

**COUNTY GOVERNMENT OF MERU**



**DEPARTMENT OF LANDS, PHYSICAL PLANNING, PUBLIC WORKS  
HOUSING AND URBAN DEVELOPMENT**

**County Urban Institutional Development Strategy**

**2023-2027**

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## **FORWARD**

I am honored to present this Meru County urban institutional development strategy for 2023-27. This is an important tool for the county as it sets out to achieve sustainable urban development. It articulates the means to achieve the new urban agenda and subsequently the 2030 agenda as spelt in SDG 11 about making cities inclusive, safe, resilient and sustainable.

This document will provide a backstopping for policy makers on matters to deal with urban areas in the county. It is founded on the aspirations people of Meru as articulated in the County Integrated Development Plan to achieve for themselves prosperity through the highest level of services and development.

The strategies detailed here have been crafted after appreciating the current urban development situation in the county. Specifically, taking stock on the demographic features of our major towns, their roles and their planning status. It informs the county government along with key stakeholders on the urban needs and challenges impeding urban growth and development.

Ideally, this is an important tool that identifies the county's urban centers and the urbanization process. It ranks these urban areas into their hierarchy and stipulates the planned of action for each center in accordance to the Urban and Cities Act, 2011. Specifically, the institutionalization of these centers by establishment of urban administrations.

With an anticipated tripling of urban population in Africa over the next 50 years, this strategy is Meru's action plan to 'optimizing the urban advantage' which is guided by the African Union's Agenda 2063. It seeks to raise the profile of our urban areas as a means to deal with the poverty challenge in the county.

We are optimistic that these new urban agenda shall become realized in Meru and invite for partnerships and collaborative action with various stakeholders.

**Monica Kathono**

**CECM, Lands, Physical Planning, Urban Development, Housing & Public Works**

## **ACKNOWLEDGMENTS**

The County Urban Institutional Development Strategy has been prepared by a committed team of officers in the County Government drawn mainly from the department of Lands, Physical planning, Urban Development, Housing and Public Works. The Directorates Physical Planning and Urban development provided the pivotal role of secretariat during the preparation of this strategy. To this end I recognize the efforts of the convener of this activity Elizabeth Mburu, who was assisted by experts drawn from other county departments and agencies who provided technical expertise. They include Miriti Royford, Gitobu Nkanata, Denis Mutembei, Timothy Mwenda, Uniter Nyawira, Linda Kendi, Dennis Karani, Kenneth Gituma and Nkatha Mbaya

Utmost gratitude goes to the Governor of Meru County Hon. Kawira Mwangaza for her great foresight, dedication, commitment and overall leadership during the crafting of this strategy.

I also appreciate the efforts of the entire County Executive, especial the role of Mr. Monica Kathono the CECM, Lands, Physical Planning, Urban Development, Housing and Public Works for sphere heading the crafting of this strategy with utmost dedication.

Furthermore, we appreciate the partnership with National government agencies especially the Ministry of Lands and Physical Planning for their guidance in the plan preparation process and hope that our relationship will be strengthened now and in future.

Finally, our thanks go to all the people of Meru for articulating their aspirations and grating us an opportunity to craft a strategy for urban change and development.

**Gitije Martin**

**Chief Officer – Lands, Physical planning, Urban Development, Housing and Public Works**

## ACRONYMS

ADP	Annual Development Plan
AIP	Annual Investment Plan
AGPO	Access to Government Procurement Opportunities
CECM	County Executive Committee Member
CGM	County Government of Meru
CIDP	County Integrated Development Plan
CO	Chief Officer
CRA	Commission on Revenue Allocation
ECDE	Early Childhood Development Education
EMU	Efficiency Monitoring Unit
Ext.	Extension
FY	Financial Year
GDP	Gross Domestic Product
HRH	Human Resource for Health
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management System
KDHS	Kenya Demographic and Health Survey
KRB	Kenya Roads Board
MEWASS	Meru Water and Sewerage Services
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MYS	Meru Youth Service
No.	Number

