks. Building upon notable achievements from previous planning periods, including infrastructure upgrades, market rehabilitation, enhanced public lighting, and improved waste management systems, this plan sets ambitious targets for the next five years. The Municipality will increase investments in Urban Infrastructure Development and Management, Urban Environment and Human Services, Urban Economy and Investment Management, Urban Agricultural Services, and Cultural, Sports and Social Development.

The successful implementation of this plan requires collaborative partnerships with the private sector, development partners, and all stakeholders. Through these strategic alliances, the Municipality will deliver on objectives and create a resilient economy that accelerates socio-economic transformation, making Bungoma Municipality more competitive locally, nationally, regionally, and globally.

All residents, investors, development partners, and stakeholders are called upon to actively participate in implementing this transformative agenda. Together, a prosperous, inclusive, and sustainable Municipality will be built that serves as a model for urban development excellence.

Dr. Monica Salano Fedha, PhD.

County Executive Committee Member

Department of Lands, Physical Planning, Housing and Municipalities.

County Government of Bungoma

ACKNOWLEDGEMENT

The operationalization of Bungoma Municipality is a game changer that presents new levels of interest and optimism in its future direction. The Municipal Board has prepared this Municipal Integrated Development Plan II (2023-2027) that will provide a framework for planning, budgeting, funding, monitoring and evaluation of programmes and projects in the medium term.

It is for this reason that I express my personal and institutional gratitude to H.E Governor Kenneth Makelo Lusaka and H.E the Deputy Governor Jenifer Mbatiany for giving the strategic policy direction and coordinating the preparation process of the Municipality Integrated Development Plan II.

We recognize the support provided by the CECM-Lands, Urban Physical Planning, Housing and Municipalities, Dr Monica Salano Fedha, Chief Officer-Housing and Municipalities, Dr. CPA Rashid Fwamba and the Municipal Manager, CPA/CS Vincent Ngeywo for providing sound leadership to the sector working group and ensuring that the requisite planning and governance structures are established as prescribed in law.

Technical officers from the Municipality led by Economist Simiyu Nalulasi, Director Peter Nyukuri and heads of Section namely George Iteke, Benson Wangila, Eng. Linet Atieno, CPA Roselyne Makonjio, Peninah Malisia, Shillah Lukamba, Oscar Wamalwa, and Pascal Wakafura who provided data and information that formed the basis for the MIDP II and their personal participation during the write-up workshops is duly recognized.

I would also like to register my appreciation for the unwavering technical support, commitment and teamwork of the Economic planning department Director Metrine Chonge , Monitoring and Evaluation director Justus Emukule and senior economist Humphrey Kuloba Situma of National treasury in preparation of this plan.

The support received from the various institutions Registered groups, all stakeholders both public and private, development partners and experts is highly acknowledged.

It is my conviction that based on this plan, which has clearly mapped out the Municipality areas of focus for the next five years, we are on a firm footing to play our coordinating role in policy, planning, monitoring and evaluation of Vision 2030 through our MIDP I and in contributing towards a globally competitive and prosperous County with a high quality of life for all Kenyans. To our public, we affirm our dedication to offer quality urban services and are willing to listen more and take decisive action on your needs

God bless you all.

Arch. Ham Wesonga
Chairperson - Bungoma Municipality Board
County Government of Bungoma

EXECUTIVE SUMMARY

In conformity with Article 220 (2) of the Constitution of Kenya 2020 this second Municipality Integrated Development Plan (MIDP) 2023-2027 has been prepared to provide a framework for county planning, budgeting, funding, monitoring and evaluation of programmes and projects in the medium term in response to the county citizens' identified development issues.

This MIDP is themed "Accelerating Socioeconomic Transformation to a More Competitive, Inclusive and Resilient Economy: A Bottom-Up Approach". The plan emphasizes economic growth, poverty reduction, income generation, employment creation, improved service delivery and business development as the drivers of its development agenda.

In implementing the MIDP, the Municipality is effectively integrating the global Agenda 2030 on Sustainable Development Goals (SDGs), Africa's Agenda 2063, the fourth Medium Term Plan of the Kenya vision 2030, and the County Integrated Development Plan III Agenda.

The management of a municipality shall be vested in the county government and administered on its behalf by—

(a) a board constituted in accordance with section 13 or 14 of the Urban and Cities Act, 2011; comprising of nine members each with the chief officer of Lands and physical planning as the accounting officer.

(b) a manager appointed pursuant to section 28 with clear roles

(c) such other staff or officers as the county public service may determine; technical staff seconded

The governance and management of the municipality shall be based on the following principles—

(a) recognition and respect for the constitutional status of Bungoma county government;

(b) recognition of the principal and agency relationship between the boards and the county government including—

(i) the carrying out by a board of such functions as may be delegated by the county government;

(ii) financial accountability to the county government; and

(iii) the governance by the board for and on behalf of the county government;

(c) promotion of accountability to the county government and residents of the Municipality;

(d) institutionalized active participation by its residents in the management of the municipality affairs;

(e) efficient and effective service delivery; and

(f) clear assignment of functions.

The Municipality's **Sources of Revenue shall include;**

1. Kenya Devolution Support Program – Development and Recurrent
2. Kenya Urban Support Program – Development and recurrent
3. County Government of Bungoma– Development and recurrent
4. Public Private Partnerships
5. Private Sector Players

This Municipality Integrated Development Plan (2023-2027) succeeds the County department of Urban and Physical planning considerable progress made during the second CIDP plan period, most notably: Upgrading of 15.5 kms of Municipal Roads to Bitumen Standards and carried out routine maintenance works on 20km of gravel roads which has improved road network, opening up of back streets and reduction in motor vehicle maintenance cost, travel time and cost; Construction of Market Stalls, Kitchen and Stores, Toilet Block and Associated External Works at Kanduyi Market and main municipal market to improve market conditions, upgraded 5 boreholes and 1 water point to improve access to clean water, constructed 1 dispensary to increase access to quality healthcare and installed streetlights in 2 locations within the municipality of Bungoma.

During this plan period, we will build on these foundations and successes to continue our Municipality's transformation and modernization to raise the living standards of every citizen, end inequality, and contribute to the County's economic growth.

In the next five years, we will increase investments in Urban Infrastructure Development and Management; Urban Environment and Human Services; Urban Economy; Urban Cultural, Sports and Talent development and Management

These outcomes will be delivered with strategic emphasis on economic, social, environmental, spatial, legal and institutional aspects of development. Of importance is the collaboration with stakeholders such as the National Government, County Government, development partners and private sector investors. To achieve the development agenda set out in this plan, the municipality shall require a minimum of Kshs 10 billion.

The plan is divided into six chapters whose contents are as follows:

Municipality’s General Information: The first chapter discusses the Municipality’s background highlighting its position and size, physiographic and natural conditions, administrative and political units, demographic features and the human development index of its citizenry.

Review of the implementation of the programmes before this plan: The performance review of the previous MIDP period 2020-2024 is given in consideration of projects, Programmes, and activities undertaken towards achieving the set goals under the County department of Lands, Urban and Physical Planning in the second chapter. An analysis of the municipality revenue sources and budget expenditure is done while highlighting challenges experienced, emerging issues and lessons learnt. An assessment of the municipality natural resources is done and development issues identified for proper interventions to be planned.

Spatial development framework: The municipality spatial development is charted out to rationalize utilization of space for economic and social development in the various thematic areas; Identifying resource potential growth areas, enhancing county competitiveness, modernizing agriculture, diversifying tourism, managing human settlement, conserving the natural environment, transportation network, providing appropriate infrastructure and industrialization.

Municipality Development Priorities and Strategies: The Municipality development agenda shall be delivered through sustained and coordinated investment in both productive and social sectors. This plan in chapter four, outlines the planned development priorities and strategies that will create the requisite opportunities for enhancing the welfare of the people in Bungoma Municipality through improved competitiveness and regional integration. For integrated development, the plan is linked to the national development agenda, regional and international development frameworks.

The Implementation Framework: To deliver on the outcomes envisaged, the Municipality must strengthen its institutional framework by putting in place an asset management, risk management, resource mobilization and management frameworks as illustrated in chapter five.

Monitoring, Evaluation and Reporting: To measure performance and report to the people of Bungoma, the M&E systems shall be strengthened and aligned to the County Integrated Monitoring and Evaluation System (CIMES). Chapter six of the plan details the Municipality monitoring and evaluation structure, Outcome indicators, Data Collection, Analysis and Reporting, Dissemination, Feedback Mechanism, Citizen Engagement, and the Evaluation Plan. Information and learning from

our M&E system will provide critical input to the appropriate design of future programs and projects.

Bungoma Municipality at a Glance

Category	Details
Geographic Basin	Lake Basin
Coordinates	00° 34'00"N 34° 34'00"E / 0.56667°N 34.566670°E
Altitude	4,544 ft (1,385 m) above sea level
Total Area	57.9 Km ²
Administrative Wards	Township, Khalaba, Musikoma, Tuuti Marakaru, Bukembe west and parts of West Nalondo, West Sang'alo, Kabula, west Bukusu and South Bukusu ward.
Administrative Village Units	Lower Township, Central Township, Upper Township, Khalaba, Bondeni, Namuyemba, Namamuka, Musikoma, Sio, Namasanda, Samoya and Siritanyi Suburbs: CBD, Informal Settlement (Mashambani-Bondeni, Muslim-Mjini and Mufutu-Mandizini), Kanduyi, Kibabii, Sangalo, Mayanja, Upper Siritanyi, Mabanga, Samoya, Sikata, Ndengelwa, Bukembe-Nzoia, Kabula and Ranje
Administrative Function	Bungoma County Headquarters
Key Road Networks	A104 (Nairobi – Malaba Road) – International; Class C33 (Mumias-Bungoma); C42 (Bungoma-Chwele)
Total Population (2019 Census)	110,528
Male Population	54,725
Female Population	55,803
Economy	Dominated by Micro, Small and Medium Scale enterprises, Financial Institutions and service industry (transport)
Health Services	Government facilities; County Referral Hospital, health centres and dispensaries. Private facilities; Bungoma West, Kory, Lifecare, St. Damiano, Dawameds, Elgon View and Aga Khan Hospitals
Education	Public and private institutions offering Competency Based Curriculum

Security & Safety	Bungoma Central Police Station, police posts and patrol bases
Financial Services	Banks, Micro-finance institutions and mobile money transfer services
Rainy Seasons	Long rains; March-July. Short rains; August-October
Annual Rainfall	400mm (lowest) to 1,800mm (highest)
Annual Temperature Range	15°C to 32°C

SERVICE COMMITMENT STATEMENT

We, the undersigned, being the top management and decision makers of Bungoma Municipality, do make a commitment on behalf of the people, businesses, investors and visitors of the aforesaid area, that;

We shall

Support inclusive economic growth, whilst maintaining an attractive, connected and well managed Municipality for residents, businesses, investors and visitors.

Signed

.....
CPA/CS VINCENT NGEYWO
BUNGOMA MUNICIPAL MANAGER

.....
Dated

.....
ARCH. HAM WESONGA
CHAIRPERSON,
BUNGOMA MUNICIPAL BOARD

.....
Dated

Witnessed by

.....
DR CPA RASHID FWAMBA
CO, HOUSING AND MUNICIPALITY

.....
Dated

.....
DR MONICA SALANO FEDHA,PhD.
CECM, LUPPHM

.....
Dated

CHAPTER ONE

MUNICIPAL OVERVIEW

1.1 Background

The chapter details the background information of Bungoma Municipality and provides a preview of urbanization at national, county and local levels. It sets out our ambition and the route map of how best to deliver growth that is inclusive, drawing on the talents of, and benefits of all our citizens and communities. Focus is on the drivers of change, trends and policy outlook as foundations of the urban development agenda presented in this plan.

1.1.1 Brief History of the Municipality

The name "Bungoma" is derived from the indigenous Bukusu term "engoma," meaning drums, which holds considerable historical and cultural significance within the administrative area. Prior to formal administrative establishment, the locality functioned as a traditional assembly point where Bukusu community leadership utilized drums to convene public gatherings and conduct community deliberations. This cultural heritage established the area's designation as "the place of drums" within the Bukusu community. The Bukusu are constituents of the broader Luhya ethnic group that comprises the predominant population within the current municipal boundaries. The traditional governance structures and community assembly practices provided the foundational framework for subsequent formal administrative development.

The contemporary administrative and commercial development of Bungoma commenced with the establishment of the Kenya-Uganda railway infrastructure in 1925. The area was initially designated as a railway station and temporary accommodation facility for railway construction personnel, predominantly comprising Asian and European technical staff. The transportation infrastructure catalysed the emergence of commercial activities and trade relations within the locality. The strategic advantage conferred by railway connectivity facilitated the area's formal recognition as a Market Centre in 1933. This designation established its statutory role as a regional commercial hub and trading centre.

Administrative recognition and elevation occurred progressively through statutory designations and government policy implementation. In 1956, Bungoma was officially designated as the administrative headquarters of Elgon Nyanza District. Concurrently, it was granted Urban Centre status under the prevailing local government legislation. The administrative jurisdiction subsequently evolved through the transformation of Elgon Nyanza District into the County Council of Bungoma. This maintained

centralized administrative functions and regional governance responsibilities. Further statutory elevation was achieved in 1973 with the designation of Town Council status. This was followed by the conferment of Municipality status in 1980, reflecting expanded administrative capacity and jurisdictional authority.

The current municipal framework operates under the constitutional and legislative provisions established through Kenya's constitutional reform process. The previous municipality status was superseded and reconstituted under the Constitution of Kenya 2010, Urban Areas and Cities Act 2011, and Urban Areas and Cities Amendment Act 2019. The institutional development of Bungoma Municipality has been sustained through several strategic factors. These include railway infrastructure establishment, geographical positioning as a transportation corridor, cultural significance as a traditional community centre, and continued designation as a regional administrative headquarters. These developmental parameters have collectively contributed to the establishment of Bungoma as the current municipal administrative centre serving Bungoma County.

1.1.2 Historical Development of Bungoma Municipality - Timeline by Periods

Historical Period	Key Development
Traditional Era (Pre-1925)	Name derived from Bukusu term "engoma" (drums); served as traditional assembly point where Bukusu community leadership used drums to convene public gatherings and conduct community deliberations; known as "the place of drums"; Bukusu people (part of broader Luhya ethnic group) comprise predominant population; traditional governance structures provided foundational framework for formal administrative development
Colonial Railway Period (1925-1956)	1925: Establishment of Kenya-Uganda railway infrastructure; area designated as railway station and accommodation facility for Asian and European railway personnel; transportation infrastructure catalysed commercial activities and trade relations; 1933: Railway connectivity facilitated formal recognition as Market Centre, establishing statutory role as regional commercial hub and trading centre
Post-Independence Administrative Growth (1956-1980)	1956: Officially designated as administrative headquarters of Elgon Nyanza District and granted Urban Centre status; administrative jurisdiction evolved through transformation of Elgon Nyanza District into County Council of Bungoma; 1973: Elevated to Town Council status; 1980: Achieved

	Municipality status reflecting expanded administrative capacity and jurisdictional authority
Modern Constitutional Era (2010-Present)	Previous municipality status superseded and reconstituted under Constitution of Kenya 2010, Urban Areas and Cities Act 2011, and Urban Areas and Cities Amendment Act 2019; sustained development through railway infrastructure, geographical positioning as transportation corridor, cultural significance as traditional community centre, and continued designation as regional administrative headquarters; currently serves as municipal administrative center for Bungoma County

