



# BUNGOMA COUNTY KIMILILI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN-2023-2027

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‘Accelerating socioeconomic transformation through increasing access to quality education and training’



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**JANUARY, 2023**

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This document is also available at [www.bungoma.go.ke](http://www.bungoma.go.ke)



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**Motto:**

*“Our Heritage, Our Wealth”*

**Vision:**

*“A center of excellence in sustainable urban development, innovation, environmental safety and social inclusion”*

**Mission:**

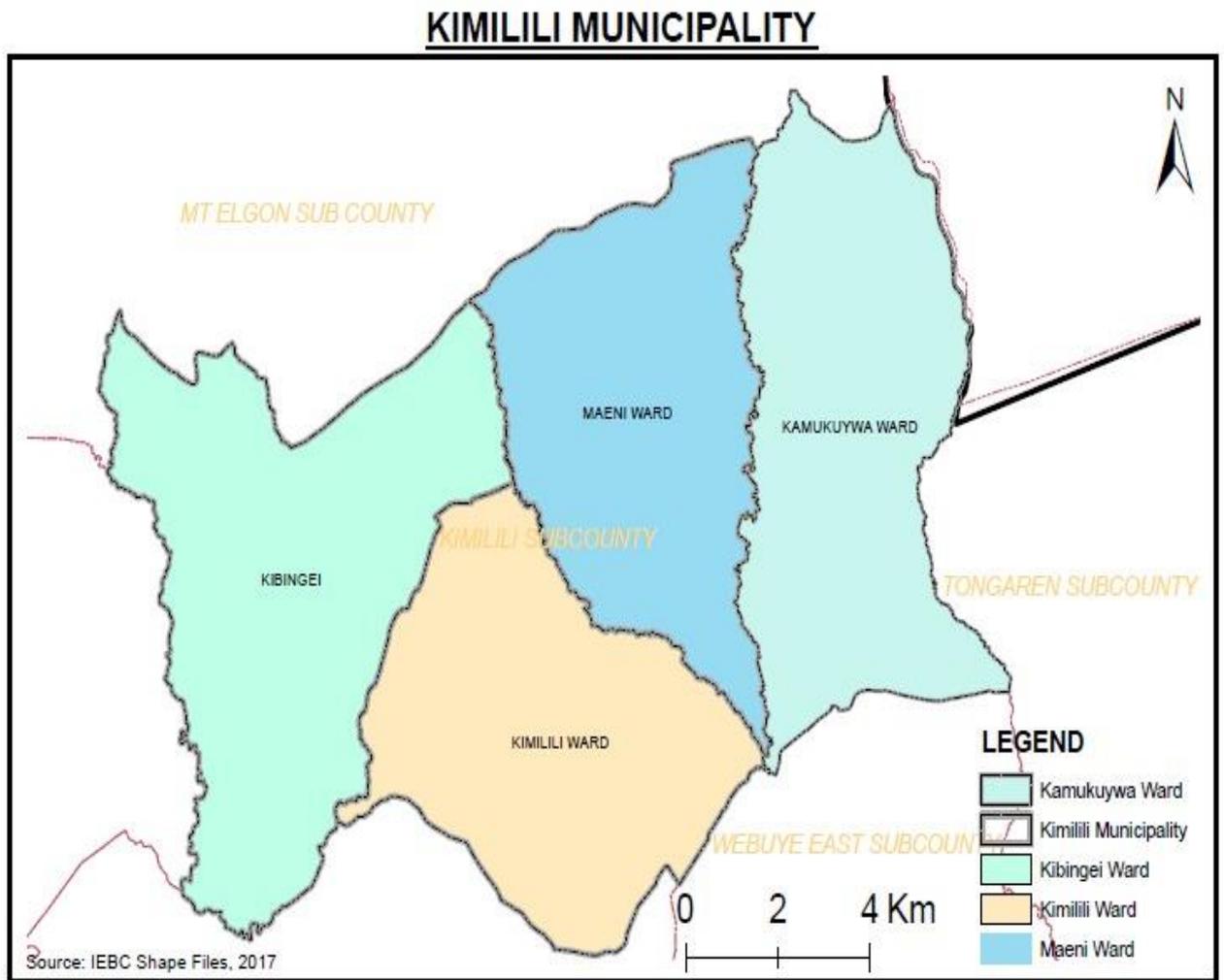
*“To provide citizens and business community effective municipal services while maintaining community values”*

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# A MAP OF THE MUNICIPALITY OF KIMILILI



## GLOSSARY OF COMMONLY USED TERMS

**Baseline:** An analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons 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:** The key constraint/emerging issue concerning a sector that needs to be addressed or tapped into through various interventions and programmes.

**Evaluation:** Evaluation is a systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. An evaluation determines the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability

**Flagship/Transformative Projects:** These are projects with high impact in terms of employment creation, increasing county competitiveness, 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 that aims at reducing environmental risks and ecological scarcities as well as enhancing sustainable development without degrading the environment.

**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 coordinating the efforts of national and devolved levels of government and other relevant stakeholders to bring together 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, analyzing and reporting data on a project's 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**

Kimilili was an urban Centre strategically located with a very rich agricultural hinterland until the year 2019 when it was granted the Municipal Charter hence establishing the Municipality. I am honoured to present to you the Municipality's development blueprint for the next five years (2023-2027). This Municipality Integrated Development Plan (MIDP), themed "Accelerating socioeconomic transformation to a more competitive, inclusive and resilient economy: A Bottom-Up Approach" aims to facilitate access to adequate and quality services while creating an enabling environment for sustainable development.

The governance and management of the municipality shall be based on the following principles: recognition and respect for the constitutional status of county government; recognition of the principal and agency relationship between the board of the Municipality and the county government of Bungoma; promotion of accountability to the county government and residents of the Municipality; institutionalized active participation by its residents in the management of the Municipality affairs; efficient and effective service delivery; and clear assignment of functions.

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

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 5.5 kms of Municipal Roads to Bitumen Standards which has improved road network, opening up of back streets and reduction in motor vehicle maintenance cost, travel time and cost; Rehabilitation and Construction of Thursday, Monday market and Buspark. This has improved working environment of traders within the markets and Buspark; Installation of Highmast Lights at Nasusi and Chebukwabi Market. This has improved safety among citizens within the market; Urban greening and beautification within Kimilili town as well as Installation of Waste Collection Bins has improved solid waste management.

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 Talents development and Management

Further, we will partner with private sector and development partners to ensure we deliver on this plan's objectives and targets as this is critical in creating a resilient economy that will accelerate socio-economic transformation of our county and make it more competitive locally, nationally, regionally and globally.



**DR. MONICA FEDHA**

**CECM-LANDS, PHYSICAL PLANNING, HOUSING AND MUNICIPALITY.**

## ACKNOWLEDGEMENT

The operationalization of Kimilili Municipality is a game changer that will come with a new level 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 M. Lusak and H.E the deputy Governor Jenifer for giving the strategic policy direction and coordinating the preparation process of the Municipality Integrated Development Plan I.

We recognize the support provided by the CECM-Lands, Physical Planning, Housing and Municipalities, Arch. Douglas Sasita, Chief Officers-Housing and Municipalities, Dr. Rashid Fwamba and the Manager, CPA Gabriel Kibiriti for providing sound leadership to the sector working group and ensuring that the requisite planning and governance structures are established as prescribed in law.

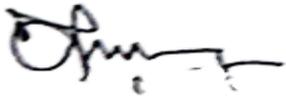
Technical officers from the Municipality led by heads of Section Kennedy Pkania, Dona Chesang, Benson Wangila, Maureen Nekoye, and Elizabeth Masinde who provided data and information that formed the basis for the MIDP I and their personal participation during the write-up workshops is duly recognized.

I would also like to register my appreciation for the unwavering commitment and teamwork of the Economic planning department Director James Wafula and Metrine Chonge for their invaluable technical contribution and providing professional services to the overall preparation of this plan.

The support received from the various institutions Registered groups, all stakeholders, 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 publics, 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.



**WANYONYI BUTEYO**  
**CHAIRMAN-KIMILILI MUNICIPALITY BOARD.**

## EXECUTIVE SUMMARY

In conformity with Article 220 (2) of the Constitution this third County Integrated Development Plan (CIDP) 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 county 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;**

- ❖ Kenya Devolution Support Program - Development
- ❖ Kenya Urban Support Program - Development
- ❖ County Government funds - Recurrent

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 5.5 kms of Municipal Roads to Bitumen Standards which has improved road network, opening up of back streets and reduction in motor vehicle maintenance cost, travel time and cost; Rehabilitation and Construction of Thursday, Monday market and Buspark. This has

improved working environment of traders within the markets and Buspark; Installation of Highmast Lights at Nasusi and Chebukwabi Market. This has improved safety among citizens within the market; urban greening and beautification within Kimilili town as well as Installation of Waste Collection Bins has improved solid waste management.

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 Talents 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 **6.6** billion.

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

**Municipality 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 2018-2022 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 Kimilili 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 Kimilili, 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.

## **SERVICE COMMITMENT STATEMENT**

We, the undersigned, being the top management and decision makers of Kimilili 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 GABRIEL KIBIRITI**  
**MUNICIPAL MANAGER, KIMILILI**

## **CHAPTER ONE: MUNICIPAL OVERVIEW**

### **1.1 Background**

Kimilili got its name from a borrowed Kalenjin word kimilili which means leopard. Just like Chesamisi, Kimilili lies in the slopes of Mt. Elgon that was originally a place with many leopards.

