

THE COUNTY GOVERNMENT OF MERU



MERU MUNICIPALITY INTERGRATED DEVELOPMENT PLAN- IDeP

2023/24 – 2027/28



TABLE OF CONTENTS

| | |
|--|-----|
| THE COUNTY GOVERNMENT OF MERU | i |
| MERU MUNICIPALITY INTERGRATED DEVELOPMENT PLAN- IDeP | i |
| 2023/24 – 2027/28..... | i |
| TABLE OF CONTENTS..... | ii |
| LIST OF TABLES | v |
| LIST OF FIGURES | vi |
| GLOSSARY OF COMMONLY USED TERMS | vii |
| FOREWARD..... | ix |
| ACKNOWLEDGEMENTS | x |
| EXECUTIVE SUMMARY | xi |
| CHAPTER ONE: MERU MUNICIPALITY BACKGROUND INFORMATION..... | 1 |
| 1.0 Preamble | 1 |
| 1.1 Location and size of municipality | 1 |
| 1.2 Physiographic and Natural Conditions | 2 |
| 1.2.1 Physical and Topographic Features | 2 |
| 1.2.2 Climatic Conditions | 2 |
| 1.2.3 GEOLOGY AND SOILS | 2 |
| 1.2.4 VEGETATION | 3 |
| 1.2.5 HYDROLOGY AND DRAINAGE | 3 |
| 1.2.6 NATURAL RESOURCES | 3 |
| 1.3 Administrative and Political Units | 4 |
| 1.3.1 Administrative Set up and political units | 4 |
| 1.4 POPULATION DEMOGRAPHICS | 4 |
| 1.4.1.1 POPULATION SIZE | 4 |
| 1.4.1.2 POPULATION STRUCTURE AND COMPOSITION | 4 |
| 1.4.1.3 POPULATION DISTRIBUTION AND URBAN DENSITIES | 4 |
| 1.4.2 DEMOGRAPHIC CHARACTERISTICS | 5 |
| 1.4.2.1 MIGRATION | 5 |
| 1.5 Infrastructure and Access | 6 |
| 1.5.1 Road, Rail Network and Airstrips | 6 |
| 1.5.2 Posts and Telecommunications | 6 |
| 1.5.3 Financial Institutions | 6 |

| | | |
|--|--|----|
| 1.5.5 | Energy Access | 6 |
| 1.6 | Land and land Use, Mean Holding Size | 6 |
| 1.6.1 | Incidence of landlessness | 7 |
| 1.7 | Community organizations/Non-state actors | 7 |
| 1.7.1 | Non-governmental organizations (NGOs) | 7 |
| 1.8 | Crop, Livestock and Fish Production | 7 |
| 1.8.1 | Main crops produced | 7 |
| 1.8.2 | Main storage facilities | 7 |
| 1.9. | Environment and climate change | 7 |
| 1.9.1 | Major contributors to environmental degradation in the municipality | 7 |
| 1.9.2 | Effects of environmental degradation | 7 |
| 1.9.3 | Climate change and its effects in the Municipality | 8 |
| 1.9.4 | Climate change mitigation measures and adaptation strategies | 8 |
| 1.10 | Water and sanitation | 8 |
| 1.10.1 | Water resources and quality | 8 |
| 1.10.4 | Sanitation | 8 |
| 1.11 | Health Access and Nutrition | 8 |
| 1.11.1 | Health Access | 8 |
| 1.11.2 | Morbidity | 8 |
| 1.11.3 | Nutritional Status | 8 |
| 1.11.4 | Immunization Coverage | 9 |
| CHAPTER TWO | | 10 |
| 2.0 | Preamble | 10 |
| 2.1 | Linkages with Sustainable Development Goals | 10 |
| 2.2 | IDeP Linkage With The African Agenda 2063 | 11 |
| 2.3 | IDeP Linkage with Kenya Vision 2030 | 11 |
| 2.4 | MIDeP Linkage with the Kenya Constitution 2010 and Other Legal Frameworks. | 11 |
| 2.5 | IDeP with CIDP | 13 |
| CHAPTER THREE: MUNICIPALITY PRIORITIES AND STRATEGIES | | 14 |
| 3.1 | Preamble | 14 |
| 3.2 | Vision | 14 |
| 3.3 | Mission | 14 |
| CHAPTER 4: INSTITUTIONAL FRAMEWORK | | 31 |
| 4.0 | Preamble | 31 |

| | |
|--|----|
| 4.1 Mandate | 31 |
| 4.2. Organisation Structure..... | 32 |
| 4.2.1 MERU MUNICIPALITY ORGANIZATIONAL STRUCTURE | 32 |
| 4.2.2 Functions of Directorates | 32 |
| 4.2.3: Functions of the Municipality Board | 36 |
| 4.2.4: Roles and Responsibilities of Meru Municipality Key Personnel's | 36 |
| 4.3: Resource Requirement..... | 38 |
| 4.3.1 Human Resource Requirement | 38 |
| 4.3.4. Financial Resource Requirements | 40 |
| 4.4: Financial Mobilization..... | 41 |
| 4.5: Stakeholders Analysis..... | 42 |
| CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK..... | 45 |
| 5.0 Preamble | 45 |
| 5.1 MONITORING AND EVALUATION APPROACH | 45 |
| 5.2 MONITORING AND REPORTING MECHANISM | 46 |
| 5.3 MIDTERM REVIEW AND TERMINAL EVALUATION..... | 48 |
| 5.5 RISK ASSESSMENT | 49 |

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

Board: means the board of a city or municipality constituted in accordance with section 13 and 14 of the urban and cities Act

County Executive: consists of the county governor and the deputy county governor; and members appointed by the county governor, with the approval of the assembly, from among persons who are not members of the assembly.

County Government: the unit of devolved government.

Citizen Fora: means a forum for citizens organized for purposes of participating in the affairs of an urban area or a city under this Act.

Development Committee: an independent focus group centered on development and discussion of policies, guidelines, and processes by providing valuable input for development and planning.

Development: the process of economic and social transformation that is based on complex cultural and environmental factors and their interactions.

Devolution: the statutory delegation of powers from the central government of a sovereign state to govern at a subnational level, such as a regional or local level. Devolution in Kenya is the pillar of the Constitution and seeks to bring government closer to the people, with county governments at the centre of dispersing political power and economic resources to Kenyans at the grassroots.

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.

Government: is a means by which state policies are enforced, as well as a mechanism for determining the policy.

Green Economy: the green economy is defined as an economy that aims at reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment. Green economy considerations are envisaged by mainstreaming cross-cutting issues such as climate change; Environmental degradation; HIV/AIDs; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM), Ending Drought Emergencies (EDE) among others.

Human Development Index (HDI): is a composite measure that incorporates mostly indicators derived from social sectors like life expectancy, years of schooling, and the general standard of living in the region or country.

Indicator: an indicator is a sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards

achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Integration: combining or coordinating separate county programmes and projects to provide a harmonious, interrelated plan in an organized or structured manner to form a constituent unit that function cooperatively.

Outcome: measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: immediate result from conducting an activity i.e. goods and services produced

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

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

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Public Participation: An action or a series of actions a person takes to involve themselves in affairs of government or community that, directly engages the public in decision-making and gives full consideration to public input in making that decision. These activities include voting, attending meetings, participating in public or private political discussion or debate on issues, signing a petition on a desired government action or policy, volunteering in community activities and contributing money to a political party or candidate of one's choice among other similar activities.

Spatial Development: techniques used by planners and other actors of decision making to facilitate integrated balanced development.

Target: it is a planned level of an indicator achievement.

Urban area: means a municipality or a town as per the Urban Areas and Cities Act

FOREWARD

I am honoured to present the Meru Municipality Integrated Development Plan, a deliberate initiative by the County Government of Meru to underscore our commitment to sustainable urban development. Representing the second generation of our five-year development plans for urban areas within the county, this comprehensive strategy addresses the pressing challenges stemming from the recent population surge in Meru town while aligning with the constitutional mandates.

The transformative vision embedded in Kenya's 2010 constitution established a devolved system of government, empowering local communities to attain the highest levels of development. This constitutional shift catalyzed the enactment of crucial legislation, including the Urban Areas and Cities Act of 2011.

Meru Municipality owes its existence to this pivotal Act, which operationalized Article 184 of the constitution. This legislation provides the framework for the classification, governance, and management of urban areas and cities, emphasizing the criteria for their establishment and the essential principles of governance and resident participation.

The formulation of this plan is a strategic component of the county's holistic development process, designed to actualize the urban development goals stipulated in the Act. Entrusted to the newly institutionalized Meru Municipality, the plan articulates a vision for integrated development, informed by the Meru County Integrated Plan 2023-2027 and reflective of the collective aspirations for a united, prosperous, and environmentally conscious model county.

This plan has been meticulously crafted to address the unique development needs of the municipality, contributing synergistically to the broader growth of the entire county. Notably, the formulation process adhered rigorously to the principle of public participation, ensuring effective stakeholder engagement. This inclusive approach has resulted in the prioritization of six key programs, each crucial in realizing the 'Municipality Dream': institutional development, urban infrastructural development, environmental management, trade and enterprise development, health services, and disaster management.

I am pleased to affirm that this plan stands as a testament to our commitment to fostering a vibrant, inclusive, and sustainable urban environment through collective action and strategic planning

CPA Monica Kathono

CECM,

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

ACKNOWLEDGEMENTS

The Meru Municipality wishes to register its appreciation to all those who were involved in the preparation of this Integrated development plan. The Team takes this opportunity to specially acknowledge the unrelenting efforts portrayed by all the technical persons who were involved in this noble process of shaping the future of our Municipality. The Office of the Governor and the Deputy Governor has given immense contribution towards the preparation of this Municipality IDeP

The Team is indebted to the Governor, Meru County, Hon. Kawira Mwangaza who provided great foresight in the entire plan preparation process. Special gratitude is owed to the Executive Committee Member Incharge of Urban Development CPA Monica Kathono, Chief Officer Physical Planning and Urban Development Mr Gitije Martin and Municipal Manager Mr Gitobu Nkanata for excellent leadership in this preparation process. Specifically, we would like to appreciate all the resource persons more so Miriti Royford, the sector economist for excellent technical input in the process. We are specifically also grateful to the following secretariat members who consolidated, analysed and prepared the IDeP; Elizabeth Mburu, Nkatha Mbaya ,Ken Gituma , Timothy Mwenda, Uniter Nyawira and Linda Kendi for steering the process to completion.