1.1.3 Bungoma Municipality Geography:

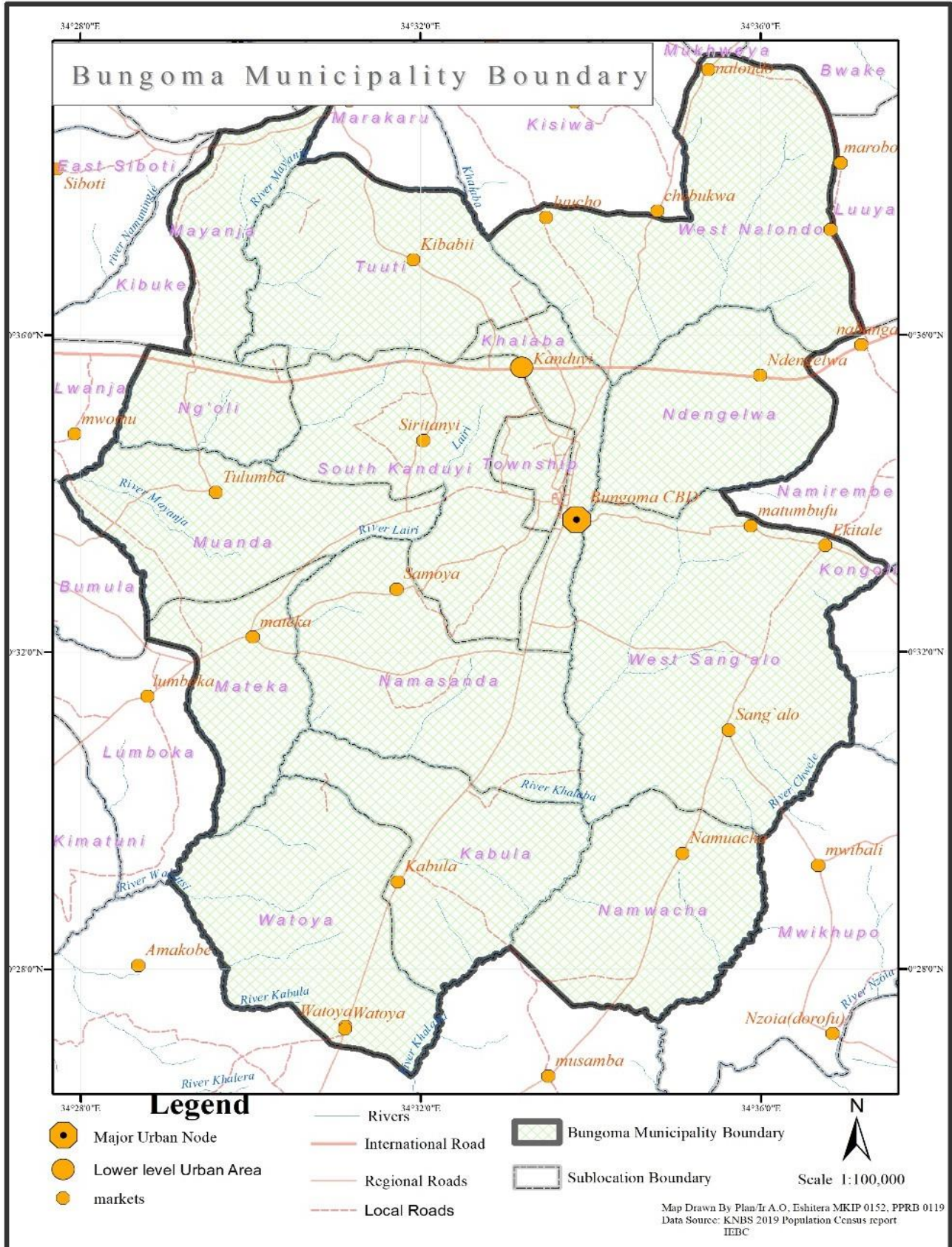
The Municipality lies Within the Lake Victoria Basin, with coordinates; *000 34'00''N 340 34'00''E /0.56667N 34.566670 E* and an altitude range of 4,544ft (1,385m) above sea level

The Municipality covers an area of Area: 57.9 Km²

1.1.4 Administrative area

Bungoma Municipality is the Headquarters of Bungoma County. The current municipality consists of two locations namely Township and Musikoma. Township location consists of the core urban area whereas Musikoma consists of the rural part of the municipality. The municipality is also divided into electoral wards covering an estimated area of about 57.9 km². The wards include; Township, Khalaba, Musikoma, Tuuti-Marakaru, Bukembe west and parts of West Nalondo, West Sang'alo, Kabula, west Bukusu and South Bukusu ward.

Map 2 shows the New Boundaries of Bungoma Municipality.



1.1.5 Evolution

Bungoma Town evolved as a small railway halting point with open air commercial activities following the arrival of the railway line in the year 1925. The town was a camping ground for the railway workers who mainly consisted of Asians and European. This early communication advantage enabled the town to grow into a market centre in 1933. Despite the emergency of other service centres in the district, Bungoma continued to grow. In 1956 Bungoma became headquarter of Elgon Nyanza District and was granted Urban Centre status. Elgon Nyanza District later became County Council of Bungoma

1.1.6 History of the Municipality

The name ‘Bungoma’ originates from drums. The town was a meeting place of the Bukusu community elders who used drums ‘engoma’ to summon people to meetings. It was, therefore, referred to as the place of drums by the Bukusu community. Bungoma is home to the general Luhya community. The establishment of the Kenya–Uganda railway line influenced growth and development of the town.

The Market Centre was elevated into the Town Council status in the year 1973 and was later elevated to the municipality status in the year 1980. The old municipality status was replaced by the new Municipality status under the new Constitution 2010, Urban Areas and Cities Act 2011 and The Urban Areas and Cities Amendment Act 2019.

1.2 Position and Size

The Municipality is strategically located within the Lake Victoria Basin at coordinates 00° 34'00"N 34° 34'00"E and at an altitude of 4,544 feet above sea level (Map 1 shows the Bungoma Municipality Boundaries). Covering an area of 57.9 km², the municipality is administratively organized into 10 wards including Township, Khalaba, Musikoma, West Nalondo, Bukembe East and West, West Sang'alo, Kabula, Tuuti Marakaru, and sections of South Bukusu ward, creating a diverse urban-rural administrative structure. With a population of 110,528 people according to the 2019 census (54,725 males and 55,803 females), the municipality benefits from its strategic position along major transportation corridors including the international A104 Nairobi-Malaba Road and regional routes C33 and C42.

1.3 Physiographic and Natural conditions

1.3.1 Physical and topographic features

The municipality of Bungoma lies within the Lake Victoria Basin, with coordinates; 000 34'00''N 340 34'00''E /0.56667N 34.566670 E and an altitude range of 4,544ft (1,385m) above sea level. Area: 57.9 Km2 Population 2018: 110,528 Male (54,725), Female (55,803)

1.3.2 Climatic conditions

Bungoma municipality experiences two rainy seasons, the long rains - March to July and short Rains-August to October. The annual rainfall - 400mm (lowest) to 1,800mm (highest).

The Municipality, situated at an elevation of 1,385 meters above sea level, experiences a moderate tropical highland climate with monthly temperatures historically ranging between 15-29°C and annual average temperatures of approximately 20-25°C. The municipality receives reliable annual precipitation of approximately 1,400-1,500mm, following the county's seasonal patterns with long rains occurring from February to June (peak rainfall in April-May exceeding 200mm per month), short rains from July to December, and a dry season from December to February with less than 80mm monthly rainfall. Climate projections indicate that total annual rainfall has remained stable since 1985 but is expected to decrease slightly until 2040, which could impact the municipality's water security and urban planning requirements.

1.3.3 Ecological conditions

Economy:

The municipality's economy is dominated by micro, small and medium-scale enterprises, complemented by financial institutions and a robust transport service industry that capitalizes on its strategic road network location. Infrastructure development is comprehensive, featuring both government health facilities including the County Referral Hospital, health centres and dispensaries, as well as private healthcare providers such as Bungoma West, Kory, Lifecare, St. Damiano, Dawameds, Elgon View and Aga Khan Hospitals. Educational services are provided through both public and private institutions offering the Competency Based Curriculum, while security is maintained through the Bungoma County Police Station network with various posts and patrol bases. Financial services are readily available through banks, micro-finance institutions, and mobile money transfer services, creating a well-rounded economic and social infrastructure that supports the municipality's role as a regional administrative and commercial centre.

Health:

The Health Services are mostly provided by Government facilities the County Referral Hospital, health centres and dispensaries. Also, Private health facilities like the Bungoma West, Kory, Lifecare, St. Damiano, Dawameds, Elgon View and Aga Khan Hospitals. Education: Served by a network of both public and private institutions with basic education providers offering Competency Based Curriculum.

Security and safety:

Adequate network of Bungoma County Police Station, police post and patrol bases Financial Services: Offered by Banks, Micro-finance institutions and mobile money transfer services

Roads network

Transportation infrastructure provides significant advantages through strategic location along major road networks. The A104 international highway connects the Municipality to the broader East African transportation network, providing access to Nairobi, Kampala, and other major urban centres. This connection supports trade, tourism, and economic development while positioning the Municipality as a transportation hub for the western Kenya region.

Table 1.9: Transportation Infrastructure Inventory

Infrastructure Type	Specifications	Condition	Traffic Volume	Upgrade Priority
A104 International Highway	4-lane, Tarmac, 12km	Good	8,500 vehicles/day	Medium
C33 Mumias-Bungoma Road	2-lane, Tarmac, 8km	Fair	3,200 vehicles/day	High
C42 Bungoma-Chwele Road	2-lane, Tarmac, 6km	Good	2,800 vehicles/day	Low
Municipal Roads (Tarmac)	Various, 45km total	Mixed	1,200 vehicles/day	High
Municipal Roads (Gravel)	Various, 78km total	Poor	400 vehicles/day	Very High
Pedestrian Walkways	Concrete, 12km	Fair	High foot traffic	Medium
Bus/Matatu Stations	3 main, 8 stops	Fair	2,500 passengers/day	High

The C33 highway linking Mumias to Bungoma provides important connectivity to other urban centers within Kenya while supporting regional trade and commercial activities. The C42 highway connecting Bungoma to Chwele provides access to border areas and supports cross-border trade

activities that contribute to local economic development. Internal transportation systems require significant improvement to address congestion, enhance safety, and improve efficiency. Current systems rely heavily on motorcycles and bicycles that create congestion in the Central Business District while providing essential mobility services for residents. Planning for improved transportation systems must address these challenges while building on existing transportation patterns and user preferences.

1.4. Administrative and political units

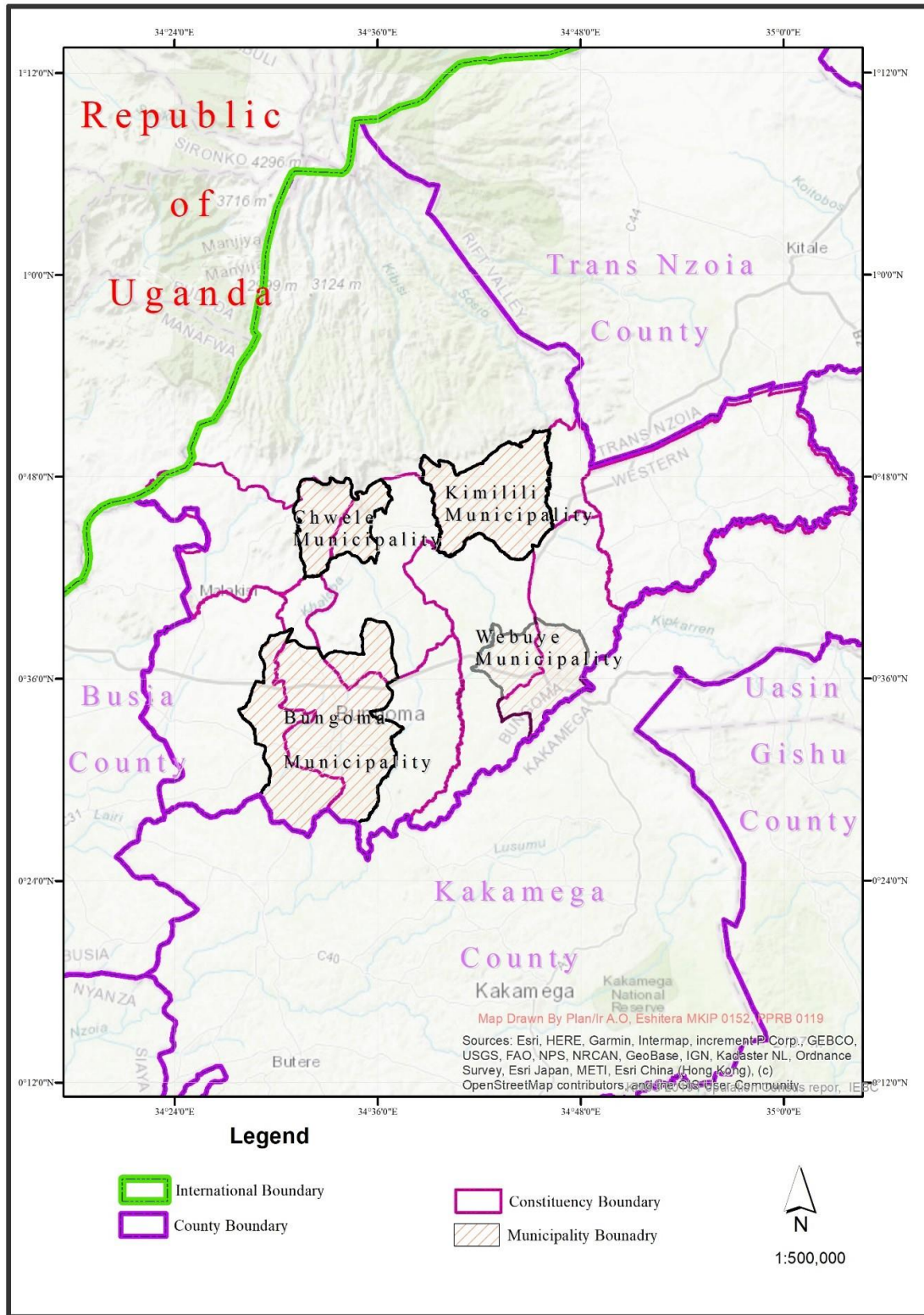
1.4.1 Administrative and political units

Bungoma Municipality is the Headquarters of Bungoma County. The current municipality consists of two locations namely Township and Musikoma. Township location consists of the core urban area whereas Musikoma consists of the rural part of the municipality.

Figure 3: Municipality's Administrative and Political Units

Bungoma Municipality serves as the headquarters of Bungoma County and is spread across 2 Sub-Counties/Constituencies (Kanduyi and Bumula), 10 Wards (Township, Khalaba, Musikoma, West Nalondo, Bukembe East and West, West Sang'alo, Kabula, Tuuti Marakaru and sections of South Bukusu ward) and Several 12 Village Units (Lower Township, Central Township, Upper Township, Khalaba, Bondeni, Namuyemba, Namamuka, Musikoma, Sio, Namasanda, Samoya and Siritanyi) Suburbs: CBD, Informal Settlement (Mashambani-Bondeni, Muslim-Mjini and Mufutu-Mandizini Informal Settlement Plans), Kanduyi, Kibabii, Sangalo, Mayanja, Upper Siritanyi, Mabanga, Samoya, Sikata, Ndengelwa, Bukembe-Nzoia, Kabula and Ranje)

Figure 3: Location of the municipalities in the county



1.5 Demographic features

1.5.1 Population Size, Composition and Distribution

According to the 2019 National Census: The core Municipality population stands at 110,528 Male (54,725), Female (55,803)

1.5.2 Population Density and Distribution

Ward	Male	Female	Total	Percentage of Municipality	Population Density (per km ²)
Township	22,890	23,456	46,346	41.9%	3,049
Khalaba	18,234	19,167	37,401	33.8%	2,000
Musikoma	13,601	13,180	26,781	24.3%	1,116
Total	54,725	55,803	110,528	100.0%	1,917

Source: KNBS, 2019

1.5.3 Population projections by Broad Age Groups

Table 1.4: Demographic Indicators and Projections

Indicator	2019 Baseline	2023 Estimate	2027 Projection	Implications
Total Population	110,528	125,400	142,200	Increased service demand
Annual Growth Rate	3.2%	3.0%	2.8%	Infrastructure pressure
Youth (15-35 years)	45,612 (41%)	52,000 (41%)	58,500 (41%)	Employment needs
Children (0-14 years)	38,285 (35%)	42,500 (34%)	46,300 (33%)	Education requirements
Working Age (15-64)	65,835 (60%)	75,200 (60%)	85,300 (60%)	Economic opportunity
Elderly (65+ years)	6,408 (6%)	7,700 (6%)	10,600 (7%)	Healthcare needs
Dependency Ratio	67.9%	66.8%	66.7%	Economic support needs

Source: KNBS, 2019

Urbanization trends indicate continuing population growth and increasing demand for urban services, housing, and employment opportunities. Migration patterns show both in-migration from rural areas seeking economic opportunities and out-migration of educated youth seeking employment in larger urban centres. Understanding these patterns is crucial for planning service delivery capacity and economic development initiatives.

Health services

Health service delivery operates through both public and private providers that serve municipal residents and surrounding areas. The County Referral Hospital provides specialized services and serves as the primary healthcare facility for the region. Health centres and dispensaries provide primary healthcare services at community level while private facilities including Bungoma West, Kory, Lifecare, St. Damiano, Dawameds, Elgon View, and Aga Khan Hospitals supplement service provision and provide choice for healthcare consumers.

Table 1.7: Healthcare Infrastructure and Service Capacity

Facility Type	Number	Bed Capacity	Staff	Services Offered	Population Served
County Referral Hospital	1	240	380	Specialized, Emergency	500,000
Health Centres	3	45	67	Primary Care, Maternity	80,000
Dispensaries	8	32	48	Basic Care, Immunization	45,000
Private Hospitals	7	125	156	Specialized, Emergency	150,000
Private Clinics	23	46	89	Outpatient, Consultation	75,000
Total	42	488	740	Comprehensive	850,000

Source: KNBS, 2019

Educational infrastructure

Educational services represent a significant economic sector with both public and private institutions contributing to employment and economic activity. The implementation of Competency-Based Curriculum creates opportunities for enhanced educational quality while requiring investment in infrastructure, equipment, and teacher training. Kibabii University serves as a major regional institution that attracts students, faculty, and supporting businesses while contributing significantly to local economic activity.