The town began in the 1920s as a service centre for the Friends Quakers Missionaries who settled in Kamusinga Area. They pitched their first church and the famous Friends School Kamusinga which is known for the academic prowess and their skills in sports like Basketball.

### **Evolution**

In 1991 Kimilili Town Council was established under the defunct Local Government Act, Cap 265. The jurisdiction was hived from the Bungoma County Council. It was headed by the Council Chairman. The First Council Chair Was Timona Masinde. The administrative functions were handled by the Town Clerk.

In 1997 Kimilili Town Council was elevated into a municipal Council. It was headed by the Municipal Mayor. The first Mayor was His Worship Hon. Gabriel Sisule. He was followed in succession by the Hon. John Kunusia and Hon. Dickson Simiyu. The administrative functions continued to be executed by The Municipal Clerk. It continued being a municipality until the enactment of the County Governments Act 2012 a product of the Kenya's New Constitution 2010 which repealed the Local Government Act Cap 265. The Local authorities died a natural death. Kimilili remained to be an urban center in Kimilili Sub- County until the year 2019 when an Ad-hoc committee was formed in line with the Urban Areas and Cities Act No. 13 of 2011 which advised the Governor to grant the Municipal Charter establishing the Municipality. The Municipality is headed by the Board Chairperson. The first Chairperson of The Municipality of Kimilili was Joseph Mulama having being elected by the Board Members

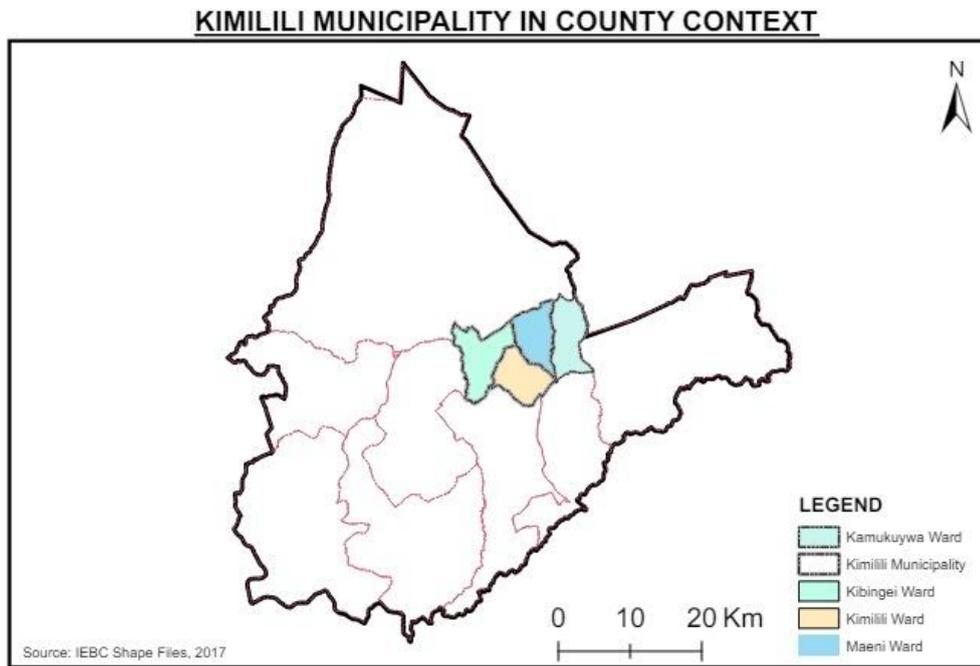
The area is cosmopolitan being occupied mainly by the Bukusu, few Sabaots, few Kikuyus, few Teso and many other communities. In past years, this region suffered from land conflicts that resulted in displacement of thousands.

Kimilili is an administrative Centre strategically located with a very rich agricultural hinterland. Its proximity to the fertile slopes of Mt Elgon on the Kenya- Uganda border, has made it a trading centre for agricultural goods and services. The surrounding region is mainly farmland, the main cash crops being coffee, maize, beans, sunflower seed, sugarcane, bananas and tea.

### **1.2 Position and Size**

The Municipality is situated in the Northern part of Bungoma County in Western Kenya and covers an estimated area of 181.2 square kilometres. It is composed of four wards namely Kimilili; Kibingei Kamukuywa and Maeni. It neighbours Sub-County of Mt. Elgon, Tongaren, Kabuchai, Webuye and Sirisia among others. The headquarter of the Municipality is Kimilili town. The urban area lies between latitude 0.7130 and latitude 0.8520 North of the Equator, and longitude 0°46'60'' North and 34.7740 East of the Greenwich Meridian. Its altitude is 1,570m.

**Figure 1: Location of the Municipality in the county**



### **1.3 Physiographic and Natural Conditions**

#### **1.3.1 Physical and Topographic Features**

The terrain of the Municipality, height above sea level, mountains, forests, hills, slopes, plains, rivers, water bodies etc.

#### **1.3.2 Climatic Conditions**

Temperature in degrees Celsius (min (15.22°C) and max (27.17°C)), rainfall patterns (min and max) and seasons (months of short and long rains), humidity (74.7%) etc.

#### **1.3.3 Ecological Conditions**

Ecological zones based on the county physical, topographical features, climatic conditions and favourable socio-economic activities.

#### **1.3.4 Environmental Protection in Kimilili Municipality**

Environmental protection within the municipality focuses on sustainable management of natural resources, reduction of pollution, and promotion of environmentally friendly practices. The county government together with community groups and stakeholders has implemented various environmental initiatives aimed at protecting the local ecosystem.

Key environmental protection measures include:

- **Solid Waste Management:** Community clean-up programs, installation of public waste bins, and awareness campaigns on proper waste disposal and recycling help reduce environmental pollution in urban areas.
- **Water Resource Protection:** Efforts are made to protect rivers, wetlands, and water catchment areas through rehabilitation of degraded riparian zones and public sensitization on water conservation.
- **Afforestation and Tree Planting:** Tree planting initiatives and conservation of forested areas help restore degraded ecosystems and enhance biodiversity.

- **Sustainable Agricultural Practices:** Farmers are increasingly adopting environmentally friendly practices such as organic farming, crop rotation, mulching, and composting to improve soil fertility and reduce environmental degradation.
- **Sanitation and Sewer Infrastructure:** Investments in sewer systems and improved sanitation facilities aim to reduce pollution and improve public health.

These initiatives support sustainable urban growth and contribute to a cleaner and healthier environment in the municipality.

### **1.3.4 Environmental Protection in Kimilili Municipality**

#### **Social Impact Assessment and Management**

To ensure responsible development, the following social impact management strategies will be adopted:

- **Community Participation:** Strengthening public engagement through ward forums, stakeholder meetings, and participatory planning.
- **Livelihood Restoration Programs:** Providing support where development projects affect existing economic activities.
- **Equity and Inclusion Measures:** Ensuring equal opportunities for women, youth, and marginalized groups in employment and project benefits.
- **Resettlement and Compensation Plans:** Implementing fair and transparent procedures in cases of land acquisition or relocation.
- **Conflict Resolution Mechanisms:** Establishing grievance redress systems for addressing community concerns and disputes.
- **Capacity Building:** Training local leaders and community groups in social accountability and project oversight.

### **1.3.5 Natural Resources in Kimilili Municipality**

Kimilili Municipality is endowed with several natural resources that support socio-economic development and environmental sustainability. These resources include:

- **Water Resources**  
The municipality is served by several rivers and streams such as Kuywa, Kamusinga, Kibingei, and Kapsokwony rivers, which provide water for domestic use, irrigation, and economic activities. However, water quality may be affected by soil erosion, agricultural activities, and human settlement along riverbanks.
- **Agricultural Land**  
The municipality has fertile soils suitable for crop production. Most of the land is utilized for subsistence and commercial agriculture, making agriculture the backbone of the local economy and a key natural resource for food security and income generation.
- **Forest and Biodiversity Resources**  
Although large forests are located mainly around the nearby Mt. Elgon ecosystem, the municipality benefits from forest resources that provide timber, fuelwood, and ecological services such as climate regulation and biodiversity conservation. The wider Bungoma region also supports wildlife species such as monkeys, gazelles, and various bird species.
- **Soil Resources**  
The fertile soils support agricultural productivity but are vulnerable to erosion if not properly managed. Sustainable land management practices such as terracing, agroforestry, and soil conservation are important for maintaining soil fertility and preventing degradation.

