

COUNTY GOVERNMENT OF WAJIR



**MUNICIPALITY OF WAJIR FIVE YEAR INTEGRATED
DEVELOPMENT PLAN (IDEP) (2019 – 2024)**

2019

Municipal vision Statement

A secure, resilient and competitive municipality.

Municipal Mission Statement

To provide world class service to residents and visitors of the municipality.

Core Values

- Transparency and accountability
- Intergrity
- Inclusivity and team work
- Responsiveness
- Innovativeness

PREAMBLE

The preparation of Integrated Urban Development Plan (IDeP), affirms the seriousness the County Government of Wajir accords urbanization and urban development. The plan lays firm basis for good governance, management and administration of the Municipality of Wajir.

The IDeP is an integrated framework for delivery of goods brought about by sustainable urbanization. It rolls out strategies and activities that the Municipal Board has to implement to make the municipality a gem in the County of Wajir and in whole of northern Kenya.

The plan is informed by the Manifesto of His Excellency The Governor of the County Government of Wajir, the County Integrated Development Plan (CIDP) and the various national laws and policies.

It is an outcome of an extensive consultative process in which the Government, Non-Government actors, civil society, business community, religious leaders and community leaders rendered their input.

The onus now is on all of us to make the plan a success.

NAEMA IBRAHIM SOMO

CECM for Land, Physical Planning and Urban Development

Signature.....Date

ACKNOWLEDGEMENT

The administration of the Municipality of Wajir wish to register the gratitude and appreciation to all persons and institutions that made the preparation of this IDeP possible. This includes the Ministry of Transport, Infrastructure, Housing and Urban Development of the National Government and the World Bank for providing the grant facility applied in preparation of this plan among other areas; The Executive and County Assembly of County Government of Wajir and the Board of the municipality for offering the strategic leadership; the consultant for formulation of the plan; the business, religious and civil society for their active participation in the preparation of the plan; and the residents of Wajir for their cooperation.

The input of each one of us shall not be in vain.

AHMED MOHAMED ADAN

County Chief Officer for Land and Physical Planning

Signature.....Date

EXECUTIVE SUMMARY

Integrated Development Planning is a process through which an overall framework for development is formulated. It is a super planning for an entity and aims to co-ordinate the development efforts of all divisions within the municipality in a coherent manner. Integrated development planning takes cognizance of the existing conditions, challenges and resources available for development. The plan provides a framework for governance, management, administration and provision of infrastructure for effective delivery of services to the residents and visitors of the municipality. The Plan is divided into nine chapters.

Chapter one, highlights the Kenya Urban Support Programme background, project objectives, importance of Integrated Urban Development Plan and general problem statement.

Chapter two, gives the background information on the socio-economic and infrastructural status of the municipality. The chapter provides description of the Municipality in terms of the location, size, physiographic and natural conditions, demographic profiles as well as the administrative and political units.

Chapter three, explain the legal framework for the Integrated Development Plan and its linkages with other existing legal and policy documents.

Chapter four, explains the methodology used in the preparation of the Integrated Development plan.

Chapter five, expounds the existing situation within the municipality.

Chapter six, highlights the municipal spectra and development strategies. Some of the strategies explained include; Municipal infrastructure and provision of services, Municipal environment, Municipal governance, Municipal economy amongst others.

Chapter seven, analyses the municipal strategic direction and implementation framework for the various proposed projects and programmes.

Chapter eight, identifies and examines the various institutions and structures to be put in place to facilitate implementation of the plan.

Chapter nine, outlines the Monitoring and Evaluation institutional arrangements that will track and report on the Municipality IDeP implementation progress. It also describes monitoring and evaluation structure, data collection analysis, reporting and implementation processes.

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CHAPTER ONE

INTRODUCTION

1.1 Overview

Rapid urbanization presents both an opportunity and a challenge. Urban areas continue to play a critical role in national development. They contribute significantly to the Gross Domestic Products of countries and they are home for many people. In Kenya for instance urban areas contribute about 30% of GDP and are home to about 35% of the national population. Urban areas and cities can easily become centers of poverty, inequality and crime if not well managed.

The government of Kenya realized the opportunity and challenge of urbanization, and came up with various policies and legislation to institutionalize governance, management and administration of urban areas and cities to make them effective in the delivery of services. Such policies and institutions include, the Kenya Vision 2030, the National Urban Development Policy and laws such as Urban Areas and Cities Act, amongst others.

The Government of Kenya also rolled out a programme to raise financial resources to finance Urbanization. One such effort is the Kenya Urban Support Programme that is co-funded by the government of Kenya and the World Bank.

The World Bank provided a credit facility of \$300 million to the Government of Kenya to be applied to legible medium cities(municipalities) under a six-year programme in which a municipality would qualify to access funds from the programme on meeting certain pre-determined conditions. The Municipality of Wajir is one such beneficiary of the programme.

1.2 Problem Statement

Urbanization is a resilient and possibly a positive power in development around the globe today. Nevertheless, the accelerating rate of urbanization in Kenya has often overtaken the capacity of National and County Governments in absolutely dealing with urban development requirements so as to tap its potentials. These requirements cover a wide range of areas including housing, infrastructure services, social and community facilities, local economic development and environmental improvements and protection among others.

One of the key problems and challenges facing Kenya today is the unsustainable urban growth and deterioration of urban environment and its hinterlands. Most of the urban centres across the forty-seven counties within the country are experiencing rapid growth and development that is not well serviced.

With high population growth rate, municipalities are rapidly growing in haphazard manner and experiencing severe problems in all the development sectors. These include poor infrastructure and housing, growing informal markets, lack of recreational facilities and parking areas, traffic congestion, and lack of non-motorized transport facilities, severe environmental degradation, unemployment, crime, and social distress among others. This calls for effective governance, management and administrative structural frameworks. For these to be effective, there is need for Integrated Urban Development Plan for all urban areas and cities.

This Plan is a framework for structural and institutional transformation of the Municipality of wajir.

1.3 Objectives of the Consultancy

The main objective of this consultancy is to prepare five-year Integrated Development Plan (IDeP), for the Municipal of Wajir. The specific objectives are to:

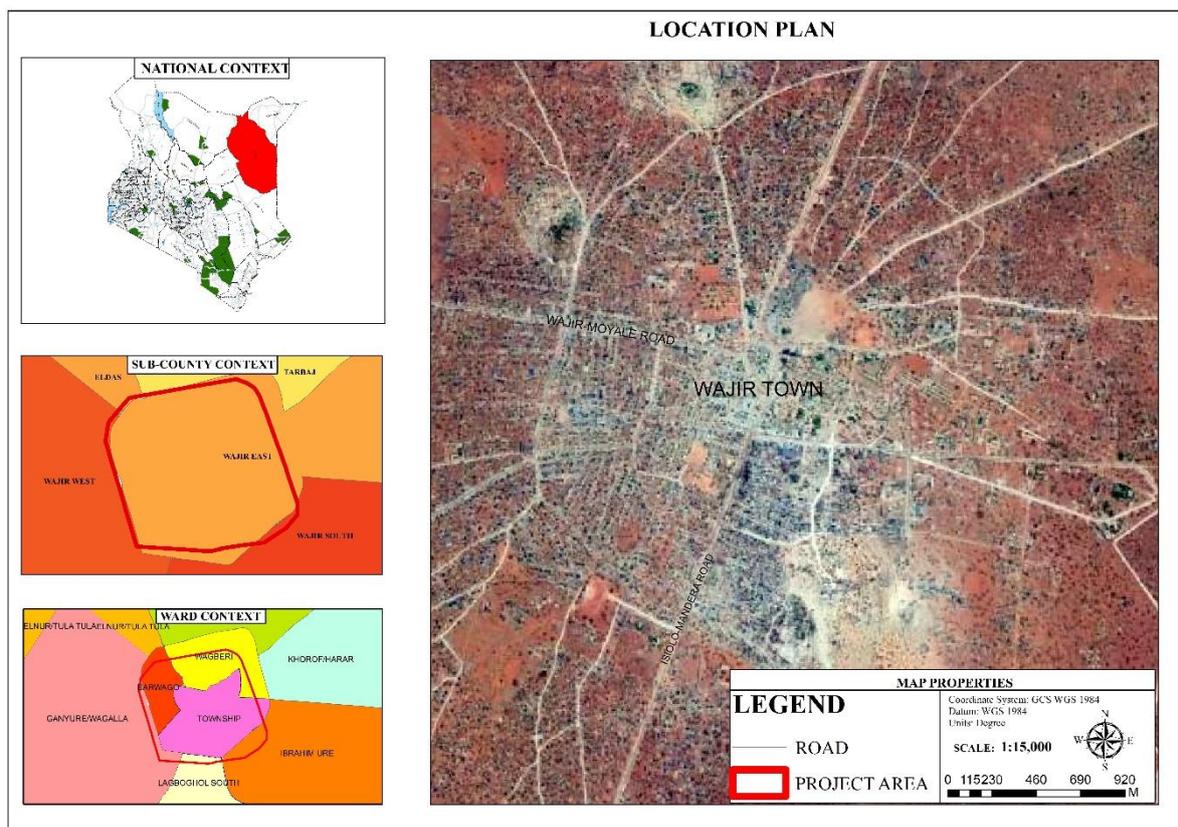
- ❖ Align municipal development strategies and priorities to both County, national and international urban agenda.
- ❖ Establish the municipality development priorities and objectives for the next 5 years