Table 1.6: Education and Training Infrastructure

Institution Type	Number	Students/Trainees	Staff	Economic Impact (KSh Million)
Universities	1	12,500	850	2,400
TVET Colleges	3	2,100	156	180
Secondary Schools	8	6,200	320	240
Primary Schools	24	14,800	480	150
ECDE Centres	45	3,600	180	45
Total	81	39,200	1,986	3,015

Source: KNBS, 2019

Security and safety:

Adequate network of Bungoma Central Police Station, police post and patrol bases

Financial Services:

Key financial services offered by Banks, Micro-finance institutions and mobile money transfer services

Climate:

The municipality experiences two rainy seasons, the long rains - March to July and short Rains- August to October.

Annual rainfall

The Municipality experiences 400mm (lowest) to 1,800mm (highest) rainfall. The annual temperature - 0°c and 32°c due to different levels of attitude

Key road Networks:

The Municipality has the locational advantage of lying on the international Class A104 (Nairobi-Kampala Road), C33 (Mumias-Bungoma), C42 (Bungoma-Chwele)

Location

The Municipality is located in Bungoma County, (Kanduyi) Constituency covering three Wards i.e. Township, Khalaba and Musikoma and twelve Village units including Lower Township, Central Township, Upper Township, Khalaba, Bondeni, Namuyemba, Namamuka, Musikoma, Sio, Namasanda, Samoya and Siritanyi Suburbs,

The Municipality is faced with informality due to urbanization which needs intervention. Informal Settlement include Mashambani-Bondeni, Muslim-Mjini and Mufutu-Mandizini. Kanduyi, Kibabii, Sangalo, Mayanja, Upper Siritanyi, and Mabanga.

1.6 Economic Activities

The economic structure of Bungoma Municipality demonstrates diverse activity patterns that provide foundation for growth and development. Micro, small, and medium-scale enterprises form the backbone of local economic activity, providing employment opportunities, goods and services, and contributing to local revenue generation. These enterprises operate across various sectors including retail trade, manufacturing, services, and agriculture-related activities.

Table 1.5: Economic Activity Distribution by Sector

Sector	Number of Enterprises	Employment	Revenue Contribution	Growth Potential
Retail Trade	2,847	8,541	35%	High
Agriculture & Food Processing	1,523	6,092	22%	Very High
Manufacturing	384	2,304	15%	Medium
Transport & Logistics	892	3,568	12%	High
Financial Services	156	936	8%	Medium
Education Services	89	1,780	4%	Medium
Health Services	67	804	2%	Low
Tourism & Hospitality	234	1,170	2%	High
Total	6,192	25,195	100%	-

Source: KNBS, 2019

Financial institutions provide essential services that support economic development and business growth. Commercial banks, microfinance institutions, and mobile money transfer services create access to financial resources while supporting savings mobilization and investment activities. The presence of these institutions indicates economic viability and provides foundation for expanded business development and entrepreneurship initiatives.

CHAPTER TWO

PERFORMANCE REVIEW OF THE PREVIOUS MIDP PERIOD

2.0 Overview

This chapter provides a review on implementation of the previous MIDP 2018-2022. It presents an analysis of Municipality performance in terms of revenues, expenditures and key outcomes as well as the major challenges faced in the implementation of the plan.

2.1 Analysis of the Municipality Revenue Sources

This section should provide annual projected revenues versus actual receipts within the period under review. The information should be tabulated as in Table 11.

Table 11: Analysis of Municipality Revenue Sources

Revenue Sources	Revenue Projection (Ksh. million)					Actual Revenue (Ksh. million)				
	FY	FY	FY	FY	FY	FY	FY	FY	FY	FY
	2018-20219	2019-2020	2020-2021	2021-2022	2022-2023	2018-20219	2019-2020	2020-2021	2021-2022	2022-2023
a) Equitable Share	6	3	7.3	15.1	28.9	6	3	7.3	15.1	28.9
b) Conditional grants (GoK)	-	-	-	-	-	-	-	-	-	-
c) Conditional grants (Development Partners)	211.0	195.4	196.5	191.0	191.0	211.0	195.4	54.5	0	0
d) Own Source Revenue	-	-	-	-	-	-	-	-	-	-
e) Other Sources (specify)	-	-	-	-	-	-	-	-	-	-
Total	217	198.4	203.8	206.1	219.90	217.0	198.4	61.6	15.1	28.9

Source: Bungoma county treasury, 2025

2.2 Municipality Budget Expenditure Analysis

This section should provide an analysis of total budget allocation and total actual expenditure by sector. The information should be summarized as in Table 12.

Table 12: Municipality Expenditure Analysis

Sector	Total Budget Allocation (Ksh in millions)	Total Actual Expenditure (Ksh in millions)	Variance	Absorption rate (%)	Remarks
Bungoma Municipality	1,428,967,797	493,123,058	935,844,739	34.5	The Variance was attributed to delays in disbursement of Funds from Development Partners.
Total	1,428,967,797	493,123,058	935,844,739	34.5	

2.3 Sector Programmes' Performance Review

Bungoma Municipality targeted to improve various Urban Infrastructure projects in the planned period. The agency targeted to improve road network, Improve markets, Bus park and streetlights. The agency actualized an improved and efficient urban infrastructure through execution of various projects under its vote namely:

- i. Upgrading of Shariff centre to police to prisons, khetias stores to mama fanta road to Bitumen standards. (1.5Kms). This has led to increased accessibility to town centre and improvement of drainage channels.
- ii. Upgrading of wings-wambiya junction and other roads within the town centre to cabros standards. (2.0Kms). This has led to improved road network, opening up of back streets and reduction in motor vehicle maintenance cost, travel time and cost.
- iii. Upgrading of sunrise, bungoma high and moi primary to cabros standards. (2,5km). This has led to improved overall road network, in estates around urban centres as well as ease accessibility to schools.
- iv. Upgrading of Pamus- ndengelwa road in bungoma municipality to bitumen standards.
- v. Construction of market stalls, kitchen and stores, toilet block and associated external works at kanduyi market. This serves to provide a conducive trading environment and reduce congestion of PSVs along the Kanduyi-malaba highway.

- vi. Construction/Maintenance of ward-based projects.

Kanduyi bus park project



[The image above shows the Kanduyi bus park project](#) -located along the Kanduyi-Malaba highway.

Shariff centre to police to prisons, Khetias stores to Mama fanta road







A section of Shariff centre to police to prisons, khetias stores to mama fanta road.

Wings-Wambiya junction cabro roads within the town centre.





A section of Wings-Wambiya junction cabro road within the town centre. A hallmark of efficient road network in urban settlements of Bungoma municipality.

Sunrise, Bungoma high and moi primary cabro road.







Sections of Sunrise, Bungoma high and moi primary cabro road. This has enhanced accessibility to schools.

Pamus- Ndengelwa bitumen road in Bungoma municipality.





A section of Pamus- Ndengelwa bitumen road in Bungoma town

2.4 Challenges Experienced during Implementation of the previous MIDP

i. Legal, institutional and policy framework:

The Municipality attributed low achievements to inadequate policy, legal and institutional framework. In some sectors efforts to develop policy and legal framework were delayed in their approval and enactment processes thus hindering delivery of services.

ii. Resource Management:

Inadequacies in three key resources hindered the realization of targets:

- a. Human Resource: Human resource was indicated as inadequate especial technical officers in terms of numbers and skills. This was largely due to existing freeze on employment and limited career progression. The Municipality thus faced challenges in succession management and staff stagnation.
- b. Tools and Equipment: Lack of necessary equipment and facilities was reported in the Municipality
- c. Financial Resources: Inadequate and untimely disbursement of funds led to delayed execution of programmes. Delay in payment of pending bills, budget reviews negatively affected projects implementation.

iii. Acquisition of land for projects:

The Municipality experienced challenges in acquiring land for Municipal projects. There was consistent land use conflicts and unavailability as well as exaggerated value of land. This led to delays in delivering on some projects.

iv. Climate change:

The effects of adverse impact of climatic change which resulted in increased weather variability were experienced in this period. This affected food production, water supply, livestock production, infrastructural development and general livelihoods of the people. There was need, therefore, for enhanced investments towards climate change mitigation and adaptation.

v. Low uptake/Utilization of Municipality Projects:

Low utilization of projects was experienced largely due to lack of a comprehensive participatory and coordination framework that allows for joint planning, ownership, monitoring and reporting of the sectors by the community.

vi. Inadequate data to inform decisions

Low access to data required for decision making necessitates the establishment of data management mechanisms in the Municipality.

2.5 Emerging Issues

- Impacts of climate change: increased weather variability leading to prevalence of pests and diseases, decapitation of existing infrastructure, reduced productivity and other environmental, social and economic setbacks. This has necessitated development of policy, legal and institutional framework to fast-track county climate change mitigation and adaptation action plans.
- Conflict Resolution Mechanisms: Increased cases of violence, loss of assets and life arising from failure to resolve disputes calls for the need for sensitization on conflict resolution mechanisms including legal, social and alternative dispute resolution mechanisms.
- Rapid Urbanization Impacts: Rapid urbanization is increasing pressure on existing infrastructure. This has also led to increased land fragmentation of arable land into sizes that are not commercially viable for agricultural production. Provision of social services is also a challenge. Uncoordinated and uncontrolled development in the County is resulting in proliferation of slums. Unstandardized housing typologies, development on way leaves, irregular roads, inadequate solid and liquid waste management systems, inadequate percolation of social lines and public places is evidence of slums across the County.

2.6 Lessons learnt and Recommendations.

2.6.1 Lessons Learnt

The following are lessons learnt to be replicated in future programming:

- i. Good governance and social accountability form a basis for sustainable development.
- ii. Sustained investment in infrastructure such as ICT, road network, alternative energy and water supply is essential for unlocking the growth potential in the municipality.
- iii. Partnerships with development partners can bridge the funding gaps identified in the budgetary process.
- iv. Citizen engagement through dialogue platforms for joint planning, monitoring, and evaluation is critical for ownership of projects and promoting accountability and delivery of results.
- v. The use of verifiable information and data is essential for evidence-based planning and decision making.

2.6.2 Recommendations

- i. Taking into consideration the criticality of data in Municipal planning, the Municipality should increase investment in data gathering, while sector institutions should build databases for the data they use regularly.
- ii. Finance Management: to ensure adequate and timely financial resources that achieve expected results effectively and efficiently, the following are the recommendations:
 - a. Ensure implementation of the fiscal strategy paper which puts emphasis on application of the limited resources on priority programs with the highest impact on the stated objectives. This will be achieved by further rationalization and alignment of programs and resources to the priorities undertaken by the spending the Municipality to deliver desired outcomes economically and efficiently.
 - b. Enhanced timely release of funds especially donor funds. The Municipality needs to enter into memoranda of understanding (MoU)s which are favourable and compatible for faster implementation of programmes and projects.
 - c. The Board should mobilize additional resource from development partners, private sector and civil society in order to complement the budgetary allocations.
 - d. Harmonization of efforts across sectors for optimal use of available resources for efficient and effective co-ordination of roles and activities is important.
 - e. Timely release of funds for efficient implementation of planned programs; disbursement of the exchequer in line with the approved cash flow plans to minimize disruptions and delays in implementation of projects and programmes.
- iii. Policy, Legal and Institutional Framework: Departments to: adopt use of existing national government policies and Acts; develop county policies and fast-track enactment of the new laws; review the existing policies and legislation of laws; and develop institutional frameworks.
- iv. Participatory approach: Active engagement of all stakeholders to militate against conflicts. Relevant stakeholders should be engaged in the planning, implementation, and monitoring of projects. Community sensitization and engagement is paramount in ensuring ownership of projects and prevent the delays in projects implementation. This includes involvement of communities in the design and execution of projects to promote ownership and minimize resistance.

- v. Human Resource: Departments should capacity build their human capital in partnership with the National Government, development partners and private sector to increase their efficiency and effectiveness in service delivery.
- vi. There should be support for technical and skill-based programmes in learning institutions to absorb the large number of school leavers and prepare them for job market. This is in line with the current TVET reforms which are geared at producing skilled manpower that can actively contribute to the country’s economic development.

2.7 Natural Resource Assessment

This section should discuss the major natural resources found within the county. The information should be summarized as indicated Table 13.

Table 13: Natural Resource Assessment

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization. Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management Strategies Public Sensitization
Rivers; sio Khalaba	Environment Water Fisheries Irrigation Transport	Fluctuating water levels as a result of climate change. Water quality is poor caused by soil erosion and other human activities. The quality is expected to decline due to increased farming activities, industrialization and increased human settlement.	The water volume can support domestic use, agriculture, tourism and industrial development.	Poor enforcement of legal framework has led to human encroachment and pollution.	<ul style="list-style-type: none"> • Promote nature-based enterprises in the freshwater and wetland resources. • Promote rehabilitation and restoration of degraded wetlands and riparian zones within the ecosystem • Work and collaborate with the various regulatory agencies charged with the management of freshwater and wetland ecosystems.

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization. Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management Strategies Public Sensitization
					<ul style="list-style-type: none"> • Take integrated approaches to prevent pollution of wetlands. • Control alien invasive species in the wetlands and riparian areas. • Sensitize and empower communities in the management freshwater and wetland ecosystems.
Soil	Agriculture Forestry Water Transport Culture	Fertile and suitable for agricultural productivity	Enormous potential for Agriculture, afforestation, and infrastructural development.	Declining soil fertility as a result of high acidity, inadequate and inappropriate use of inorganic and organic fertilizers, Loss of soil cover, human activities on the land. Human activities such as urbanization, land sub-divisions, deforestation and poor waste disposal Climate change impacts.	Implement the County Soil Management Policy. Promote farm forestry. Promote the use of soil and water conservation structures. Promotion of renewable sources of energy and energy saving devices. Promote re-afforestation. Promote rehabilitation of degraded land with suitable tree species. Promote sustainable agricultural land management practices. Involve and empower communities in soil conservation Minimizing soil disturbance

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization. Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management Strategies Public Sensitization
					<p>Maintaining four-season soil coverage by using cover crops and a diversified crop rotation</p> <p>Enhancing soil quality with compost and other natural soil amendments</p>
Mineral deposits					
Sand	Infrastructure	Sand is overexploited as a mineral.	There is relative quantity of sand to support infrastructural development in the county. However, the current rate of exploitation is not sustainable.	The quantity is inadequate.	<p>Strategic recognition for sand and actions across sectors needed.</p> <p>Sand is the world's second most exploited resource and must be wisely managed</p> <p>Legal changes, recycled building material, crushed rock and 'ore-sand' from mining, among solutions.</p> <p>Assess and document the mineral potential of the county</p>
Building Stones.	Infrastructure,	Huge potential as the resource is available in large quantities.	They are spread across the county in varied types and portions.	They exist on privately owned land hence limited exploitation. Lack of technological knowledge on exploitation.	<p>Formulate and implement mineral resources development and exploitation regulations including sand, gravel and ballast.</p> <p>Promote and implement mechanisms/or sustainable harvesting of sand and mining activities.</p>

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization. Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management Strategies Public Sensitization
					<p>promote rehabilitation and restoration of all mining sites including quarries and burrow pits. Encourage equitable exploitation and sound management of mineral resources while ensuring local participation and involvement of indigenous enterprises or investment in mining sector.</p>
Solar energy	Energy Infrastructure	36.4% of households in the county use solar energy for lighting while 0.2% of households use solar for cooking.	<p>There is good solar insolation all year round, with moderate to high temperatures of 4-6 kwh/m². Increased uptake of solar energy installations on infrastructure. It is feasible to utilize solar energy devices due to the long hours of sunshine since the potential within the county is large</p>	<p>High cost of installation Vulnerability to weather changes</p>	<p>Solar energy equipment are very costly initially hence not affordable to common wananchi</p>

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization. Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management Strategies Public Sensitization
			due to the high levels of solar insolation, especially during dry seasons.		
Wood fuel	Energy Environment Water	Wood fuel (67%) is the most relied upon in Bungoma. Mount Elgon is the main source of wood fuel (charcoal and firewood), and accounts for 95% of the total energy source in Bungoma.	Existence of natural forests Enhanced tree planting culture	Urbanization Improved livelihoods	Enforce legal framework on environmental protection and management. Encourage use of alternative energy sources.

2.8 Development Issues

This section should present key sector development issues and their causes as identified during data collection and analysis stage. The information should be provided as indicated in Table 14.