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.

The completion of this IDeP is a strong statement that the Meru Municipality has embraced the path to make Meru happy.

Gitobu Nkanata
Municipal Manager
Meru Municipality

EXECUTIVE SUMMARY

Municipality Integrated Development Plan (IDeP) is a five-year development plan, outlining the projects and programs that will be carried out within Municipality Area. In Kenya constitution 2010, there is the Urban Areas and Cities Act no 13 of 2011 which are provided room for creation of municipality. Under this act, every city and town is expected to operate within the framework of integrated development planning, leading to development of this plan. The programs and projects have been arrived and identified through rigorous process that involves public participation as the constitution requires.

This plan is divided into 6 major chapters;

Chapter 1 chapter introduces the baseline situation for the Meru municipality. It encompasses the population demographics, physiographic and natural conditions as well as locational description, size, administrative and political units. It is basically an overview of the start off point in terms of socio-economic and infrastructural situation as at the baseline year of 2022.

Chapter 2 provides and details the application and linkages of various international commitments, like Sustainable Development Goals and African Agenda 2063, Legal documents which includes; Kenyan Vision 2030, Kenya Constitution 2010, County Government Act and County Integrated Development Plan to the Meru Municipality Integrated Development Plan.

Chapter 4 provides and outlines the institutional framework that will be applied for the purpose of implementing the Municipality Integrated Development Plan. The Municipality is a Semi-Autonomous Government Agency established as per the requirements of Urban and Cities Act of 2011. It describes the not only the institutional arrangement to implement this plan, but also the resources requirements as well. For instance the financial resource requirement has been estimated at Ksh. 4005 Million for the Five (5) year period.

Chapter 5 describes the Monitoring and Evaluation mechanism that the municipality will adopt to improve the effectiveness and quality of tracking of implementation of various development programmes and sub-programmes of this IDeP.

CHAPTER ONE: MERU MUNICIPALITY

BACKGROUND INFORMATION

1.0 Preamble

This chapter introduces the baseline situation for the Meru municipality. It encompasses the population demographics, physiographic and natural conditions as well as locational description, size, administrative and political units. It is basically an overview of the start off point in terms of socio-economic and infrastructural situation as at the baseline year of 2022.

1.1 Location and size of municipality

Meru municipality is located on the high-altitude North-East slopes of Mount Kenya, approximately 8Km North of the Equator. It is at latitude 00 3'N and longitude 37O39'E and lies at an altitude of approximately 1640m above sea level. It is within Kenya's Eastern region, approximately 250Km from Nairobi.

1.1.2 Historical background

The growth of Meru municipality at its current site started in the colonial period, when it's first District Commissioner, E. B. Horne made his camp there in 1910. The Ameru people were already settled in the area but the exact locations of their settlements are undocumented. Later on, the Methodist Church was allocated land in Kaaga area with the arrival of the first two missionaries, Reverend RT Worthington and Frank Mimmack and that formed the second node of urban development. Governor sir Edward Brandis Denham appointed the first 20-member Meru native council necessitating the construction of the first local native council house in 1926 at an estimated cost of 2000 East African Shilling. In 1950, Governor sir Fredrick Crawford declared Meru a native land unit. The colonial minister for local government in 1962 appointed a 10-member advisory council to serve in the township committee under the chairmanship of Mr GN Cooke, this council was later replaced by urban council in 1963, with councilor Jeremiah Kanyamu assuming the chairmanship.

In 1971 Meru became the only municipality to be established outside provincial headquarters with an extended area covering 207km² from the initial 2km². The Old town outgrew its boundaries and Kaaga developed into more than just a church mission area. Today, Meru Municipality is one of Kenya's leading urban centers. It is the headquarters of Meru County. The notable developments are the Gazettement of Meru town council in the 1960s and later as a municipality in 1972.

In 2010 Kenya entered a new chapter in its historical evolution whereby a new constitutional dispensation was availed. Therefore, the new constitution replaced the old one. This repealed among others the Local Government Act cap 265 from where the municipal and county councils had been anchored.

The 2010 Kenyan constitution gave a provision for enactment of a new legal and regulatory framework that would spell among others, how urban centers would be established and managed in Kenya. The Urban Areas and Cities Act (UACA) became that statutory framework. The act broadly categorizes urban areas as Cities, Municipalities, Towns and Markets. Under this act Meru again met the threshold for Municipality status by two virtues: being a County capital as well as its population size.

It is based on this that in the year 2018, through a County Assembly resolution, the Meru Governor conferred the status of a Municipality to Meru town by granting it a municipal charter. This culminated to the establishment of the first Meru municipality board and recruitment of the first municipal manager as the very fundamental aspects to institutionalize the municipality of Meru.

1.2 Physiographic and Natural Conditions

1.2.1 Physical and Topographic Features

Meru Municipality lies between 1,158 metres and 5,380 metres above sea level in the South and at the Peak of Mt. Kenya respectively. Mt. Kenya which lies on the northern side greatly influences the landscape of the Municipality as well as other topographical features.

Meru lies on the north eastern slopes of Mt. Kenya. The general landscape slopes eastwards as this is the direction the rivers flow. However, the area has hills and valleys punctuating the landscape. The undulating land scape affects the climate and the vegetation of the area.

The relief has also affected the growth of the Meru CBD, for example, the steep edge after Kirukuri street creates a natural boundary to the town on that side. The terrain also affects development of settlements and roads.

1.2.2 Climatic Conditions

The Municipality has a bimodal rainfall pattern with rains falling during the months of March to May and October to December. The area receives high amount of rainfall ranging from 2200mm in Meru forest to 500mm on the lower areas of Miriga Mieru Division. The upper area of the municipality experience reliable rainfall while the middle areas, medium rainfall and lower regions unreliable and poorly distributed rainfall. The short rains which occurs from October to December are more reliable than the long rains in April to June. The temperatures in the highlands range between 13-17degree centigrade, while that of low lands are between 22-27 degree centigrade.

1.2.3 GEOLOGY AND SOILS

The geology can be separated into the volcanic western part and basement system on the eastern part of the rift valley. The volcanic part has ridges on the middle and the lower slopes of Mt Kenya with uplands and scattered plateaus.

The soils of Meru municipality are characterized by deep red loam soil in Miriga Mieru west and Miriga Mieru east Divisions. These soils are well drained and fairly fertile but require fertilizers to improve their fertility, as these have been lowered by continuous cultivation. The soils of the volcanic plateau are moderately deep to shallow with various textures. The soils derived from the basement system rocks are predominantly moderately, deep to shallow with loam clay textures (cambisols, lavisols and regisols). Whereas, the soils of the hills are very shallow and rocky(leptosols). There for the exact natural vegetation reflects the soil, altitude, relief and climate.

1.2.4 VEGETATION

The Meru municipality has both exotic and natural vegetation. The natural vegetation is found in the forest which makes up about 30% of the municipality and it has common indigenous trees which include the meru oak, camphor, cedar and croton. In addition, some parts of the forest have exotic tree species cash crops and food crops grown in the area thus forming part of the vegetation. Examples of food and cash crops include banana, coffee, tea, maize, fodder crops and others.

1.2.5 HYDROLOGY AND DRAINAGE

The rivers in Meru municipality form Parts of the Tana river drainage basis. They originate from the slopes of Mt. Kenya and flow eastwards as tributaries of Tana River. Meru has many streams most of which are perennial.

1.2.6 NATURAL RESOURCES

1.2.6.1 WILD LIFE AND TOURISM

Wild life consists of birds, insects and rodents, in the area covered by forest, elephants, monkeys and birds are the most common species and are commonly sighted as you drive along Meru-Nanyuki road. However, cases of human wildlife conflict involving elephants are common phenomena. Though despite this, they make Meru municipality a preferred tourist destination.

1.2.6.2 AREAS OF SCENIC VALUE

Meru has hills, rivers, valleys, vegetation and wildlife, all of which combine to create an interesting panorama. The Nyambene hills and Mt. Kenya are very visible from Meru Municipality. Bordering the lower Mt. Kenya Forest, the municipal residents have a privilege to an aesthetic panorama from the forest as well as its characteristically scenic attractions like the King Muuru, and The Crate Lake Nkunga a unique geographical landform.

Other attractions include the amazing water falls on rivers like Kathita which form great sceneries, as well as the majestic Nteere recreation park which constitutes the source of kanyuru river and a mini forest right at the heart of the Meru Municipality.

1.2.6.3 WETLANDS

There are rivers and marshlands within the municipality. Swampy areas and rivers are threatened by pollution and encroachment due to poor methods of farming and deforestation. Lake Nkunga is also a predominant natural feature in this category and it is currently threatened by pollution and encroachment.

1.2.6.4 UPPER IMENTI FOREST

The forest covers 30% of the municipality. The cooler areas near the forest are ideal for tea growing and there many streams from forests from which locals get water for domestic use.

1.3 Administrative and Political Units

1.3.1 Administrative Set up and political units

Administratively, the Municipality is situated in Imenti North Constituency/Imenti North sub-county. It touches five wards namely; Municipality, Nyaki West ,Nyaki East, Ntima West,and Ntima East.

1.4 POPULATION DEMOGRAPHICS

The various aspects of demography, society and culture and their implications on the Integrated Development Plan for Meru Municipality is a very key aspect. This is because planning involves citing of facilities and services in a manner that best fosters development of the people. As such, an understanding of the demographic dynamics is central to achieving planning objectives.

1.4.1.1 POPULATION SIZE

The population projections to the start of the plan period in 2017 yielded a figure of 126,225. The planning area thus has about 9.3% of the population of the greater Meru, which now forms the Meru County.

1.4.1.2 POPULATION STRUCTURE AND COMPOSITION

The largest population age group is the 0-4 years cohort followed by the 5-9 years. The median age is 23 years which makes this a youthful population.