PFMA	Public Finance Management Act
PPEs	Personal Protective Equipment
PPP	Public Private Partnership
PWDs	Persons with Disabilities
R&D	Research and Development
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
UDG	Urban Development Grant
UIG	Urban Investment Grant



## **1.0 BACKGROUND**

### **1.1 Urbanization and urban development in the County**

#### **1.1.1 Urbanization trends**

Meru County is located approximately 225 kilometers North East from Kenya's Capital City, Nairobi. Surrounding Counties sharing boundaries with Meru County include; Isiolo County to the North, Nyeri County to the southwest, Tharaka Nithi County to the Southeast and Laikipia to the West. Meru is one of the fastest urbanizing Counties in Kenya. The County population as per the 2019 Kenya Population and Housing Census (KPHC) is 1,545,714 consisting of 767,698 males, 777,975 females and 41 intersexes. The urban population is projected at 64,471 males and 66,891 females as per the 2019 Kenya Population and Housing Census with approximately 61 per cent of the total urban population residing in Meru Town. Other fast growing urban centres in Meru include Municipality of Timau in Buuri Subcounty and Maua in Igembe South, and townships of Nkubu in South Imenti, Githongo in Central Imenti, Laare Township in Igembe North, Kianjai in Tigania West, Kiengu in Central Igembe and Mikinduri Township in Tigania Central. The rise of urban population from 115,033 in 2009 to 131,362 by 2019 and the projected figure of 154,669 in 2027 is expected to provide an expanding urban market but will also strain the available urban resources. This calls for prior planning of available resources and expansion of social and economic facilities in the urban areas to accommodate the expanding population. The growth in population within the urban centers will expand central markets for agricultural and industrial products within these centers that call for investment in the agricultural value chain to meet this demand.

According to recent projections on the urban landscape in the country, Meru municipality is ranked the 6<sup>th</sup> largest town in Kenya. The town is a key economic and administrative hub for the county. Being a center of commerce and innovation the town is a model for urban development to other county towns.

Since urban areas form an integral part of the growth economies. In Meru, a county whose local economy is primarily agriculturally based, urban areas constitute functional centers of trade and commerce. Statistics indicate that 70% of Kenya's GDP is generated from urban areas and cities creating 60% of service employment in the county. This statistics collaborate the conclusion that urban areas are major drivers of the Kenyan economy.

#### **1.1.2 Urbanization and county socio-economic development**

In Meru, urban economic activities revolve around the trade of agricultural products and services. For instance, county renowned agricultural products like Miraa constitute a major economic activity in Maua town, Banana in Nkubu and its environs, Coffee and Tea in Meru town and its environs and Wheat, horticulture in Timau and its environs. This economic activities have built up a complimentary growth in the financial market in our towns. Within

Meru municipality, a dominant establishment of over 50 financial institutions augmented by the Central Bank of Kenya. The same has applied to the hospitality industry.

Basically, urban areas comprise as centers of administration, trade and commerce. They harbor enormous opportunities for employment and for the market of local produce and services. In Meru, our urban areas accommodate administration offices for various state and non-state actors' primarily constituting focal points where residents access services. They create the requisite environment for thriving business: formal and informal. Additionally, social services such as education, health care, security among others are best accessed in an urban setting making urban areas ideal places to work, live and invest in.

As for the relationship between our urban areas with the expansive rural set-ups, it has been established that an intricate relationship exists. Urban areas draw heavily on their surrounding regions for basic resources such as water, food and raw materials for industry. While there exists adverse impacts on each other like cases where urban wastes end up in regions surrounding the towns, enormous potential exists to leverage on emanating opportunities. Meru County is conscious about this and plans along this lines to build resilient and sustainable urban areas.

### **1.1.3 Urban development challenges**

In terms of urban infrastructure, all the major urban areas in the county are connected to a major highway. This provides elaborate linkages inter county connectivity. Transport systems in these towns are well established with operation bus terminus. Recently, the Boda boda transport mode has taken up as an alternative option to taxis and matatus within our urban areas. They are gaining prominence as more convenient options to overcome the occasional traffic congestion as well as traverse non-motorable areas in the urban areas. While the county has invested significantly towards urban roads and transport infrastructure, there still exists challenges in the terms of poor road conditions, closed roads (occasioned by encroachments), and inconsistent allocations towards maintenance and repairs of existing roads. This is in the face of the county's agenda for dust free towns.