Table 14: Sector Development issues

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Urban development	Sustainable urban development	<ul style="list-style-type: none"> • Low access to basic services: safe and efficient public transport system; safe drinking water, sanitation and solid waste disposal; Modern Renewable Energy; Education; Security amongst others 	<ul style="list-style-type: none"> • Existence of policies and legal framework for development and management of urban areas e.g the Urban areas and Cities Act, 2011 • Existing urban infrastructure that can be expanded. • Existence of established Bungoma Municipality. 	<ul style="list-style-type: none"> • Vandalism of public infrastructure facilities. • High capital investments and costs of infrastructure. • Encroachment of land earmarked for public infrastructure (road and railway) reserves. • Costly climate change adaptation and mitigation measures. • Inadequate funding for maintenance, rehabilitation, and construction of new infrastructure. • Inadequate financial resources • High cost of land
		<ul style="list-style-type: none"> • Poor urban areas governance 	<ul style="list-style-type: none"> • Existence of Urban Areas and Cities (Amendment Act), 2019 	<ul style="list-style-type: none"> • Inadequate institutional capacities for management and development of Market Centres, Towns and Municipalities • Poor coordination

				<p>among key stakeholders in governance of urban areas</p> <ul style="list-style-type: none"> • Inadequate personnel capacity • Inadequate financial resources
		<ul style="list-style-type: none"> • Social exclusion of vulnerable groups (women, youth, older persons with disabilities, 	<ul style="list-style-type: none"> • Existence of policy and legal framework to inform social inclusion • Existence of lobby groups for social inclusion 	<ul style="list-style-type: none"> • Inadequate disaggregated data for county vulnerability analysis and planning • Lack of awareness on existing policy and legal requirements for gender and social inclusion in urban development • Non-adherence to affirmative action strategies

CHAPTER THREE

SPATIAL DEVELOPMENT FRAMEWORK

3.0 Spatial Development Framework

Physical and Land Use Planning is a salient component in modern Urban Management. With the current rate of urban Development verses fixed land resources; the Municipality has to be planned and zoned in order to ensure controlled development with minimal conflicts. The National Government in conjunction with County Government of Bungoma has developed a local Physical and Land Use Plan for the Municipality. Through The Physical and Land Use Plan 2019-2029

The Plan aims at;

1. Control urban sprawl
2. Develop and improve infrastructure and social services
3. Strengthen land management systems in the town
4. Deepen the decentralization of functions and activities to strengthen local development
5. Increase investment in the town and improve the local economy
6. Establish sustainable urban communities with high living standards
7. Promote good urban governance

Overall the plan will help to;

- a) Identify the spatial distribution of the resources within the Municipality, their level of utilization and potential.
- b) Assess the existing infrastructure, their current conditions, capacity and projected demand.
- c) Identify fragile ecosystems and suggest intervention measures for their protection and conservation.
- d) Investigate human settlement trends and propose appropriate actions and interventions
- e) Assess capacity of the existing institutions and organizations and suggest strategies to enhance their performance.
- f) Suggest an integrated spatial framework that will guide the sustainable utilization of the Municipal resources and offer efficient services to the people;
- g) Spur rural-urban linkages and hasten economic growth and development.
- h) Enhance circulation between functional units within the Municipality and its neighborhoods.

- i) Enhance the compatibility of land uses within the planning area and its neighborhoods.
- j) Regulate the densities of buildings and building heights within the Municipality
- k) Enhance the aesthetic value and promote sustainable development within the Municipality.

3.1. Urban Settlement Patterns

The Physical and Land Use Plan gives direction on the zoning of the municipality space hence controlling development in the municipality. This will organize all land users and reduce conflicts between users by creating buffer zones. The Residential Land User always takes a greater part portion of the urban land. The Plan organizes the Residential land user into High Density Medium Density and low-density Land Users

Essential physical and social infrastructure will be put up in place to promote liveability and the easy of doing business

3.1.1 Urban form

The Municipality is experiencing linear development along the major roads with the central Business District (CBD) at the core. Some of the spatial problems that have due to this current developing trend include: -

- Decreasing agricultural land
- Urban sprawl
- Skewed development of the urban areas
- Emergence of new urban areas that lack basic services
- Concentration of developments along major transport routes

1. Development trends

The development trends are viewed as a key factor in identifying the extent of future urban areas based on spatial growth.

- **Linear:** The growth of the urban area is shaped by main spine roads. Linear form of human settlements is widespread in history of urbanization. Ordinary village along a road, known from ancient times, symbolizes the linear urban form. The road is the village backbone along which habitation, manufacture, storage and trade are located. As well, a town beside a river frequently has linear form. Previous two examples (village, town) indicate that linear urban development is often a spontaneous response to local building

conditions (road, river).

- Ring: Mostly known as the concentric ring model where urban residents naturally sort themselves into appropriate rings, or ecological niches, depending on class and cultural assimilation. The innermost ring represents the central business district (CBD), called Zone A. It is surrounded by a zone of transition (B), which contains industry and poorer-quality housing. The third ring (C) contains housing for the working-class—the zone of independent workers' homes. The fourth ring (D) has newer and larger houses occupied by the middle-class. The outermost ring (E), or commuter's zone, is residential suburbs.

2. Sustainability and compactness to strike a balance between urbanization and agriculture a most sustainable approach was selected where areas with urban characteristics were selected. The exhibited characteristics included dense development of physical infrastructure and housing services. This approach was selected since it promotes cost effectiveness and efficiency in service provision 17

3. Density The concentration of the built environment gave a clear indication of high population density. The locations with population density were selected to be part of urban area. Those with low population density were left out to promote agricultural activities. 18

Current status 1.3. Current growth patterns Bungoma is strategically located along A104 and C33 roads which connects the town to local and regional areas. Bungoma Municipality is a well-established urban centre and currently serves as the headquarters of Bungoma County. The development is concentrated within Township sublocation and extends outside forming ribbon development along major routes which include; Eldoret-Malaba highway, Mumias road and Bungoma-Chwele road. This continuous development has extended to Mayanja Vitunguu along Chwele road, to the bridge along Malaba road and 6km along Mumias road. The development also concentrates on Northern part of Mumias road while on the opposite side development is shallow, the lower part towards the river is used for agricultural purposes. The ad hoc committee established that this is the major town in the county and it plays a major role as the county headquarters. Areas surrounding Kibabii University which is on the periphery of the municipality is densifying very fast as it is attracting more developers who are putting up residential and commercial buildings to serve the rising student population. The Municipality has well established infrastructure within the core area comprising of street lights, piped water and sewer lines. The circulation within the town is characterized by boda boda (motor cycle and bicycles), who are concentrated within the CBD

3.2 Transportation Systems Patterns

Transportation services within the Municipality plays a key role in development. Currently the transport within town is pathetic. The CBD is congested with Motorcycles and bicycles. The physical and land use plan provides the transportation system comprising of road, rail, and Air. Dual carriage ways will be provided on approach roads to the Municipality. The plan also shows areas to be served by bypasses, Fly overs , footbridges on dual highways and pedestrian walkways.. All these systems will be linked and interconnected to industrial estates, residential estates, institutions and tourism sites. Efforts will be done to revive and expand the airstrip to connect the western region to the Air transport system.

3.3 Industrial Parks Patterns

In modern world, Industries are backbones of any economy. The Municipality in its spatial plan has sections set aside for Industrial Estates and parks which will comprise of Warehouses and Industrial waste treatment sites. In addition, the industrial parks will be interlinked to road transportation systems.

3.4 Water, Sewerage and Waste Management systems

Bungoma Municipality intends to serve its residents with clean and safe drinking water in addition to industrial water. Water and sewerage line Patterns and how they are interconnected to residential areas, Industrial areas, and institutions are incorporated in the Physical and Land Use Plan for the Municipality.

3.5 Recreation Facilities and Social Amenities

The Municipality needs to have gardens squares, stadiums, schools, cinema halls, hotels and churches. All these facilities within the municipality are planned for and included in the Physical and land Use Plan.

New Urban Frontier;

We envisage cities and human settlements that:

(a) Fulfil their social function, including the social and ecological function of land, with a view to progressively achieving the full realization of the right to adequate housing as a component of the right to an adequate standard of living, without discrimination, universal access to safe and affordable drinking water and sanitation, as well as equal access for all to public goods and quality services in areas such as food security and nutrition, health, education, infrastructure, mobility and transportation, energy, air quality and livelihoods;

(b) Are participatory, promote civic engagement, engender a sense of belonging and ownership among all their inhabitants, prioritize safe, inclusive, accessible, green and quality public spaces

that are friendly for families, enhance social and intergenerational interactions, cultural expressions and political participation, as appropriate, and foster social cohesion, inclusion and safety in peaceful and pluralistic societies, where the needs of all inhabitants are met, recognizing the specific needs of those in vulnerable situations;

(c) Achieve gender equality and empower all women and girls by ensuring women's full and effective participation and equal rights in all fields and in leadership at all levels of decision making, by ensuring decent work and equal pay for equal work, or work of equal value, for all women and by preventing and eliminating all forms of discrimination, violence and harassment against women and girls in private and public spaces

CHAPTER 4

DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES

4.0 Overview.

The chapter presents development priorities and strategies identified in various forums including consultations with; community, line ministries, business community and civil society organizations.

4.1 Development Priorities and Strategies

The section includes:

4.1.1 Sector composition

The sector consists of five sub sectors with distinct mandates as illustrated in the table below:

S/No.	Sub Sectors	Mandate
1.	Urban Infrastructure Development and Management	Promote infrastructural investments in the Municipality.
2.	Urban Environment and Human Services	Provide a resilient municipal environment and quality social services.
3.	Urban Economy	Support a thriving urban economy through business-friendly approaches
4.	Urban Cultural, Sports, talent development and Management.	Support development and maintenance of heritage infrastructure, talent and sports.
5.	Urban Governance	Enhance institutional efficiency and effectiveness in service delivery.

Vision:

A thriving, safe and cosmopolitan Municipality

Mission

To progressively build a resilient municipality through prudent management of resources and rendering efficient, effective and affordable services.

Sector Goal

To provide resilient urban infrastructure and development.

4.1.2 Sector Priorities and Strategies

The sector highlights sector priorities and strategies as captured in the table below.

Table 15: Sector Priorities and Strategies

Sector: Urban Development

Sector Priority	Intervention.
Develop comprehensive Physical planning.	<p>Policy formulation and review.</p> <p>Strengthen the technical capacity to prepare and implement Physical Development Plans and undertake development control of physical plans.</p> <p>Strengthen the capacity of Municipal staff to deliver planned development.</p> <p>Hold urban forums for inclusive management of urban areas.</p>
Improve the policy framework for the establishment of urban areas.	<p>Review the policy and procedures for the Operations and management of the Municipality.</p> <p>Develop appropriate planning standards and guidelines.</p>
Improve and strengthen a competitive urban economy	<ul style="list-style-type: none"> -Develop and implement strategic urban infrastructure and investment projects through PPPs to ensure cost recovery and sustainability. -Develop a framework for planning and management of trans boundary infrastructure <p>Map utilities and infrastructure development corridors and acquire adequate land for them. Improve urban safety, security, sanitation and waste management.</p>
Foster planned urbanization	<ul style="list-style-type: none"> -Establish land banks in urban areas. -Establish land consolidation schemes.
To promote HIV and AIDS prevention, care and treatment.	<p>Mainstream HIV issues in sector Planning, Budgeting, Implementation, Monitoring, Evaluation and Reporting.</p>

Priority sectors of focus will be on;

Storm Water Management

Storm water drainage system comprises a network of both natural (surface run-off) and man-made drainage systems (trunk drains, ditches and storm sewers) for draining a sub-divided catchment area.

Storm water in the municipality is managed through both natural and man-made drainage systems. In addition, the riparian reserves need to be delineated and secured to maintain the better river environment.

The municipality will review any storm water management strategy in place and develop a new street and storm water master plan to ensure that all streets and storm water strategies are up to the required standards.

The review may suggest developments in terms of;

- a) Increase in storm water drain diameter size;
- b) Additional storm water drains;
- c) Inlet and outlet control systems
- d) Erosion protection systems
- e) Maintenance of existing storm water infrastructure

The priority areas in this sector will focus on the areas indicated in the table below;

Public Transport (Motorized and Non-Motorized)

The existing transport system, in terms of the road system, traffic volumes, public transport services and facilities (motorized and non-motorized transport, parking areas, special needs passengers, freight) will be assessed and expanded to accommodate projected future demands.

The transport needs assessment will be a combination of the transport projects/ issues identified from the public participation and needs assessment sessions held with the stakeholders.

The roads infrastructure works must be of high standards to maintain quality roads. The municipality will focus on rehabilitation of existing roads and the upgrading of access roads. Different roads sections will require different types of rehabilitation varying from routine and normal to heavy rehabilitation. Possible project types range from routine maintenance (e.g., patching), to normal maintenance (resurfacing) through to heavy rehabilitation (e.g., thick overlays and reconstruction).

The priority in this sector will focus on the areas indicated in the table below;

Urban Environment and health services

The municipal Solid waste site must full-fill the specific ten ideal waste management points as set by EMCA, (1999) and waste management regulation 2006.

Disposal Infrastructure Development and Waste Collection Infrastructure have been identified as the key focus areas for development of a complete service for the Municipality. The strategy will be to convert the waste site into a recycling plant with the potential to employ residents and generate energy.

The municipality shall initiate proposals for waste management and recycling initiatives, develop and implement an estate-based contractor program for waste collection and cleaning of areas so as to Increase job opportunities and also ensure that all residents have access to waste management services.

The priority areas in this sector will focus on the areas indicated in the table below;

Housing

The municipality is keen on creating an integrated, sustainable and affordable human settlements. This will involve building communities that are sustainable and integrated both socially and economically.

The municipality endeavours to contribute to this effort by identifying available land for housing opportunities, to support alternative housing options such as rental housing, Social Housing units (Community Rental Units), encourage private developers and have a strong housing planning and delivery office. These are efforts aimed at obtaining adequate and affordable housing units to reduce the expansion of the slums in the municipality.

Sports, Recreational and community infrastructure

Recreational and community spaces create vibrant and green areas in residential areas. These fields have the ability to generate employment and build social cohesion, national pride and economic development. The positioning of these spaces gives access to entertainment spaces which contribute to a healthy community and a sense of place and belonging.

The provision of adequate sporting and recreational facilities is key in sport development and has been prioritised by the Municipality. Partnerships between the Municipality, different sporting bodies and communities are essential in this regard.

The development of the arts and culture sector through the nurturing of talent and infrastructure provision needs to be linked to the promotion of the creative industries. Strategies to develop an arts and culture centre should be put in place and be complemented by events management policies and the Tourism Master Plan to provide guidance on the development and promotion of this sector.

A Public Library plan should be implemented whose objective is to provide access to information and library services through the redevelopment and upgrading of existing library structures to accommodate 21st century needs.

The recreational and sports facilities are important infrastructure to position the municipality as the sports hub of the region. Through this program the municipality will upgrade existing facilities and implement programs to create additional facilities in areas of need.

Tourism Economy

The tourism sector as one of the key pillars of the economy must be strengthened with the development of renewed ideas on tourist attractions. The municipality in collaboration with the county Department in charge of tourism will implement an aggressive marketing strategy to penetrate new and existing markets and develop potential tourism activities and sites.

Tourism development requires attention to broader marketing, product development, distribution, information provision and possible social tourism programmes. In order to enhance these rich tourist attractions, the Municipality will invest in a number of programmes and projects.

4.1.3 Urban Development Strategy

The future prosperity of the Municipality will be supported by viable and sustainable network of urban areas and towns. Over the medium term, the urban management boards/committees will be empowered through urban plans and budgets to progressively realize the urban development strategy.

The Bungoma urban growth and development strategy is a long-term aspirational strategy driven through four outcomes namely;

- a) Improved quality of life and development-driven resilience for all.
- b) A resilient, livable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.
- c) An inclusive, job-intensive, resilient and competitive economy.
- d) Sustainable Urban areas that proactively contributes to and builds a socially inclusive and integrated communities.

Urban Development Outcomes	Related Outputs
<p>Improved Quality of life and development-driven resilience for all</p>	<p>-Reduced poverty and dependency -Food security that is both improved and safe-guarded -Increased literacy, skills and lifelong learning amongst all our citizens ---- Substantially reduced HIV prevalence and non-communicable diseases- healthy living for all Safe and secure Bungoma Improved social inclusivity and enhanced social cohesion</p>
<p>A resilient, livable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy</p>	<p>Sustainable and integrated delivery of water, sanitation, energy and wastemanagement Eco-mobility Sustainable human settlements Climate change resilience and environmental protection</p>
<p>An inclusive, job-intensive, resilient and competitive economy.</p>	<p>Job-intensive economic growth Promotion and support to small businesses Increased competitiveness of the economy Able to deliver quality services to citizens in an efficient and reliable manner.</p>
<p>An urban region that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive region</p>	<p>An active and effective citizen focused region A responsible, accountable, efficient and productive region Financially and administratively sustainable and resilient towns and urban areas Meaningful citizen participation and empowerment in urban governance and decision making</p>

In the medium term, the Municipality shall maintain a properly and fully constituted Urban board for proactive response to urban development issues. Among other roles, the board committees and board will be in charge of;

- a) Developing a coherent urban transport policy supportive of the overall municipal/urban development strategy.
- b) Oversee the preparation and implementation of an integrated transport masterplan for the municipality.
- c) Coordinate resource mobilization to finance urban development programs/projects/initiatives.
- d) Coordinate the development of a sustainable motorized and non-motorized urban transit system.

4.2 Development Programmes

4.2.1 Sector Programmes.

This section highlights sector programme as captured in the table below.