1.4.1.3 POPULATION DISTRIBUTION AND URBAN DENSITIES

The population distribution and density are influenced by soil fertility and rainfall in the rural areas. Urban areas attract higher populations due to the level of economic activities and availability of public amenities. The area around the Old town/Meru CBD has the highest population within the planning area. Based on the former administrative units (before the promulgation of the Kenyan Constitution, 2010), Municipality location has the highest density at 3,175persons/Km². Chugu location, within the former County Council of Meru Central, has the least population density at 687persons/Km².

1.4.2 DEMOGRAPHIC CHARACTERISTICS

The analyses of demographic characteristics reveal the challenges that need to be addressed in order to achieve the development goals. Some of these challenges directly impact on the achievement of the Sustainable Development Goals (MDGs). It is therefore vital that solutions are sought within the scope of this planning exercise. The table below gives a summary of the key demographic characteristics of Meru municipality

Table 1: Demographic Indicators

| Demographic characteristics | Status |
|-----------------------------|---------|
| Sex ratio(female:male) | 101:100 |
| Average household size | 4 |
| Dependency ratio | 100:103 |
| Total fertility rate | 4:2 |
| Infant mortality rate | 74/100 |
| Life expectancy rate | 59years |

Source: Meru Central District Strategic Plan, 2005-2010

1.4.2.1 MIGRATION

Daily migration is evident from the fact that daytime population in Meru town is approximately double the night-time population. This means that some of those employed or running businesses within the town may even reside in places outside the planning area. Market days also increase the number of people within the town as farmers and buyers from the greater Meru region come to buy and sell produce at Gakoromone market.

Seasonal migration is experienced in Meru Town. This is largely influenced by the rising number of learning institutions in the area creating a scenario where staff and students are in Meru during the terms and semesters but go back home when the institutions close for holidays.

A case of Long-term migration is also exists as a result of the town's position as an administrative Centre and commercial hub. Civil servants and employees of major commercial institutions settle in Meru for the duration of their working years.

Finally rural-urban migration is also evident. Since secondary towns absorb most of the rural-urban migrants today, this kind of migration poses a lot of challenges the municipality and which has called for stepped up urban planning. The most significant influences for the rural-urban migration include the high rate of unemployment resulting in the rural areas or seeking greener pastures in towns.

1.5 Infrastructure and Access

1.5.1 Road, Rail Network and Airstrips

The Municipality has an established road network linking it to major towns and cities like Nairobi, Nanyuki, Isiolo, Nkubu, Maua, Mikinduri, Githongo.

1.5.2 Posts and Telecommunications

The mobile phone coverage stands at 99% in the municipality and a post office which serves the citizens and its environs. In homes, private and government institutions, usage of computer and telecommunication equipment's as increased as a result of affordable computers and their accessories.

There are ten major private courier services operating in the municipality, where, most of them are linked to the Public Service Vehicles (PSV). The courier services deliver parcels to and from major towns around the country and they include Meru Nissan SACCO, Mitunguu SACCO, Luxury SACCO, Menany SACCO, Mark One SACCO, Menya SACCO, Raha SACCO, DHL, G4S courier services and Wells- Fargo courier services.

1.5.3 Financial Institutions

All the major commercial banks have their branches in Meru, in total there are over 22 branches which include; Equity, KCB, Co-operative, Barclays, Family, ABC, National, Bank of Africa, Consolidated, Sidian, Standard Chartered, Diamond trust, Commercial bank of Africa, Bank of Baroda, I&M, CFC Stanbic, NIC, HFC, POST BANK, CREDIT BANK and ECO BANK. In addition, there are 8 deposit taking and 5 non-deposit taking micro-finance institutions.

Insurance companies have established themselves well, with about 28 companies represented in the municipality. The financial sector is also augmented by adoption of Mobile Banking and MPSA by the largely techno savvy population.

1.5.5 Energy Access

The entire area of Meru municipality is accessible to National Electricity grid. Other source of energy includes firewood, charcoal, gas and solar

1.5.6 Markets and Urban Centres

The Municipality has a number of markets centres which accelerate its growth notably the CBD, Makutano, Gitimbine, Kemu, Kithoka, kirogine, Nthimbiri, Mpuri, Thimangiri, Gakoromone among others. The growth of these centers is largely dependent on the agricultural sector of the municipality environs. The growth of CBD is attributed to it being the County Head Quarters.

1.6 Land and land Use, Mean Holding Size

The largest part of the land within the Municipality is owned by individuals at a mean land holding size is approximately 0.2Ha. Agriculture form the

major land use activity within the municipality whereby mostly food crop farming is practiced and cash crops are grown in small scale.

1.6.1 Incidence of landlessness

In the municipality, landlessness is not a major issue because most of the land is ancestral which was passed down from one generation to another, and others who hadn't inherited land in the municipality could conveniently buy.

1.7 Community organizations/Non-state actors

1.7.1 Non-governmental organizations (NGOs)

The NGOs have penetrated and established themselves in the Municipality. Their activities relate to youths, women, people living with disability, environmental, street children and children empowerment.

1.8 Crop, Livestock and Fish Production

Agriculture forms the backbone of Meru County economy where few people do farm within the municipality. Most of the food stuff consumed in the municipality is produced by the Meru County residents.

1.8.1 Main crops produced

The crops grown and produced at municipality and its environs are coffee tea, potatoes, maize and horticulture such as tomatoes, vegetables and bananas. Their production is generally influenced by the type of soils, farming practices and climatic conditions.

1.8.2 Main storage facilities

Most farmers have small storage facilities in their homes to store their dry produce. However, there is National Cereals and Produce Board (NCPB) silos, Horticultural Crops Development Authority (HCDA) cold storage facilities and Kenya Planters Cooperative Union (KPCU) store that serves the region.

1.9. Environment and climate change

1.9.1 Major contributors to environmental degradation in the municipality

The major contributors to the environment degradation are deforestation, poor solid waste disposal, cultivation along river banks, pollution from industrial and farm waste. Water waste from residential areas and car wash also greatly contributes to water pollution.

1.9.2 Effects of environmental degradation

Environmental degradation has led to deforestation resulting to unpredictable weather conditions thus adversely affecting farming activities. The municipality and its environs have experienced low rainfall, inadequate supply of foodstuff, poor living conditions and destruction of infrastructures. Therefore, the cost of living in the urban centres has gone high.

1.9.3 Climate change and its effects in the Municipality

Climate variability and extremes is emerging as a major threat to sustainable development of the municipality. There has been rise in temperatures which have resulted in increase of malaria, erratic rainfall resulting to drying up of some rivers and also flooding especially on the lower parts of the municipality. The municipality is also already experiencing the effects of the recession of the glaciers on Mt Kenya which is a water tower in the county. The most affected sectors are agriculture and health.

1.9.4 Climate change mitigation measures and adaptation strategies

In addressing climate change, the municipality has been planting more trees especially along the rivers, roads, public places and schools. Construction of storm water tunnels to ease drainage rain water within the municipality is also ongoing. public education on awareness of environmental friendly technologies and their transfer to the community is given prominence.

1.10 Water and sanitation

1.10.1 Water resources and quality

There is 1 major river and 3 streams within the municipality. These are; Kathita river, Kanyuru, Mpoune, and Gachiuma streams. The Municipality is adequately served by the Meru Water and Sewerage Services (MEWASS) which supplies clean and safe water to about 80% of the population. The rest of the 20% relies on piped community water projects.

1.10.4 Sanitation

On average less than 20% of the municipality is served by the sewer system. However, there is a project of connecting the entire municipality to sewer system which is ongoing.

1.11 Health Access and Nutrition

1.11.1 Health Access

Meru municipality houses County level five hospital; currently the hospital has 324 bed capacity and the county government of Meru is currently constructing a 246-medical complex. The complex will include various diagnosing centres like CT scan blocks, emergency and accident centres, medical and surgical wards, Intensive Care Units and High Dependency Units, burns unit and three operation centres.

Other health facilities include Kinoru, Gakoromone, Kathithi and Runogone Dispensary. In addition, there are many Mission and Private health facilities.

1.11.2 Morbidity

The most prevalent diseases in the Municipality are; Flu, cancer, H Pylori, respiratory diseases, fever, diarrhea and ulcers.

1.11.3 Nutritional Status

Malnutrition is not a big concern in the Municipality. The proportions of stunting, underweight and acute malnutrition is below 2.5 percent among

children below 5 years. This is attributed to the fact that most mothers' breastfeed their children during their first year coupled with constant supply of food.

1.11.4 Immunization Coverage

Child vaccination in the Municipality is over 85 percent while Antenatal Care (ANC) is 80 percent. This is higher than the national figure which stands at 78 percent and 36 percent respectively. The vaccines that are administered free of charge by government healthcare centres include polio, tuberculosis, measles, diphtheria, meningitis, pertussis, tetanus and typhoid diseases

1.11.5 Access to family planning services

Access to contraceptives is high since most of the services are offered free of charge in most government owned institutions. Contraceptive acceptance in the Municipality is 70 percent. This high level of access can be attributed to free family planning services offered at public health facilities and high level of awareness. Condoms, pills and coils are the most prevalent contraceptives.

CHAPTER TWO

Municipal intergrated development plan linkages with other planning and legal framework

2.0 Preamble

This chapter provides and details the application and linkages of various international commitments, like Sustainable Development Goals and African Agenda 2063, Legal documents which includes; Kenyan Vision 2030, Kenya Constitution 2010, County Government Act and County Integrated Development Plan to the Meru Municipality Integrated Development Plan.

2.1 Linkages with Sustainable Development Goals

SDGs are global aspirations to transform the world into a better place by 2030. They provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. This IDeP has taken cognizance of SDGs and both projects and programmes proposed are mainstreamed to the 17 SDGs. This Municipality IDeP is formulated to address SDG 6, 9, 11,15 and 17.

Goal 6 ensures availability and sustainable Management of water and sanitation for all, this is addressed through projects that are aimed at providing clean water and proper drainage within the municipality.