CHAPTER TWO BACKGROUND INFORMATION

2.0 Location and Size

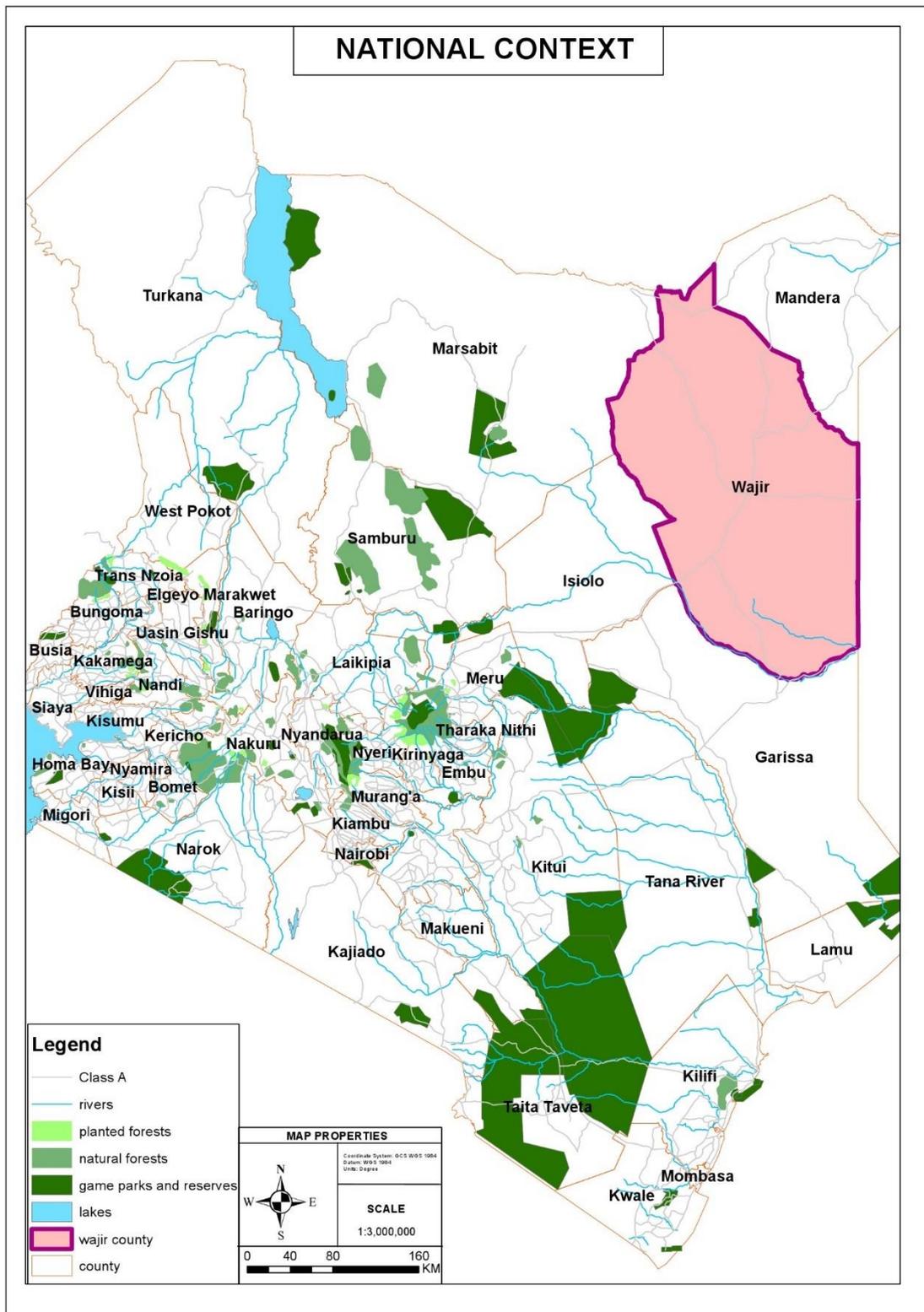
The Municipality of Wajir is one of the fifty-nine municipalities in Kenya. It is located within Wajir County. The Municipality, which is the administrative capital of the County of Wajir covers an area of 137 Sq. Km. The Municipality is situated along Isiolo-Mandera road which divides it into two portions. The Wajir Municipality lies within Wajir East Sub-County. It also covers three wards namely; Wagberi, Barwago and Township.