Water and sanitation infrastructure is a basic urban infrastructure. In this light, the Meru Water and Sewerage Services (MEWASS) and IMETHA serve as the main water providers in the county's urban areas. There exists enormous challenges in this front given the capital expenditure intensiveness in the sector. Laying of a sewer infrastructure forms a key priority in our urban agenda.

In regards to drainage, the terrain of respective towns plays a major role. The relief of most of our towns is such that drainage naturally flows along the slopes into rivers and streams nearby. However, investments to enhance proper drainage has been made. Maua and Timau Municipalities are overly flat and face severe challenges with drainage of storm water. Maua usually floods during rainy seasons as it is sandwiched between hills. Meru town on the other

hand has a favourable terrain where storm water flows down into rivers Kathita and its tributaries. Significant investments are still required to address these challenges.

To make our urban areas function sustainably as centers of administration, commerce, industry and residence, urban planning and management is a mandatory. The county has prepared Integrated Strategic Urban Spatial Plans for most towns and continues to prioritize the planning of other centers. The county appreciates that the challenge to achieve sustainable urban development lays in the implementation of this plan, and the management of resources and process within the urban spaces. In this regard, the county government has set up a strategy to involve stakeholders in the urban areas on matters of the management of the towns and centers. Through public engagement fora the county is calling all residents to action in bringing sustainable change in our towns and centers. This goes hand in hand with the establishment of municipal boards and administrations. This has been done conscious of the hierarchy of our urban units as follows;

**Table 1: Hierarchy of Meru County Towns**

Rank	Centers					Assigned Functions
<b>Municipality</b>	Meru					Administrative, Commerce, Industrial, Residential
<b>Principle Towns</b>	Nkubu	Maua	Timau	Laare		
<b>Primary towns</b>	Laare	Mikinduri	Muthara	Muriri	Kianjai-Urru	Administration, Commerce and Retail Service centre-high order Residential
	Kangeta	Githongo	Gatimbi	Igoji		
<b>Secondary</b>	Nchiiru	Kanyakine	Mituungu	Kariene	Kaongo	Service centre-medium order
	Charia	Ruiru	Kiirua	Kibiricha	Mutuata	
	Ontulili	Karama				
<b>Minor</b>	Mugeene	Maili Tatu	Maritati	Nguchichi	Kamachege	Service centre-low order
	Ngundune	Katheri	Gaiki	Miathene	Kagaene	
	Ntugi	Nchoroiboro	Tutua	Mikumbune	Mbeu	

This arrangements and focus will accelerate the county's implementation of the Global urban agenda as articulated in SDG 11, the aspirations for prosperity in the African agenda 2063, and Kenya's vision 2030 which the county plans to achieve through establishing working

partnerships and collaboration coupled with tightening efficiencies and accountability in the spending of urban resources.

## 1.2 Legal and Regulatory framework for Urban Management in the County

Article 184 of the constitution of Kenya, 2010 creates urban areas and cities and provide for national legislation for management and governance of urban areas and cities. The Urban Areas and Cities Act, 2011 (UACA) (CAP Laws of Kenya) is the primary legislation that; defines and classifies urban areas and provides for their management and governance.

Other than the UACA, Four other laws which provide the framework for devolution and by extension for the execution of the urban agenda have been enacted. They are; The County Governments Act, 2012; The Transition to Devolved Government Act,2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012.