Programme	Programme Objective	Programme Outcome	SDGs Linked to the Programme
General Administration, Planning and Support Services	To enhance effectiveness and efficiency in service delivery	Strengthened institutional capacity for efficient service delivery	SDG 6: Targets 6.1, 6.2, 6.3 SDG 9: Target 9.1 SDG 11: All targets
Urban Development and Management	To promote sustainable urban development	Enhanced sustainable urban development	SDG 1: Target 1.5 SDG 2: Targets 2.1, 2.3, 2.4 SDG 3: Target 3.1 SDG 5: All targets SDG 6: Targets 6.1, 6.2, 6.3 SDG 9: Targets 9.1, 9.2 SDG 11: All targets

4.2.1.1 Sector Programmes

Table 16: Sector Programmes

Key performance indicators

Sub Programme	Key outputs	Key performance indicators	Planned Targets and the estimated costs(M)										
			Ye ar 1	c o s t	Ye ar 2	Co st	Ye ar 3	Co st	Ye ar 4	Co st	Ye ar 5	Cost	Total
Programme 1: Urban development and management													
Objective: To promote sustainable urban development													
Outcome: Enhanced sustainable urban development													
Integrated urban development planning	Municipal and urban areas land use plans developed	No. of municipal land use plans developed	1	2	-	0	-	0	-	0	-	0	2
	Municipal and urban areas building and zoning plans developed	No. of Municipal and urban areas building and zoning plans developed	3	3	-	0	-	0	-	0	-	0	3
	Municipal integrated plans developed	No. of Municipal integrated plans developed	2	0	2	7	-	0	-	0	-	0	7
Urban Infrastructure Development	Public libraries established	No. of Public libraries established	-	0	1	5	-	0	1	5	-	0	10
	Urban roads upgraded	Proportion of Urban roads upgraded	20	0	25	0	30	0	35	0	40	0	0
	Pedestrian walkways established	Km of Pedestrian walkways established	5	0	5	0	5	0	5	0	5	0	0

	Riding lanes on urban roads	Km of Riding lanes on urban roads	5	7.5	5	7.5	5	7.5	5	7.5	5	7.5	37.5
	Fire stations established and equipped	No of Fire stations established and equipped	1	0	-	0	1	0	-	0	1	0	0
	Urban households connected to piped Water	Proportion of urban households connected to piped Water	20	0	25	0	30	0	35	0	40	0	0
	Modern bus parks established	Number of modern bus parks established	1	50	0	0	0	0	0	0	0	0	50
	Modern market facilities established	Number of modern market facilities established	1	0	1	0	1	0	1	0	1	0	0
	High flood solar lights installed	Number of High flood solar lights installed	15	0	20	0	25	0	30	0	35	0	0
	Sanitation blocks established	No. of Sanitation blocks established	1	3	1	3	1	3	1	3	1	3	15
	Urban households connected to a sewerage system	Proportion of Urban households connected to a sewerage system	20	0	25	0	30	0	35	0	40	0	0
	Storm and waste water drainage channels constructed	Km of Storm and waste water drainage channels constructed	5	5	5	5	5	5	5	5	5	5	25
	Waste dumpsites established	No. of Waste dumpsites established	1	0	0	0	1	0	1	0	1	0	0
	Performing arts theatres established	No. of Performing arts theatres established	1	0	0	0	1	0	1	0	1	0	0
	Socio-cultural centers established in urban areas	No. of Socio-cultural centers established in urban areas	1	0	1	0	1	0	1	0	1	0	0

	Green recreation parks established	No. of Green recreation parks established	1	4.15	-	-	1	4.15	-	-	1	4.15	12.45
Water supply and sanitation services	Water and sanitation services provided	Number of peri-urban households connected to piped water	20	0	25	0	30	0	35	0	40	0	0
	Urban water storage capacity	cubic metres of Urban water storage capacity	-		500	0.8	100	1.67	150	2.5	200	3.3	8.27
	metered consumption points	Number of metered consumption points	-		200	0.3	250	0.4	300	0.5	400	0.67	1.87
	water kiosks established	Number of water kiosks established	20	0	45	0.149	90	0.3	135	0.45	180	0.6	1.499
	water treatment plants	Capacity of water treatment plants (cubic metres)	-		100	0.3	150	0.5	200	0.7	250	0.8	5.3
	None revenue water	% of None revenue water (cubic metres)	100		70	0.07	60	0.06	50	0.05	40	0.04	0.22
	modern ecological sanitation blocks	Number of modern ecological sanitation blocks	1	5	2	10	3	15	3	15	-		45
	public sewerage treatment plants	Number of public sewerage treatment plants	-		-		-		1	0.667	1	1.668	2.335
	private septic tanks	Number of private septic tanks	-		0	0	0	0	220	22	230	23	45
	uptake of bio-digester technology	% uptake of bio-digester technology	-	0	0	0	0	0	40	66.68	50	83.35	150.03
Transportation services	Urban transportation services provided	% of motorcycles registered	100	0.1	100	0.1	100	0.1	100	0.1	100	0.1	0.5
	tricycles registered	% of tricycles registered	-		10	0.1	10	0.1	10	0.1	10	0.1	0.4

	7 seater urban PSV registered	%r of 7 seater urban PSV registered	100	0.2	100	0.2	100	0.2	100	0.2	100	0.2	1
	urban roads demarcated	% of urban roads demarcated	-		5	0.5	5	0.5	5	0.5	5	0.5	2
	urban roads with markings	% of urban roads with markings	-		50	5	70	7	80	8	100	10	30
	PSV terminuses operational	% of PSV terminuses operational	-		2	0.2	2	0.2	2	0.2	2	0.2	0.8
	traffic congestion reduction initiatives Implemented	% of traffic congestion reduction initiatives Implemented	-		35	0.35	45	0.45	50	0.5	65	0.65	1.95
	innovative transport solutions Implemented	% of innovative transport solutions Implemented	-		-		40	0.4	50	0.5	60	0.6	1.5
	urban roads with road infrastructure	% of urban roads with road infrastructure	-		30	0.25	40	0.25	50	0.25	60	0.25	1
	transport safety measures implemented	% of transport safety measures implemented	-		100	0.125	100	0.125	100	0.125	100	0.125	0.5
Fire Control services	Fire stations established and equipped	Number of fire stations established and equipped	0	0	0	0	0	0	1	0	0	0	0
Urban Land Use, Planning and Development	National Spatial plan implemented	% of stakeholders sensitized on National Spatial Plan	100	0	100	0	100	0	100	0	100	0	0
	Municipal public land surveyed	Proportion of surveying Municipal public land	100	0	100	0	100	0	100	0	100	0	0
	Development plans approved	% Of development plans approved	100	0	100	0	100	0	100	0	100	-	----- --

	Physical Planning handbook and guidelines reviewed	No. of the handbook and guidelines reviewed	-	18	3.6	18	3.6	18	3.6	18	3.6	18	90
	Municipality public land fenced and protected	Acreage of land fenced and protected	1	0.5	0	0	0	0	0	0	0	0.5	1
Programme 2: Urban Environmental and Human Services													
Objective: To promote sustainable access to and utilization of urban environment													
Outcome: Enhanced urban environmental resilience													
Urban Health Services	Responsive health system	% of Health facilities operational	100		100		100	1	100	1	100	1	3
	facilities offering specialized services	% of facilities offering specialized services	-		-		10	1	15	1.5	20	2	4.5
	medical personnel on internship	No. of medical personnel on internship	-		-		10	3	15	4.5	20	6	13.5
	emergency response	Time (Minutes) taken for emergency response	-		-		30	0.03	30	0.03	20	0.02	0.08
Environmental Health	Environmental health enhanced	No. of markets with modern sanitation facilities	2	0	-	0	2	0	-	0	2	-	0
	Medical waste managed	No. of public toilets constructed	4	1.3	1	0.3	0		0		0		1.6
	incinerators constructed	No. of incinerators constructed	1	9	1	9	1	9	1	9	15	9	45

	infectious waste managed	Tonnes of infectious waste managed	50	2.5	50	2.5	50	2.5	50	2.5	50	2.5	12.5
	Pathological waste managed	Tonnes of Pathological waste managed	30	2	30	2	30	2	30	2	30	2	10
	Sharps waste managed	Tonnes of Sharps waste managed	50	2	50	2	50	2	50	2	50	2	10
	Chemical waste managed	Tonnes of Chemical waste managed	100	5	100	5	100	5	100	5	100	5	25
	Pharmaceuticals waste managed	Tonnes of Pharmaceuticals waste managed	20	1	20	1	20	1	20	1	20	1	5
	Genotoxic waste managed	Tonnes of Genotoxic waste managed	500	50	500	50	500	50	500	50	500	50	250
	Radioactive waste managed	Tonnes of Radioactive waste managed	500	25	500	25	500	25	500	25	500	25	125
	Heavy metal waste managed	Tonnes of Heavy metal waste managed	500	25	500	25	500	25	500	25	500	25	125
	Medical waste managed	No. of villages triggered	43	1.5	47	1.5	52	1.5	56	1.5	60	1.5	7.5
	villages claimed ODF	No. of villages claimed ODF	18	1	20	1	22	1	24	1	26	1	5
	villages verified	No. of villages verified	14	1.4	16	1.6	18	1.8	20	2	22	2.2	9
	village certified	No. of village certified	5	0.5		7	0.7		8	0.8		9	17.3
	Villages to celebrate ODF	No. of Villages to celebrate ODF	5	0.5		7	0.7		8	0.8		9	17.3
		No. of villages declared ODF	5	0.5		7	0.7		8	0.8		9	17.3
	Quality food provided	No. of food samples collected and tested	100	2		110	2.2		210	4.2		330	446.2

	medical examination for food handlers Done	No. of medical examination for food handlers Done	400	0.8		425	0.85		450	0.9		475	901.7
	food licenses issued	No. of food licenses issued	300	0		325	9.75		350	10.5		375	710.5
	Quality water provided	No. of water samples collected and tested	6	0.3		7	0.035		8	0.04		9	16.07
		No. of water source investigation done	5	0.5		6	0.6		7	0.7		8	15.2
	Enhanced safe buildings occupation	No of vetting and approval plans issued	125	0		150	4.5		175	5.25		200	355.25
	occupational certificates issued	No. of occupational certificates issued	50	0		75	1.5		100	2		125	202
	property inspections done	No. of property inspections done	200	0		225	0.8		250	1		275	501
		No. of public health officers trained on Prosecution	5	0.5		5	0.25		5	0.25		5	10.5
	Safe disposal of human remains	No. of disposal sites acquired	1	1		1	1		1	1		1	4
	Safe disposal of medical waste	No. of incinerators constructed	1	9		1	9		1	9		1	20
	waste storage facilities procured	No. of waste storage facilities procured	4	0.4		4	0.4		4	0.4		4	8.8
	International health days	No. of health education conducted	16	1.6		16	1.6		16	1.6		16	35.2
	International health days celebrated	No of International health days celebrated	1	0.1		1	0.1		1	0.1		1	2.2
	Community dialogue days	No. of quarterly community dialogue days commemorated	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2

	Urban education services provided	% of educational facilities registered	-	-		100	2	100	2	100	2	6	
	teachers/instructors recruited	No. of teachers/instructors recruited	-	-		5	1.8	10	3.6	20	7.2	12.6	
	teachers/instructors appraised	% of teachers/instructors appraised	-	-		100	3	100	3	100	3	9	
	teachers/instructors on performance Contract	% of teachers/instructors on performance Contract	-	-		100	5	100	5	100	5	15	
	teachers/instructors trained on Competence Based Curriculum (CBC)	% of teachers/instructors trained on Competence Based Curriculum (CBC)	-	-		100	33	100		100	3	36	
	Teacher Pupil ratio	% of Teacher Pupil ratio	-	-		1:07	0.43	1:07	0.43	1:07	0.43	1.29	
	Pupil Text Book ratio	% of Pupil Text Book ratio	-	-		1:25	0.133	1:25	0.133	1:25	0.133	0.399	
	Pupil Toilet ratio	% of Pupil Toilet ratio	-		200	10	150	7.5	100	5	500	2.5	25
	Pollution control services provided	Kgs of solid waste generated	-		100	3.65	125	4.5625	150	5.475	175	6.3875	20.075
	solid waste collected per day	Average kgs of solid waste collected per day	-		1	0.16	1	0.16	1	0.16	1	0.16	0.64
	waste segregation points established	Number of waste segregation points established	-		2	0.32	2	0.32	2	0.32	2	0.32	1.28
	waste treatment options applied	Number of waste treatment options applied	-		2	0.32	2	0.32	2	0.32	2	0.32	1.28

	open dump grounds operational	Number of open dump grounds operational	-		23	3.65	23	3.65	23	3.65	23	3.65	14.6
	composting sites	Number of composting sites established											0
Urban Agriculture	Urban facilities and amenities provided	Number of incinerators operational	-		9	1.44	9	1.44	9	1.44	9	1.44	5.76
	land pollution cases resolved	% of land pollution cases resolved	-		10	2	10	2	10	2	10	2	8
	air pollution cases resolved	% of air pollution cases resolved	-		9	4.5	9	4.5	9	4.5	9	4.5	18
	visual pollution cases resolved	% of visual pollution cases resolved	-		1	1	1	1	1	1	1	1	4
	water pollution cases resolved	% of water pollution cases resolved											0
	open spaces provided	Number of open spaces provided	1	1	2	2	3	3	2	2	2	2	10
	Land reserved for recreational parks	Acreeage of land reserved for recreational parks	-		9	0.005	9	0.005	9	0.005	9	0.005	0.02
	public recreational parks	Number of public recreational parks	-		4	0.1333	4	0.1333	4	0.1333	4	0.1333	0.5332
	public phone charging facilities	Number of public phone charging facilities	-		1	0.5	1	0.5	1	0.5	1	0.5	2
	public water points	Number of public water points	-		1	0.05	1	0.05	1	0.05	1	0.05	0.2
	public breastfeeding facilities	Number of public breastfeeding facilities	-		5	0.25	5	0.25	5	0.25	5	0.25	1
	designated public smoking zones	Number of designated public smoking zones											0

	car wash facilities	Number of car wash facilities	-		20	5	20	5	20	5	20	5	20
Urban greening services	Urban agriculture services provided	% of stakeholders sensitized on urban Agriculture	-		2	2	2	2	2	2	2	2	8
	urban Demo plots	Number of urban Demo plots	4	4	4	4	4	4	4	4	4	4	20
	urban fresh produce	Tones of urban fresh produce	-		2	6	2	6	2	6	2	6	24
	urban food producers	Number of urban food producers	-		2	0.6	2	0.6	2	0.6	2	0.6	2.4
	urban food industry players	Number of urban food industry players	-		1	10	1	10	1	10	1	10	40
	agro processing entities	Number of agro processing entities	-		50	0.03	50	0.03	50	0.03	50	0.03	0.12
	trees planted in public open spaces	Number of trees planted in public open spaces	-		25	0.015	25	0.015	25	0.015	25	0.015	0.06
	ornamental trees planted and nurtured	No. of ornamental trees planted and nurtured	15	0.009	15	0.009	15	0.009	15	0.009	15	0.009	0.045
	Urban greening services provided	Number of trees planted on walkways and strategic places	-		1	1	1	1	1	1	1	1	4
	annual green events	Number of annual green events	-		1	1	1	1	1	1	1	1	4
	green service providers licensed	% of green service providers licensed	-		1	1	1	1	1	1	1	1	4
	annual investment promotion events Held	Number of annual investment promotion events Held	-		1	1	1	1	1	1	1	1	4