Map 1: Location Plan



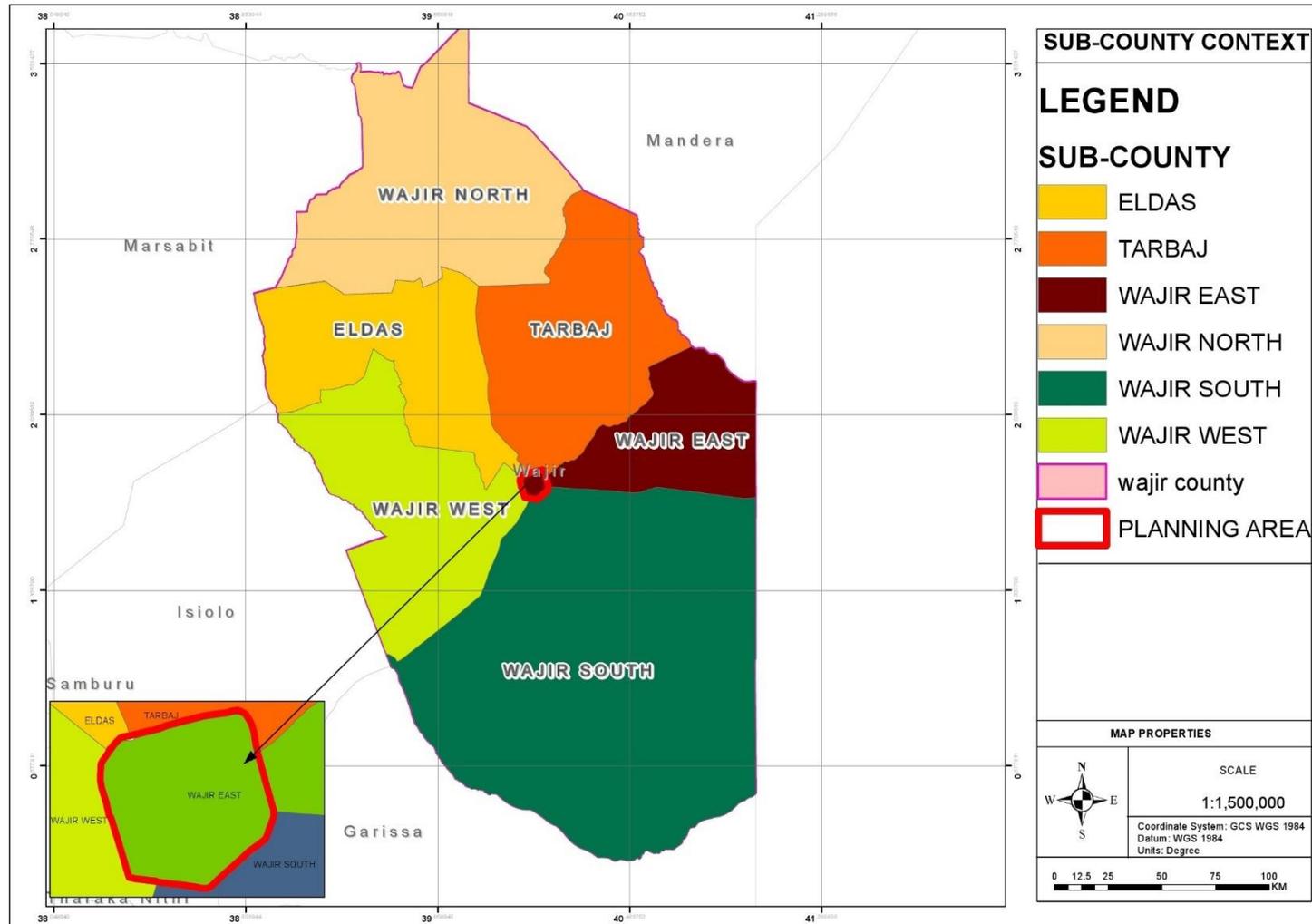
Field Survey, 2019

Map 2: National Context



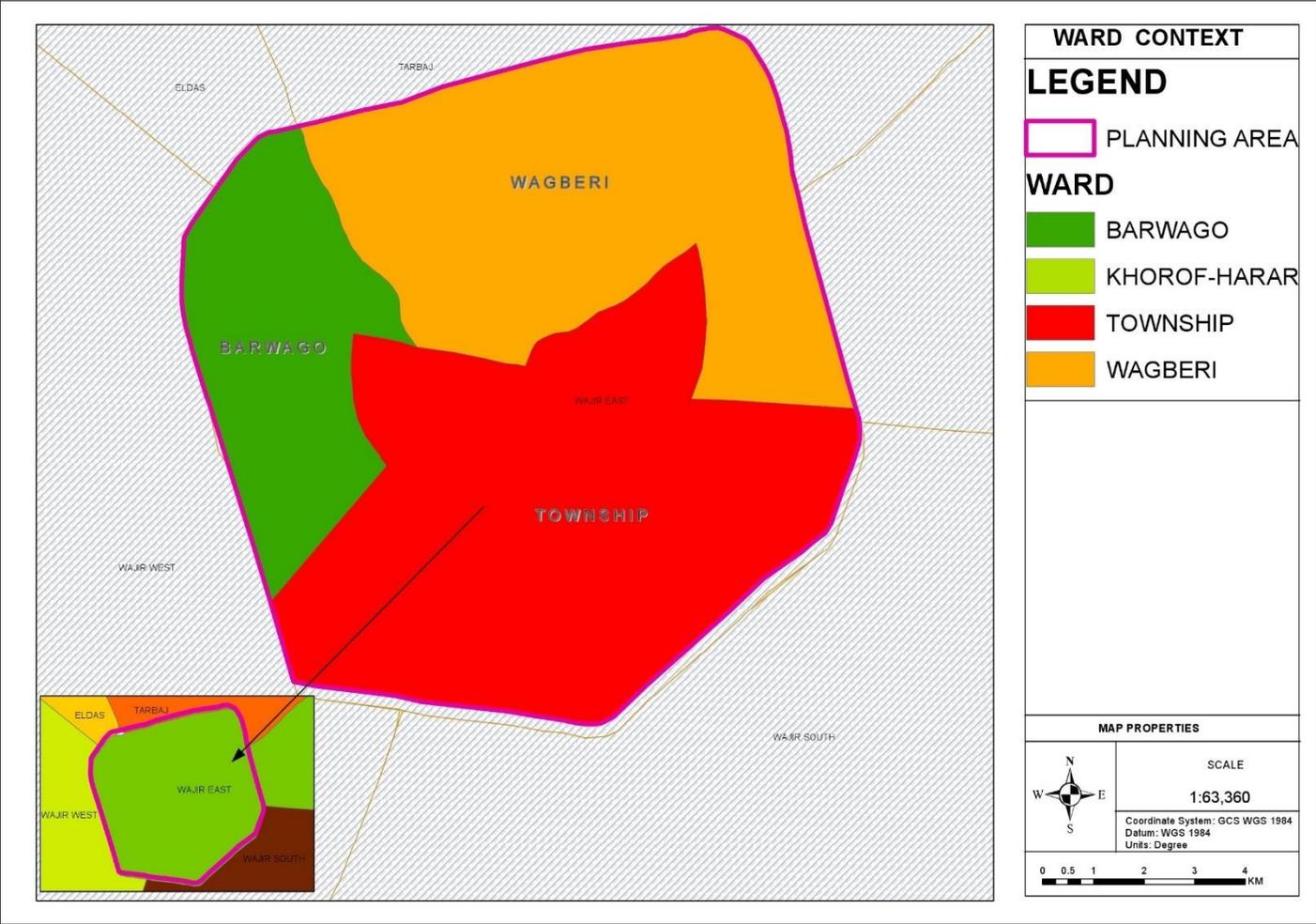
Source: Kenya Gis, 2019

Map 3: Sub-County Context



Source: Kenya Gis, 2019

Map 4: Ward - Context



Source: Kenya Gis, 2019

2.1 Physical and Topographic features

Wajir County is a featureless plain and lies between 150 metres and 460 metres above sea level and along latitude 1°45'N and longitude 40°4'E. Its Altitude is 244 m (801 ft.). The plain rises gently from the south and east towards the north rising to 200 metres at Buna and 460 metres at Bute and Gurar at the foothills of Ethiopian highlands.

The Municipality is prone to seasonal flooding during the rainy seasons which makes roads impassable affecting accessibility to vital services. The County has seasonal swamps which together with drainage lines serve as grazing zones during dry season and for cultivation during the rainy seasons. The seasonal swamps are in Lagboghohol area and in the western and southern part of Habaswein area. The county is generally covered with young sedimentary rocks with loamy soils in the north bordering the Ethiopian highlands. The county has considerable deposits of Limestone and sand which are used in the local building industry as per the County integrated development plan, 2018-2022.

2.1.1 Ecological conditions

Wajir County is a semi-arid area falling in the ecological zone V-VI. Zone V receives rainfall between 300-600mm annually, has low trees, grass and shrubs. On the other hand zone VI receives an annual rainfall of 200-400mm. Overall, the county receives an average of 240 mm of rainfall per year which is erratic and short making it unfavorable for vegetation growth and rain fed agriculture. There are two rainy seasons' i.e. short and long rains. The short rains are expected between October to December and the long rains from March to May each year. Crop activity is carried out in the Lorain swamp and along the drainage lines in Bute. The main crops grown in the area are sorghum, beans, fruits and vegetables as per the County Integrated Development Plan, 2018-2022.

2.1.2 Climatic conditions

The county experiences annual average relative humidity of 61.8 per cent which ranges from 56 per cent in February to 68 per cent in June. The average annual precipitation is 240 mm or 20 mm each month. June is the driest month with an average of 1 mm of rain while April is the wettest month with an average of 68 mm of rain. The higher areas of Bute and Gurar receive higher rainfall of between 500mm and 700mm. The average temperature is 27.9 °C and the range of average

monthly temperatures is 3.5 °C. The warmest months are February & March with an average of 36°C while the coolest months are June, July, August & September with an average low of 21 °C. The County experience frequent drought episodes especially from June to September, which impact negatively on livestock, crop farming, education, nutrition, access to water and pasture. On the other hand, the county also experiences flash floods which damages infrastructure and kills the shoats (goats and sheep). The frequency and intensity of the extreme climatic events has been increasing in the recent past disrupting the livelihood of the communities as per the County Integrated Development Plan, 2018-2022.

2.2 Demographic Structure and Trends

As per the 2009 KNBS census, the Municipality population was 82,800 (43,684 males and 39,116 females) with the projected population expected to be 117,331 (61,902 males, 55,429 and females. However as per the 2019 KNBS census the population distribution is as shown below:

Table 1: Population Distribution by Sex

Administrative Unit	2019 Population			
	Male	Female	Intersex	Total Population
Wajir County	415,374	365,840	49	781,263
Wajir East Sub-County	59,359	51,292	3	110,654