## 1.4 Administrative and Political Units

### 1.4.1 Administrative Units

Figure 2: Municipality's Administrative and Political Units

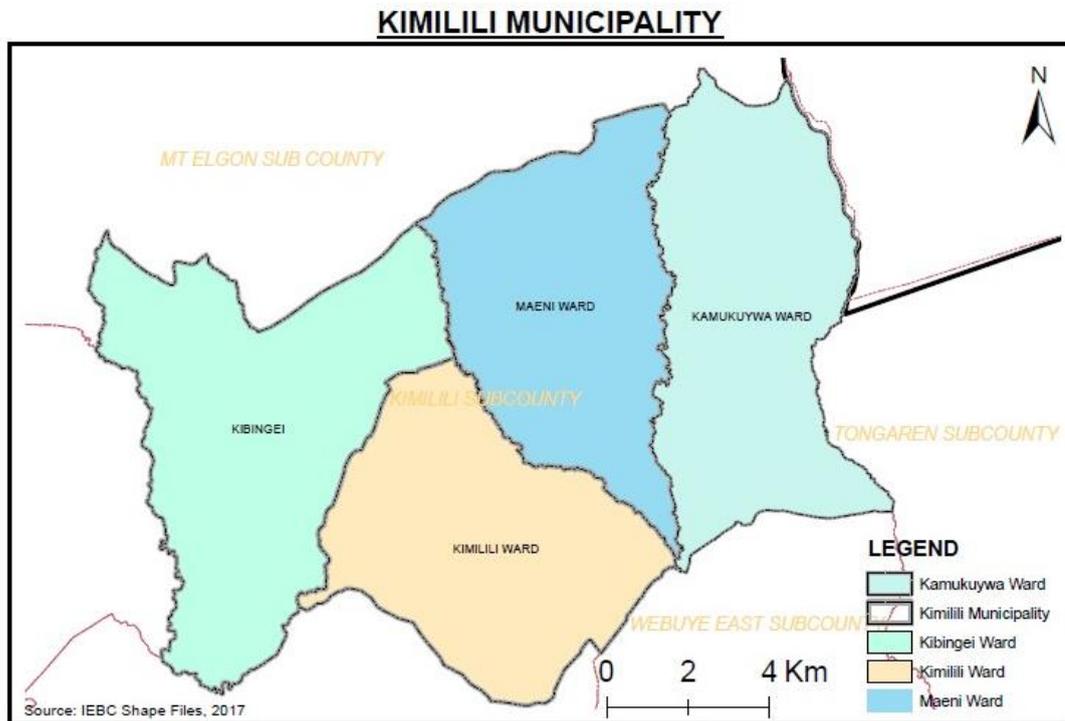


Table 1<sup>1</sup>: Area (Km<sup>2</sup>) by Wards

WARD	CENSUS POPULATION (2019)	MALE	FEMALE	HOUSEHOLDS	AREA	POPULATION DENSITY
<b>Kimilili</b>	44,246	21,343	22,902	10,417	42.1	1,051
<b>Kibingei</b>	41,858	20,401	21,456	8,904	51.9	810
<b>Maeni</b>	29,477	14,257	15,219	6,012	41	744
<b>Kamukuywa</b>	46,457	22,559	23,898	9,825	46.2	1999
<b>Total</b>	<b>162,038</b>	<b>78,560</b>	<b>83,475</b>	<b>35,158</b>	<b>181.2</b>	<b>4,604</b>

Source: KNBS

### 1.4.2 Municipality Administrative wards by constituency

Table 2: Kimilili Municipality Administrative Wards

Constituency	Wards	Villages
Kimilili	Kibingei	Daraja Mungu, Khwiroro, Siuna, Lutonyi, Kitayi and Kibunde
	Kimilili	Luanda, Sitabicha, Kimilili township, Bahai, Chelekei, Matili
	Maeni	Sikhendu, Kamasielo, Nasusi, Nameme
	Kamukuywa	Mbongi, Makhonge, Mapera, Kimakwa, Musembe, Nabikoto.

Source: County Government of...

## 1.5 Demographic Features

### 1.5.1 Population Size, Composition and Distribution

Age-group	Kibingei	Kimilili	Maeni	Kamukuywa
0-4	7190	7568	5052	7906
5-9	6571	6916	4617	7225
10-14	5533	5823	3887	6083

<sup>1</sup> Counties may consider other formats of table numbering, e.g., Table 1.1, 1.2... 2.1, 2.2, etc.

15-19	4574	4814	3213	5029
20-24	3595	3784	2526	3953
25-29	2676	2817	1880	2943
30-34	2165	2279	1521	2381
35-39	1734	1825	1218	1906
40-44	1314	1383	923	1445
45-49	1214	1278	853	1334
50-54	919	967	646	1010
55-59	679	715	471	747
60-64	511	538	359	562
65-69	375	395	264	413
70-74	304	320	213	334
75-79	228	240	160	256
80+	292	307	205	321
Totals	39,874	41,969	28,008	43,843

### Municipality Population Age Structure

Table 4: Population Projections (by Ward and Sex)

Ward	Census (2019)				Projection (2022)				Projection (2025)				Projection (2027)			
	M	F	T	HHs	M	F	T	HHs	M	F	T	HHs	M	F	T	HHs
Kimilili	21,343	22,902	44,246	10,417	22,850	24,519	47,370	11,152	24,463	26,250	50,714	11,940	25,601	27,471	53,074	12,495
Kibingei	20,401	21,456	41,858	8,904	21,841	22,971	44,813	9,533	23,383	24,592	47,975	10,206	24,471	25,737	50,209	10,680
Maeni	14,257	15,219	29,477	6,012	15,264	16,293	31,558	6,436	16,341	17,444	33,786	6,891	17,101	18,255	35,358	7,211
Kamukuywa	22,559	23,895	46,454	9,825	24,138	25,571	49,709	10,513	25,828	27,361	49,979	11,249	27,636	29,276	53,478	12,036
Total	78,560	83,475	162,035	25,333	84,059	89,318	173,377	27,121	89,943	95,570	185,513	29,036	96,239	102,259	138,641	198,498

Source: (Information to be provided by CSO)

Where M is male, F is female and T is Total

### 1.5.2 Population Density and Distribution

Provide population density and distribution per ward.

WARD	CENSUS POPULATION (2019)	MALE	FEMALE	HOUSEHOLDS	AREA(KM2)	POPULATION DENSITY
Kimilili	44,246	21,343	22,902	10,417	42.1	1,051
Kibingei	41,858	20,401	21,456	8,904	51.7	810
Maeni	29,477	14,257	15,219	6,012	39.6	744
Kamukuywa	46,457	22,559	23,895	9,930	46.2	1,999
Totals	162,038	78,560	83,472	35,263	179.6	4,604

Table 7: Population distribution and density by Wards

Ward	2019 (Census)		2022 (Projection)			2025 (Projection)		2027 (Projection)		
	Area (KM <sup>2</sup> )	Population	Density	Area (KM <sup>2</sup> )	Population	Density	Population	Density	Population	Density
Kimilili	42.1	44,246	1,051	42.1	47,369.73	1,125	50,714	1,205	53,074	1,261
Kibingei	51.7	41,858	810	51.7	44,813.14	867	47,977	928	50,209	971
Maeni	39.6	29,477	744	39.6	31,558.05	797	33,786	853	35,358	893

<b>Kamukuywa</b>	46.2	46,457	1,999	46.2	49,708.99	2,139	53,189	2,286	56,912	2,446
<b>Total</b>	179.6	162,038	4,604	179.6	123,740.92	928	132,477	993	138,641	1,039

Source: KNBS

### 1.5.3 Population Projection by Broad Age Groups *Introduce Table 8*

Table 8: Population Projections by Broad Age Groups

Age Group	2019 (Census)				2022 (Projection)				2025 (Projection)				2027 (Projection)			
	M	F	Intersex	T	M	F	Intersex	T	M	F	Intersex	T	M	F	Intersex	T
Infant Population (<1 Year)	1,869	1,879			20 00	20 11			2,1 40	2,1 52			2,2 90	2,3 03		
Under 5 Population	10,346	10,323			11 07 0	11, 04 6			11, 84 5	11, 81 9			12, 67 4	12, 64 6		
Pre-School (3- 5 Years)	6,755	6,809			72 28	72 86			7,7 34	7,7 96			8,2 75	8,3 42		
Primary School (6 – 13 Years)	20,277	20,499			21, 69 6	21, 93 4			23, 21 5	23, 46 9			24, 84 0	25, 11 2		
Secondary School (13 – 19 Years)	15,805	15,664			16, 91 1	16, 76 0			18, 09 5	17, 93 2			19, 36 2	19, 18 8		
Youth (15 – 29 Years)	21,386	22,997			22, 88 3	24, 60 7			24, 48 5	26, 32 9			26 19 9	28, 17 2		
Women of Reproductive Age (15 – 49 Years)	35,270	38,576			37, 73 9	41, 27 6			40, 38 1	44, 16 5			43, 20 8	47, 25 7		
Economically Active Population (15 – 64 Years)	40,5458	44,515			43, 38 6	47, 63 1			46, 42 3	50, 96 5			49, 67 3	54, 53 3		
Aged (65+)	2,614	3,307			2,7 97	3,5 38			2,9 93	3,7 86			3,2 03	4,0 51		

Source: KNBS

### 1.5.5 Demographic Dividend Potential

The demographic dividend is a temporary opportunity for faster economic growth that begins when fertility rates fall, leading to a larger proportion of working-age adults and fewer younger dependents. It occurs when a falling birth rate changes the age distribution so that fewer investments are needed to meet the needs of the youngest age groups and resources are released for investment in economic development and family welfare.