Programme 3: Urban economy and investment management

Objective: To prudently manage urban economy and investment

Outcome: Enhanced economic competitiveness

Urban investment services	Urban investment services provided	Number of PPP agreements signed	-		0	0	1	0	3	0	3	0	0
	incentive schemes implemented	Number of incentive schemes implemented	-		100	0.1	100	0.1	100	0.1	100	0.1	0.4
	new businesses utilizing modern Technologies	% of new businesses utilizing modern Technologies	-		100		1	100	1	100	1	100	300
	businesses utilizing futuristic inputs/Materials	% of businesses utilizing futuristic inputs/Materials	-		100		1	1	1	1	1	1	3
Urban Agriculture	Urban Agriculture	Number of jobs created annually			1		1	1	1	1	1	1	3
	regulations drafted	No. of regulations drafted	2	1	1		0.5	1	0.5	1	0.5	1	4
	MSME licensed	No. of MSME licensed	200	0	210	0	200	0	230	0	240	0	0
	bills drafted	No. of bills drafted	3	1	2	1	2	1	2	1	2	1	5
	regulations reviewed	No. of regulations reviewed	2	0.5	2		0.5	2	0.5	2	0.5	2	6.5
	regulatory reforms initiated	No. of regulatory reforms initiated	2	0.4	2		0.4	2	0.4	2	0.4	2	6.4
	capacity building sessions for business	No. of capacity building sessions for business	2	0.4	2		0.4	2	0.4	2	0.4	2	6.4
	sensitization fora for special groups	No. of sensitization fora for special groups	170	1.7	180		1.8	190	1.9	200	2	2100	6001.7

	sensitization fora held on licensing	No. of sensitization fora held on licensing Procedures	1700	1.7	1800		1.8	1900	1.9	2000	2	2100	6001.7
	small businesses enjoying tax exemption	Percentage of small businesses enjoying tax exemption	4	0.5	4		0.5	4	0.5	4	0.5	4	12.5
Fair trade practices and Consumer protection	Fair trade practices and consumer protection framework	Number of equipment calibrated	4	0.8	4		0.8	4	0.8	4	0.8	4	12.8
	verified and stamped weighing and measuring equipment	Number of verified and stamped weighing and measuring equipment	20	0	20	0	20	0	25	0	30	0	0
	inspected business premises	Number of inspected business premises	1700	0.17	1800	0.018	1900	0.019	2000	0.02	2100	0.021	0.095
	business surveys conducted	Number of business surveys conducted	1700	0.17	1800	0.018	1900	0.019	2000	0.02	2100	0.021	0.095
	sensitization fora conducted	Number of sensitization fora conducted	1800	0.18	1800		0.018	1800	0.018	1800	0.018	1800	5400
	metrology laboratories established and operationalized	Number of metrology laboratories established and operationalized	5	0	15	0	15	0	15	0	15	0	0
	equipment calibrated	Number of equipment calibrated	15	0	20	0	25	0	30	0	35	0	0
	verified and stamped weighing and measuring equipment	Number of verified and stamped weighing and measuring equipment	10	1	10	1		10	1	10	1	10	32

	inspected business premises	Number of inspected business premises	250 0	1 1	250 0	1 1	250 0	1 1	250 0	1 1	250 0	1 1	5
Fair trade practices and Consumer protection	Fair trade practices and consumer protection framework	Number of constructed and equipped Business Information Centres	1	1 0 0	1	100	0	0	0	0	0	0	200
	constructed and equipped Business Incubation Centres	No. of constructed and equipped Business Incubation Centers	0%	0	0	0	0	0	0	1	50	0	50
	serviced business spaces provided	No. of serviced business spaces provided	4	0. 4	4	0.4		4	0.4	4	0.4	4	12.8
	common trading facilities provided	No. of common trading facilities provided	1	0. 2	1	0.2	1	0.2	1	0.2	1	0.2	1
	business proposals developed	No. of business proposals developed	10	0. 4 5	10	0.45	10	0.45	10	0.45	10	0.45	2.25
	business outreach programs Conducted	No. of business outreach programs Conducted	2	0. 0 0 2	-	-	-	-	-	-	-	-	0.0002
Business development services	Integrated Business information centers	Percentage of business mapped and profiled	-		1	0.05	-		1	0.05	-		0.1
	saving sensitization fora held	Number of saving sensitization fora held	100 %	5	-	-	-	-	-	-	-	-	5
	Serviced trading spaces provided	Number of business partners identified	4	0. 4	4	0.4	4	0.4	4	0.4	4	0.4	2

	common trading facilities provided	No. of common trading facilities provided	1	0.2	1	0.2	1	0.2	1	0.2	1	0.2	1
	Bankable Business proposals	No. of business proposals developed	50	5	50	5	50	5	50	5	50	5	25
	Business outreach programs	No. of business outreach programs Conducted	500	0.5	500	0.05	500	0.05	500	0.05	500	0.05	0.25
	business mapped and profiled	Percentage of business mapped and profiled	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	2.5
	saving sensitization fora held	Number of saving sensitization fora held	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	0.5
	business partners identified	Number of business partners identified	-		10	0.5	10	0.5	10	0.5	10	0.5	2
	SMEs linked to potential partners	Number of SMEs linked to potential partners	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5	2.5
	SMEs sensitized and trained	Number of SMEs sensitized and trained	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5	2.5
	Trading events observed	Number of business meetings held	10	0.2	10	0.2	10	0.2	10	0.2	10	0.2	1
	business conferences held	Number of business conferences held	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2
	budgetary incentives provided for business Growth	% of budgetary incentives provided for business Growth	2	0.5	2	0.5	2	0.5	2	0.5	2	0.5	2.5

	business exhibitions held	Number of business exhibitions held	5	2	5	2	5	2	5	2	5	2	10
	trade-fair events held	Number of trade-fair events held	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	2.5
	innovative business ideas awarded	Number of innovative business ideas awarded	-		1		-		-		-		0
Private sector participation	Private sector participation framework	Number of private sector dialogue sessions held	500	5	500	5	500	5	500	5	500	5	25
	governments to government business Meetings	Number of governments to government business Meetings											0
	contracts signed with the private sector entities	Number of contracts signed with the private sector entities	10	0.5	10	0.5	10	0.5	10	0.5	10	0.5	2.5
	business to business meetings with private sector	Number of business to business meetings with private sector	1	1	-		1	1	-		-		2
	Investment conferences held	Number of Investment conferences held	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	0.5
Development of market infrastructure	Market infrastructure	Number of modern stalls constructed	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	2.5
	workshops constructed and equipped	No. of workshops constructed and equipped	1	5	-		-		-		-		5
	market sheds constructed	Number of market sheds constructed	16	1.6	10	1	9	0.9	5	0.5	5	0.5	4.5

	one tier markets constructed	Number of one tier markets constructed	100	1	100	1	100	1	100	1	100	1	5
	assessment report on market stalls	Number of assessment report on market stalls	100	1	100	1	100	1	100	1	100	1	5
	market intelligence survey Conducted	Number of market intelligence survey Conducted	100	1	100	1	100	1	100	1	100	1	5
	Agribusiness parks/Trade hubs Constructed	Number of Agribusiness parks/Trade hubs Constructed	100	1	100	1	100	1	100	1	100	1	5
	functioning open air markets	Number of functioning open-air markets	100	1	100	1	100	1	100	1	100	1	5
	markets connected to main electricity grid Line	% of markets connected to main electricity grid Line	100	1	100	1	100	1	100	1	100	1	5
	markets provided with water storage Facilities	% of markets provided with water storage Facilities	4	4	-	-	-	-	-	-	-	-	4
	markets provided with modern sanitation Facilities	% of markets provided with modern sanitation Facilities	16	1.6	10	1	9	0.9	5	0.5	5	0.5	4.5
	markets provided with storm water	% of markets provided with storm water	100	1	100	1	100	1	100	1	100	1	5
	markets provided with drainage facilities	% of markets provided with drainage facilities	100	1	100	1	100	1	100	1	100	1	5
	markets provided with access roads	% of markets provided with access roads	100	1	100	1	100	1	100	1	100	1	5
	markets with storage Facilities	Proportion of markets with storage Facilities	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5	2.5

	truck shops established	Number of truck shops established	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	0.5
	Institutional market framework	Number of market management committees Established	20	0.5	20	0.5	20	0.5	20	0.5	20	0.5	2.5
	markets with functional management committees	% of markets with functional management committees	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2
	market management committees trained	Percentage of market management committees trained	-		10	1	10	1	10	1	10	1	4
	markets with functional management committees	% of markets with functional management committees	-		10	1	10	1	10	1	10	1	4
Wholesale and retail trade	Framework for wholesale and retail trade sub sector	Number of wholesale and retail trade survey undertaken	-		20	2	30	3	45	4.5	60	6	15.5
	databases established and updated	Number of databases established and updated	-		100	1	100	1	100	1	100	1	4
	wholesalers and retailers engaged	Percentage of wholesalers and retailers engaged	-		100	1	100	1	100	1	100	1	4
	fora held on wholesale and retail Trade	Number of fora held on wholesale and retail Trade	-		5	1	5	1	5	1	5	1	4
Urban financial services	Urban financial framework established	Number of financial service providers	1	1	-		1	1	-		-		2
	non-financial service providers	Number of non-financial service providers	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	0.5
	coverage of agency banking	% coverage of agency banking	4	0.5	4	0.5	4	0.5	4	0.5	4	0.5	2.5

	coverage of mobile cash services	% coverage of mobile cash services	1	5	-	-	-	-	-	-	-	5	
	registered microfinance institutions	Number of registered microfinance institutions	16	1.6	10	1	9	0.9	5	0.5	5	0.5	4.5
	registered table banking groups	Number of registered table banking groups	100	1	100	1	100	1	100	1	100	1	5
Programme 4: Cultural, Sports and Talent development and management													
Objective: To ensure development and maintenance of heritage infrastructure and nurturing talents in sports													
Outcome: Improved heritage and having a productive, self-reliant generation.													
Sports promotion and support services	Sports and talent academies established	Number of academies established	2	90	2	90	9	90	-	-	-	-	270
	talent identification programmes	Number of talent identification programmes	14	1.8	9	1.8	9	1.8	9	1.8	9	1.8	9
	trained personnel	Number of trained personnel	45	9	45	9	45	9		9	45	9	45
	Support established County Sport Clubs	Number of Municipal Sports Clubs supported financially							45				0
Heritage promotion and preservation	Cultural centers and Historical Sites constructed and maintained	Number of completed projects	45	3	45	0.3	45	0.3	4	0.3	45	0.3	4.2
	Cultural Technical Working Group	Number of Cultural Technical Working Group (CTWG) operationalized	1	1	1	1	1	1	1	1	1	1	5

	(CTWG) operationalized													
Arts and Culture promotion and Development	Culture for social cohesion promoted	No. of Cultural exchange programmes organized.	1	0. 5	1	0.5	1	0.5	901	0.5	1	0.5	2.5	
	eligible cultural groups registered	% of eligible cultural groups registered.											0	
	empowerment of Council of Elders	% of empowerment of Council of Elders	-		-		1	0.6	1	0.6	1	0.6	1.8	
Heroes and Heroines Scheme	Heroes and Heroines recognition	Number of heroes and heroines identified	2	1. 2	4	2.4	6	3.6	8	4.8	10	0.6	12.6	
	Heroes and Heroines recognized and rewarded.	Number of Heroes and Heroines recognized and rewarded.	20	0. 2 5	20	0.25	20	0.25	20	0.25	20	0.25	1.25	
Intangible Cultural Heritage	Cultural continuity enhanced	No. of ICH elements identified							0				0	
	ICH events held	No. of ICH events held	20	0. 0 1	40	0.02	60	0.03	8	0.04	100	0.05	0.15	
	days commemorated (Herbal Medicine Day)	No. of days commemorated (Herbal Medicine Day)							0				0	
Social Development	Rehabilitation centre	No. of Rehabilitation Centres Constructed	9	0. 2	9	0.2	9	0.2	9	0.2	9	0.2	1	
		Acreage acquired for the rehabilitation centre	20	0. 0 5	20	0.05	20	0.05	2	0.05	20	0.05	0.25	
	rehabilitated persons	% of rehabilitated persons	100	0. 2	100	0.2	100	0.2	100	0.2	100	0.2	1	

	Leisure Park Constructed	Leisure Park Constructed	-		-		-		1		-		0
	Leisure park space	Acreage acquired for the leisure park	5	1	-		-		-		-		1
	Betting control services provided	Number of sensitization meetings held	1	0.35	1	0.35	1	0.35	1	0.35	1	0.35	1.75
Human resource management and development	Quality services	Number of work satisfaction surveys Undertaken	-		1	0.2	1	0.2	1	0.2	1	0.2	0.8
	Customer/ employee satisfaction surveys	Customer/ employee satisfaction surveys held	-		1	0.2	1	0.2	1	0.2	1	0.2	0.8
	staff remunerated	Proportion of staff remunerated	-		100	10	100	10	100	10	100	10	40
	staff trained	Proportion of staff trained	-		100	1	100	1	100	1	100	1	4
	staff provided with allowance	Proportion of staff provided with allowance	-		100	1	100	1	100	1	100	1	4
	staffs recruited	Number of staffs recruited	-		Need based		Need based		Need based		Need based		0
		Proportion of budget allocated for HR services	-		30	1.5	30	1.5	30	1.5	30	1.5	6

Programme 5: Urban governance

Objective: To enhance capacity to offer quality urban services

Outcome: Efficient and effective urban services

Policy, legal and regulatory services	Policies formulated/domesticated	Number of policies formulated/domesticated	-		10	0.1	10	0.1	10	0.1	10	0.1	0.4
	bills formulated/domesticated	Number of bills formulated/ domesticated	-		10	0.2	10	0.2	10	0.2	10	0.2	0.8
	regulations drafted	Number of regulations drafted	-		10	0.1	10	0.1	10	0.1	10	0.1	0.4
	regulations reviewed	Number of regulations reviewed	-		10	0.1	10	0.1	10	0.1	10	0.1	0.4
Planning and financial management	Planning and financial services provided	Annual investment plan prepared	1	1	1	1	1	1	1	1	1	1	5
	urban budget prepared	Annual urban budget prepared	1	4	1	4	1	4	1	4	1	4	20
	urban development plan prepared	Annual urban development plan	1	4	1	4	1	4	1	4	1	4	20
	M&E activities conducted	Number of M&E activities conducted	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2
	annual progress report disseminated	Number of annual progress report disseminated	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	0.5
	budget absorption report Disseminated	Number of budget absorption report Disseminated	1	0.2	1	0.2	1	0.2	1	0.2	1	0.2	1
	urban strategic plan formulated	Number of urban strategic plan formulated	1	4	-	-	-	-	-	-	-	-	4
Urban institutions leadership and coordination services	Streamlined delivery of services	Number of internal Re-engineering business process.	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2

	Intergovernmental fora held	Number of intergovernmental fora held	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2	
	PPP agreements concluded	Number of PPP agreements concluded	-		1	0.2	1	0.2	1	0.2	1	0.2	0.8	
	stakeholder trainings conducted	Number of stakeholder trainings conducted	-		2	0.2	2	0.2	2	0.2	2	0.2	0.8	
	office blocks constructed/ renovated	Number of office blocks constructed/ renovated	-		1	1	1	1	1	1	1	1	4	
	Policy documents uploaded on website	% of policy documents uploaded on website	-		100	1	100	1	100	1	100	1	4	
	Management meetings held	Number of management meetings held	12	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2	7.2
	Public participation fora held	Number of public participation fora held	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	2	7.2

4.3 MIDP Linkages with National Development Agenda, Regional and International Development Frameworks

This section indicates how the MIDP is linked with and is contributing towards the achievement of the following (among others):

- i. Kenya Vision 2030 and its Medium-Term Plans.
- ii. EAC Vision 2050.
- iii. CIDP III 2023-2027

This information is presented in Table 19.

Table 19: Linkage with Kenya Vision 2030, other plans and international obligations

SDG goals	Kenya vision	East Africa Vision 2030	County Government's contribution/interventions	Municipality's contribution
SDG 1. No poverty. End poverty all its forms everywhere Targets: 1.1, 1.2, 1.3, 1.4, 1.5, 1.a,1. b	Social: To improve the quality of life for all Kenyan's.	Goal: Enhanced agricultural productivity for food security and a transformed rural economy	Enhancing community health strategy	Enhancing community health strategy
			Improving education infrastructure	Improving education infrastructure
			Enhancing gender mainstreaming and equality	Enhancing gender mainstreaming and equality
			Establishing social support services	Establishing social support services
			Enhance construction of road bridges and drainage works	Enhance construction of road bridges and drainage works
SDG 2. Zero hunger. End hunger, achieve food security and improve nutrition and promote sustainable agriculture.	Social: To improve the quality of life for all Kenyans'.		Enhancing gender mainstreaming and equality	Enhancing gender mainstreaming and equality
			Increasing water supply services	Increasing water supply services

<p>Target: 2.1, 2.2, 2.3, 2.4, 2.5, 2.a, 2. b</p>			<p>Strengthening human resource development and management</p>	<p>Strengthening human resource development and management</p>
<p>SDG 3. Good health and well-being.</p>	<p>Social: To improve the quality of life for all Kenyan's.</p>	<p>Goal: Well-educated and healthy human resources</p>	<p>Enhancing general administration and planning in health sector.</p>	<p>Enhancing general administration and planning in health sector.</p>
<p>Ensure healthy lives and promote well-being for all at all ages</p>			<p>Increasing prevention and promote health care</p>	<p>Increasing prevention and promote health care</p>
<p>Target: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.a, 3.b, 3.c, 3.d</p>			<p>Ensuring curative and rehabilitative health</p>	<p>Ensuring curative and rehabilitative health</p>
			<p>Enhancing community health strategy</p>	<p>Enhancing community health strategy</p>
			<p>Strengthening sanitation management</p>	<p>Strengthening sanitation management</p>
			<p>Increase county referral and specialized health services</p>	<p>Increase county referral and specialized health services</p>
			<p>Mainstreaming reproductive maternal,</p>	<p>Mainstreaming reproductive maternal, new-</p>

			new-born and adolescent health	born and adolescent health
SDG 4. Quality education.		Goal: Well-educated and healthy human resources	Enabling child development support	Enabling child development support
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Social: To improve the quality of life for all Kenyans’.		Strengthening child development infrastructure	Strengthening child development infrastructure
Target: 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.a, 4.b, 4.c			Improving education infrastructure development	Improving education infrastructure development
			Enhancing curriculum implementation and education quality assurance management	Enhancing curriculum implementation and education quality assurance management
			Establishing social support services	Establishing social support services
			Expanding capacity development and motivation	Expanding capacity development and motivation
			Enhancing administration services to support education	Enhancing administration services to support education
			Providing financial services, planning and stewardship programs to the sector	Providing financial services, planning and stewardship

				programs to the sector
SDG 5. Gender equality.	Social: To improve the quality of life for all Kenyan's.		Enhancing administrative and support Services to reduce gender inequalities	Enhancing administrative and support Services to reduce gender inequalities
Achieve gender equality and empower all women and girls			Improving resource Management and Development on gender	Improving resource Management and Development on gender
Target: 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.a, 5.b, 5.c			Establishing policy, legal and regulatory frameworks to countercheck the running of gender	Establishing policy, legal and regulatory frameworks to countercheck the running of gender
			Ensuring planning and financial management	Ensuring planning and financial management
			Enhancing sector coordination	Enhancing sector coordination
			Ensuring proper leadership and Governance	Ensuring proper leadership and Governance
			Enhancing gender mainstreaming and equality	Enhancing gender mainstreaming and equality
			Enabling gender empowerment to women and vulnerable groups in society	Enabling gender empowerment to women and vulnerable groups in society