Goal 9 which is responsible for resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, has been factored in the preparation of this IDeP where the Municipality has prioritized the development of standard roads infrastructure that will ensure an elaborate road network that sets stage for industrialization.

Goal 11 Make Cities and human settlement inclusive, safe, resilient and sustainable. This IDeP basically looks at developing a municipality that guarantees resilience, sustainability and safety for work, residence and investments.

The protection of the urban environment is a key priority for the Municipality. As part of its role to manage Solid & Liquid waste as well as protect fragile eco systems within the Municipality this plan is consistent to address Goal 15. The plan sets out specific initiatives towards achieving the goals which include the rehabilitation of the rivers, water sources and the conservation and maintenance of recreation of park(s).

A number of projects will be achieved through partnership with national and international bodies hence fostering partnership which is part of goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

2.2 IDeP Linkage With The African Agenda 2063

Agenda 2063 is an African Agenda that seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. It reflects our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, and with freedom from fear, disease and want. This MIDP has been aligned with the Aspiration 3 and 6 of the Africa Agenda 2063.

The Municipality is subject of building a self-sustainable institution that with structured leadership geared to develop and transform as per goal 2 of Aspiration 3 of a capable institutions and transformed leadership in place at all levels.

The municipality projects and programmes are framed through public and citizen participation thus aligning with developments which are people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

2.3 IDeP Linkage with Kenya Vision 2030

Kenya Vision 2030 refers to the long-term development strategy for Kenya; it aims to transform Kenya in to a modern, globally competitive, middle income country providing high quality life to its entire citizen.

To realize vision 2030, it is phased to be implemented in successive five-year Medium-Term Plans.

2.4 MIDeP Linakge with the Kenya Constitution 2010 and Other Legal Frameworks.

This IDeP has been prepared in consistence with Kenya Constitution 2010. According to the Fourth Schedule it outlines the functions of the national and county governments. A total of 14 functions have been devolved to the counties. The main ones include: county planning and development; Agriculture; county health services; control of air pollution, noise pollution, other public nuisances and outdoor advertising; cultural activities, public entertainment and public amenities; county roads and transport; animal control and welfare; trade development and regulation; pre-primary education and village polytechnics; specific national government policies on natural resources and environmental conservation; county public works and services; firefighting services and disaster management; and, control of drugs and alcohol. Emphasis has also been made for the counties to ensure participatory development and capacities are developed at the county and community level.

Five laws which provide the framework for devolution have been enacted, namely: Urban Areas and Cities Act,2011; The County Governments Act, 2012; The Transition to Devolved Government Act,2012; The

Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012.

Other laws that are put into consideration when drafting this MIDeP to arrive to a functional municipality include the following; the Physical Planning Act Cap 286, which was enacted in 1996 and regulates all physical planning activities in Kenya. The Act give guidance on the objectives and the contents of structure plans, development plans, advisory plans, zoning plans, subdivision plans stipulating the planning preparation and approval processes which has been adopted in the projects.

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.

Thirdly, 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 planning. The plan will be the basis for service and infrastructure provision.

This Municipal Integrated Development Plan is the first to be formulated by the municipal board to actualize the provisions of the Urban Areas and Cities Act, 2011, Provisions of the 2010 Constitution as well as Public Finance Management Act, 2012. It seeks to provide the basis which will guide the execution of the priority projects and programs within the Municipality.

2.5 IDeP with CIDP

A County Integrated Development Plan is a super plan for the counties that gives an overall framework for development. It aims to co-ordinate the work of both levels of the government in a coherent plan to improve the quality of life for all the people and contribute towards devolution. The county governments Act section 108 outlines the county integrated development plan (CIDP) this outlines the county development goals covering a period of five years.

Kenya's Public Finance Management Act provides that no public funds shall be appropriated outside a county's planning framework. The CIDP contains information on development priorities that inform the annual budget process, particularly the preparation of annual development plans, the annual county fiscal strategy papers, and the annual budget estimates.

The Meru Municipal IDeP has been drafted and prepared in reference with the Meru CIDP.

CHAPTER THREE: MUNICIPALITY PRIORITIES AND STRATEGIES

3.1 Preamble

This chapter focuses on the development strategies of the Municipality in the light of the current overview in relation to developmental needs. It gives an overview of the sectors, their status in resource utilization and the presenting opportunities for optimization of resources. The chapter highlights the development priorities by sector; The Sector vision, mission, sector values and objectives for each have also been captured.

Sector development needs and areas of prioritization and strategies have clearly been highlighted. It details the future programmes and projects to be implemented in this generation IDeP 2023-2027.

Lastly, the chapter makes an overview of the key proposed flagship/transformational whose implementation will have high impact in terms of creation of employment, increment of county competitiveness, revenue generation and cross-county engagements and will go a long way in realizing the dream of 'Making Meru Happy'.

3.2 Vision

To be a trend-setting, dynamic Municipality delivering quality services

3.3

Mission

To render affordable quality services, promote prosperity and facilitate social-economic Development through application of transparent corporate governance, integrated development planning, skills development and the sustainable use of resources

Table 2: Development Needs, Priorities and Strategies

| A | Urban development management | Establishment and operationalization of urban governance structures -Development, upgrading and maintenance of urban infrastructure | -Implementation of meru integrated urban spatial plan. -Develop recreation facilities in all our MUNICIPALITY -Implement Beautification programme (eco-friendly) -Construction of; water & sewerage system for Makutano & Extension to Rwanyange; -Installation and maintenance of street lights, flood lights & transformers |
|---|------------------------------------|--|---|
| B | Adequate public land /land Banking | -municipal wide public land inventory | -Identify, map and preserve existing public land -Repossess grabbed public land -Purchase land for public use and |

| | | | future investment within the municipality |
|----------|---------------------------------------|--|--|
| C | Environment management & Conservation | <ul style="list-style-type: none"> -Development and operationalization of Meru Municipality Integrated Waste Management Policy. -Develop and implement an Environmental conservation and protection strategy | <ul style="list-style-type: none"> -Purchase of specialized garbage Trucks, Personal protective equipment's, Back hoe, Litter bins -Construction of Receptacles & Commercial waste Incinerator -Maintenance of dumpsite -Operationalization and Maintenance of sewerage System -Create awareness of good waste management practices (The three Rs: Reduce, Reuse & Recycle) - Landscaping of highways, parks, streets -Afforestation -adoption of renewable energy |
| D | Town transport system | <ul style="list-style-type: none"> -Establish and operationalize of transport management strategy | <ul style="list-style-type: none"> - Installation of CCTVs, Traffic Surveillance Systems, Road safety signage |
| E | Enforcement Capacity Development | <ul style="list-style-type: none"> -Establish and operationalize the municipality enforcement and inspectorate unit -Implement the Meru County Enforcement Service Act | <ul style="list-style-type: none"> -Recruit, train and deploy enforcement officers -Build enforcement lines/camps in Meru -Procure vehicles and equipment for enforcement service -Establishment of a municipality court |
| F | Trade Development | <ul style="list-style-type: none"> - Implementation of existing of Trade policy(s) -Support of SMEs (who include women, youth and people with disability) -Promote a 24 Hr Economy | <ul style="list-style-type: none"> -Construction of market boundary walls, market stalls/kiosks, sheds, floodlights, modern market toilets |

| | | | |
|----------|---------------------------------|--|---|
| G | Tourism Development & Marketing | <p>-Tourist Site Mapping and development</p> <p>-Marketing of new and existing tourist sites</p> | <p>-Develop infrastructure for sites such as King Muuru & Lake Nkunga.</p> <p>-Promotion of Agro-tourism, medi-tourism and Conference tourism.</p> |
| F | Public Health Promotion | <p>- Health education/awareness on preventive and promotive health care</p> <p>-Implementation of the public health Act</p> | <p>- Recruit, train and deploy public health officers</p> <p>-Media awareness campaigns</p> <p>-Integration of sign language in our health promotion and awareness campaigns.</p> <p>-Public barazas, church and school sensitization sessions</p> |
| H | Health services | <p>-Provision of health infrastructure, equipment, personnel, drugs etc.</p> | <p>Construction and equipping of health centers and dispensaries;</p> <p>Hiring of medical personnel</p> |
| I | Disaster Management | <p>Develop and implement a disaster management strategy</p> | <p>-Establish of a call center;</p> <p>-Purchase of firefighting equipment; ambulances</p> <p>- Recruit, train and deploy fire fighters</p> <p>-Implementation of OSHA</p> |
| J | Improving informal settlement | <p>Improve standards of living in informal settlements</p> <p>Establishment and operationalization of Material recovery center</p> | <ul style="list-style-type: none"> - Paving of roads - Improving sanitation - Provision of clean water - Erection of floodlights and street lighting - Construction of a material recovery centre - Implementation of the waste management policy |

Table 3: Programmes and Sub-Programmes

Programme 1: Urban Institutional Development

Objective (s):

1. To improve governance within the municipality
2. To create and sustain and attractive safe secure and well managed municipality
3. To enhance service delivery excellence

Outcome (s):

1. Enhanced public order; Enhanced local govern systems & Improved transparency and accountability in citizen engagement in decision making of urban government

| Sub-programme | Key Output | Baseline | Key performance indicators | Planned Targets | | | | | Total Budget (Ksh.) in Millions |
|---|--------------------------------------|----------|---|-----------------|---------|---------|---------|---------|---------------------------------|
| | | | | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | |
| Sp 1.1 Municipality Governance Structure | Operational Board | - | Number of Board meetings held annually | 5 | 5 | 5 | 5 | 5 | 2.5 |
| | Operational Municipal administration | 1 | Number of offices established and equipped per year | 3 | 15 | 5 | 5 | 5 | 16 |
| | Established Municipal court | - | Number of Courts per year | 1 | 0 | 0 | 0 | 0 | 10 |
| Sp 1.2 Capacity Building | Board Training | - | Number of trainings per year | 5 | 4 | 4 | 4 | 4 | 5 |
| | Staff Training | - | Number of staff trained | 30 | 60 | 90 | 120 | 150 | 25 |
| Sp 1.3 Public Participation | Citizen fora | 2 | Number of fora held per year | 15 | 10 | 10 | 10 | 10 | 25 |