Table 10: Demographic Dividend Potential

Category	2019	2023	2024	2025	2026	2027
<b>Population Size</b>	1,670,527	1,786,973	1,815,827	1,844,681	1,869,650	1,894,619
<b>Population below 15 (%)</b>	44.3	34.6	34.1	33.6	33.0	32.5
<b>Population 15 – 64 (%)</b>	52.1	62.0	62.4	62.7	63.2	63.6
<b>Population above 65 (%)</b>	3.6	3.4	3.5	3.6	3.8	3.9
<b>Dependency Ratio</b>	91.8	61.3	60.3	59.4	58.2	57.1
<b>Fertility Rate</b>	3.6	3.9	4.2	4.5	4.8	5.1

The Municipality mirrors the county demographic dividend potential in which there is a relatively youthful population as shown in table above. In 2019, about 1 in 2 people in the county was a child less than 15 years. This has a huge burden on county resources because a considerable proportion has to be invested in child education, health, nutrition leaving little for investment into agriculture, business and industry. This does not provide opportunity for harnessing the demographic dividend. However, it is worth noting that by 2027, the county shall have increased its working age population to more than 60%. Although this is good progress in reducing dependency, more still needs to be done in reducing fertility so that more people fall within the working age.

The transition from high fertility to low fertility offers policymakers a window of opportunity to transform the county's economic performance through appropriate policies. The demographic window for Bungoma County is expected to open in the year 2032. This is the period when the county can achieve maximum pace of economic growth as a result of the huge labour force relative to the dependent population.

Harnessing the demographic potential is anchored on minimum of five pillars or wheels:

#### **1.5.5.1 Demographic Transition;**

The municipality has been experiencing gradual demographic changes characterized by growth, urbanization seeking for better Markets, health care services and improved infrastructure within the municipality

#### **1.5.5.2 Education;**

Education is a key driver of socio-economic development in Kimilili Municipality and plays a vital role in improving human capital, productivity, and overall quality of life. The municipality, located within Bungoma County, has continued to prioritize access to quality and inclusive education as part of its broader urban development and social transformation agenda.

The education sector in Kimilili Municipality comprises Early Childhood Development Education (ECDE) centres, primary schools, secondary schools, and tertiary training institutions. ECDE centres provide foundational learning for young children and are largely supported by the county government through infrastructure development, teacher recruitment, and provision of learning materials

.Despite these achievements, the education sector in Kimilili Municipality faces several challenges. These include inadequate infrastructure in some schools, limited teaching and learning resources, overcrowded classrooms, and occasional shortages of teaching staff

Going forward, the municipality aims to improve educational infrastructure, enhance teacher capacity, promote digital learning, and support technical and vocational education and training (TVET). These interventions will contribute to building a skilled and knowledgeable population capable of driving sustainable development within Kimilili Municipality.

#### **1.5.5.3 Health**

Access to quality and affordable healthcare services is essential for improving living standards, reducing disease burden, and supporting sustainable socio-economic development within the municipality.

Health services in the municipality are provided through a network of public, private, and faith-based health facilities, including dispensaries, health centres, and sub-county hospitals. The public health facilities operate under the Bungoma County Government through the Department of Health Services, which is responsible for service delivery, health infrastructure development, staffing, and provision of medical supplies. The sector is further guided by policies and standards set by the Ministry of Health.

The municipality has made progress in improving healthcare access through the construction and upgrading of health facilities, expansion of maternal and child health services, immunization programs, and community health

outreach initiatives. Preventive and promotive health services such as sanitation campaigns, disease surveillance, and health education have also contributed to improving the general health status of the population

#### **1.5.5.4 Economic Reforms and Job Creation**

Economic reforms and job creation are essential for promoting sustainable economic growth and improving the livelihoods of residents in Kimilili Municipality. The municipality continues to implement various development strategies aimed at strengthening the local economy, enhancing productivity, and creating employment opportunities for its growing population.

One of the key economic reforms within the municipality involves improving the business environment through better urban planning, streamlined licensing processes, and support for small and medium-sized enterprises (SMEs). These reforms encourage investment and enable local entrepreneurs to expand their businesses, thereby generating employment opportunities.

Agriculture remains the backbone of the local economy, with many residents engaged in farming and agribusiness activities. The municipality supports agricultural development through improved market access, value addition initiatives, and extension services. These interventions aim to increase productivity, boost household incomes, and create jobs along the agricultural value chain.

The development of urban infrastructure, including roads, markets, and public utilities, has also contributed to job creation. Infrastructure projects provide short-term employment during construction and long-term opportunities through increased trade and service delivery. The establishment and improvement of modern markets have enhanced trading activities and created space for small-scale traders and informal businesses.

#### **1.5.5.5 Governance and Accountability.**

Governance and accountability are fundamental pillars for effective service delivery and sustainable development. The municipality operates within the broader legal and institutional framework of the Bungoma County Government, which provides policy direction, oversight, and resource allocation for municipal operations.

The governance structure of Kimilili Municipality is guided by the Urban Areas and Cities Act, which provides for the establishment and management of municipalities in the country. Under this framework, the municipality is administered by a Municipal Board and managed by the Municipal Manager who is responsible for the day-to-day operations, implementation of development programs, and coordination of service delivery within the municipality.

Accountability mechanisms are strengthened through transparent planning, budgeting, monitoring, **and** reporting processes. The municipality prepares strategic planning documents such as the Municipal Integrated Development Plan (MIDP) to guide development priorities and resource utilization. Regular monitoring and evaluation of projects and programs ensure that resources are used efficiently and that planned activities are implemented as intended.

Public participation is another key component of governance in the municipality. Residents, stakeholders, and community groups are engaged during the planning and budgeting processes to ensure that development priorities reflect the needs and aspirations of the local population. This participatory approach enhances transparency, promotes ownership of development initiatives, and strengthens trust between the municipality and the public.

In addition, the municipality adheres to financial management and audit requirements as provided under the Public Finance Management Act, which ensures prudent use of public resources and accountability in financial operations. Oversight institutions such as the County Assembly and relevant government agencies also play an important role in ensuring compliance with regulations and standards.

## **1.6 Economic Activities**

Kimilili Municipality is a fast-growing urban area. Its close proximity with the fertile slopes of Mt Elgon has seen the town rapidly grow into a trade and service centre. The commodities of exchange in the market are mostly agricultural.

Kimilili is key commercial hub serving its rich agricultural catchment that extends all the way to Mount Elgon Subcounty, Kimilili and some parts of Transzoia County. The main town centre has several economic activities which include retail grocery stores, supermarkets, institutions and numerous non-governmental organizations. Traders flock Kimilili to buy cereals, vegetables and livestock which are later supplied to other parts of the Country including Nairobi, Mombasa and Kisumu.

Service industry is also thriving within the municipality offering financial support, insurance, and accommodation services. Kimilili also serves as dormitory town for Kapsokwony and neighbouring small urban areas. There are well established residential neighbourhoods which attract people. The municipality has attracted a lot of student population due to the existence of well performing educational institutions such as Friends School Kamusinga. Due to its strength in trade and education, Kimilili's urban population is on the rise.

The culture and cultural diversity of the communities residing in Kimilili municipality are sources of enrichment for humankind and provide an important contribution to the sustainable development of the municipality, human settlements and citizens, empowering them to play an active and unique role in development initiatives and should be taken into account in the promotion and implementation of new sustainable consumption and production patterns that contribute to the responsible use of resources and address the adverse impact of climate change.

**CHAPTER TWO**  
**PERFORMANCE REVIEW OF THE PREVIOUS MIDP PERIOD**

**2.0 Overview**

This chapter provides a review on implementation of the previous MIDP 2018-22. 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 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 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)										
<b>Total</b>	<b>217</b>	<b>198.4</b>	<b>203.8</b>	<b>206.1</b>	<b>219.90</b>	<b>217.0</b>	<b>198.4</b>	<b>61.6</b>	<b>15.1</b>	<b>28.9</b>

**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
Kimilili Municipality	1,428,967,797	493,123,058	935,844,739	34.5	The Variance was attributed to delay disbursement of Funds from Development Partners.
<b>Total</b>	<b>1,428,967,797</b>	<b>493,123,058</b>	<b>935,844,739</b>	<b>34.5</b>	<b>Delays in ex chequer release</b>

**2.3 Sector Programmes' Performance Review**

Kimilili Municipality Sector targeted to improve various Urban Infrastructure in the planned period. The sector targeted to improve road network, Improve markets, Bus Park and streetlights. The Sector realized an improved and efficient urban infrastructure through:

- i. Upgrading of DC to Kimilili Road to Bitumen Standards

- ii. (1.9Kms), 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 Riziki to Slaughter House Road to Bitumen 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.
- iv. Upgrading of Thursday Market to KIE to Chetambe Road to Bitumen Standards (1Km). This has led to improved road network, opening up of back streets and reduction in motor vehicle maintenance cost, travel time and cost.
- v. Upgrading of Mkulima to Nasusi Road (Phase I) to Bitumen Standards (0.6Km). This has led to improved road network within the municipality and reduction in motor vehicle maintenance cost, travel time and cost.
- vi. Rehabilitation and Construction of Thursday, Monday market and Bus Park. This has improved working environment of traders within the markets and Bus Park.
- vii. Installation of High mast Lights at Nasusi and Chebukwabi Market. This has improved safety among citizens within the market.
- viii. Urban greening and beautification within Kimilili town.
- ix. Installation of Waste Collection Bins. This has improved solid waste management.
- x. Construction/Maintenance of ward based projects.

## Auction Ring – K.I.E. (Chetambe Area) Road.



The image above shows the Auction Ring - KIE (Chetambe Area) Road that has been upgraded with the storm drainage done to cater for the surface run-off during rainy seasons.

## **Kimilili Bus Park**



Existing passenger sheds at the Bus Park. The images above also show new offices provided in the design of the bus park.