The county has considered all legal framework in the county in regard to urban development. The following are the key legislation pieces the county holds particular reference to;

- The Physical and Land Use Planning Act, 2019, which was enacted in August, 2019 to provide a legal framework for physical and land use planning in Kenya. the Act is designed guide the orderly and sustainable development of land and the implementation of land use plans.
- The Land Acts no 6 of 2012 which provides for the conversion of land from one category to another for the various listed purposes which include land use planning.
- The Environment Management and Coordination Act (EMCA) of 1999 which opens a way for substantial public involvement in any major development decisions, which have environmental bearing. The Land use change, shall only be undertaken after Environmental Impact Assessment by an independent body.
- The Water Act of 2002 provides for management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water. Further, it provides for the regulation and management of water supply and sewerage services.
- The Public Health Act cap 242, the act that makes provision for securing and maintaining the health of public. It sets standards to be observed by people who wish to carry out trade in food stuff and the conditions under which trading should be done.
- The Land Control ACT Cap 302, where Meru Municipality is located in an agricultural area thus falls within the land control area. The land control board holds significant mandate in matters related to land use, subdivisions, and disposal of agricultural land.
- Finally, the Urban Areas and Cities Act no 13 of 2011. Under this act, every city and town are expected to operate within the framework of integrated development.

### **1.3 County Wide planning and urban development**

#### **1.3.1 County Integrated Development Plan (CIDP)**

The CIDP is the five-year development plan for the county. It integrates the development interventions in all sectors/mandate areas as spelt out in Schedule 4 of the Kenyan Constitution, 2010. Meru County CIDP 2022-27 has provided for the setting up urban institutions and prioritized urban management and systems.

Notably this CIDP has enhanced urban development governance by creating the municipalities into directorates under urban development. This will pave way to elevate the municipalities into semi-autonomous agencies (SAGA) of the County Government of Meru.

In the CIDP, elaborate provisions for the preparation of spatial plans and the operationalization of urban institutions has been express. This is a requisite for budgetary provisions and spending towards urban development.

#### **1.3.2 Integrated Strategic Urban Development Plan**

The Integrated Strategic Urban spatial plans for instance are another important set of tools for planning and management of urban centres. They delineate urban centres; improve areas of linkage to the rural areas thereby ensuring cohesiveness and harmony in growth and development of the county.

### **1.4. Current status of urban areas in the county**

Rapid population increase and rural-urban migration have resulted in urban growth in Meru County. Uncontrolled development and other social evils have led to informal settlements in a number of towns. In view of the inevitable urban growth that will be experienced in the county in the near future, there is need for Meru County to tap into ICT advancement through the transformation of the existing Meru Municipality into a Smart City that uses ICT to increase operational efficiency, to share information with the public and to improve both the quality of government services and citizen welfare.

The County's urban areas like most others are characterized by dense populations, rigorous activities and massive movement of goods and services. This characterization brings unique challenges, depending on the size if the urban area, density, geography and location. Currently our urban areas are grappling with urbanization challenges as follows;

- Inadequate urban amenities/infrastructure ( eg. narrow and unopened roads, poor road conditions, undesignated parking/bus terminus, recreational areas, open spaces, parks, pedestrian walkways)
- Inadequate housing
- Environmental issues: pollution, rising temperatures, consumption of energy and other resources cumulate in urban areas
- Poor waste management systems

- Traffic congestion
- poor storm water drainage systems
- Lack of spatial planning- most of the urban areas only have layout plans which cannot ensure urban sustainability
- Urban sprawl and associated challenges (Uncontrolled development, encroachment into agricultural land
- Lack of ownership documents
- Lack of adequate governance and management structures
- Population pressures on amenities such as water and sanitation; housing; health care]
- Inadequate land for public purposes and investments

To appreciate the above challenges the county undertook a situational analysis that unveiled the listed as essential hindrances to the county's tapping into the opportunities presented by urban areas. These impair quality of lives for urban residents as well as their attractiveness to new investments. There is a resolved commitment to address these challenges to create healthy, enjoyable, resilient and habitable places where people can stay and invest in.

## **CHAPTER 2: DEVELOPING INSTITUTIONS FOR URBAN MANAGEMENT**

### **2.0 Overview**

This section provides an overview of how, in general, the county envisions institutional arrangements for its urban areas and, more specifically, what institutional arrangements will be put in place for each urban area in the county. In addition, and if necessary, this section shall include a description of any legal and regulatory reforms that the county will need to undertake in order to implement proposed institutional arrangements in its urban areas.