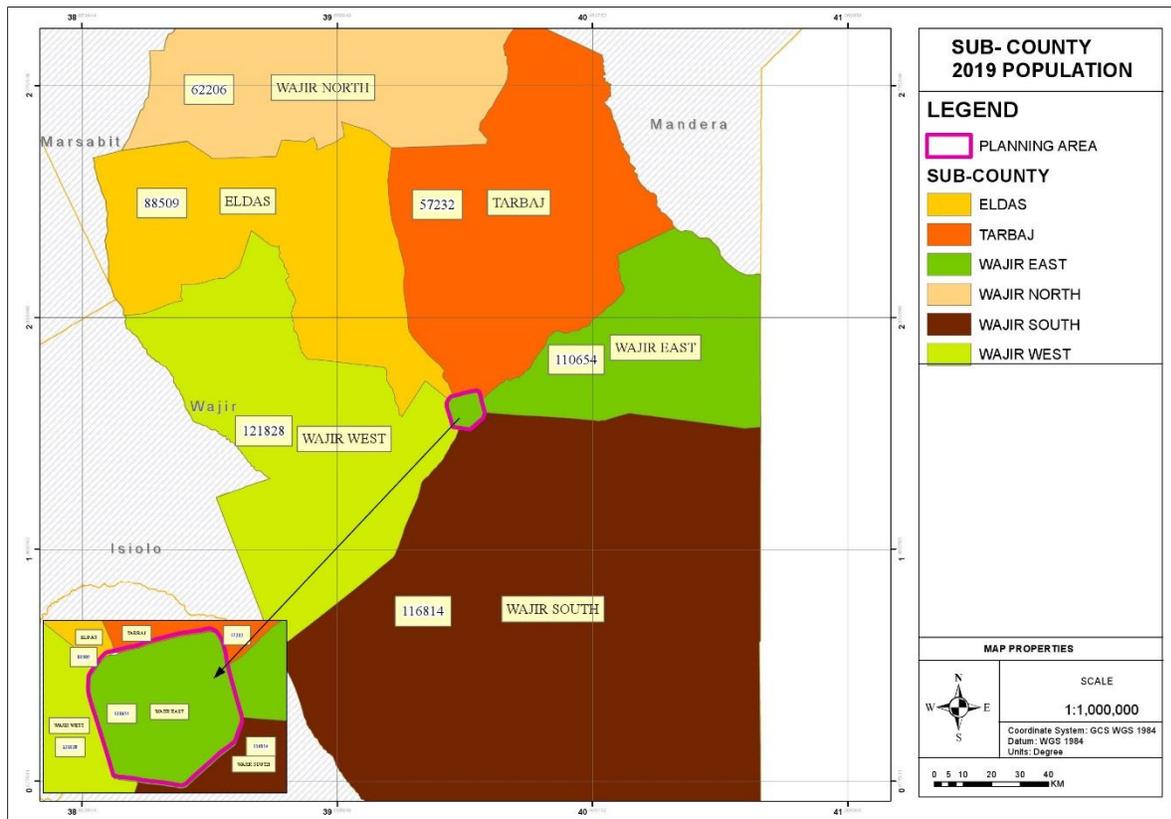
Table 2: Distribution of Population, Land Area and Population Density

Administrative Unit	2019 Population		
	Population	Land area(sq.km)	Population density (no. per sq. km) Total Population
Wajir County	781,263	56,773.1	14
Wajir East Sub-County	110,654	4,055.1	27

Table 3: Distribution of Population, Number of Households, and Average Household Size

Administrative Unit	2019 Population		
	Population	Number of households	Population density (no. per sq. km) Total Population
Wajir County	781,263	127,932	6.1
Wajir East Sub-County	110,654	18,674	5.9

Map 5: Wajir County Population Distribution In 2019



Source, Kenya Gis Data, 2019

CHAPTER THREE

LEGAL AND POLICY FRAMEWORK

3.1 Legal Framework Overview

The Constitution of Kenya 2010, County Government Act, 2012, Urban and Areas Cities Act 2011 (amended, 2019), Public Finance and Management Act 2012 among others laws, lay firm emphasizes for governance, management and administration of public affairs in urban areas and cities.

The preparation of the Integrated Development Plan recognizes the provisions of the Constitution of Kenya, 2010 and all relevant statutes, some of which include:

- ❖ Equality and freedom of discrimination (Article 27)
- ❖ Access to information (Article 35)
- ❖ Quality of environment (Article 42, 69, 70)
- ❖ Regulation of land use and property (Article 66)
- ❖ Leadership and integrity (Chapter 6, Article 73, 75, 76 and 77)
- ❖ Objects of devolution (Article 174)
- ❖ Principles of devolved government (Article 175)
- ❖ Urban Areas and Cities (Article 184)
- ❖ Respective functions and power of National and County Governments (Article 186, Fourth Schedule)
- ❖ Relationship between Governments (Article 189 and 190)
- ❖ National Legislation to prescribe the structure of the development plans and budget of Counties (Article 220 Sub article 2(a))

The Urban Areas and Cities Act, 2011 (Part (iii) Sections 11 – 31) lays bare the structure of governance, administration and management of urban areas and cities, including the powers and functions of each structure. Part V (section 36 – 42) of the law details of Integrated Development Planning as a tool of governance, management and administration of urban areas and cities.

County Government Act, 2012 (section 5 and 6) elaborates the functions and powers of County Governments. Sections 48 to 54 (Part vi) states that the County Governments can decentralize their powers and responsibilities to other organs on principal/ Agency basis. The Act also elaborates on Citizen Participation (Part viii, section 87 – 92), public communication and access to information (part ix, sections 93 – 97), need for civic education (part x, section 98-101) and County Planning (Part xi, section 102 – 115)

The public Finance Management Act (Section 126) compels County Governments to prepare plans as basis for their requisition (budgeting), allotment and expenditure of finances. The Integrated Development Plan for the Municipality of Wajir is thus strongly anchored in Law.

3.2 IDeP Linkages with Other Legal and Policy Documents

3.2.1 Linkages with the County Government Act, 2012

County Government Act 2012 stipulates the County Governments to prepare 5-year integrated County development plans, Urban Areas Plans, Spatial Plans and annual county budgets for their implementation. Under Section 102 of the Act, County planning is to provide a platform for a unified sector-wide planning, budgeting, financing programmes, implementation, and performance review. The Act mandates the County Planning Unit for coordination of the integrated development planning. In addition, the Act stipulates that county planning shall serve as a basis for engagement between government agencies and the citizenry, other stakeholders and interest groups. It provides for the integration of economic, physical, social, environmental and spatial planning. These county plans (section 107(2)) “shall be the basis for all the budgeting and planning in a County”.

3.2.2 IDeP Linkages with the Public Finance Management Act (PFMA), 2012

The PFM Act 2012 provides for effective and efficient management of public resources. Article 125 of the Act spells out the budget process for government agencies in any financial year. This is to consist of integrated development planning process, both long term and medium-term planning, as well as financial and economic priorities for the agency over the medium term. Articles 126 of the Act obligates each County Government to prepare an Integrated Development Plan that includes strategic priorities for the medium term that reflect the county government's priorities and plans, a description of how the county government is responding to changes in the financial and

economic environment; and, programmes to be delivered. The Municipality of Wajir Integrated Development Plan (IDeP) is prepared in tandem with the requirements of the PFM Act 2012.

3.2.3 Linkages with the Constitution of Kenya 2010

Schedule 4 of the constitution on the distribution of functions has County planning and development as one of the functions that have been devolved to the counties according to the Fourth Schedule. The preparation of IDeP takes into account the provisions of the constitution where devolved units are required to plan and budget for development programs over a stipulated period. Other functions which are devolved which this IDeP intends to focus on include public amenities, fire and disaster management services, and urban infrastructure services among others.

3.2.4 IDeP Linkages with the Urban Areas and Cities Act, 2011 (amended, 2019)

Urban Areas and Cities Act (2011) is emphatic on the need for 5-year integrated development planning and the need to align annual budgeting to the plan. These plans are separate from those of the county. In section 36(2) it states that “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of functions.”

3.2.5 Linkages with the Kenya Vision 2030 and Medium-Term Plans

The Kenya Vision 2030 is the national long-term development policy that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by the year 2030 in a clean and secure environment. The Vision is anchored on three key pillars: economic; social; and political and is implemented through 5-year medium term plans with current being Medium term Plan III (Big 4 Agenda). The preparation of this IDeP follows the MTP III with emphasis on housing, industrialization, universal health access and nutrition and food security within the Municipality.

3.2.6 Linkages with Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations in 2015 and are a successor of MDGs. The SDGs cover a broad range of social and economic development issues. These include poverty, hunger, health, education, climate change,

gender equality, water, sanitation, energy, environment and social justice. The Municipality of Wajir align its projects/programmes to ensure they work towards achieving the SDGs.

3.2.7 Linkage with MTP III and the “Big Four” agenda

The national government’s “Big Four” agenda sets out priority programs and reforms to be implemented during the plan period (2018 – 2022). The preparation of this IDeP adopts the “Big Four” agenda as anchored in the MTP III of Kenya Vision 2030.

3.2.8 Urban Integrated Development Planning

Integrated development planning in the County takes two perspectives of county-wide 5-year Integrated Development Planning (CIDP) and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10 year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF). The County Governments Act 2012, Section 108 (1) provides for integrated development planning for each county which shall have clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban IDePs which favour ‘action’ and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning.