Programme 1 Total(Ksh) In 83.5 Millions

Programme 2: Urban Infrastructure Development

Objectives

1. to improve health, wellbeing and quality of life
2. To enhance sustainable natural resources management in the municipality
3. To enhance social infrastructure needs

Outcome

1. Improved health of municipality dwellers and user.
2. Enhanced economy

| Sub-programme | Key Output | Baseline | Key performance indicators | Planned Targets | | | | | Total Budget (Ksh.) in Millions |
|--|---------------------------------|----------|--|-----------------|----------|----------|----------|----------|---------------------------------|
| | | | | 2023 /24 | 2024 /25 | 2025 /26 | 2026 /27 | 2027 /28 | |
| Sp 2.1 Roads and Transport infrastructure | Paved Parking lots | 500 | Number of Parking lots paved annually | 300 | 200 | 200 | 200 | 100 | 200 |
| | Paved roads | 0.5 | Number of KMs Paved annually | 2 | 2 | 2 | 2 | 2 | 400 |
| | Paved Walk-ways & Cycling Lanes | | Number of KMs Paved annually | 3 | 3 | 3 | 3 | 3 | 80 |
| | Street Lights | 50 | Number of street lights installed | 20 | 20 | 20 | 20 | 20 | 15 |
| | CCTV | - | Number of Street Cameras Installed | 0 | 0 | 30 | 50 | 50 | 100 |
| | Traffic Lights | - | Number of traffic lights Installed per | 0 | 0 | 4 | 4 | 4 | 50 |

| | | | | | | | | | |
|--|--|---|-------------------------------------|---|---|---|---|---|-------------|
| | | | year | | | | | | |
| Sp 2.2 | New Sewer line | - | Number of KMs constructed Per Year | 0 | 1 | 2 | 2 | 5 | 2000 |
| Water and Sewerage Infrastructure | Installation of extension water Pipeline | - | Number of KMs constructed Per Year | 1 | 2 | 4 | 4 | 8 | 100 |
| | Paved roads | - | Number of kilometers paved per year | | | | | | |
| | Constructed sanitation blocks | - | Number of sanitation blocks | - | 2 | 2 | 2 | 2 | 120 |
| Sp 2.3 | Floodlights installed | 4 | Number of floodlights | 0 | 2 | 2 | 2 | 2 | 16 |
| Improving informal settlement | Street lights installed | | Number of streetlights | 0 | 5 | 5 | 5 | 5 | 10 |
| | Established and operational material recovery centre | - | Number of centres | 0 | 0 | 1 | 1 | 1 | 180 |
| Total Budget (Ksh.) in Millions | | | | | | | | | 3271 |

Program 3: Environmental Management

Objectives

- 1. To identify and enhance new technology for sustainable development**
- 2. To support pollution prevention**
- 3. Promote sustainable development that promotes environmental protection and management**

Outcomes

1. Improved health
2. Enhanced cleanliness
3. Improved recycling and reuse practices at point of waste generation

| Sub-programme | Key Output | Baseline | Key performance indicators | Planned Targets | | | | | Total Budget (Ksh.) in Millions |
|--|----------------------------------|----------|--|-----------------|----------|----------|----------|--------------|---------------------------------|
| | | | | 2023 /24 | 2024 /25 | 2025 /26 | 2026 /27 | 2027 /28 | |
| Sp 3.1 Solid waste management Environmental conservation | Specialized Garbage trucks/truck | 6 | Number of specialized garbage trucks | 1 | 1 | 1 | 1 | 1 | 60 |
| | Garbage receptacles | 12 | Number of garbage receptacle constructed annually | 2 | 2 | 2 | 2 | 2 | 5 |
| | Constructed incinerator | - | Number of incinerators constructed | 0 | 0 | 1 | 0 | 0 | 30 |
| | Reclaimed of rivers | 1 | Number of rivers reclaimed in the municipality annually | 1 | 1 | 1 | 1 | 1 | 25 |
| | Afforestation | - | Number of trees planted | 600 | 400 | 400 | 200 | 200 | 4.5 |
| | Landscaped streets | - | Number of streets landscaped | 2 | 2 | 2 | 2 | 2 | 20 |
| | Material recovery center | - | Number of material recovery centers established per year | 0 | 1 | 1 | 1 | 1 | 32 |
| Total Budget (Ksh.) in Millions | | | | | | | | 176.5 | |

Programme 4: Trade and Enterprise Development

Objectives

1. To enhance equitable development and increase employment
2. To enhance technology and innovation
3. Promote sustainable industrial development for effective resource utilization
4. Open up avenues of value addition taking cognizance of regional and global markets for primary product

Outcome

1. Incubation of small businesses
2. Increased number of tourists to the Municipality
3. Improved standards of living

| Sub-programme | Key Output | Baseline | Key performance indicators | Planned Targets | | | | | Total Budget (Ksh.) in Million |
|---|------------------------------------|----------|---|-----------------|----------|----------|----------|----------|--------------------------------|
| | | | | 2023 /24 | 2024 /25 | 2025 /26 | 2026 /27 | 2027 /28 | |
| Sp 4.1 Improvement of markets | Constructed modern market | - | Number of modern market constructed | 2 | 2 | 2 | 2 | 2 | 300 |
| | Floodlight | - | Number of floodlights | - | 2 | 2 | 3 | 3 | 20 |
| Sp 4.2 Enterprise development | Capacity building of SMEs | - | Number of SMEs trained in business best practices | -- | 100 | 100 | 100 | 100 | 10 |
| Sp 4.3 Tourism Development & Marketing | Mapped tourism site | - | Number of tourism guides developed | - | 0 | 1 | 0 | 0 | 10 |
| | Developed tourist attraction sites | - | Number of tourist sites developed | - | 0 | 2 | 5 | 8 | 45 |
| Total Budget (Ksh.) in Millions | | | | | | | | | 385 |

Programme 5: Disaster management

Objectives;

1. To improve disaster preparedness
2. To safeguard and make available vital materials supplies and equipment to ensure the safety and reliable recovery of records for predictable disasters

Outcomes;

1. Enhanced efficiencies in emergency response

| Sub- | Key | Baseline | Key | Planned Targets |
|------|-----|----------|-----|-----------------|
|------|-----|----------|-----|-----------------|

| programme | Output | Performance indicators | 2023 /24 | 2024 /25 | 2025 /26 | 2026 /27 | 2027 /28 | Budget (Ksh.) in Millions | |
|---|---|------------------------|--|----------|----------|----------|----------|---------------------------|-----|
| Sp 5.1 Disaster Response Investments | Emergency Fund | - | Amount of Fund Per Year(Ksh. In Millions) | 20 | 20 | 20 | 20 | 20 | 100 |
| | Established, operational call and data center | - | Number of call and data center established | 0 | 0 | 0 | 1 | 0 | 50 |
| | Fire engine purchased | - | Number of fire engines purchased | 0 | 0 | 1 | 1 | 0 | 24 |
| | Purchased ambulances | - | Number of ambulances purchased | 0 | 0 | 1 | 1 | 1 | 21 |
| | Modern fire station | - | Number of modern fire stations built | 0 | 0 | 0 | 1 | 1 | 20 |
| Programme: Total Budget (Ksh.) in Millions | | | | | | | | 215 | |
| Grand Total | | | | | | | | 3826 | |

Capital Project register

| Sub Programme | Project name; Location (Ward/Sub county/) | Estimated cost (Ksh.) | Source of funds | Time frame | Performance indicators | Implementing Agency | Other stakeholders |
|--|---|-----------------------|----------------------------|-------------|---|------------------------|----------------------------------|
| Sp 1.1 Municipality Governance Structure | Construction of offices and refurbishment | 20 | CGM & Development Partners | 2023 - 2028 | Number of offices constructed and refurbished | CGM/ Meru Municipality | Residents , Development partners |
| | Citizen fora | 5 | CGM & Development Partners | 2023 - 2028 | Number of fora done | CGM/ Meru Municipality | Residents , Development partners |
| | Capacity building of the board and staff for municipality | 5 | CGM & Development Partners | 2023 - 2028 | Number of fora done | CGM/ Meru Municipality | Residents , Development partners |
| | Completion of Municipal court | 10 | CGM & Development Partners | 2023 - 2028 | % Completion constructed | CGM/ Meru Municipality | Residents , Development partners |
| Programme 2: Urban Infrastructure Development | | | | | | | |

| Sub Programme | Project name; Location (Ward/Sub county/) | Estimated cost (Ksh.) | Source of funds | Time frame | Performance indicators | Implementing Agency | Other stakeholders |
|---|--|-----------------------|----------------------------|-------------|---------------------------------------|------------------------|----------------------------------|
| Sp 2.1 Roads and Transport infrastructure | Paved Parking lots | 200 | CGM & Development Partners | 2023 - 2028 | Number of Parking lots paved annually | CGM/ Meru Municipality | Residents , Development partners |
| | Paving of roads | 500 | CGM & Development Partners | 2023 - 2028 | Number of KMs Paved annually | CGM/ Meru Municipality | Residents , Development partners |
| | Paved Walkways & Cycling Lanes | 80 | CGM & Development Partners | 2023 - 2028 | Number of KMs Paved annually | CGM/ Meru Municipality | Residents , Development partners |
| | Street Lights | 100 | CGM & Development Partners | 2023 - 2028 | Number of street lights installed | CGM/ Meru Municipality | Residents , Development partners |

| Sub Programme | Project name; Location (Ward/Sub county/) | Estimated cost (Ksh.) | Source of funds | Time frame | Performance indicators | Implementing Agency | Other stakeholders |
|--|--|-----------------------|----------------------------|-------------|---|------------------------|----------------------------------|
| | Reclaimed of rivers | 25 | CGM & Development Partners | 2023 - 2028 | Number of rivers reclaimed in the municipality | CGM/ Meru Municipality | Residents , Development partners |
| | Afforestation | 4.5 | CGM & Development Partners | 2023 - 2028 | Number of trees planted | CGM/ Maua Municipality | Residents , Development partners |
| | Landscape streets | 20 | CGM & Development Partners | 2023 - 2028 | Number of streets landscaped | CGM/ Maua Municipality | Residents , Development partners |
| | Material recovery center | 32 | CGM & Development Partners | 2023 - 2028 | Number of material recovery centers established | CGM/ Maua Municipality | Residents , Development partners |
| Programme 4: Trade and Enterprise Development | | | | | | | |