### **2.1 Legal and regulatory reforms at the County level**

The county is at the early stages of amending the Meru County Spatial Planning Act, 2016 to align it to the Physical and Land Use Planning Act, 2019 (national law). This is considered an instrumental document to lay a frame on land use planning in the county. Before this process is completed, the county continues to rely on the UACA in the management of urban centres in the county.

### **2.2 Institutional development for the county's urban areas**

The county government of Meru commits to the full implementation of the urban agenda with sustainability aspects in consideration. It is conscious of the opportunities provided in The Constitution of Kenya 2010, the County Government Act 2012 and the Urban Areas and Cities Act 2011 for the improvement of urban areas and has strategically prepared to exploit them as follows;

- Development of urban institutions and administrations; build their capacities in terms of personnel, equipment and funding; for the creation of Service Delivery Entities as per Section 32 (2) to operationalize sectors and service entities in areas such as garbage collection, street cleaning, beautification and public sanitary services.
- Mobilize and allocate adequate resources targeting urban areas for purposes of planning and development; Including the creation of a vote in respect to each urban area in accordance to the provisions of the Public Finance Management Act
- Establish a GIS based data Centre which is crucial for geo-referencing in spatial planning, Environmental protection, forecasting and overall county planning
- Prepare urban spatial plans for the county's urban areas which will form the basis for development control as well as for the identification of investment opportunities. These plans shall be GIS based as required by County Government ACT.
- Fast track the implementation of Meru, Timau and Maua Integrated Urban Development plans.
- Conferment of Municipal Status to Nkubu, Laare, Githongo, Kianjai Establish Municipal Boards for the two towns as provided by Section III Sections 14
- Constitution of Ad hoc committees to undertake classifications/hierarchy of urban areas in the county as provided in Part II Section 8 Sub section 1 to 5 of the UACA
- Undertake partnerships/joint ventures as per section 33(1) where board may enter into partnership with utility companies
- Use soft measures- public involvement/awareness creation/civic education

### **2.3 Capacity building actions**

The county has established an urban boards and committees as envisioned in the UAC Act, 2011. As a means to operationalize them, the county will invest in intensive capacity building programmes which will entail actions as follows;

- Induction workshops for the boards and committees
- Trainings for the municipal board and staff
- benchmarking and peer learning for the municipal boards and staff



Table 2: Introductory Information of our Major Towns in the County, their Current Institutional Set up and Functionality.

Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	Location	Estimated Population	County Capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrators (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities
	Meru	0.0470 35 degrees north and 37.649 803 degrees east	102,639	Y	Y	Municipality	Municipal Board	Municipal Manager	Y	Y	Y; Separate vote	Y; Integrated Development Spatial Plan
Maua	0°14'N 37°56'E	40,820	N	Y	Municipality	Municipal Board	Municipal manager	Y	Y	Y separate vote	Y; Integrated strategic urban Development Plan	<ul style="list-style-type: none"> <li>- Maua waste management,</li> <li>- Support in revenue collection in the county including provision of enforcement officers during collection of rates, taxes, Levies, duties, fees etc.</li> </ul>

Name(s) of urban area	Geographical and demographic data			Institutional status			Urban management						
	Location	Estimated Population	Count Y capita I (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrators (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	
	TIMAU	0,0833 (04'60.000"N); 37,2333 (3713'59.880"E)	25,579	N	Y	Municipality	Municipal Board	Municipal manager	Y	Y	Y separate vote	Y; Integrated strategic urban Development Plan	<ul style="list-style-type: none"> <li>- Enforcement of by-laws;</li> <li>- monitor the impact and effectiveness of any services, policies, programmes or plans;</li> <li>- promote a safe and healthy environment;</li> <li>- facilitate and regulate the town's public transport</li> </ul>
NKUBU	- 0.06733	15,366	N	N	N	N	Y Town Administrator	Y	Y; One(1)	N	Y; Integrated	<ul style="list-style-type: none"> <li>- Enforcement of by-laws;</li> <li>- monitor the impact and effectiveness of any services, policies, programmes or plans;</li> <li>- promote a safe and healthy environment;</li> <li>- facilitate and regulate the town's public transport</li> </ul>	