Rapid urbanization portends the challenge of infrastructure service provision in urban metropolis. Urban Integrated Development Planning provides a unified development framework that involves the full field of strategy analysis and planning, development of programme-based budgets and ranked priorities, financing, and participatory implementation. The framework further provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

CHAPTER FOUR

METHODOLOGY

4.1 Methodology

The following steps were undertaken in the preparation of the Integrated Development Plan for the Municipality of Wajir.

4.1.1 Reconnaissance Survey

This involved the Consultant undertaking a preliminary field survey from 20th November to 25th November, 2019 of the study area. The consultant employed observation and a series of preliminary meetings with key agencies as methods of data collection. During the visit, the consultant familiarized themselves and gathered preliminary data on the baseline information of the study area.

Stakeholder Analysis and Identification

The stakeholder's analysis and identification were undertaken by the consultant in close collaboration with the client and various County Government agencies involved. The stakeholders were categorized into various groups. Such groups included the National and County Government agencies, community-based organizations, specialized groups, and self-help groups among others. From each group, an assessment of the number of persons affected by the project were established from which an appropriate number of representatives were agreed on. Special attention was drawn to existing groups that also have a well-established system of representation. The stakeholders identified and played an active role in the participatory phase of the assignment.

4.1.2 Preparation and Submission of Inception Report

After the successful completion of the reconnaissance survey, the consultant prepared an inception report. The report was prepared by critically analyzing and evaluating the terms of reference, preliminary data collected and desktop reviews. Desktop reviews entailed preliminary review of the existing policy and legal documents affecting the project as well as any other relevant documents. The inception report comprised of a brief of the project, description of baseline information and overview of the preliminary findings. The report detailed out the tasks, method of execution and work plan which guided the process. It provided an overview of the consultants' understanding of the project, its aims, objectives, activities, deliverables and outputs.

4.1.3 Data Collection

4.1.3.1 Secondary Data Collection

The consultant undertook desktop review. The documents reviewed included; County Integrated Development Plan (CIDP), Municipal Charter, Annual Urban investment Plan and Budget, Wajir County Budget Estimate 2019/2020, the municipality of Wajir Spatial Plan, legal frameworks and policy document amongst other documents.

4.1.3.2 Primary Data Collection

This entailed preparation of detailed data checklists, questionnaires, key informant interview schedules etc. that guided the field staff on data collection methods. Data collected included:

Physiographic and Natural Features- Topography, vegetation and soils e.t.c

Land use- The various types of land use that were marked included residential, industrial, educational, recreational, public purpose, commercial, public utilities, transportation and agricultural.

Housing These involved identification of the various residential neighborhoods and comprehensive assessment of the condition in each.

Economic This involved analyses of various sectors such as commercial activities, industrial activities, sources of employments, employment trends, potential sources of revenue, bottlenecks, constraints, and risks surrounding economic developments.

Population Based on the 2019 population data, the current population was estimated and future projections made to 2024.

Environment – the consultant focused on environmental challenges such as flooding solid waste, liquid waste among others.

4.1.4 Data Analyses

The consultant used the Microsoft Office, SPSS, ARCMAP, SWOT analysis to analyse the data. After data analyses, the consultant prepared the situational analyses report which captured various challenges faced by the municipality of wajir. The challenges were categorised in terms of sectors as stated below:

- ❖ Economic sector
- ❖ Environmental sector
- ❖ Infrastructure sector
- ❖ Financial sector
- ❖ Planning sector

4.1.3 Preparation of the Integrated Development Plan.

The consultant developed sectorial development strategies and the implementation framework. The report was presented to the stakeholders for comments. The comments given by the stakeholders were incorporated and the final report prepared. The report was submitted to the Board of Municipality for adoption and approval.

CHAPTER FIVE

SITUATIONAL ANALYSES

5.0 Introduction

Situation analysis serves as a useful tool for determining the level of service provision. It presents the current situation in service infrastructure and determines the strengths, weaknesses, opportunities and threats in development of the Municipality.

5.1 Educational facilities

Educational establishments within the municipality include: Wagberi Primary School, Halane Primary School, Hodhan Primary School, Wajir bula hadhan, Wajir girls secondary school, got ade primary school, hadhan primary school Wajir bula hadhan, barwaqo girls primary school, wajir high school and wajir secondary school amongst others. The ECDE facilities are either stand-alone facilities or those within primary schools as per the government policies. However, most of ECDE centers are dilapidated and need to be renovated. The Municipality also hosts various technical institutions, namely; Wajir county polytechnic, frontier institute and livestock training institute.

5.2 Child Care Facilities

Child care facilities that exist are privately owned. Most are not registered by the department of education. In this case, policies are required for guiding and regulating them. These are mostly the informal children's home.

5.3 Recreational facilities

Some of the recreational facilities include; Wajir community center, Darussalam garden, Wajir baraza park, wajir stadium and Laag Yahuud amongst others.

5.4 Public purpose facilities

The public purpose facilities accommodates various facilities such as Wajir referral hospital, Wajir police station and various religious facilities (churches) e.g. Catholic Mission, Wajir East Africa Pentecost Church, St. Joseph catholic church , ACK wajir and AIC wajir. The mosques include Jamia mosque, Hudhefa Mosque, Shalety Mosque, Masjid Noor, and Got Ade Mosque amongst others. The municipality also has social hall namely; Wajir ICT hall, however it's not enough for the municipality population.

The Wajir referral hospital lacks enough personnel especially specialized doctors and equipment's. The County Government should channel more funds in the health sector to staff and equip health facilities, buy ambulances and establish YFCs (Youth friendly Centres) across the municipality so that young people access SRH (Sexual Reproductive Health) information and services. Improve the infrastructure in the municipality- hospitals and roads to make the health care accessible. This would go a long way in increasing the number of hospital deliveries and survival of children.

5.5 Residential facilities

This residential facility are dispersed all over the planning area but fairly concentrated within the central business district. Dukawallas are the major housing typology in the municipality where the structures house commercial activities at the front part of the plot and residential function at the rear part of the plot. Within the rural hinterland, manyattas are the main housing typology. Therefore, the situation obtaining in the municipality of Wajir is one of the informal urban housing.

5.6 Industrial services

There are however a few light industries which include: falhat filling station, galti petrol station, makaror slaughter house, and safe oil filing station amongst others. factories under construction that stalled include; meat processing gum and simsim factories.

5.7 Commercial services

Commerce is the main economic function within the municipality. There are various commercial activities including wholesale and retail shops, hotels, butcheries, beauty shops, fruits and groceries stalls. These activities are both formal and informal. The formal activities are housed in permanent structures and some have operating licenses. The informal ones on the other hand are housed on semi-permanent and temporary structures or the wares are displayed on the ground. Mobile banking is also available through various M-pesa shops.

The area has various markets such as; Orahey, Soko Mjinga , Stage Griftu and Suuq Dige,. There are other minor markets such as Barwaqo, basabra mini-market, makaror produce market, Wagberi and Suraay amongst others. The observed presence of informal traders along the road and other open areas, illustrates the need for decent trading spaces is not met by the municipality.

It was observed that pastoral nomadism is one of the economic activities within the municipality. There is need to improve the livestock farming in the municipality so that the young people can maximize the benefits of livestock keeping.

5.8 Transportation services

The transportation sector comprises of the Isiolo-Mandera Road and other access roads within the municipality. Wajir-Moyale Road is murrum road and in good condition. The access roads are being opened up and graded with murrum. The municipality also has international Airport too.

5.9 Emerging issues

- ❖ **Health:** there is adequate health facilities accessible to the community within the municipality. However, it is inadequately equipped and lacks enough specialized doctors.
- ❖ **Environment:** there is an existence of dumping site which is not well maintained and its location is a subject of conflict from the community living around it.
- ❖ **Sanitation:** the municipality lacks a sewerage system. It also lacks enough equipment's to handle waste from point of production to final disposal. Waste handlers are not trained to handle waste hence lack of proper solid waste management.
- ❖ **Water:** the residents within the municipality have no access to portable water. The municipality mainly relies water from the borehole and water pans.

5.9 .1 Opportunities

- ❖ Recycling and sale of by products can create jobs
- ❖ Method of waste disposal is crude as dumping causes environment pollution
- ❖ Government initiative for NHIF registration
- ❖ Majority of residents have positive health-seeking behavior

5.10 Finance, IT and Economic Planning

World trends projects that at least 50% of the world's population in low- and middle-income countries live in urban areas. The municipality of wajir therefore, require access to improved finances both to confront dramatic environmental and service-provisions. The defining challenges for authorities in municipality is how to raise and deploy resources to fund the huge expenditure needs created by rapid growth, while contributing to continued economic growth and employment.

The municipality of wajir should collaborate with the development partners and also reinvest on E-Government to expand their local revenue base.