| Sub Programme | Project name; Location (Ward/Sub county/) | Estimated cost (Ksh.) | Source of funds | Time frame | Performance indicators | Implementing Agency | Other stakeholders |
|--|--|-----------------------|---|------------------------|---|----------------------------------|---|
| Sp 4.1 Improve ment of trade and enterpri se | Constru cted modern market | 300 | CGM & Deve lopm ent Part ners | 202 3 - 202 8 | % Completi on of Modern market | CGM/ Meru Municipa lity | Residents , Developm ent partners |
| | Mapping of tourism site | 20 | CGM & Deve lopm ent Part ners | 202 3 - 202 8 | Number of tourist sites maped | CGM/ Meru Municipa lity | Residents , Developm ent partners |
| | Develop ment tourist attractio n site | 45 | CGM & Deve lopm ent Part ners | 202 3 - 202 8 | % Completi on of attractio n site | CGM/ Meru Municipa lity | Residents , Developm ent partners |
| Programme 5: Disaster management | | | | | | | |
| Sp 5.1 Disaster Respons e Investm ents | Establis hed, operatio nal call and data center | 10 | CGM & Deve lopm ent Part ners | 202 3 - 202 8 | % Establis hment of call and data centre | CGM/ Meru Municipa lity | Residents , Developm ent partners |

| Sub Programme | Project name; Location (Ward/Sub county/) | Estimated cost (Ksh.) | Source of funds | Time frame | Performance indicators | Implementing Agency | Other stakeholders |
|---------------|--|-----------------------|----------------------------|-------------|-------------------------------------|------------------------|----------------------------------|
| | Fire engine purchased | 24 | CGM & Development Partners | 2023 - 2028 | Number of fire engines purchased | CGM/ Maua Municipality | Residents , Development partners |
| | Purchase of ambulances | 21 | CGM & Development Partners | 2023 - 2028 | Number of ambulances purchased | CGM/ Maua Municipality | Residents , Development partners |
| | Construction of Modern fire station | 20 | CGM & Development Partners | 2023 - 2028 | % Completion of modern fire station | CGM/ Maua Municipality | Residents , Development partners |

CHAPTER 4: INSTITUTIONAL FRAMEWORK

4.0 Preamble

This chapter provides and outlines the institutional framework that will be applied for the purpose of implementing the Municipality Integrated Development Plan. The Municipality is a Semi-Autonomous Government Agency established as per the requirements of Urban and Cities Act of 2011.

4.1 Mandate

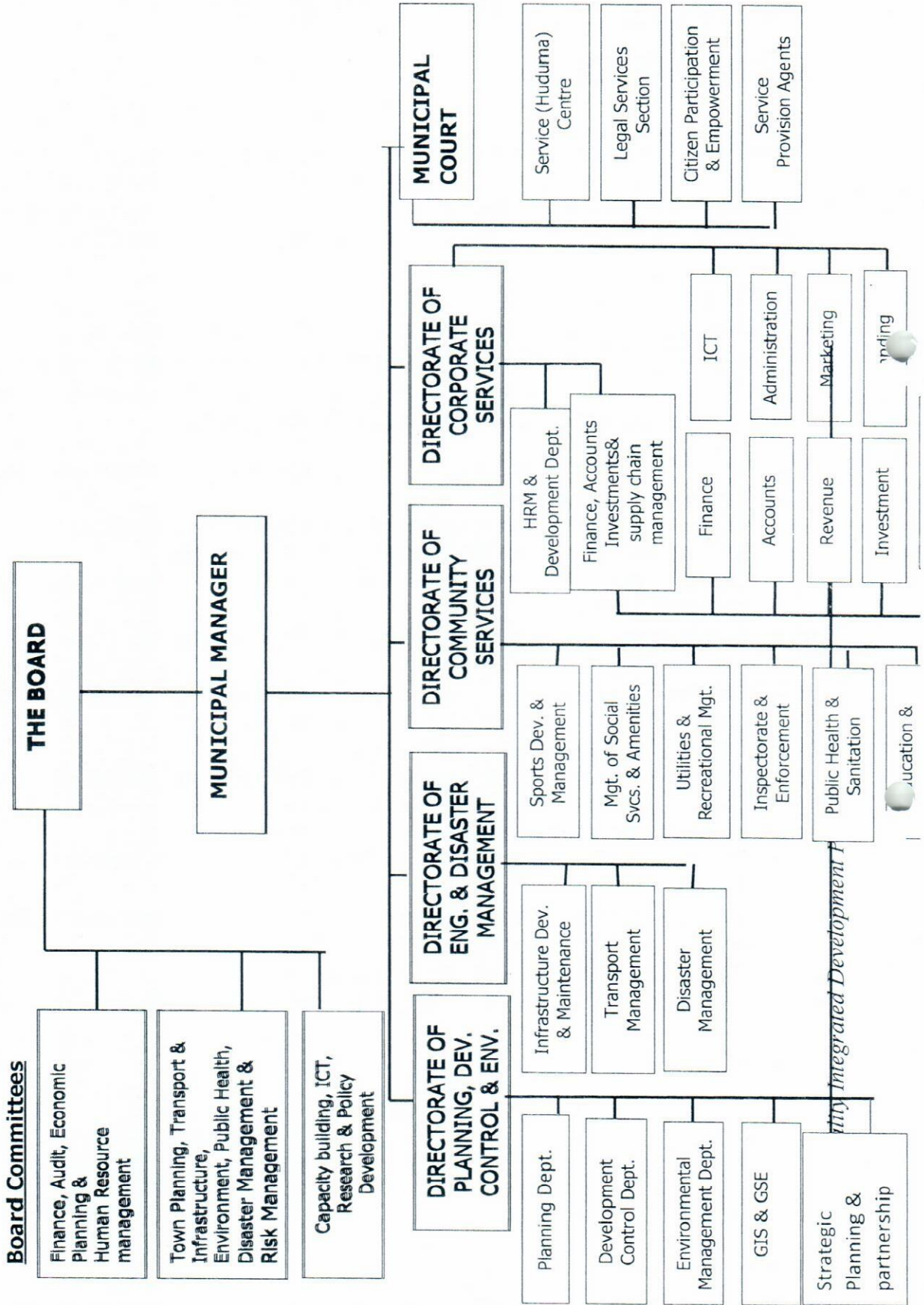
By provoking the articulations of the Urban and Cities act of 2011, the County Government of Meru granted the municipality a charter on 12th June 2018 for Meru, establishing the Meru Municipality. This is an institution mandated to perform functions as follows;

- (a) Promotion, regulation and provision of refuse collection and solid waste management services;
- (b) Maintenance of urban roads and associated infrastructure;
- (c) Maintenance of storm drainage and flood controls;
- (d) Maintenance of walkways and other non-motorized transport infrastructure;
- (e) Maintenance of recreational parks and green spaces;
- (f) Maintenance of street lighting;
- (g) Maintenance and regulation of traffic controls and parking facilities;
- (h) Maintenance of bus stands and taxi stands;
- (i) Regulation of outdoor advertising;
- (j) Maintenance and regulation of municipal markets and abattoirs;
- (k) Maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- (l) Promotion, regulation and provision of municipal sports and cultural activities;
- (m) Promotion, regulation and provision of animal control and welfare;
- (n) Enforcement of municipal plans;
- (o) Maintenance of administrative offices;
- (p) Any other functions as may be delegated by the Governor

4.2. Organisation Structure

4.2.1 MERU MUNICIPALITY ORGANIZATIONAL STRUCTURE

Figure 1: MERU MUNICIPALITY ORGANIZATIONAL STRUCTURE



4.2.2 Functions of Directorates

Table 4: Functions of Directorates

| Service Provision Agents | Planning and Dev. Control & Environment | Community services | Municipal Manager | Corporate Services | Engineering and Disaster Mgmt. |
|---|---|--|---|---|--|
| <ul style="list-style-type: none"> • Water Services and Management • Solid Waste Management • Water resources management • Conservation and protection of water catchment areas • County Line ministries | <ul style="list-style-type: none"> • Developmental Services <ul style="list-style-type: none"> ◦ <i>Integrated Dev. Planning</i> ◦ <i>Local Economic Development</i> ◦ <i>Performance Management Systems</i> ◦ <i>Compliance</i> ◦ GIS and GSE • Town Planning & Building Control <ul style="list-style-type: none"> ◦ <i>Business advertising and signage</i> ◦ <i>Building Control</i> ◦ <i>Town Planning</i> ◦ <i>Environmental</i> | <ul style="list-style-type: none"> • Sports and Talents Development • Library Services • Public Parks and squares • Cemeteries • Refuse collection & Transportation • Healthcare Services • Education and Technical Training • Agricultural Extension Services • Markets management • Enterprise development • Administrative Support Services <ul style="list-style-type: none"> ◦ <i>Secretariat/Committee Services</i> ◦ <i>Office Auxiliary Services</i> ◦ Records & Archives | <ul style="list-style-type: none"> • Citizen Participation and Empowerment Programs • Municipal Branding and Marketing <ul style="list-style-type: none"> ◦ Municipal image ◦ Outdoor advertising ◦ Roads & Business signage ◦ Marketing of municipal products/services • Supply Chain Management <ul style="list-style-type: none"> ◦ Demand & | <ul style="list-style-type: none"> • ICT Services • Budget, Reporting and Expenditure Services <ul style="list-style-type: none"> ◦ <i>Asset Management</i> ◦ <i>Creditor s</i> ◦ <i>Payroll</i> • Revenue Services <ul style="list-style-type: none"> ◦ <i>Rates & Taxes</i> ◦ <i>Debtors & Cashiers</i> ◦ <i>Credit Control</i> • Finance and Accounts • Human | <ul style="list-style-type: none"> • Civil Engineering Services <ul style="list-style-type: none"> ◦ <i>Roads & Storm Water Services</i> ◦ <i>Transport network Planning, Compliance</i> ◦ <i>Project Management Services</i> ◦ <i>Fire fighting</i> ◦ <i>Fleet Management Services</i> ◦ <i>Street lighting and service lines</i> • Structural engineering |