Name(s) of urban area	Geographical and demographic data		Institutional status		Urban management							
	Location	Estimated Population	County capital (N/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (N/N)	Town or city manager or administrators (N/N)	Office (N/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities
	9, 37.6647 86						or		professional		strategic urban Development Plan	

Table 3: Urban Area Institutional Development Matrix- Proposals for 3-5 year horizons

Name(s) of urban area	General		Specific							
	Current Institutional arrangements	Planned Institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N
MERU	Y	N/A	Y	N/A	N/A	Y;	N/A	N/A	N/A	Y
MAUA	Y	N/A	Y	Y	N/A	Y;	N/A	N/A	N/A	Y
TIMAU	Y	N/A	Y	Y;	N/A	N/A;	N/A	N/A	Y	Y
NKUBU	Y	Y	Y; F/Y 2024/2025	Y	N/A	N/A;	Y	N/A	Y	Y

## CHAPTER 3: ANNUAL ACTION PLANS AND BUDGET

### 3.0 overview

This section of the CUIDS, provides a detailed annual action plan and budget for the activities that it will undertake urban institutional development (as outlined in Sections 2 and 3). This should include a projection of the available budget (UIG and any other funds).

### 3.1 County's Institutional Development Objectives and Strategies

Urban centres are centers of innovation, industrialization and economic productivity. Statistics indicate that 70% of Kenya's GDP is generated from urban areas and cities. 60% of service employment in Kenya is in urban areas and cities. This places urban areas as major contributors to the Kenya economy. The County Government of Meru is cognizant of the importance of budgeting for our urban centres as result. This will keep our urban centres to improve their performance as engines of economic growth and development as shown below:

**Table 4: Summarizes the County's Institutional Development Objectives and Strategies;**

Institutional Urban Development Objectives	Our Strategy
To provide for efficient and accountable management of affairs and urban resources	<ul style="list-style-type: none"> <li>✓ Citizen fora</li> <li>✓ making the quartely meetings minutes available for public</li> </ul>
To provide for a governance mechanism that will enable urban inhabitants: <ol style="list-style-type: none"> <li>a. participate in determining the social services and regular framework which will best satisfy their needs and expectations</li> <li>b. Ensure that public resources and authority are utilized or exercised, as the case may be to their satisfaction</li> </ol>	<ul style="list-style-type: none"> <li>✓ citizen fora for each municipality</li> <li>✓ 4 meetings and the minutes available for public per three municipality</li> <li>✓ Announcement of the annual calendar of urban board fora for every quarter per municipality</li> <li>✓ Adoption of the urban area budget for FY n based on the budget ceiling provided by the County Government for each municipality.</li> </ul>
To promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stakeholders within county urban areas as a means to facilitate collective action and commitment towards achieving the goal of a harmonious and stable community	<ul style="list-style-type: none"> <li>✓ Publicly availing the job descriptions of the municipal managers;</li> <li>✓ Minutes of the board meetings available for public;</li> <li>✓ Citizen fora;</li> <li>✓ Availing key public documents on the respective municipal website;</li> <li>✓ Publishing annual calender with the plan and the budget on the respective municipal website and on media stations.</li> </ul>
To provide for services, regulations and other matters to facilitate service delivery within our urban areas.	<ul style="list-style-type: none"> <li>✓ public fora</li> <li>✓ coming up with the right legislations</li> <li>✓ reviewing the existing by laws and adopting them and formulating an enforcement mechanism</li> </ul>

### 3.3 County Urban Area Institutional Development

The County's urban area Institutional Development strategy over the five years ending in FY 2022/23 is expected to yield the following outcomes;

1. Enhanced local governance systems
2. Improved transparency and accountability decision making of urban government.
3. Effective citizenry engagement in urban institutional governance
4. Enhanced service delivery