**Kimilili Thursday Market**  
**Stalls, Mini-shops and Eatery at the Thursday Market.**



Groceries market at Thursday Market.



**Fish Market at the Thursday Market.  
Kimilili Monday Market**



**Open sheds for cereal vendors.**

**Riziki to slaughter house road.**



**DC to Kimilili Thursday Market Road**



## Mkulima-Nasusi Road-Phase 1



Mkulima-Nasusi road Phase I-At Mkulima Junction.

Mkulima-Nasusi Road Phase I-at end of Phase I

### INSTALLATION OF HIGHMAST LIGHT



High mast at Nasusi Market.



High mast at Chebukwabi Market.

## 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, reduced productivity and other environmental, social and economic challenges. 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, absence/ 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 county.
- 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 Municipal should increase its 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
<b>Rivers;</b> Kimilili Kuywa Kamusinga Kibingei Kapsokwony	Environment Water Fisheries Irrigation Transport Energy	Fluctuating water levels as a result of climate change. Water quality is poor caused by soil erosion and other human activities. The quality is	The water volume can support domestic use, agriculture, tourism and industrial development.	Poor enforcement of legal framework has led to human encroachment and pollution. Rivers Lwakhakha and Malakisi are trans-national while together	<ul style="list-style-type: none"> <li>• Promote nature-based enterprises in the freshwater and wetland resources.</li> <li>• Promote rehabilitation and restoration of</li> </ul>

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
		expected to decline due to increased farming activities, industrialization and increased human settlement.		with Nzoia, the rivers are trans county. Decision-making concerning their management is therefore a challenge.	<p>degraded wetlands and riparian zones within the ecosystem</p> <ul style="list-style-type: none"> <li>• Work and collaborate with the various regulatory agencies charged with the management of freshwater and wetland ecosystems.</li> <li>• Take integrated approaches to prevent pollution of wetlands.</li> <li>• Control alien invasive species in the wetlands and riparian areas.</li> <li>• Sensitize and empower communities in the management freshwater and wetland ecosystems</li> </ul>
<b>Soil</b>	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 subdivisions, 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 Maintaining four-season soil coverage by using cover crop and a diversified crop rotation Enhancing soil quality with compost and other natural soil amendments
<b>Mineral deposits</b>					
<b>Sand</b>	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.	Strategic recognition for sand and actions across sectors needed. Sand is the world's second most exploited resource and must be wisely managed Legal changes, recycled building material, crushed rock and 'ore-sand' from mining, among solutions. Assess and document the mineral potential of the county Formulate and implement mineral resources development and exploitation
<b>Building Stones.</b>	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.	

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
				Lack of technological knowledge on exploitation.	regulations including sand, gravel and ballast. Promote and implement mechanisms/or sustainable harvesting of sand and mining activities. 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.
<b>Hydro power</b>	Water Energy Environment		Existence of great potential areas of extraction of hydro energy power such as Nabuyole falls, Malakisi falls, Terem falls among others.	High initial cost of extraction.	Liberalize the hydro power energy production and consumption.
<b>Solar energy</b>	Energy Infrastructure	36.4% of households in the county use solar energy for lighting while 0.2% of households use solar for cooking.	There is good solar insolation all year round, with moderate to high temperatures of 4-6 kwh/m <sup>2</sup> . 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 due to the high levels of solar insolation, especially during dry seasons.	High cost of installation Vulnerability to weather changes	Solar energy equipment are very costly initially hence not affordable to common wananchi
<b>Wood fuel</b>	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. There are wood lots in individual farms, most of which belong	Existence of natural forests Enhanced tree planting culture	Urbanization Improved livelihoods	Enforce legal framework of environmental protection and management. Encourage use of alternative energy sources.

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
		to Pan Paper Mills and Nzoia Sugar Company.			

## 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
<b>Urban development</b>	Sustainable urban development	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of policies and legal framework for development and management of urban areas e.g the Urban areas and Cities Act, 2011</li> <li>• Existing urban infrastructure that can be expanded.</li> <li>• Existence of established Kimilili Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Vandalism of public infrastructure facilities.</li> <li>• High capital investments and costs of infrastructure.</li> <li>• Encroachment of land earmarked for public infrastructure (road and railway) reserves.</li> <li>• Costly climate change adaptation and mitigation measures.</li> <li>• Inadequate funding for maintenance, rehabilitation, and construction of new infrastructure.</li> <li>• Inadequate financial resources</li> <li>• High cost of land</li> </ul>
		<ul style="list-style-type: none"> <li>• Poor urban areas governance</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of Urban Areas and Cities (Amendment Act), 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate institutional capacities for management and development of Market Centres, Towns and Municipalities</li> <li>• Poor coordination among key stakeholders in governance of urban areas</li> <li>• Inadequate personnel capacity</li> <li>• Inadequate financial resources</li> </ul>
		<ul style="list-style-type: none"> <li>• Social exclusion of vulnerable groups (women, youth, older persons with disabilities,</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of policy and legal framework to inform social inclusion</li> <li>• Existence of lobby groups for social inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate disaggregated data for county vulnerability analysis and planning</li> <li>• Lack of awareness on existing policy and legal requirements for gender and social inclusion in urban development</li> <li>• Non-adherence to affirmative action strategies</li> </ul>

## **CHAPTER THREE**

### **SPATIAL DEVELOPMENT FRAMEWORK**

#### **3.0 Spatial Development Framework**

Spatial Planning is a prominent component in modern planning. With the current rate of urban Development versus fixed land resources; the Municipality has to be spatially planned in order to ensure sanity. The World Bank in collaboration with National Government has developed a Spatial Plan for the Municipality. Through spatial Planning, the Municipality will: -

- 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 inter-linkages and hasten economic growth and development.
- h) Enhance circulation between functional units within the planning area 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 Kimilili town and entire planning area
- k) Enhance the aesthetic value and promote sustainable development within the planning area.

#### **3.1. Urban Settlement Patterns**

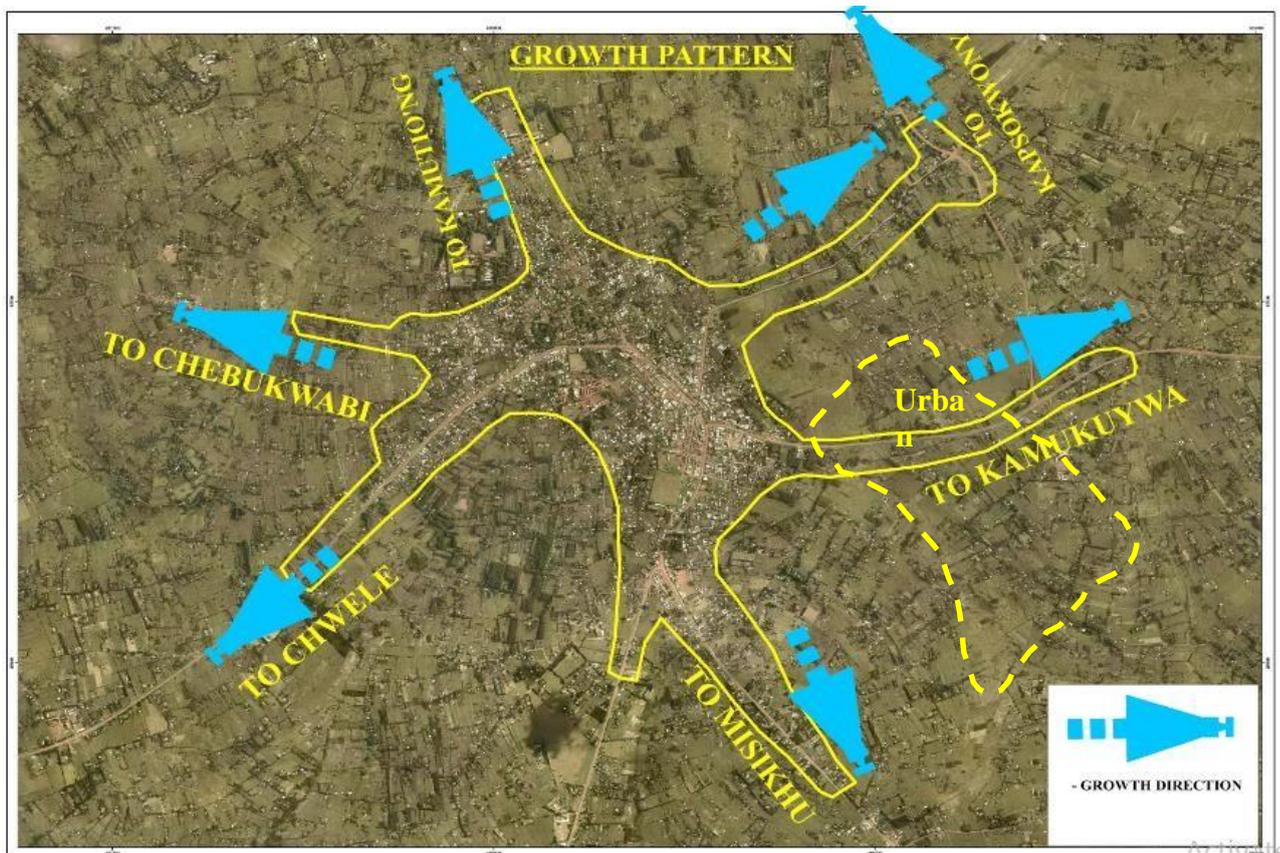
Urban and controlled. Through spatial Planning, Zoning of residential areas are done. This will settlement must be Managed help in bringing up Modern estates within the Municipality which will comprise high end/posh estates, middle class estates and low-class estates are zoned. Essential and modern infrastructure will be put up in these residential estates.