- National Government
- Internal partners
- NGOs
- CBOs
- Institutions
- CDF
- Religious Orgs
- National Gov.
- Agencies
- Women Rep related Funds
- Senatorial related Funds

- *Monitoring & Compliance*
 - Roads signage
 - Street furniture
- Valuation services
- Quantity surveying
- Housing Services
 - Housing Projects
 - Housing Finance
 - Housing Administration

- Cleaning Services
- Customer Care Services
- Switchboard / Reception

- *Acquisition Management*
 - Stores and Disposal Management
- Legal & ERM Services
- Huduma Centre services
- Investment Modelling
- Performance Management
- Service Provision Agencies/Partners

- *Resource Management*
 - HR Administration & Staff Provisioning
 - Labour Relations Management & Employment
 - Wellnes
 - Skills Development
- Staff welfare management
- Pension Management

- *svces*
 - Mechanical Engineering svces
 - Electrical installation and controls
 - Water Irrigation infrastructure
 - Traffic Services
 - Law Enforcement
 - License & Vehicle Test Station
 - Registration, Licensing
 - Infrastructure Maintenance

4.2.3: Functions of the Municipality Board

The Board of the Municipality shall perform the following functions:

- (a) Oversee the affairs of the Municipality;
- (b) Develop or adopt policies, plans, strategies and programmes and set targets for service delivery;
- (c) Maintaining a comprehensive database and information system of the administration;
- (d) Administering and regulating its internal affairs;
- (e) Implementing applicable National and County legislation;
- (f) Monitoring and, where appropriate, regulating Municipal services where those services are provided by service providers other than the Board of the Municipality;
- (g) Preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- (h) Monitoring the impact and effectiveness of any services, policies, programs or plans;
- (i) Establishing, implementing and monitoring performance management systems;
- (j) Promoting a safe and healthy environment;
- (k) Facilitating and regulating public transport
- (l) Performing such other functions as delegated by the Governor.

4.2.4: Roles and Responsibilities of Meru Municipality Key Personnel's

4.2.4.1: Municipal manager

The Municipal Manager shall implement the decisions and functions of the Board of the Municipality and shall be answerable to the Board.

The Municipal Manager shall perform the following functions:

- (a) Act on behalf of the Board of the Municipality-
 - (i) In ensuring the execution of the directives of the Board of the Municipality;
 - (ii) During all intervals between meetings of the Board of the Municipality;
- (b) Keep all the minutes and other records of the Board.
- (c) Prepare and present for approval of the Board of the Municipality, an annual estimate of revenue and expenditure to fund and carry out the programmes and operations of the Board;

- (d) Be principally responsible for building and maintain a strong alliance and effective working relationships between the Board of the Municipality and the civil society, private sector and community-based organizations;
- (e) Cause to be prepared, transmitted to the Board of the Municipality, and published at an annual report on the activities and accomplishments of the departments and agencies comprising the executive branch of the Municipality.
- (f) Act as an ex-officio member of the Board and of all committees of the Board of the Municipality; and
- (g) Such other functions as the Board may, by order, confer upon the Municipal Manager.

The Municipal Manager shall be fully responsible for the proper conduct of the executive and administrative work and affairs of the Municipality and shall thereby have the powers to:

- (a) Exercise supervision over all departments and agencies of the Municipality and provide for the coordination of their activities;
- (b) Enforce the provisions of this Charter, Municipal Regulations, and all applicable laws;
- (c) Exercise powers granted to the Municipal Manager in this Charter, Regulations and applicable laws concerning the appointment and removal of certain officers, employees, and members of committees of the Board of the Municipality;
- (d) Exercise such other powers as may be prescribed by this Charter, Regulations and applicable laws.

The Municipal Manager shall:

- (a) Attend all Board of the Municipality meetings unless excused by the Chairperson of the Board or the Board of the Municipality;
- (b) Make reports and recommendations to the Board of the Municipality about the needs of the Municipality;
- (c) Administer and enforce all Municipality Regulations, resolutions, franchises, leases, contracts, permits, and other Municipality decisions;
- (d) With the approval of the Board, appoint, supervise and remove Municipality employees;
- (e) Organize Municipality departments and administrative structure;
- (f) Prepare and administer the annual Municipality budget;

- (g) Administer Municipality utilities and property;
- (h) Encourage and support regional and inter-governmental cooperation;
- (i) Promote cooperation among the Board of the Municipality, staff and citizens in developing Municipality policies and building a sense of community;
- (j) Perform other duties as directed by the Board of the Municipality, the Governor and CECM in charge of the department in which the municipality is domiciled;
- (k) Delegate duties, but remain responsible for acts of all subordinates.

4.2.4.2: Head of Directorates

- ❖ Director of Planning, Development Controls and Environment; Supervise the staff and activities of the directorate.
- ❖ Director of Engineering and Disaster Management; Supervise and oversee the directorate functions
- ❖ Director of Community Services; Supervise and oversee the directorate functions
- ❖ Director of Corporate Services; Supervise and oversee the directorate functions
- ❖ Head of Municipality Court; In charge of all Court activities

4.3: Resource Requirement

4.3.1 Human Resource Requirement

Optimal staffing is an essential requirement to effectively implement the mandate of the Municipality and particularly for the implementation of this MIDeP. This section illustrates the various departments of the Municipality highlighting the staffing requirements vis-à-vis the current staff establishment as follows;

Table 5: Human Resource Requirement

| Departments | Functions | Staff Required | Staff established |
|-------------------------|-----------------------------|-----------------------|--------------------------|
| Planning | Plan Municipality | 3 | 1 |
| Development and Control | Control development plans | 1 | 0 |
| Environmental | Manage environmental issues | 2 | 2 |

| Departments | Functions | Staff Required | Staff established |
|---|--|-----------------------|--------------------------|
| Management | | | |
| GIS and GSE | Geographical Information System administration | 1 | 1 |
| Strategic Planning and Partnership | Plan for the Municipality and Develop partnership with external organs | 4 | 1 |
| Infrastructure Development and Maintenance | Maintenance and development of infrastructures | 4 | 4 |
| Transport Management | In charge of transport and logistics | 10 | 6 |
| Disaster Management | Management of Disaster response and preparedness | 1 | 0 |
| Sport Development and Management | In charge of sports and sporting facilities | 1 | 0 |
| Management of Social services and amenities | In charge of social safeguard | 1 | 1 |
| Utilities and Recreational Management | Management of recreational parks | 1 | 0 |
| Inspectorate and Enforcement | Management of enforcement and maintain law and order | 30 | 10 |
| Education and Enterprise | Facilitate trainings | 1 | 0 |
| HRM and Development | Staff management | 1 | 0 |
| Finance/Accounts | In charge of municipal finances | 1 | 1 |
| Revenue and | Revenue collection and | 1 | 1 |

| Departments | Functions | Staff Required | Staff established |
|---------------------------------------|---|-----------------------|--------------------------|
| Investment | municipality investments | | |
| Supply Chain Management | Procurement procedures | 1 | 1 |
| Internal Audit | Auditing the department internally | 1 | 0 |
| ICT | carry out ICT functions | 1 | 1 |
| Administration | Administrative duties | 1 | 1 |
| Marketing and Branding | Outdoor advertisement and marketing municipal services and products | 1 | 1 |
| Legal Service Section | Municipality Legal adviser | 1 | 1 |
| Citizen Participation and Empowerment | Plan and execute citizen for a | 1 | 1 |
| Social Safeguards | Getting and recording complain and compliments | 1 | 1 |
| Registry | Management of registry and records | 1 | 1 |
| Monitoring, Efficiency and Evaluation | Monitoring and evaluating the efficiency of municipality staff and projects | 1 | 1 |
| Markets Management | Overseeing municipality markets and trading centres | 1 | 1 |
| Waste Management | Cleaning, Collection and Disposal of waste | 160 | 112 |
| Totals | | 227 | 146 |

4.3.4. Financial Resource Requirements

The pecuniary requirements for the implementation of this plan have been estimated for each programme as depicted in the table below. This costing has been derived from respective projects identified consistent with the Meru

County IDP. As show, this requirement has been classified for the five years as follows;

Table 6: Financial Resource Requirements

| Programme | Financial Requirement Per Year | | | | | Total |
|----------------------------------|--------------------------------|---------|---------|---------|---------|-------|
| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | |
| Urban Institutional Development | 21 | 18.5 | 13 | 13 | 13 | 78.5 |
| Urban Infrastructure Development | 180 | 395.5 | 695.5 | 710 | 1290 | 3271 |
| Environmental Management | 23.5 | 31 | 61 | 30.5 | 30.5 | 176.5 |
| Trade and Enterprise Development | 17 | 17 | 17 | 17 | 17 | 85 |
| Disaster Management | 20 | 20 | 39 | 99 | 37 | 215 |
| | 261.5 | 482 | 825.5 | 869.5 | 1387.5 | |

4.4: Financial Mobilization

The Municipality shall employ elaborate mechanism to mobilize the required financial resources to cope with the rising demand for development as stipulated in this IDeP. These mechanisms ought to rise the required Ksh. 4005 Million to achieve the planned development in the municipality in the next five years. Primarily, the municipality, being a Semi-Autonomous Government Agency, is funded from budgetary allocation of the County Government of Meru. The Municipality has got a separate vote and operates independently to contribute to the overall county growth. While funding by the County Executive shall be made each year, this funding may not be sustainable given the needs identified in this plan. The table below illustrates the financial projections for the next five years.