5.10.1 Revenue Enhancement and Protection

Categories of Municipal Revenue

There are four sources of revenue, these are;

- ❖ Intergovernmental Finance (Exchequer)
- ❖ Donor support

5.10.2 Revenue Enhancement and Protection

Local Revenue collection correlates with the services rendered. Majority of urban residents responds positively to levies charged when they are properly involved and infrastructure services expected are put in place. Therefore, provision of expected services will be a key driver for the municipality to raise targeted local revenues. In addition, the municipality of wajir should have by-laws and compliance enforcement mechanism that provide order and promote fair business practices.

5.10.3 Municipal Debt Management

Debt is good! However, debt is only beneficial if it is used for capital/development purpose and especially those that generate revenue to the institution and improvement of urban economy. It enables an institution to hasten its development agenda. The Municipality can therefore raise additional funds by floating municipal bonds or through long term borrowing for long term development programs. The cost of debt should be analyzed so the institution is not overburdened in future when repaying the same. The table annual resource flow to the municipality of wajir:

TABLE 4: ANNUAL PLAN, REPORT AND BUDGET(APRB)

Description	Financial year	Base year	MTEF Budget Years			
Financial performance	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Local revenue						
Licenses						
Plt rent/land rates						
Market fees						
Bus parks, parking, motor bikes						
Sale of forms						
Development approvals						
County Government transfer			301,009,262M			
Other sources Exchequer						
KUSP						
Total Kshs(Million)	165.6	165.6	165.6	165.6	165.6	165.6
Expenditure (programmes)						
Surplus/deficit						

5.10.4 Supply Chain and Asset Management

For the Municipality to thrive, it must procure quality goods and service. Procurement therefore is a driver for the Municipality. Proper procurement planning holds the key to current and future needs of the Municipality. The public procurement and disposal act and regulations provides the framework of procurement of goods and services. However, the Municipality procurement need be reviewed regularly to take advantage of any new opportunity. This will be enhanced through openness and giving all interested parties an equal opportunity. Asset management and disposal plan should be followed so that the institution is not bogged down by unproductive assets as such the Board should establish, staff, train, equip the procurement department.

5.10.5 Information Technology and Innovation

ICT is a powerful enabler of development goals due to its unique characteristics to dramatically improve communication and exchange of information and also to strengthen and create new economic and social networks. It is thus very evident that ICT, when well harnessed and focused, has the potential to bring in multiple benefits in the areas of governance and integration of all areas of the municipal economy thus promoting the livelihoods of the entire population and alleviating poverty.

The Municipality recognizes information communication technology as a growth sector that has immense potential for unlocking many opportunities in business, education, agriculture, industry and security. The development of this sector will play a crucial role in opening opportunities in business and commerce in the Municipality through easy access to the market information. The Municipality will endeavor to ensure enhancement and expansion of ICT through E-Governments and well-maintained digital visibility systems/platforms.

5.10.6 Emerging issues

Table 5: Emerging Issues

Strengths	Weaknesses	Opportunities	Threats
Skilled dedicated Staff	Inadequate personnel to effectively discharge planning functions	Support from KUSP UIG funds to capacity build finance and economic staff	Negative use of ICT
Existence of several ICT outlets;	Limited finances to support full automation of revenue and procurement	Support from Government and Development partners to capacity build the existing outlets staff and fully automate revenue and procurement processes.	Security and theft using ICT through the internet and associated cybercrimes
Extensive mobile network coverage	Limited finance to carry development research	Creations of Mobile Apps that can complement Wajir people Lifestyle.	High cost of ICT equipment
High number of cyber cafes	Training on ICT is still low	Establishment of IT incubation centres	Increment of cyber crimes
Existence of ICT infrastructure	Lack of qualified ICT experts	Empowerment of IT experts through employment, training and workshops.	

CHAPTER SIX

PLANNING AND DEVELOPMENT PRINCIPLES

6.1 Overview

Integrated Development Planning in Action

Integrated Development Planning is a process through which an overall framework for development is formulated. It is a super planning for an entity and aims to co-ordinate the development efforts of all divisions within the municipality in a coherent manner. Integrated development planning takes cognizance of the existing conditions and problems and resources available for development. The planning looks at economic and social development for the area as a whole and sets framework for municipality of wajir infrastructure and services that are needed and how the environment should be protected. The plan outlines the structures that manage the planning process, how the public can participate and structures that will be created to ensure this participation, time schedule for the planning and implementation processes and the responsibilities for monitoring, evaluation and reporting. The development strategies and implementation framework is based on the following municipal spectra:

6.2 Municipal Planning

The Municipal Integrated Urban Development Plan is the municipality's overriding governing instrument. It provides the framework for the development of the Municipal community and the management of land use resources. Municipal planning promotes Municipal, Regional and National Goals, interest and functions. The municipal planning is structured along:

6.2.1 Development Control

Development control refers to the process of managing or regulating the carrying out of any works on land or making of any material change in the use of land or structures. It seeks to ensure that operations on land conform to spatial development plan as well as policy guidelines, regulations and standards issued by the planning authority from time to time.

For the municipality of wajir to be effective in planning, there is need to;

- Develop a development Control policy within a year
- Review of the existing municipality of wajir spatial plan (2013-2025)

- Establish, staff, train and equip development control department within one year.
- Establish, staff, train and equip compliance enforcement department within one year.
- Reach out other jurisdiction for benchmarking experience
- Ensure optimal land use
- Ensure the proper execution and implementation of approved physical and land use development plan.
- Promote public participation in physical development decision-making
- Ensure orderly and planned building development, planning, design, construction, operation and maintenance.

6.2.2 Urban Design

Urban design is the process of designing and shaping the physical features of cities and towns and planning for provision of municipal services to residents and visitors. Modern urban design encourages sustainable urban planning where physical and environmental resources are properly utilized without compromising the future generation ability to do the same.

A comprehensive urban design has to consider and integrate the following:

- ❖ Pedestrian zones to facilitate non-motorized transport for environmental conservation and promotion of urban health.
- ❖ Aesthetics
- ❖ Urban structure – arrangement and relation of business and people
- ❖ Accessibility through safe and easy transport
- ❖ Character and meaning – recognizing difference between places
- ❖ Continuity and change – Locating people in time and place by respecting heritage and culture

The municipality of Wajir lacks existing civil work projects which caters for pedestrian walkways, cycle lanes, thus interfering with the small-scale traders within the municipality. It also lacks appropriate pavements and improved non-motorized transport (NMT). There is need to construct storm water drainage systems.

6.3 Municipal Economy

The Wajir Municipal economy is predominately wholesale and retail trade. The municipality therefore lacks strong economic base. However, there is potential for industrialization in cement making, tanning, fruit processing, portable water processing, gum processing and resin processing.

The municipality faces various challenges such as poverty. This can be mitigated through:

6.3.1 Poverty Reduction

Poverty is a complex problem that must be addressed at all levels of society. Here are some of the key areas to focus on.

Climate change

Climate change is expected to hit every region worldwide the hardest. The municipality of Wajir faces higher temperatures, changes in precipitation patterns, and more frequent weather-related disasters pose risks for food, and water supplies. At stake are recent gains in the fight against poverty, hunger and disease, and the lives and livelihood of thousands of people in the Municipality. As such, strategic measures to curb climate change should be adopted.

Community-driven development

Community-driven development programs encourage villages, urban neighborhoods, or other household groups to managing their own development resources. It is a bottoms-up approach to development that will give the Municipal Board control over planning and investments. Eventually, reducing waste.

Education

Education is a powerful driver of development and one of the strongest instruments for reducing poverty and improving health, gender equality, peace, and stability. The National Government in conjunction with Wajir County Government has done a lot of progress in the past 7 years; many more children attend schools and girls' education has improved significantly. This has reduced high illiteracy levels within the municipality.

Energy

A big fraction of the population uses firewood, charcoal and dung — for cooking and heating. This has serious health implications, especially for women and children. The Municipal Board should create awareness on the importance of promoting accessible, clean, environmental friendly and sustainable energy.

The table below summarizes the poverty reduction strategies

Table 6: Poverty Reduction in Wajir Municipality

Activities	Objectives	Target Groups	Outcome
Employment and productivity	To build opportunities for self-sufficiency	The community. Work places. Business owners. Institutions.	Improved self Sufficiency. Improved food security. Increased job Opportunities.
Aid and Grants	To improve the living standards of the wajir Municipal Residents.	The community. Business owners. SACCOs. Vulnerable Groups.	Improved living Standards.
Empowering women and youths	To enhance economic growth.	Women Youths	Improved economic Growth Reduced poverty.
Policy formulation and implementation	To mitigate contributing factors to climate change that leads to food insecurity and poverty.	County Assembly, Executives & Residents of Wajir municipality and environs	Improved climate Change. Improved Food security Reduced poverty.