			Developing social welfare and vocational rehabilitation in county	Developing social welfare and vocational rehabilitation in county
			Heritage promotion and preservation	Heritage promotion and preservation
			Strengthening arts and culture promotion and development	Strengthening arts and culture promotion and development
			Enhancing intangible cultural heritage	Enhancing intangible cultural heritage
			Strengthening social development	Strengthening social development
			Enhancing design, visual and performing arts	Enhancing design, visual and performing arts
			Scaling up youth development services	Scaling up youth development services
			Establishing development and management of sports facilities	Establishing development and management of sports facilities
			Increasing sports promotion and support services	Increasing sports promotion and support services
SDG 6. Clean water and sanitation.	Environment:		Enhancing integrated waste management	Enhancing integrated waste management
Ensure availability and sustainable management of water and sanitation for all.			Strengthening waste recycling	Strengthening waste recycling

Target: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.a, 6. b			Establishment of adequate sewerage infrastructure	Establishment of adequate sewerage infrastructure
			Increasing water supply services	Increasing water supply services
SDG 7. Affordable and clean energy.	Environment	Goal: Access to affordable and efficient transport, energy, and communication	Enhancing renewable energy development and management	Enhancing renewable energy development and management
Access to affordable, reliable, sustainable, and modern energy for all.		for increased regional competitiveness	Enhancing high grid energy distribution	Enhancing high grid energy distribution
Target: 7.1, 7.2, 7.a, 7.b				
SDG 8. Decent work and economic growth.	Economic: To improve the prosperity of all Kenyans through an economic development program.	Goal: Leverage on the tourism and services value chain and building on the homogeneity of regional cultures and linkages	Establishing fair trade practices and consumer protection	Establishing fair trade practices and consumer protection
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.			Provision of infrastructure development and management	Provision of infrastructure development and management
Target: 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, 8.8, 8.9, 8.10, 8.a, 8.b			Enhancing institutional accountability, efficiency and effectiveness in service delivery	Enhancing institutional accountability, efficiency and effectiveness in service delivery
			Strengthening human resource development and management	Strengthening human resource development and management

			Renovating the existing office infrastructure	Renovating the existing office infrastructure
			Strengthening administration services of working environment	Strengthening administration services of working environment
			Provision of civic education and outreach education to staff	Provision of civic education and outreach education to staff
			Improving human resource management	Improving human resource management
			Establishing record management and development	Establishing record management and development
SDG 9. Industry, innovation and infrastructure.	Economic: To improve the prosperity of all Kenyans through an economic development program.	Goal: Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	Infrastructure	Infrastructure
Build resilient infrastructure, promote inclusivity and sustainable industrialization and foster innovation.			Strengthen general administration, planning and support services to support infrastructure	Strengthen general administration, planning and support services to support infrastructure
Target: 9.1, 9.2, 9.3, 9.4,9.5, 9.a, 9.b, .c			Enhance construction of road bridges and drainage works	Enhance construction of road bridges and drainage works
			Improve road maintenance	Improve road maintenance
			Rehabilitation of road, bridges and drainage works	Rehabilitation of road,
		Goal 3: Structural transformation of the industrial and manufacturing sector through value addition		

		and product diversification		bridges and drainage works
		based on comparative advantage for regional competitive advantage		Strengthen transport, infrastructure planning
				Strengthen transport, infrastructure planning
				Building standards and research
				Building standards and research
				Enabling fire risk management on roads
				Enabling fire risk management on roads
				Establishing transport safety
				Establishing transport safety
				Expanding air transport
				Expanding air transport
				Renovating railway transport
				Renovating railway transport
				Industry
				Industry
				Increasing industrial development
				Increasing industrial development
				Innovation
				Innovation
				Upgrading ICT development
				Upgrading ICT development
				Improving ICT and public management
				Improving ICT and public management
SDG 10. Reduced inequalities.	Economic: To improve the prosperity of all Kenyans through an economic development program.	<input type="checkbox"/>	Developing social welfare and vocational rehabilitation	Developing social welfare and vocational rehabilitation
Reduce inequalities within and among the nations			Ensuring planning and financial management	Ensuring planning and financial management
Target: 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 10.a, 10.b, 10.c			Ensuring proper leadership and governance	Ensuring proper leadership and governance

			Strengthening social development	Strengthening social development
SDG 11. Sustainable cities and communities.	Social: To improve the quality of life for all kenyan's.	☐	Strengthening legislation, oversight and representation	Strengthening legislation, oversight and representation
Make cities and human settlements inclusive, safe, resilient, and sustainable.			Protection of natural resources	Protection of natural resources
11.1, 11.2, 11.3, 11.4, 11.5, 11.6, 11.7, 11.a, 11.b, 11.c			Establish environmental pollution control	Establish environmental pollution control
			Enhancing integrated waste management	Enhancing integrated waste management
			Promote survey of government land	Promote survey of government land
			Improving infrastructure development.	Improving infrastructure development.
			Strengthening ethics and integrity	Strengthening ethics and integrity
SDG 12. Responsible consumption and production.			Economic	
Ensure sustainable consumption and production patterns.	Establish environmental pollution control	Establish environmental pollution control		
Target: 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 12.7, 12.8, 12.a, 12.b, 12.c	Enhancing integrated waste management	Enhancing integrated waste management		
	Establishing fair trade practices and consumer protection	Establishing fair trade practices and		

				consumer protection
SDG 13. Climate action.	Environment	<input type="checkbox"/>	Establish environmental pollution control	Establish environmental pollution control
Take urgent action to combat change and its impacts.			Establishing climate change management	Establishing climate change management
Target: 13.1,13.2,13.3,13.4,13. a,13. b			Promotion of nature-based enterprises	Promotion of nature-based enterprises
			Protection of natural resources	Protection of natural resources
			Afforestation and Re-forestation	Afforestation and Re-forestation
			Establishment of mineral resource management	Establishment of mineral resource management
			Conservation of wildlife resource	Conservation of wildlife resource
			Enhancing soil resource	Enhancing soil resource
SDG14. Life below water.	Environment;	<input type="checkbox"/>	Protection of natural resources	Protection of natural resources
Conserve and sustainable use the oceans, seas and marine resources for sustainable development.	To improve quality sustainable environment		Establishment of environmental pollution control	Establishment of environmental pollution control
14.1, 14.2, 14.3, 14.4, 14.5, 14.6, 14.7, 14.a, 14.b, 14.c			Enhancing integrated waste management	Enhancing integrated waste management
			Strengthening waste recycling	Strengthening waste recycling
SDG15. Life on land.	Environment:	Goal: Effective and sustainable use of natural	Promote survey of government land	Promote survey of
	To improve quality			

	sustainable environment	resources with enhanced value		government land
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss .		addition and management	Strengthening of land acquisition	Strengthening of land acquisition
Target: 15.1,15.2,15.3,15.4,15.6,15.7,15.8,15.9,15.a,15.b,15.c			Enhance institutional accountability, efficiency and effectiveness in service delivery	Enhance institutional accountability, efficiency and effectiveness in service delivery
			Enabling physical strengthening	Enabling physical strengthening
			Improving infrastructure development.	Improving infrastructure development.
SDG 16. Peace, justice and strong institutions.	Social: To improve the quality of life for all Kenyan's.	☐	Strengthening ethics and integrity	Strengthening ethics and integrity
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.			Promote good governance	Promote good governance
16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7, 16.8, 16.9, 16.10, 16.a, 16.b.			Improving conflict management and peace building	Improving conflict management and peace building
			Strengthening legislation, oversight, and representation	Strengthening legislation, oversight, and representation
			Strengthening oversight services	Strengthening oversight services
			Establishing representation services	Establishing representation services

<p>SDG 17. Partnerships for the goals.</p>	<p>Economic: To</p>	<p>□</p>	<p>Strengthening ethics and integrity</p>	<p>Strengthening ethics and integrity</p>
<p>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>	<p>improve the prosperity of all Kenyans through an economic development</p>		<p>Ensuring planning and financial management</p>	<p>Ensuring planning and financial management</p>
<p>Target: 17.1, 17.2, 17.3, 17.4, 17.5, 17.6, 17.7, 17.8, 17.9, 17.10, 17.11, 17.12, 17.13, 17.14, 17.15, 17.16, 17.17, 17.18, 17.19</p>	<p>program.</p>		<p>Improving human resource management</p>	<p>Improving human resource management</p>
			<p>Provision of civic and outreach education to staff</p>	<p>Provision of civic and outreach education to staff</p>

CHAPTER FIVE

IMPLEMENTATION FRAMEWORK

5.1. Overview

This chapter outlines the Municipality’s institutional arrangement and their specific roles towards implementation of the MIDP. In addition, the chapter presents the resource mobilization and management framework, asset management, and risk and mitigation measures.

5.2. Institutional Framework

This section provides the institutional framework of the Municipality including an organizational chart that displays the implementation the MIDP and how the Municipality’s internal transformation needs are addressed. The framework indicates the Municipality’s institutional arrangements and demonstrate linkages with the County Government Departments as well as other key stakeholders.

Figure 3: Organizational Chart

The section also indicates the specific roles of the key institutions towards implementation of the MIDP as in Table 21.

Table 21: Institutional Arrangement

Institution	Membership	Roles
Bungoma Community	Residents, Farmers, business community, community groups, civil society organizations	Participate in decision making, participatory M& E, demand accountability from leaders and duty bearers, issuing score cards for service delivery and performance.
Bungoma Stakeholders	Residents, organized groups, county leadership, tax payers, private sector, service providers, National leadership, development partners	Participate in decision making, push for quality service delivery, hold office bearers to account, issuing score cards for results-based management, ensuring value for public funds
Civil Society Organizations	All the non-state actors except Private Sector	Ensure prudent use of public resources, participatory Mand E, serve as community entry and focal points, highlight development challenges, community mobilization and sensitization, Lobby and advocate for policy reforms, reviews or change.
Private Sector	All companies/firms involved in supply of goods and services	Create a competitive environment that can spur socio-economic development Provide innovation, creativity and technology Bring direct foreign investment and attract FDI Obligation in corporate-social responsibility

National Assembly	Elected and Nominated members of the National Assembly, Speaker and Clerk, Parliamentary Service Board	Representation of the people of the constituencies and special interests Deliberates on and resolves issues of concern to the people. Enacts legislation Determines the allocation of national revenue between the levels of government Appropriates funds for expenditure by the national government and other national state organs, and Exercises oversight over national revenue and its expenditure Exercises oversight of state organs Approves declaration of war and extensions of states of emergency
The Senate	Elected and nominated Members of the Senate, Speaker and Clerk, Parliamentary Service Board	Represents the Counties, and serves to protect the interests of the counties and their governments Participates in the law-making function by considering, debating and approving bills concerning counties. Determines the allocation of national revenue among counties and exercises oversight over national revenue allocated to the county governments. Participates in the oversight of state officers by considering and determining any resolution to remove the President or Deputy President from office.
County Assembly	Elected and nominated members of the County Assembly, Speaker, Clerk, County Assembly Public Service Board	Make any laws that are necessary for or incidental to, the effective performance of the functions and exercise of the powers of the county government. While respecting the principal of separation of powers, exercise oversight over the County Executive Committee and any other county executive organs. Receive and approve plans, budgets and policies. Make decisions on management and exploitation of the county's resources. Institutional development and management of infrastructure
County Executive	Governor, Deputy Governor, County Executive Committee Members	Policy formulation, implementation and evaluation, provision of resources and technical backstopping
County CIDP Implementing Unit	County Chief officers, line Ministries, Departments and Agencies (MDAs), Civil Society rep, Community rep, private sector rep	Back stopping implementation, rapid assessments and feedback on project progress, co-ordination of to minimize duplication, advice on project design, selection, budgeting, implementation and sustainability
County/Sub-county Units	Sub-county and ward administrator, sub-county/ward development committees	Prepare project budgets, supervise implementation, conduct M & E, generate reports, mobilize resources, ensure value for public money
State and NonState Actors	SAGAs, independent offices and commissions, civil society networks	Contribute to policy formulation, finance projects and programmes, provide civic education, play watchdog roles, conduct surveys and researches on development
Development Partners	UN Systems, EU, ADB, AU, EAC, COMESA and other International Development Organizations	Provide budgetary support, supplement projects financing, provide technical backstopping, provide knowledge/technical exchange, monitoring, evaluation and reporting

Controller of Budget	Office of the Controller of Budget	Authorizes withdrawals from public funds (Equalization fund, Article 204, Consolidated fund Article 206, County Revenue fund, Article 207), to reject any withdrawal from public fund, Prepare quarterly Budget implementation reports to parliament, prepare annual reports and special reports and submit to parliament and national executive, provide advisory opinion to parliament on financial matters, initiate investigations on its own initiative or upon receiving a complaint from a member of the public, conduct arbitration/mediation and conduct public sensitization on budget implementation.
Auditor General	Auditor General	Submit audit reports to the county assembly and county executive Follow up whether there is prudent financial management
State and NonState Actors	SAGAs, independent offices and commissions, civil society networks	Contribute to policy formulation, finance projects and programmes, provide civic education, play watchdog roles, conduct surveys and researches on development
Development Partners	UN Systems, EU, ADB, AU, EAC, COMESA and other International Development Organizations	Provide budgetary support, supplement projects financing, provide technical backstopping, provide knowledge/technical exchange, monitoring, evaluation and reporting
Controller of Budget	Office of the Controller of Budget	Authorizes withdrawals from public funds (Equalization fund, Article 204, Consolidated fund Article 206, County Revenue fund, Article 207), to reject any withdrawal from public fund, Prepare quarterly Budget implementation reports to parliament, prepare annual reports and special reports and submit to parliament and national executive, provide advisory opinion to parliament on financial matters, initiate investigations on its own initiative or upon receiving a complaint from a member of the public, conduct arbitration/mediation and conduct public sensitization on budget implementation.

5.3 Resource Mobilization and Management Framework

This section provides the projected resource requirements by the municipality, revenue projections, estimated resource gap and measures of addressing the gaps.

5.3.1 Resource Requirements by Sector

This section indicates the projected financial resources for the municipality during the plan period.

Table 21: Summary of Sector Financial Resource Requirements

Source: County Treasury

Programme	FY 2025/2 6 (KSh.M)	FY 2026/2 7 (KSh.M)	FY 2027/2 8 (KSh.M)	FY 2028/2 9 (KSh.M)	FY 2029/3 0 (KSh.M)	Total Budget (KSh.M)	% of Total
1. General Administration, Planning and Support Services	40.2	37.5	28.5	28.5	28.5	169.2	5.5%
1.1 Integrated Urban Development Planning and Land Use Management	24.9	12.0	5.0	5.0	5.0	51.9	1.7%
1.2 Urban Governance	15.3	25.5	25.5	25.5	25.5	117.3	3.8%
2. Urban Development and Management	494.78	572.00	607.62	463.05	475.56	2,885.38	94.5 %
2.1 Urban Infrastructure Development	70.8	41.229	41.529	138.117	140.538	432.213	14.1 %

2.2 Urban Environment and Health Services	21.959	31.599	42.479	40.409	46.399	182.845	6.0%
2.3 Urban Economy and Investment Management	111.467	110.368	10.169	9.37	9.371	250.745	8.2%
2.4 Cultural, Sports and Social Development	108.15	105.65	107.45	18.65	14.45	354.35	11.6%
2.5 Urban Agricultural Services	111.6	142.65	199.2	248.75	264.8	967.0	31.7%
GRAND TOTAL	538.74	556.21	608.14	655.60	695.89	3,054.58	100%

Summary by Programme

Programme	Total Budget (KSh. Million)	Percentage
Programme 1: General Administration, Planning and Support Services	169.2	5.5%
Programme 2: Urban Development and Management	2,885.38	94.5%
GRAND TOTAL	3,054.58	100%

5.3.2: Revenue Projections

This section indicates the various sources of revenue in the County as in Table 23.

Table 23: Revenue Projections

Type of Revenue	Base year 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total
a) Equitable share	220,019,233	150,700,008	158,235,008	166,146,759	174,454,097	183,176,802	1,052,731,907
b) Conditional grants (GOK)							
c) Conditional Grants (Development Partners)	191,089,400	0	63,815,924	63,815,924	63,815,924	63,815,924	446,353,096
e) Conditional allocations from loans and grants (GoK)							
f) Conditional allocations from loans and grants (Development Partners)							
g) Own Source Revenue	33,545,027	41,818,866	43,818,866	46,105,300	48,410,564	50,831,092	264,529,715
h) Public Private Partnership (PPP)							
g) Other sources (Specify)							
Total	444,653,660	192,818,866	265,869,798	276,067,983	286,680,585	234,007,894	1,763,614,718

5.3.3 Estimated Resource Gap

This section should highlight the County resource gap in terms of the estimated resource needs against the projected revenues as in Table 24.