Table 7: Financial Mobilization

| Description | Y1 | Y2 | Y3 | Y4 | Y5 | Total |
|---|-----|-----|-----|-----|-----|------------|
| Financial Requirement | | | | | | |
| Est. Budgetary Allocation from the County | 100 | 150 | 200 | 200 | 250 | 900 |

| | | | | | | |
|---|-------------|------------|--------------|--------------|--------------|-------------|
| Government | | | | | | |
| Grants: Kenya Urban Support Programme (KUSP) | 116 | 116 | 116 | 116 | 116 | 580 |
| Grants: Kenya Informal Settlements Programme (KISP) | - | 100 | 100 | 100 | 100 | 400 |
| Total Funding | 216 | 366 | 416 | 416 | 466 | 1880 |
| Financing Gap | 45.5 | 116 | 409.5 | 453.5 | 921.5 | 1946 |

The CIDP identifies the various internal and external sources that the government may exploit in order to mobilize financial resources for allocation to its various departments and agencies as follows;

- i. Property taxes and rates
- ii. Entertainment taxes
- iii. Licences and permits
- iv. User fees and charges
- v. Penalties
- vi. Transfers from national government in accordance with Article 203 (2)
- vii. Any conditional or unconditional grant from national government
- viii. Grants from development partners as well as the Public-Private Partnerships (PPPs) arrangement

While this is a role of the county treasury, the Municipality Board shall spear head the adoption this and any supplementary mechanisms to augment the efforts of the treasury to specifically fund the **Ksh. 1946** Million Financial Gap.

4.5: Stakeholders Analysis

The place for stakeholders in the implementation of this MIDeP is very central towards the development agenda of the municipality. The Municipality of Meru intends to adopt a participatory approach of governance as anchored in the law for the next five (5) years in the identification, prioritization and social audit of the programmes and projects

in this MIDeP. The table below illustrates the various stakeholders and their roles;

Table 8: Stakeholders Analysis:

| Stakeholders | Roles |
|--|---|
| County Government | <ul style="list-style-type: none"> • Policy direction • Secondment of qualified personnel • Provision of Offices and equipment's • Establishment of Municipality • Appointment of Board Members • Appointment and employment of Municipal Manager • Provision of Funds |
| County Assembly | <ul style="list-style-type: none"> • Enacted the Law of establishment of municipality and charter approval • Budgetary Allocation and Approval • Vetting Board Members • Oversight role |
| National Government | <ul style="list-style-type: none"> • Provides policy direction, financial resources and technical support • Funding • Capacity building • Legislation of laws that safeguard the interest of the County • Policy direction • Secondment of qualified personnel |
| Judiciary | <ul style="list-style-type: none"> • Enforcement of the law • Provision of staff to municipal court |
| Other County Governments and Municipalities | <ul style="list-style-type: none"> • Collaboration on political and social economic development • Knowledge and information through Benchmarking |
| NGO and Civil Society eg (Ahadi Kenya, St. Philomena, St. Claire, St. Francis, Chambers of Commerce | <ul style="list-style-type: none"> • Support capacity building • Taking care of street children • Taking care of neglected HIV Children • Support and promote business |
| Private Sector and Financial Institutions (e.g. Total Petrol Stations, Commercial Banks, | <ul style="list-style-type: none"> • Partner with government to invest and provide capital to drive development in the sector • Corporate Social Responsibility |

| Stakeholders | Roles |
|---|---|
| SACCOs MFIs) | |
| Development Partners (World Bank) | <ul style="list-style-type: none"> • Liaison in formulation of sector policies • Support sector development programmes and projects • Capacity building • Create linkages with international donors |
| Education, Governance and Research Institutions | <ul style="list-style-type: none"> • Capacity building • Conducting research |
| Government Agencies/ State Actor | <ul style="list-style-type: none"> • Mapping of investment opportunities • Capacity building • Product development • Regulation and licensing • Provision of trade and industrial development credit |

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.0 Preamble

This chapter enunciates the monitoring and evaluation framework that will be used to track progress on implementation of programs and projects of the municipality. Through Monitoring and evaluation, the municipality safeguards public interest by ensuring accountability for development results. The M&E mechanism outlined here mirror those set out in the CIDP to measure the efficiency and effectiveness of public policies, programs and projects while providing channels for policy implementation feedback hence efficient allocation of resources. It indeed sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results.

Monitoring, involves the collection of routine data to measure progress toward achieving programmes' intervention results. It is usually an ongoing and continuous process that requires the collection of data at multiple points throughout the programme/intervention cycle, including at the beginning to provide a baseline. More so, monitoring usually pertains to counting, tracking and collecting and analyzing data to assess progress.

Evaluation on the other hand focuses on why results are or is not getting achieved and thus deals with issues of interpretation, relevance, effectiveness, efficiency, impact or sustainability. Evaluation permits us to identify successful strategies; modify or discontinue programme interventions that do not yield desired outcomes and share findings with other programs and stakeholders. In summary, monitoring is internal to the programmes undertaken and measures actual performance against expected outputs while as evaluation measures overall changes due to programmes interventions and inform future resources allocation.

5.1 MONITORING AND EVALUATION APPROACH

The Municipality will adopt the County Integrated Monitoring and Evaluation System (CIMES) whose main aim will be to improve the effectiveness and quality of tracking of implementation of various development programmes and sub-programmes. To ensure that there is a clear way of measuring performance, the board will develop a Performance Management Plan that will see that all commitments made in this plan are translated into performance contracts with public officers in the Sector.

Additionally, annual Work Plans will form the basis for execution of this plan as they will inform the performance contracting with the County

Government. The Municipality shall cascade the Annual Work Plan downwards to individual work plans and effectively create a basis for performance appraisal.

Action plan shall be used to outline the milestones and deliverables as well as their respective due dates for the activities for which they take lead responsibility. From the milestones, deliverables and due dates, monitoring sheets will be prepared. The monitoring sheets will form the basic tool for M&E of the annual work plan. In order to ensure that planned activities are progressively implemented; and that setbacks and variations are addressed as they arise, the municipality will ensure that monitoring structures are put in place.

5.2 MONITORING AND REPORTING MECHANISM

Table 9: MONITORING AND REPORTING MECHANISM

| Type of Report | Purpose | Frequency | Responsibility | Report to Who |
|-----------------------|--|------------------|-----------------------|------------------------|
| Annual Reports | Detail annual achievements of the Municipality vis-à-vis the outcome indicators; outlining the targets met, challenges and recommendations for the subsequent plan cycle | Annual | Municipal Manager | CECM, H.E. Governor |
| Semi-Annual Reports | Provides mid-year evaluation of the Municipality programmes | Bi-Annual | Municipal Manager | Municipal Board |

| Type of Report | Purpose | Frequency | Responsibility | Report to Who |
|----------------------------|--|-----------|---------------------------------|-------------------|
| Quarterly Reports | <p>Details Municipality status with regard to achievement of the outcomes providing opportunity for amendment and recommendations based on evaluation.</p> | Quarterly | Directors | Municipal Manager |
| Monthly Activities Reports | <p>These will provide information with regard to various Sector programmes' activities undertaken in the month as per the work plan e.g. status reports. It should highlight the timelines met, challenges</p> | Monthly | Municipality Technical Officers | Directors |

| Type of Report | Purpose | Frequency | Responsibility | Report to Who |
|---|---|------------------------|-------------------|--------------------------|
| | and possible recommendations | | | |
| Institutional Framework Information | Information on the Municipal staff- the competence to deliver the Strategic Plan | Quarterly | Municipal Manager | CEC |
| Performance Contract Annual evaluation report | The annual performance contract report provides the status of achievements attained by the individuals in the Municipality annually. This details actual performance against target contained in the performance contract | Quarterly and Annually | Directors | Municipal Manager & CEC, |

5.3 MIDTERM REVIEW AND TERMINAL EVALUATION

The Municipality will conduct evaluation in two stages; Midterm Review and End-term/ Terminal Evaluation. By 2020/2021, the Sector should conduct Midterm Review which is the mid-planning period to assess overall

performance over the period against the expected results. The review will assess the programmes undertaken, achievement of objectives, outcomes, strategies and target outcome indicators to inform the adjustment of the Sectoral Plan for the 2nd half of the implementation of plan. The consecutive adjusted plan is not expected to take major deviations after the review. However new priority activities may be added.

Finally, at the end of 2022, the Sector will undertake terminal evaluation to determine the overall success of the strategic plan, taking note of lessons learnt and recommendations to the next planning period.

5.5 RISK ASSESSMENT

The Risk assessment is a proactive approach that allows programmes to be managed in a structured manner that limit wider variations and effectively bear better results in terms of successful implementation of programmes for service delivery to citizens. The Municipality has designed this to identify the impending risks to the effective and efficient operations.

Environmental, political, organizational, operational, financial and technological risks affect implementation of programmes and eventual outcomes. Risk mitigation should be recognized and applied at all these levels. The foregoing risks call for accountability; monitoring and reporting which is a continuous activity ought to be given a priority.

Using the Low, Medium and High risk ranking on the basis of Likelihood and impact, the significant risks are highlighted as follows:

Table 10: RISK ASSESSMENT

| Key Risk | Likelihood (H/M/L) | Impact (H/M/L) | Contingency Plan/ Steps to Mitigate Risk | Person(s) Responsible |
|-----------------|-------------------------------|---------------------------|---|----------------------------------|
|-----------------|-------------------------------|---------------------------|---|----------------------------------|

| | | | | |
|---|--------|------|--|-------------------------|
| 1 Political instability and Insecurity (e.g. election unrest, terrorism etc.) | Low | High | Utilizing already existing county government structures, national government and other key actors | Office of the Governor |
| 2 Limited Financial Resources | Medium | High | Development of sustainable income generating programmes | CEC and Chief Officer |
| 3 Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders (PPP) | Medium | High | Enhancing partnerships with various stakeholders | Municipality Board/ CEC |
| 4 Inadequate resources in terms of technical staff | Medium | High | Identifying, developing and retaining the requisite human resources to support the strategy Development and implementation of a competitive remuneration and benefits policy | Public Service Board |
| 5 Rapid technological advancement | Medium | High | Integrating information and communication technologies in the processes of services provision | Directors |
| 6 Resistance to change | Medium | High | Employee engagement; highly directed, engaged, mobilized county officers Team building Communicating the | Municipal Manager |

| | | | | |
|--|--|--|----------------------|--|
| | | | vision and strategy. | |
|--|--|--|----------------------|--|