To improve municipality economy, the municipal Board of wajir municipality in collaboration with County Government of Wajir, the National Government and other stakeholders, make the municipality of Wajir a preferred destination for investment through:

- ❖ Adoption of investment friendly policies.

- ❖ Reaching out to potential investors in several fields through various fora such as symposia, documentaries, direct contacts and such other applicable means to bring to the attention of potential investors the various opportunities available in the municipality.
- ❖ Lobby the completion of the stalled gum and resin factories in the municipality.
- ❖ Invite the investors in cement making industry to put up cement factories in the Municipality of Wajir.
- ❖ Invite major corporates such as Coca Cola company to establish soda, Juice and Water processing plants in Municipality of Wajir.
- ❖ Lobby for increased support to small and medium enterprises through county government revolving funds and such other programmes to grow the local potential in industrialization.
- ❖ Develop more retail and wholesale hubs to improve business environment and grow the retail and wholesale sector of the municipality economy.
- ❖ Establish, staff, train and equip the department of Municipal economy in 1 year.

6.4 Municipal Environment

Clean environment is both Human Right as well as Constitutional right to resident and visitors of Wajir Municipality. The Municipal Board in collaboration with County Government of Wajir and other stakeholders will ensure safe, resilient and sustainable environment in the Municipality of Wajir through;

- ❖ Development of solid waste management policy for the municipality within 1 year of the IDeP.
- ❖ Implement the solid waste management policy within 3 years.
- ❖ Undertake the landscaping of Municipality by planting of appropriate flora/trees/grass in the whole Municipality in 5 years.
- ❖ Establish staff, train and equip the department of environment in one year
- ❖ Decommissioning and fencing of the existing contentious solid waste dumpsite
- ❖ Procure and secure site appropriate for garbage receptacles, transfer stations and waste treatment sites within one year.
- ❖ Procure, secure and commission new solid waste management site
- ❖ Identify and reach out to potential partners and broker partnerships arrangements within one year.
- ❖ Mount Massive public education programme in one year to bring the members of public onboard the clean environment programme.

Table 7: The Environmental Strategies

Problem	Objective	Mitigation/Strategies	Duration	Actors
Poor storm water drainage	<ul style="list-style-type: none"> ➤ Provide efficient Storm Water drainage systems ➤ Water provision 	❖ Construction of storm water drainage channels along all access roads – 10km per year	Within 5 years	Municipality Board
		❖ Encouraging rain water harvesting through installation of gutters and reservoirs	Continuous	Municipality Board Residents- public Institutions
Poor solid waste management	Provide effective solid waste management systems	❖ Decommissioning the existing dumpsite	3 years	Municipal Board Private sector
		❖ Demarcation, fencing and preparation of the new solid waste treatment site.		
		❖ Provision of appropriate designated waste collection centers/points	One year	Municipal Board
		❖ Provision of waste collection bins and receptacles at point of generation of solid waste	Continuous	Municipal Board Private sector
		❖ Public sensitization on non-littering policy in the municipality	Continuous	Municipal Board NEMA

Problem	Objective	Mitigation/Strategies	Duration	Actors
				Private sector
		❖ Promote waste separation	Continuous	Municipal Board NEMA Private sector Residents
		❖ Promote waste reuse, recycling and reduction	Continuous	Municipal Board Private sector Residents
		❖ Increase the waste collection frequency	Continuous	Municipal Board
		❖ Privatize waste collection and management	3 year then continuous	Municipal Board
		❖ Identify site for receptacles	Continuous	Municipal Board
		❖ Enact and enforce by laws	Continuous	Wajir County Assembly
Lack of an operational sewerage treatment plant and reticulation network	Provide an efficient Sewerage system	❖ Provision of sewer reticulation system	5 year	Municipal Board
		❖ Construction of the sewer treatment plant (Use of appropriate up-to-date sewer treatment technology)	5 year	Municipal Board Private sector

Problem	Objective	Mitigation/Strategies	Duration	Actors
		❖ Buffering the sewer treatment plant site with trees belt of 15m	5 year	Municipal Board
Destruction of ecosystems within recreational parks	Protection and maintenance of Recreational Parks	❖ Planting of appropriate trees and grass	Continuous	Municipal board
		❖ Enactment of by- laws management rules to guide their use	One year	Municipal board
		❖ Installation of sitting benches	One year	Municipal board
		❖ Observe maintenance schedule	Continuous	Municipal board
		❖ Improve revenue sources by encouraging licensing picnic activities and social functions in the parks	Continuous	Municipal board

6.5 Municipal Housing

The municipality of wajir is heavily marked by urban informal housing and urban decay. Informal settlements is the major source of provision of housing for the growing population of the municipality. Urban renewal also known as regeneration is the process of clearing out blighted areas in the inner city so that an opportunity of higher-class housing can be created. It's through the Housing Act which provides legal processes and frameworks for urban renewal.

The following processes are followed when an urban renewal plan is to be affected. These include;

- ❖ A conditions study for data collection – In this study boundaries of the urban renewal area are established.
- ❖ Creation of redevelopment plan after data analysis objectives are established - the appointed members of the Municipal Board integrated with relevant disciplines representatives.
- ❖ Public Participation– A participatory approach is appropriate to ensure that the public is aware of the renewal plan

Wajir Municipality as an old town, has several cases of old dilapidated buildings which are still standing to date. This creates an impression of old forgotten buildings with leaking roofs and ugly walls. Hence need to implement the policy of painting all the business premises annually. The municipality authority needs to assess the plots allocation policy and enforce repossessing of undeveloped/abandoned plots/ structures within a certain definite time.

The Board of the Municipality in collaboration with the County Government of Wajir, Development partners and private sectors should:

- ❖ Develop and roll out a housing policy within one year.
- ❖ Develop and roll out a development Control Policy within one year.
- ❖ Partner with national Government to benefit from the Big Four Agenda, housing Components by lobbying the development of 2000 housing units in the Municipality of Wajir in 5 years.
- ❖ Establish staff, train and equip the department of housing in one year.

The table below summarizes the housing development -strategies

Table 8: The housing development -strategies

Problem	Objective	Mitigation/Strategies	Duration	Actors
Poor urban architecture/design	Promote urban form, design and aesthetics	❖ A 6 m building line on roads between 35m & 25m wide.	5 years	❖ Municipal Board ❖ Private Sector
		❖ A 4 m building line for roads between 20m & 9m.	5 years	❖ Municipal Board ❖ Private Sector
		❖ Provision of setback lines: -1.5m on the sides and 2m at the rear on high density residential zones -1.5m on the sides and 3m at the rear on medium density residential zones	5 years	❖ Municipal Board ❖ Private Sector

Problem	Objective	Mitigation/Strategies	Duration	Actors
		-2m on the sides and 3m at the rear on low density residential zones	5 years	❖ Municipal Board ❖ Private Sector
Poor housing conditions	Provide infrastructural facilities	❖ Provision of basic infrastructural services within the neighborhoods such as sewerage, electricity, roads, water, paved roads etc.	5 years	❖ Municipal Board ❖ Private Sector
	Provide up to standard housing conditions	❖ Provide Affordable modern house construction technology	Continuous	❖ Municipal Board ❖ Private Sector
	Enforce adherence to stipulated housing standards	❖ Institute regulations and laws on housing provision and standards.	5 years	❖ Municipal Board ❖ Private Sector

Problem	Objective	Mitigation/Strategies	Duration	Actors
Unfriendly urban design for People with disabilities, children and the elderly	Provide friendly Designs for people with disabilities, Children, & the Elderly	❖ Provision of ramps/inclined planes: <ul style="list-style-type: none"> ➤ Road reserves ➤ Entrances and within buildings 	Continuous	❖ Municipal Board
		❖ Bus terminus designs to accommodate children, disabled & elderly.	3 years	❖ Municipal Board ❖ Private Sector
Inadequacy of social facilities	Provide adequate social facilities	❖ Enforcing proposed zoning standards and guidelines by the Wajir Municipality Spatial Plan (2013- 2025)	5 years	❖ Municipal Board ❖ Private Sector

6.6 Municipal Infrastructure and Services

The principle infrastructure of municipality includes paved roads, sewer works, water provision reticulation, energy (electricity) provision lines, dump sites, solid waste treatment works, street lighting, markets, cemeteries, crematoria among other social infrastructure facilities. The municipality of wajir lacks adequate infrastructure facilities which limits its ability to provide efficient services.