Table 24: Resource Gaps

FY	Requirement (Ksh. Mn)	Estimated Revenue (Ksh. Mn)	Variance (Ksh. Mn)
2023/24	1,529,737,500	93,860,000	1,435,877,500
2024/25	1,610,250,000	98,800,000	1,511,450,000

2025/26	1,695,000,000	104,000,000	1,591,000,000
2026/27	1,779,750,000	109,200,000	1,670,550,000
2027/28	1,868,737,500	114,660,000	1,754,077,500
Total	8,483,475,000	520,520,000	7,962,955,000

5.3.4 Resource Mobilization and Management Strategies

The Municipality will ensure collection of revenues within the Municipality jurisdiction which will in turn be used in financing some of its operations. The revenues that the Municipality Collects will be limited to those permissible by law. Some of the revenue streams the municipality can benefit from are as follows:

- a) Taxes : Section 161 of the Public Finance Management Act provide guidelines that the Municipal Board Assembly can use to develop legislation to guide taxation by the Municipal Board.
- b) Fees : The Municipal Board shall charge fees for services, goods and works as legislated by the Municipal Board Assembly. These can be levied on business licenses, parking services, refuse collection, entertainment joints, use of public grounds/sports ground, access to certain information and approval of physical plans.
- c) Fines : The Municipal Board will impose fines for non-compliance with Municipal Board laws, rules and regulations. Specific urban areas, towns and municipalities could have different sets of by-laws and regulations, which attract fines for non-compliance. Some of the fines imposed will include non-payment of rates, wrong parking, causing public nuisances, breaking Municipal Board laws, rules and regulations.
- d) Rates : The rates can be imposed on capital developments and on immovable property such as land within the Municipal Board. Each business premise is given a certain rate to pay either monthly or per annum, based on the location of the premise. Certain locations attract higher rates such as the Central Business Districts (CBD), industrial zones and high cost residential estate zones. Peripheral zones away from the CBD and lacking essential services such as electricity, road network, drainage, sewerage etc attract low rates.

e) Accruals : These are accumulated and unspent revenue from Municipal Board investments in the form of interest, dividends and share income. The Municipal Board can invest resources such as pension funds, workers insurance funds and other funds as approved by the Municipal Board Assembly in ventures such as real estate development, Stock Exchange and PPP arrangements. Revenue received as a result of these investments can be used for development expenditure to improve public welfare.

f) CESS: The Municipal Board may impose taxes for movement of agricultural and livestock produce, construction materials and other products within the Municipal Board boundaries.

g) Appropriations-In-Aid: This is Municipal Board revenue raised internally through sale of official property, assets and investments. The revenue is raised through land transactions, tendering processes, auctioning of serviceable and unserviceable items and other authorized measures.

h) Co-operatives and Societies: Co-operatives and Societies have been an enabler of development in Kenya since independence. The Municipal Board shall promote the formation of community co-operatives and societies to encourage savings and investments actions for wealth and employment creation.

i) Own Municipal Board Investment Incentive Framework: The Municipal Board shall mobilize resources for development by establishing an investment incentive framework focusing on its citizens who live and work outside the Municipal Board. This can be done through establishment of special investment zones for such populations and providing a dedicated department to aid their transactions without bureaucracy.

k) Royalties: The Municipal Board shall generate revenues from companies utilizing natural resources within the Municipal boundaries.

l) Annual Events: Scheduled annual events such as peace walks, marathons, bicycle competitions and agricultural shows shall be used to generate revenue for the Municipal Board operations.

m) Research Initiatives: The Municipal Board shall mobilize resources for development by investing in scientific and technological research. This will include research into use of new materials, new methods and renewable energy systems.

Capital Financing

In order to finance massive projects in the Municipality, alternative sources of funding are crucial. The Municipality will initiate capital financing strategies such as: -

Public Private Partnership

Public Private Partnerships Act No.15 of 2013 provides for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the Government through concession or other contractual arrangements; the establishment of the institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure or development projects and for connected purposes.

Bungoma Municipality will partner with Private Sector to carry out some of its projects through

Public Private Partnerships (PPP) framework. This framework will therefore provide the Municipality with a window of opportunity to attract investors. The Municipality Board intends to use a combination of the PPP options below;

- Design, Build, Finance and Transfer (DBFT)
- Build Operate Transfer (BOT)
- Build, Own, Operate and Transfer (BOOT)
- Design, Build, Finance, Operate (DBOT)
- Build, Operate, Own (BOO)
- Publicly regulated but privately owned

Lease Financing

Some services are essential yet expensive to offer. Through lease financing the Municipality will acquire equipment and services at a cheaper cost than purchasing them. The Municipality cash flow will improve when the leased equipment is utilized. Leasing is an effective credit tool as it ensures that the funds provided are used solely for the intended purpose. Some of the services that will be offered through lease include ambulances, firefighting engines, and motor vehicles and cleaning services among others

Development Partners

This is the main source of financing, with the World Bank been the major financier having provided the GoK of Kenya with a loan of 300,000,000 USD, which is later given to counties as a grant to establish and develop municipalities. The Kenya Urban Support Program (KUSP) seeks to support the implementation of the Kenya Urban Programme (KenUP), which is the Kenya's government's development strategy emanating from and giving life to the Kenyan National Development Policy (NUDP). The Municipality will collaborate with development partners in setting up some priority projects and programs within Municipality. Some partners will give grants to the Municipality to develop some essential services within

the Municipality. Such partners may include French Agency for International Development (AFD), European Union (EU) German Aid (KfW) Swedish International Development Agency (SIDA) and World Bank, etc

External Borrowing

The Municipality may adopt borrowing as financing options for the projects it intends to do. It will come up with policies that will guide debt management. However, these have to be in line with the PFM Act (2012).

Some of the external revenue sources the Municipal can borrow from include:

a) Foreign Direct Investments: Municipal Board shall attract FDI through making substantial investments in improving the business environment, provision of reliable electricity/power, increasing the purchasing power of her citizens to create a strong market and entering into beneficial Public-Private Partnerships (PPPs).

b) Foundations: Municipal Board shall establish a data bank of Foundations and establish close working relationships with them to bring about socio-economic development To be effective in attracting resources from foundations, Municipal Board would have to formulate an interactive institutional and organizational structure that takes membership from all stakeholders. Some of the foundations serving as sources of community development funds in Kenya include; Living Water Foundation an American Foundation, The Ford Foundation, The Clinton Foundation, Bill Gate Foundation, The Rockefeller Foundation, The Mac Arthur Foundation and The Toyota Foundation.

c) Corporate Social Responsibility: The companies within the Municipality will be encouraged to give back to the community inform of projects and community services.

d) Bilateral Funding: This involves aid flowing from one Government to another. It may take various forms such as; Aid flowing from one Government to a non-governmental organization;

Government to Governmental organizations; and Embassies to local projects. For example: Department for International Development (DFID) of the United Kingdom, United States of America agency for International Development (USAID), Danish International Development Agency (DANIDA) for Denmark, The Belgian Government, German Cooperation (GIZ).

e) Multilateral Financing: This type of support is regulated by the Public Finance Management Act 2012 and Municipal Board Act, 2012. It refers to financing that involves more than two nations. Funds are mobilized from many countries and disbursed through global or regional

bodies such as Bretton Woods Institutions, The European Union, and The African Development Bank among others.

f) International Civil Society Organizations: International civil society groups support various development initiatives in the Municipality. Municipal Board can establish close working relationships with these organizations to support various development initiatives. This can be done by establishing an interactive data base where information on desired developments and conditionality's can be exchanged with the aim of generating positive responses. Some of the civil society organizations which provide community development funds in Kenya include; Action Aid, Aga Khan Foundation, Care International, Care Canada, World Vision and Catholic Relief Services etc.

g) United Nations Agency: The United Nations Development Assistance Framework (UNDAF)

guides collaborative response of the UN system to Kenya's priority development needs while maintaining individual agency mandates. The UN system includes Food and Agriculture Organization (FAO), the World Bank (IBRD), International Fund for Agricultural Development (IFAD), International Monetary Fund (IMF), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), World Food Programme (WFP), World Health Organization, (WHO) among others. Municipal Board can partner with any United Nations Agency for the advancement of its development agenda.

5.4 Asset Management

The section discusses the measures the Municipality has put in place to manage its assets. Strategic Municipal Asset Management is an approach to develop and maintain municipality owned infrastructure assets to ensure that:

- (i) Asset requirements and the management of municipal assets is driven by defined service levels and performance standards, and are linked to strategic planning objectives.
- (ii) Scarce financial resources are properly allocated and managed to optimize investment in infrastructure.
- (iii) A long-term (life cycle) approach is taken when determining asset operations, maintenance, renewal and development strategies.

Asset management is a process that enables an organisation to examine the need for and performance of assets and their systems at different levels.

Best Practice Asset Management

To achieve 'best practice' in asset management, the municipality must be able to demonstrate:

- i. Knowledge of levels of service required by customers
- ii. Ability to predict future demands for service.
- iii. Knowledge of ownership of existing assets.
- iv. Knowledge of physical condition of assets
- v. Knowledge of asset performance and reliability
- vi. Knowledge of asset utilization and capacity
- vii. Ability to predict the estimated time of failure for assets
- viii. Ability to analyze alternative treatment options
- ix. Ability to rank works based on economic analysis
- x. Ability to prioritize works to suit the available budget
- xi. Ability to develop and revise strategic objectives for each asset
- xii. Ability to optimize operations and maintenance activities.

Asset Management Plans

Asset management plans are long-term plans for managing an organization's infrastructure asset portfolio so as to achieve the organizations strategic goals and to provide a mechanism for integrating an organisation's strategic planning and budgeting processes.

This asset management plan will include:

- (i) Strategic goals,
- (ii) Growth and demand projections
- (iii) Asset management strategies,
- (iv) Asset management tactics,
- (v) Financial projections including cash-flow forecasts,
- (vi) Monitoring, control and review mechanisms,
- (vii) An asset management improvement plan.

The asset management improvement planning components described below provide the framework for assessing the 'current' and 'appropriate future' status of asset management practices in the municipality.

These components are typically broken down into the attributes supporting effective infrastructure asset management.

Management Practices Planning Practices Implementation Practices

Management Practices	Planning practices	Implementation Practices
<p>Processes</p> <ul style="list-style-type: none"> • Demand analysis • Knowledge of assets • Asset accountability/valuation/pricing • Strategic (life cycle) planning • Asset creation/disposal • Asset operations • Asset maintenance • Review/audit process <p>Asset Data and Knowledge</p> <ul style="list-style-type: none"> • Identification/categorization • Location • Physical attributes • Condition • Cost and maintenance histories • Valuation <p>Asset Information systems</p> <ul style="list-style-type: none"> • Financial • Asset register • Plans records/GIS • Maintenance management • condition 	<p>Asset Management Plan</p> <ul style="list-style-type: none"> • Demonstrate understanding of assets. • Explicit levels of service • Future demand • Failure modes and consequences • Operations and maintenance • Works identification and prioritization • Financial forecasts • Asset management practices improvement plan 	<p>Commercial tactics</p> <ul style="list-style-type: none"> • Outsourcing non-core activities • Contract structures • Quality specifications • Monitoring procedures <p>Organizational Issues</p> <ul style="list-style-type: none"> • Organizational structure • Corporate commitment and understanding • Roles and responsibilities <p>People Issues</p> <ul style="list-style-type: none"> • Commitment/motivation • Skill and age profiles • Training programs • Public consultations

5.5 Risk Management

This section provides the key anticipated risks that may hinder the implementation of the MIDP, potential risk implications and proposed mitigation measures to enhance sustainable development. The information should be provided in the format presented in Table 25.

Table 25: Risk, Implication, Level and Mitigation Measures

Risk Category	Risk	Risk Implication	Risk Level (Low, Medium, High)	Mitigation measures
Financial	Inadequate financial resources	Stalled projects	Medium	Resource mobilization Strategies
Technological	Cyber security Risk	Breach of valuable information	High	Investment in cyber security risk management
Climate Change	Drought	Loss of livestock and reduced crop productivity	High	Climate smart agriculture practices
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	Timely recruitment

CHAPTER SIX

MONITORING, EVALUATION AND LEARNING

6.1 Overview

To effectively implement this plan, there is need to incorporate a feedback mechanism to ensure internal checks and balances that will ensure any deviations from the set targets are immediately addressed. To facilitate this, we will mainstream monitoring, evaluation, reporting and learning in all activities at all levels to inform any variations.

6.1 Institutional Framework

Monitoring and Evaluation Unit (MEU)

The Municipality has a unit in charge of monitoring, evaluation, reporting and learning. In its coordination role, the unit shall:

- ✓ Provide oversight for the development of performance indicators for departmental/ sector development plans and the achievement of the ADP goals.
- ✓ Facilitate harmonization between M&E tools and processes at departmental levels.
- ✓ Set standards for Monitoring and Evaluation of all public programmes and projects.
- ✓ Provide technical support to state and non-state actors with respect to building of technical capacity and the culture of M&E.
- ✓ Ensure that coordination arrangements for CIMES are established and implemented at all levels.
- ✓ Set M&E norms and standards for the implementation of CIMES.
- ✓ Guide the operations of COMEC
- ✓ Prepare M&E reports including but not limited to APR, PER and Evaluation reports.
- ✓ Prepare a capacity plan and mobilize resources for capacity development on M&E
- ✓ Promote the usage of relevant software and ICT tools for M&E in state and nonstate actors at all levels.
- ✓ Prepare and review of M&E communications strategy to promote CIMES.

6.2 Monitoring & Evaluation Tools

i. M&E plan:

All projects and programmes shall include an M&E plan. Minimum requirements for Monitoring and Evaluation plan shall include SMART indicators for implementation and results; Baseline data for the project or programme indicators; and identified reviews and evaluations to be undertaken.

ii. Results Based M&E Framework:

Effective monitoring and evaluation is based on a clear, logical pathway of results, in which results at one level lead to results at the next level. Results from one level flow towards the next level, leading to the achievement of the overall goal. The major levels that the plan focuses on are: Inputs; Outputs, including processes; Outcomes and Impacts. The performance indicators and targets should be results oriented, clear, relevant, economic, adequate and monitorable.

6.3 Technical and Managerial Capacity

The officers charged with overseeing M&E activities at all levels are equipped with skills and capacities to perform their roles effectively. To embrace automation for real time reporting, training in ICT was done to encourage uploading, downloading and data analysis for continuous updating of databases and use of M&E information by all stakeholders.

6.4 M&E Outcome Indicators

This section defines the municipality's outcome indicators by sector.

Table 24: Outcome Indicator Reporting Table;

Urban Development and Management	Sustainable Urban Development and Management	Urban areas with functional management committees	2022	-	7	7	Departmental Reports	Department of Lands, Urban, Physical Planning and Housing	Annual
----------------------------------	--	---	------	---	---	---	----------------------	---	--------

		Proportion of Urban population with access to sewerage connection	2022	-	50	80	Departmental Reports	Department of Lands, Urban, Physical Planning and Housing	Annual
		Proportion of Urban population with access to safe water	2022	22.5%	40	60	Departmental Reports	Department of Lands, Urban, Physical Planning and Housing	Annual
		Proportion of urban population with access to electricity	2022	80%	90	100	Departmental Reports	Department of Lands, Urban, Physical Planning and Housing	Annual

6.5 Data Sources and Collection Method

The data collection activities will involve desktop data collation through participatory social activities from various media platforms, field surveys and daily observations by project supervisors. The sector will also adopt indicators documented by established national government data collection agencies like KNBS.

6.6 Reporting Structures

Tracking of progress and reporting of results will focus on inputs, processes, outputs, outcomes, and impacts of development initiatives in the Municipality. Performance reports will be prepared in these formats:

- Monthly reports by implementing agencies
- Quarterly reports by implementing agencies
- Annual progress reports
- Field visits and observations of programme activities and projects
- End of programme/project reports by the implementing agencies and Municipality Monitoring and Evaluation Unit.

The table below presents some of the reports to be prepared.

	Report	Frequency	Responsibility	Target Consumers
1	Progress reports	Daily, Monthly, Quarterly, annually	Project Supervisor	<ul style="list-style-type: none"> • Project implementation committee • Funding agencies • Oversight agencies • Public
2	Monitoring and Evaluation Reports	Quarterly	Monitoring and Evaluation Agencies	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies
3	Audit Reports	Annually	Internal audit directorate/ Kenya National Audit Office	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies • Public

Dissemination and feedback mechanisms and Citizen's engagement

The reports shall be utilized to inform policy actions planning and Budgeting. These reports shall be widely disseminated to key stakeholders including legislators, policy makers, research institutions, development partners and members of the public for their use.