##### **3.1.1 Urban form**

The Municipality forms a six finger-like shape with the centre (CBD) at the core. It has six growth directions following the main transport routes as shown in the map below. Developments along these roads take a linear pattern. Some of the spatial problems that have arose due to this current developing trend include:-

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

The map below depicts urban structure of the Municipality.



Source: Simuplan, 2020

### 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 spatial 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', and underground tunnels and Metro rail system. 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 the transportation system

### 3.4 Water, Sewerage and Waste Management systems

Kimilili 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 spatial plan for the Municipality. Some sections shown for waste collection and disposal.

### 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 spatial Plan for the Municipality.

*New Urban;* 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:

Table 15

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 Centre of excellence in sustainable urban development, innovation, environmental safety and social inclusion.

#### **Mission**

To provide the citizens and business community effective municipal services while maintaining historical community values.

#### **Sector Goal**

To provide resilient urban infrastructure and development.

#### 4.1.2 Sector Priorities and Strategies

In the medium term, the Municipality shall constitute an urban board for proactive response to urban development issues. Among other roles, the committee/boards will be in charge of the sector highlights sector priorities and strategies as captured in the table below.

Table 16: Sector Priorities, objective and Strategies

<b>Key Result Area/Strategic Focus Areas</b>	<b>Strategic objectives</b>	<b>Strategies</b>
<b>Key result Area General</b> Administration, Planning and support services.	To enhance effectiveness and efficiency in service delivery	<ul style="list-style-type: none"> <li>• Policy and Legal Framework</li> <li>• Administrative and support services</li> <li>• Human Resource Management</li> <li>• Planning and Financial Management</li> <li>• Sector Coordination</li> <li>• Urban Governance</li> </ul>
<b>Key result Area</b> Sustainable urban development and management	To promote sustainable urban development	<ul style="list-style-type: none"> <li>• Promote Integrated Urban Development Planning and Financing</li> <li>• Increase investment in Urban Infrastructure Development</li> <li>• Enhance urban governance structures.</li> <li>• Urban Land Use, Planning and Development</li> <li>• Urban Environment and health services</li> <li>• Urban Culture and Social Services</li> </ul>

#### 4.2 Development Programmes

##### 4.2.1 Sector Programmes.

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

##### 4.2.1.1 Sector Programmes

Table 16: Sector Programmes

<b>Programme: Urban Governance</b>						
<b>Objective: To enhance effectiveness and efficiency in service delivery</b>						
<b>Outcome: Enhanced efficiency and effectiveness in service delivery</b>						
<b>Sub Programme</b>	<b>Key Outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks*</b>
Policy and Legal Framework	Policies formulated	Number of policies formulated	-	1	0	Not achieved due to lack of funds
	Bills legislated	Number of bills/guidelines drafted	-	1	0	Not achieved due to lack of funds
Administrative and support services	Utilities provided	Proportion of Utilities provided	100%	100%	100%	Achieved.
Human Resource Management	Staff trained	Proportion of staff trained	10	20	1	Lack of funds
	Staff subscribed to professional bodies	Proportion of staff subscribed to professional bodies	100%	100%	100%	Achieved.
	Staff promoted	Proportion of staff promoted	14	17	6	Achieved 35%
	Staff recruited	Number of staff recruited	-	6	6	Achieved
	HRM Committee meetings held	Number of HRM committee meetings held	12	12	9	Achieved 75%
	Training Needs Assessments Undertaken	Number of Training Needs Assessments undertaken	1	1	0	Not Achieved
Planning and Financial Management	M&E activities undertaken	Number of M&E activities undertaken	4	4	4	Achieved
	Planning documents prepared	Number of Planning documents prepared	4	4	4	Achieved
	Budget documents prepared	Number of budget documents prepared	6	6	6	Achieved

	PFM committees established	Number of PFM committees established	1	1	1	Achieved
Sector Coordination	Sector stakeholder coordination framework established	Number of sector stakeholder coordination framework established	-	1	-	Not achieved due to lack of funds
	Stakeholder meetings held	Number of stakeholder meetings held	-	4	1	Achieved 25%
Urban Governance	No. of Board Meetings Held	No. of Board Meetings Held	4	4	4	Achieved
	Complaints Mechanism	Number of Complains received and resolved	-	100	80	Received and resolved.
	No of Public Engagements Conducted	Citizen For a Meetings Held	4	4	2	Achieved 50%
	Capacity Building	No. of Trainings conducted	0	4	2	Achieved 50% due to shortage of funds

### Programme 2: Urban Development and Management

**Objective: To promote sustainable urban development**

**Outcome: Enhanced sustainable urban development**

Sub-Programme	Key Output	Key Performance Indicator	Linkages to SDGs Targets	Baseline		Year 1		Year 2		Year 3		Year 4		Year 5		Total Budget (Ksh. M)
				Year	Value	Target	Cost									
Integrated Urban Development Planning and Financing	Municipal and other urban areas land use plans developed	Number of Municipal land use plans developed		2022	-	7	14	-	-	-	-	-	-	-	-	14
	Municipal and other	Number of building and		2022	-	7	7	-	-	-	-	-	-	-	-	7

	urban areas building and zoning plans developed	zoning plans developed															
	Municipal Integrated Development Plans developed	Number of Municipal Integrated Development Plans developed		2022	2	-	-	2	7	-	-	-	-	-	-	-	7
Urban Infrastructure Development	Public Libraries established	Number of Public Libraries established		2022	-	-	-	1	10	-	-	1	10	-	-	20	
	Urban roads upgraded	Proportion of urban roads upgraded		2022	30	40	240	50	240	60	240	70	240	80	240	1200	
	Pedestrian Walk Ways established	KM of pedestrian Walk Ways established		2022	-	10	10	10	10	10	10	10	10	10	10	50	
	Riding lanes on urban roads established	KM of riding lanes on urban roads established		2022	-	10	15	10	15	10	15	10	15	10	15	75	
	Fire stations established and equipped	Number of fire stations established and equipped		2022	1	1	91.7	-	-	1	91.7	-	-	1	91.7	275	
	Urban households connected to piped water	Proportion of urban households connected to piped water		2022	30	40	66.7	50	66.7	60	66.7	70	66.7	80	66.7	500	
	Modern bus parks established	Number of modern bus parks established		2022	-	1	125	-	-	1	125	-	-	1	125	375	
	Modern market facilities established	Number of modern market facilities established		2022	-	3	135	3	135	3	135	3	135	3	135	675	
	Urban public areas covered by security lights	Proportion of urban public areas covered by security lights		2022	-	30	48	40	64	50	80	60	96	70	112	400	

	Affordable housing units established	Number of affordable housing units established		2022	-	1	50	1	50	1	50	1	50	1	50	250
	Slum areas upgraded	Proportion of slum areas upgraded		2022	20	30	30	40	40	50	50	60	60	70	70	250
	Modern sanitation blocks established	Number of modern sanitation blocks established		2022	-	3	10	3	10	3	10	3	10	3	10	50
	Urban households connected to a sewerage system	Proportion of urban households connected to a sewerage system		2022	30	40	66.7	50	83.3	60	100	70	116.7	80	133.3	500
	Storm and waste water drainage channels constructed	KM of storm and waste water drainage channels constructed		2022	-	10	10	10	10	10	10	10	10	10	10	50
	Waste dumpsites established	Number of waste dumpsites established		2022	-	1	50	1	50	1	50	1	50	1	50	250
	Performing Arts theatres established	Number of performing Arts theatres established		2022	-	1	10	-	-	1	10	-	-	1	10	30
	Social/cultural centres established in urban areas	Number of social/cultural centres established in urban areas		2022	-	2	20	2	20	2	20	2	20	2	20	100
	Green recreation park established	Number of green recreation park established		2022	-	2	8.3	-	-	2	8.3	-	-	2	8.3	25
	Pubic sensitization fora held on affordable renewable energy technologies	Number of pubic sensitization fora held on affordable renewable energy technologies		2022	-	4	1.4	4	1.4	4	1.4	4	1.4	4	1.4	7

Urban Governance	Capacity building fora held for urban areas management institutions on gender and social inclusion in urban development	Number of capacity building fora held for urban areas management institutions on gender and social inclusion in urban development		2022	-	2	3	2	3	2	3	2	3	2	3	15
	Capacity building fora held for Stakeholder Coordination Platform for urban areas	Number of capacity building fora held for Stakeholder Coordination Platform for urban areas		2022	-	2	3	2	3	2	3	2	3	2	3	15
	Capacity building fora held for urban areas management institutions	Number of capacity building fora held for urban areas management institutions		2022	-	4	4	4	4	4	4	4	4	4	4	20
Urban Land Use, Planning and Development	National Spatial plan implemented	% of stakeholders sensitized on National Land Use Policy		2022	1	50%	5	-	-	-	-	-	-	50%	5	10
	Municipal public land surveyed	Proportion of surveying Municipal public land		2022	-	100	5	100	5	100	5	100	5	100	5	25
	Development plans approved	% Of development plans approved		2022	-	100	3	100	3	100	3	100	3	100	3	15