The table below sums up the Action plans and respective budgets for the five years. It illustrates the strategy of the county government, and the estimated costs for Institutional Development over both annually and in total for the five years as follows;

**Table 5: County Urban Area Institutional Development – Annual Action Plan & Budget**

County: MERU FY(I): 2023/24, 2024/25, 2025/26 & 2026/27, 2027/28

CUIDP Section	Activity	Timeframe (FY) & Annual Proposed Budget (Ksh)					Implementation modality	Cost elements	Total Proposed budget (KES)
		2023/24	2024/25	2025/26	2026/27	2027/28			
Institutional Development for Meru county urban management: Setting up of town boards/committees/Management, office and the development of	Prepare the County urban institution Development Strategy (CUIDS)	500,000					In-house county staff	Meeting costs	500,000
	Municipal IDEP for Meru, Timau and Maua	5,000,000					In-house county staff with the support of UDD staff	Meeting costs Local travel costs	5,000,000
	Appoint municipal manager for Meru,						County leadership (Governor, CECM,	Meeting costs Local travels	-

the CUIP	Maua, Timau							urban development)		
	Establishment of Meru municipal Board							County leadership (Governor, CECM, urban development)		-
	Orientation of the Maua and Timau Municipal Boards	1,500,000						County leadership (Governor, CECM, urban development)	Meeting costs Local travels	1,500,000
	Capacity building The Municipal Boards and administrations		5,000.00	5,000.00	3,000.00	2,500.00			Workshops, Trainings & Seminars	15,500,000
	Preparation of The Meru, Maua and Timau Municipality Integrated Development Plan	4,500.00								4,500,000
	Facilitation of municipalities board meetings	1,000,000	1,000.00	1,000,000	1,000.00	1,000.00	45	45		5,000,000
	Citizens Fora consultations with residents Meru	1,500,000	4,000.00	4,000.00	4,000.00	4,000.00				17,500,000
			5,000.00	5,000.00	3,000.00	2,500.00				

Municipality									
Equipment of Municipality Towns offices	7,006.00	5,000.00	1,000.00	1,000.00	1,000.00				14,006,000
Operationalization of The Meru Municipality Court		15,000.00							15,000,000
Benchmarking tours for municipality board and staff	5,000.00	4,000.00						Bench marking visits & Tours	9,000,000
Establishment of Town Committees for Nkubu, Laare, Kianjai, Mitunguu, Githongo	-								-
Orientation of the Towns Committees	5,000.00							Meetings and Local Travels	5,000,000
Appointment of Town Administrators	-								-
Facilitation of Town Committees Meetings	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00		10,000,000



Citizen Fora For Satellite Towns Residents	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000		
Capacity building for all town committees and administrations	10,000,000	5,000,000	5,000,000	3,000,000	2,000,000	2,000,000	2,000,000	25,000,000	UDD Support/Consultant	Consultancy fees Per diems Training costs
Equipment and operationalization of Satellite Towns offices	15,000,000	8,500,000	5,000,000					28,500,000	County leadership, CECM, urban development	Office equipment (for municipal office)
Benchmarking tours for Town Committees and administrations	7,000,000	5,000,000	3,500,000					15,500,000		Bench marking visits & Tours
Prepare Annual Investment Plan (project pipeline) for Meru, Maua, Timau and Nkubu	5,000,000	3,500,000	2,000,000	2,000,000	1,500,000	2,000,000	2,000,000	14,000,000	In- house county staff with the support of UDD staff	Meeting costs Per diems for travel Local travels
Implement the Integrated Strategic Urban Plans for Meru, Maua, Timau	7,500,000	5,000,000	4,500,000	3,000,000	3,000,000	3,000,000	3,000,000	23,000,000	In- house county staff	Meeting costs Local travel costs

								Enforcement costs eg. Legal costs	
Total Annual Investment Development resource requirements									213,506,000
Source of Funds	a. KDSP UIG FUND	60,500,000	50,006,000	59,500,000	24,500,000	19,000,000			
	b. COUNTY BUDGETARY ALLOCATIONS	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000			100,000,000
									113,506,000