	Physical Planning handbook and guidelines reviewed	No. of the handbook and guidelines reviewed		2022	-	1	2	-	-	-	-	-	-	-	-	2
	Municipality public land fenced and protected	Acreage of land fenced and protected		2022	-	18	3.6	18	3.6	18	3.6	18	3.6	18	3.6	18
Urban Environment and health services	Garbage Collection services provided	% of HHs accessing Garbage collection services		2022	-	100	12	100	12	100	12	100	12	100	12	60
	Designated smoking zones established	No. of designated smoking zones		2022	-	3	3	3	3	3	3	3	3	3	3	15
	Water treatments services provided	No. of water treatment services provided		2022	-	1	20	1	20	1	20	1	20	1	20	100
	Aesthetic trees planted	No. of aesthetic trees planted		2022	-	5,000	3	5,000	3	5,000	3	5,000	3	5,000	3	5,000
	Public areas installed with waste collection bins	Proportion of public areas installed with waste collection bins		2022	-	100%	12	100%	12	100%	12	100%	12	100%	12	60
	Waste collection canter established	Number of waste collection centres established		2022	-	25	4	25	4	25	4	25	4	25	4	20
	Quality health services accessed by urban population	Proportion of urban population with quality access to health services		2022	-	100%	10	100%	10	100%	10	100%	10	100%	10	100

	Urban population sensitized on WASH	Proportion of urban population sensitized on WASH	3	2022	-	100%	3	100%	3	100%	3	100%	3	100%	3	
Urban Culture and Social Services	CBOs engaged in planning	No. of active CBOs engaged in planning		2022	-	10	2	10	2	10	2	10	2	10	2	10
	Youth programmes developed	No. of youth programmes		2022	-	2	2	2	2	2	2	2	2	2	2	10
	CCTV installed	No. of CCTV installed		2022	-	1	5	1	5	1	5	1	5	1	5	25

### 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 should be 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
<b>SDG 1.</b> No poverty.  End poverty all its forms everywhere  Targets: 1.1, 1.2, 1.3, 1.4, 1.5, 1.a,1. b	<b>Social:</b> To improve the quality of life for all kenyan's.	<b>Goal:</b> 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
<b>SDG 2.</b> Zero hunger.  End hunger, achieve food security and improve nutrition and promote sustainable agriculture.  Target: 2.1, 2.2, 2.3, 2.4, 2.5, 2.a, 2. b	<b>Social:</b> To improve the quality of life for all kenyan's.		Enhancing gender mainstreaming and equality	Enhancing gender mainstreaming and equality
			Increasing water supply services	Increasing water supply services
			Strengthening human resource development and management	Strengthening human resource development and management
			Ensuring proper leadership and Governance	Ensuring proper leadership and Governance
			Enhance construction of road bridges and drainage works	Enhance construction of road bridges and drainage works

			Renovating railway transport	Renovating railway transport
<b>SDG 3.</b> Good health and well-being.	<b>Social:</b> To improve the quality of life for all kenyan's.	<b>Goal:</b> Well-educated and healthy human resources	Enhancing general administration and planning in health sector.	Enhancing general administration and planning in health sector.
Ensure healthy lives and promote well-being for all at all ages			Increasing prevention and promote health care	Increasing prevention and promote health care
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			Ensuring curative and rehabilitative health	Ensuring curative and rehabilitative health
			Enhancing community health strategy	Enhancing community health strategy
			Strengthening sanitation management	Strengthening sanitation management
			Increase county referral and specialized health services	Increase county referral and specialized health services
			Mainstreaming reproductive maternal, new-born and adolescent health	Mainstreaming reproductive maternal, new-born and adolescent health
<b>SDG 4.</b> Quality education.		<b>Goal:</b> 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.	<b>Social:</b> To improve the quality of life for all kenyan's.		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
<b>SDG 5. Gender equality.</b>	<b>Social:</b> 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
<b>SDG 6.</b> Clean water and sanitation.	<b>Environment:</b>	aq	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
<b>SDG 7.</b> Affordable and clean energy.	<b>Environment</b>	<b>Goal:</b> Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	Enhancing renewable energy development and management	Enhancing renewable energy development and management
Access to affordable, reliable, sustainable, and modern energy for all.			Enhancing high grid energy distribution	Enhancing high grid energy distribution
Target: 7.1, 7.2, 7.a, 7.b				
<b>SDG 8.</b> Decent work and economic growth.	<b>Economic:</b> To improve the prosperity of all Kenyans through an	<b>Goal:</b> Leverage on the tourism and services value chain and building on the	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.	economic development program.	homogeneity of regional cultures and linkages	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
<b>SDG 9. Industry, innovation and infrastructure.</b>	<b>Economic:</b> To improve the prosperity of all Kenyans through an economic development program.	<b>Goal:</b> Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	<b>Infrastructure</b>	<b>Infrastructure</b>
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,	

		value addition and product diversification based on comparative advantage for regional competitive advantage		bridges and drainage works
			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
			<b>Industry</b>	<b>Industry</b>
			Increasing industrial development	Increasing industrial development
			<b>Innovation</b>	<b>Innovation</b>
			Upgrading ICT development	Upgrading ICT development
			Improving ICT and public management	Improving ICT and public management
<b>SDG 10. Reduced inequalities.</b>	<b>Economic:</b> 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
<b>SDG 11. Sustainable cities and communities.</b>	<b>Social:</b> To improve the quality of life for all Kenyan's.	<input type="checkbox"/>	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
<b>SDG 12. Responsible consumption and production.</b>	Economic		Protection of natural resources	Protection of natural resources
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
<b>SDG 13. Climate action.</b>	Environment	☐	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
<b>SDG14. Life below water.</b>	Environment	☐	Protection of natural resources	Protection of natural resources
Conserve and sustainable use the oceans, seas and marine resources for sustainable development.			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
<b>SDG15. Life on land.</b>	Environment	<b>Goal:</b> Effective and sustainable use of natural resources with enhanced value addition and management	Promote survey of government land	Promote survey of 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.			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.
<b>SDG 16. Peace, justice and strong institutions.</b>	<b>Social:</b> To improve the quality of life for all Kenyan's.	<input type="checkbox"/>	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
<b>SDG 17. Partnerships for the goals.</b>	<b>Economic:</b> To improve the prosperity of all Kenyans through an economic development program.	<input type="checkbox"/>	Strengthening ethics and integrity	Strengthening ethics and integrity
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development			Ensuring planning and financial management	Ensuring planning and financial management
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			Improving human resource management	Improving human resource management

			Provision of civic and outreach education to staff	Provision of civic and outreach education to staff
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## CHAPTER FIVE IMPLEMENTATION FRAMEWORK

### 5.1. Overview

This chapter provides 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

Sector/Department Name	Resource Requirement (Ksh. Million)							
	Base Year-2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	Total	% of total budget requirements
<b>Kimilili Municipality</b>	<b>444,528,650</b>	<b>392,662,744</b>	<b>413,696,078</b>	<b>441,020,132</b>	<b>465,754,314</b>	<b>491,993,522</b>	<b>1,793,259,177</b>	<b>100%</b>

Source: County Treasury

#### 5.3.2: Revenue Projections

This section should indicate the various sources of revenue in the County as in

Table 22.

Table 22: 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	<b>192,335,642</b>
b) Conditional grants (GOK)	0	0	0	0	0	0	<b>0</b>
c) Conditional Grants (Development Partners)	191,089,400	200,643,870	210,676,064	221,209,867	232,270,361	243,883,879	<b>1,299,773,441</b>
e) Conditional allocations from loans and grants (GoK)	0		0	0	0	0	<b>0</b>
g) Own Source Revenue	<b>33,420,017</b>	41,318,866	44,785,006	<b>53,663,506</b>	<b>59,029,856</b>	<b>64,932,841</b>	<b>301,150,094</b>
h) Public Private Partnership (PPP)	-	-	-	-	-	-	-

g) Other sources (Specify)	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>444,528,650</b>	<b>392,662,744</b>	<b>413,696,078</b>	<b>441,020,132</b>	<b>465,754,314</b>	<b>491,993,522</b>	<b>1,793,259,177</b>

### 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 23.

Table 23: Resource Gaps

FY	Requirement (Ksh. Mn)	Estimated Revenue (Ksh. Mn)	Variance (Ksh. Mn)
2023/24	126,567,213	41,318,866	85,248,347
2024/25	138,567,963	48,785,006	89,782,957
2025/26	146,949,549	53,663,506	93,286,043
2026/27	229,063,180	59,029,856	170,033,324
2027/28	354,516,338	64,932,841	289,583,497
<b>Total</b>	<b>995,664,243</b>	<b>267,730,075</b>	<b>727,934,168</b>

### 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.

Kimilili 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 should discuss the measures the Municipality has put in place to manage its assets. Strategic Municipal Asset Management is an approach to develop and maintain municipally 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, and renewal and development strategies.

Asset management is an evolving process that improves an understanding of asset condition, performance which then improves the operational costs and decision-making processes.

### **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 failure modes and 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**

The key tool to manage assets effectively is the asset management plan. 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) Levels of service and performance standards, (iii) Growth and demand projections, (iv) Asset management strategies, (v) Asset management tactics, (vi) Financial projections including cash-flow forecasts, (vii) Monitoring, control and review mechanisms, (viii) 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**

<b>Management Practices</b>	<b>Planning practices</b>	<b>Implementation Practices</b>
<b>Processes</b> <ul style="list-style-type: none"> <li>• Demand analysis</li> <li>• Knowledge of assets</li> </ul>	<b>Asset Management Plan</b>	<b>Commercial tactics</b> <ul style="list-style-type: none"> <li>• Outsourcing non-core activities</li> </ul>

<ul style="list-style-type: none"> <li>• Asset accountability/valuation/pricing</li> <li>• Strategic (life cycle) planning</li> <li>• Asset creation/disposal</li> <li>• Asset operations</li> <li>• Asset maintenance</li> <li>• Review/audit process</li> </ul> <p><b>Asset Data and Knowledge</b></p> <ul style="list-style-type: none"> <li>• Identification/categorization</li> <li>• Location</li> <li>• Physical attributes</li> <li>• Condition</li> <li>• Cost and maintenance histories</li> <li>• Valuation</li> </ul> <p><b>Asset Information systems</b></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Asset register</li> <li>• Plans records/GIS</li> <li>• Maintenance management</li> <li>• condition</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate understanding of assets.</li> <li>• Explicit levels of service</li> <li>• Future demand</li> <li>• Failure modes and consequences</li> <li>• Operations and maintenance</li> <li>• Works identification and prioritization</li> <li>• Financial forecasts</li> <li>• Asset management practices</li> <li>• improvement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Contract structures</li> <li>• Quality specifications</li> <li>• Monitoring procedures</li> </ul> <p><b>Organizational Issues</b></p> <ul style="list-style-type: none"> <li>• Organizational structure</li> <li>• Corporate commitment and understanding</li> <li>• Roles and responsibilities</li> </ul> <p><b>People Issues</b></p> <ul style="list-style-type: none"> <li>• Commitment/motivation</li> <li>• Skill and age profiles</li> <li>• Training programs</li> <li>• Public consultations</li> </ul>
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### 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 26: 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

*\*Use most recent reliable statistics*

## 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"> <li>• Project implementation committee</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> <li>• Public</li> </ul>
2	Monitoring and Evaluation Reports	Quarterly	Monitoring and Evaluation Agencies	<ul style="list-style-type: none"> <li>• Implementation agencies</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> </ul>
3	Audit Reports	Annually	Internal audit directorate/ Kenya National Audit Office	<ul style="list-style-type: none"> <li>• Implementation agencies</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> <li>• Public</li> </ul>

## 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.

## Outcome Performance Matrix

**Table 27**

<b>Sub-Program</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline Year</b>	<b>Baseline Value</b>	<b>Mid-term Target</b>	<b>End Term Target</b>	<b>Reporting Responsibility</b>
Urban Infrastructure Development	Urban roads upgraded	Proportion of urban roads upgraded	2022	30	40	50	Kimilili Municipality
	Urban households connected to piped water	Proportion of urban population connected to an improved water source	2022	22.5%	40	60	Kimilili Municipality
	Urban households connected to sewerage system	Proportion of Urban households connected to sewerage system	2022				Kimilili Municipality
	Urban population with decent housing units	Proportion of urban population with durable housing units	2022	80	-	-	Kimilili Municipality
	Urban population with access to	Proportion of urban population with	2022	80	90	100	Kimilili Municipality

	electricity	access to improved sanitation					
	Urban public areas covered by security lights	Proportion of urban public areas covered by security lights	2022	-	30	40	Kimilili Municipality
Urban Land Use, Planning and Development	Municipal public land surveyed	Proportion of Municipal public land surveyed	2022	-	10	20	Kimilili Municipality
Urban Environment and health services	Garbage Collection services provided	% of HHs accessing Garbage collection services	2022	-	100	100	Kimilili Municipality
	Public areas installed with waste collection bins	Proportion of public areas installed with waste collection bins	2022	-	20	30	Kimilili Municipality
	Quality health services accessed by urban population	Proportion of urban population with access to quality health services	2022	-	100%	100%	Kimilili Municipality
	Urban population sensitized on WASH	Proportion of urban population sensitized on WASH	2022	-	100%	100%	Kimilili Municipality

Urban Culture and Social Services	Public engaged in planning	Number of citizens engaged in planning	2022	-	100	100	Kimilili Municipality
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## ANNEX 2

### KIMILILI MUNICIPALITIES STAFF ESTABLISHMENT

The municipality is an agent of the County Governments and shall perform functions specified in section 20 of the Urban Areas and Cities Act and in their respective Charters enacted by the County Assembly of Bungoma. The Municipalities shall be structured and operate based on the following offices and divisions under the Municipal Manager

1. Municipal Manager
2. Division of Finance and Economic Planning
3. Division of Engineering and Infrastructure
4. Division of Environmental Services
5. Division of Physical
6. Division of Administration
7. Division of Human Resource Management and Development
8. Division of Social Services and Community Development
9. Division of Trade Investment and Industrialization
10. Division of legal services

**Table 29**

S/N O.	Job Title	J/G	Authorized Establishment	In-Post	Variance	Remarks
1.	Municipality Manager	Q-S	1	1	0	
<b>DIVISION OF ADMINISTRATION</b>						
1.	Head of Municipal Administration	N-P	1	1	0	
2.	Administrative officer	H-N	1	1	0	
3.	Head of Enforcement services	G-N	1	0	1	
4.	Senior Enforcement officer	L	1	0	1	
5.	Senior Office Administrative Officer	L	1	1	0	
6.	Records management officer II	J	1	0	1	
7.	Senior Support staff	D	2	2	0	
8.	Clerical officer	F-H	1	0	1	
9.	Driver	D-H	1	1	0	
10.	ICT officer	J-N	1	0	1	
<b>TOTAL</b>			<b>11</b>	<b>6</b>	<b>5</b>	
<b>DIVISION OF SOCIAL SERVICES AND COMMUNITY DEVELOPMENT</b>						
1.	Social Development officer	H-N	2	2	0	

2.	Gender & Cultural officer II	J	1	0	1	
	<b>TOTAL</b>		<b>3</b>	<b>2</b>	<b>1</b>	
<b>DIVISION OF HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>						
1.	Human Resource Management Officer	H-L	1	1	0	
	<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>0</b>	
<b>DIVISION OF FINANCE AND ECONOMIC PLANNING</b>						
1.	Head of Finance	M-N	1	1	0	
2.	Supply chain Management Officer	H-M	3	3	0	
3.	Principal Economist	K-N	1	1	0	
4.	Accountant	J-N	1	1	0	
5.	Internal Auditor II	J-N	1	0	1	
6.	Revenue Officer	J-N	2	1	1	
7.	Revenue officer/ Clerks	D-K	3	0	3	
	<b>TOTAL</b>		<b>12</b>	<b>7</b>	<b>5</b>	
<b>DIVISION OF ENGINEERING AND INFRASTRUCTURE</b>						
1.	Superintending Engineer (civil)	N-P	1	0	1	
2.	Engineer II (water)	K-N	1	1	0	
3.	Inspector Building officer	J-K	1	0	1	
4.	Snr. Inspector Roads officer	J-K	1	1	0	
5.	Assistant Engineer II (Electrical)	J-N	1	0	1	
6.	Fire and Disaster officer	J-L	1	0	1	
	<b>TOTAL</b>		<b>6</b>	<b>2</b>	<b>4</b>	
<b>DIVISION OF PHYSICAL PLANNING AND LAND USE</b>						
1.	Assistant Director physical planning	P	1	0	1	
2.	Assistant Land survey III	H-K	1	1	0	
3.	Registered Property Valuer	M	1	0	1	
4.	Physical Planning officer	K-N	1	1	0	
5.	Estate Managements officer	L	1	1	0	
6.	Land Administrator	K-N	1	0	1	
	<b>TOTAL</b>		<b>5</b>	<b>3</b>	<b>2</b>	

<b>DIVISION OF ENVIRONMENTAL SERVICES</b>						
1.	Head of Environmental services	M-P	1	0	1	
2.	Public Health Officers	K-N	1	1	0	
3.	Cemetery Officer	H-K	1	0	1	
4.	Environment officer	J-M	1	1	0	
<b>TOTAL</b>			<b>4</b>	<b>2</b>	<b>2</b>	
<b>DIVISION OF TRADE INVESTMENT AND INDUSTRIALIZATION</b>						
1	Trade Development Officer	K-M	1	0	1	
<b>TOTAL</b>			<b>1</b>	<b>0</b>	<b>1</b>	
<b>DIVISION OF LEGAL AND LIASON SERVICES</b>						
2.	Legal officer	J-M	1	0	1	
3.	Resource mobilization investment	M	1	0	1	
<b>TOTAL</b>			<b>2</b>	<b>0</b>	<b>2</b>	

**Summary of the Staff establishment per Division for Kimilili Municipality**

<b>S/no.</b>	<b>Division</b>	<b>Authorized Establishment</b>	<b>In-Post</b>	<b>Variance</b>
1.	Manager	1	1	0
2.	Administration	11	6	5
3.	Finance, Revenue, Economist, Procurement and Accounts	12	7	5
4.	Engineering & Infrastructure	6	2	4
5.	Environmental Services	4	2	2
6.	Physical Planning	5	3	2
7.	Social Services and Community Development	3	2	1
8.	Human Resource Management and Development	1	1	0
9.	Trade Investment and Industrialization	1	0	1
10.	Legal and Liaison Services	2	0	2
<b>TOTAL</b>		<b>46</b>	<b>24</b>	<b>22</b>

# ORGANOGRAM