The Municipality in collaboration with County Government of wajir, National Government, Development Partners and other stakeholders will:

- ❖ Paving of roads at the Municipality at the rate 10km per year.
- ❖ Undertake development of sewer system for the main core of the Municipality in 5 years.
- ❖ Undertake storm water drainage system for the CBD within 5 years.
- ❖ Improve portable water supply by at least 25% in 5 years.
- ❖ Reach out to private sector for partnerships and outright investment in services that can be provided commercially by the private sector.
- ❖ Improve wajir stadium to international standards in 5 years.
- ❖ Develop an additional fire station to improve access to its services in 5 years.
- ❖ Put up 2 additional retail markets and one wholesale hub in 5 years.
- ❖ Establish, staff, train and equip the department of infrastructure in 1 year.

Table 9: The Infrastructure Strategies

Problem	Objective	Mitigation/Strategies	Duration	Actors
Lack of paved roads thus impending transportation	Improve transportation by increasing paved roads	❖ Increase the number of paved roads- 10km per year	5 years	Municipal Board
Narrow roads/public encroachment	Provide adequate road reserve	❖ Roads reconstruction and widening	5 years	Municipal Board
Poor road conditions of all non-all-weather roads	Improve the road conditions	❖ Rehabilitation of access roads	Continuous	Municipal Board
		❖ Constant road maintenance and repairs	Continuous	Municipal Board
Inadequacy of transport termini	Provision of adequate space for public transport	❖ Identify and demarcate enough space for the termini	Immediate	Municipal Board Private developers
		❖ Institute a comprehensive management practices for the termini	Continuous	Municipal Board Private developers
		❖ Installation of security lights	1 year	Municipal Board

Problem	Objective	Mitigation/Strategies	Duration	Actors
		❖ Provision of waste collection bins in the termini	1 year	Municipal Board
Lack of Non-Motorized Traffic facilities	Resolve the conflict between motorized and non-motorized traffic	❖ Provision of pedestrian walkways/lanes	3 years	Municipal Board
		❖ Provision of bollards to prevent vehicular obstruction of the walkways	Immediate	Municipal Board
		❖ Provision of street furniture i.e. street light & waste bins along the walkways	2 year	Municipal Board
		❖ Construction of drainage channels	5 year	Municipal Board
		❖ Provision of cyclist lanes	5 year	Municipal Board

Problem	Objective	Mitigation/Strategies	Duration	Actors
		❖ Sensitization of road users on the importance to observe traffic rules	Continuous	Municipal Board
Inadequate parking facilities	Provide parking spaces in municipality	❖ Provision of adequate parking space	5 years	Municipal Board
		❖ Provision of on- street and off- street parking	Continuous	Municipal Board

6.7 Municipal Social Welfare

The Board of the Municipality is required to develop and roll out social assistance programmes to ensure well-being of residents of the municipality. The Board intends to roll out a framework that allows residents of the Municipality of Wajir to live within this basic right. In that respect, the Board in collaboration with County Government of Wajir, the National Government, the residents, development partners and other stakeholders will:

- ❖ Develop a social welfare policy for the Municipality of Wajir in one year.
- ❖ Develop and roll out social welfare programmes for the Municipality within two years.
- ❖ Establish staff, train and equip the department of social welfare within one year.
- ❖ Establish partnerships with social welfare programmes (NGOs), Nationally and Internationally.

6.8 Municipal Land

The Municipality of Wajir has two types of land ownership. These are public land and community land. The municipal Board will in collaboration with County Government and other stakeholders undertake and complete the;

- ❖ Documentation of public land for issuance of leases to investors and institutions that hold land on temporal basis in the municipality.
- ❖ Facilitate adjudication of community land for issuance of title deeds to communities and/or individual as may be appropriate.
- ❖ Establish, staff, train and equip the department of land in 1 year.

6.9 Municipal Governance

Governance is the way rules, norms and actions are structured, sustained, replicated and held accountable. It is the way a community does its business/activities. The Municipal in collaboration with County Government of Wajir and other stakeholders will:

- ❖ Develop and roll out a service charter within 1 year.
- ❖ Publicize and disseminate the service charter to residents in appropriate forum and in strategic location within the Municipality always.

- ❖ Conduct all activities of the municipality through public participation.
- ❖ Develop an anti-corruption policy and disseminate it widely within the Municipality.
- ❖ Help create, nurture, grow and integrate resident associations and other fora into governance matrix of the municipality.
- ❖ Establish, staff, train and equip the department of governance and public participation within 1 year.

6.10 Municipal Management and Administration

The Municipal Board of Wajir, the municipal manager and the staff of the municipality are the organs legally and constitutionally charged with the management of Municipality of Wajir. The organs, in collaboration with the County Government of Wajir, the National Government, development partners, residents and other stakeholders will;

- ❖ Perform their responsibilities diligently.
- ❖ Manage and administer the resources of the Municipality of Wajir for the greater good of all residents of Wajir
- ❖ Undertake their duties with due diligence and without discrimination, Nepotism and/or ill will
- ❖ Be accountable to the people, among other structures of accountability
- ❖ Detest and refrain from practices that go against public services

6.11 Municipal Safety and Security

Public security is a function of any government. Government ensure protection of citizens and their property. The Board of Municipality in collaboration with County Government of Wajir, National Government Agencies, residents and other stakeholders will;

- ❖ Develop and roll out safety and security policy for the Municipality in 1 year.
- ❖ Roll out a program for sensitization and/ of training residents on safety and security concerns.
- ❖ Establish, staff, train and equip a municipal inspectorate department within 1 year.
- ❖ Identify best practices and carry out benchmark programs
- ❖ Identify, profile and develop appropriate response mechanism for crime and diligence hotspots.

6.12 Municipal Disaster Preparedness

The ever-growing population in our urban centers has brought about different hindrances in our social, political and economic paths of life. Too many people in the cities have also led to a number of environmental risks. The Municipal Board of Wajir in collaboration with County Governments of Wajir, National Government, development partners, the residents and other stakeholders will:

- ❖ Develop and roll out municipal disaster risk and preparedness policy with a year.
- ❖ Roll out programmes for training and sensitization of public in one year.
- ❖ Establish, staff, train and equip disaster risk assessment and response department in two years,

6.12.1 Risk Reduction and Management

The increased urban sprawl within the municipality has resulted in various challenges such as:

Waste disposal problems- Too many people concentrated in an area contribute to more waste being released back to the environment. Locations where both solid and liquid waste can be disposed end up being very limited posing huge challenge.

Insufficient clean water availability- Clean water availability becomes a huge problem since there are too many people who are relying upon a water source.

Increased air pollution- Modern transport systems are the biggest source of air pollution.

Unreliable electricity supply – The municipality is often hindered by the power outage.

6.12.2 Capacity development for Municipality risk reduction

Awareness-raising programs can be tailored to meet the needs of specific populations, risks and target groups. These approaches can be integrated into almost all existing initiatives, whenever and wherever they take place. They can build on and support existing volunteer mobilization and peer-to-peer communications. The objective of awareness-raising activities is to familiarize communities with risk and interventions required prior to, during and following disasters.

In order to ensure that the capacity development for municipality is sufficiently strong to be able to effectively engage in municipality resilience building, it is important to ensure that the following elements are in place and institutionally supported:

- ❖ An understanding of the complexity of municipality contexts and planning processes.
- ❖ The ability to identify and engage with relevant urban stakeholders.
- ❖ An analysis of existing legal and policy frameworks.
- ❖ Strengthened communications and documentation skills to better capture and learn from urban experiences.
- ❖ Regional information sharing of lessons learned and good practices.
- ❖ Training and simulation exercises appropriate for cities.
- ❖ Improved risk analysis skills and capacities.
- ❖ Improved human resource skills including the recruitment of educated/skilled volunteers.
- ❖ Increased fundraising capabilities

The first step in awareness-raising is the need to ensure broad stakeholder engagement. This is required to understand drivers of risk and existing vulnerabilities as well as to ascertain appropriate tools and processes needed for comprehensive assessment and identification of underlying causes of risk. Municipal Board should focus on the awareness-raising activities listed below.

- ❖ **Public education and awareness activities** such as campaigns and training should be undertaken to raise awareness and engage individuals and communities in municipal risk reduction activities.
- ❖ **Promoting awareness** of relevant rights, responsibilities and duties can be important for both improving the implementation of the existing legal and policy frameworks and for empowering communities and local actors. Municipal residents that are aware of their local disaster risk management systems, and individual rights and responsibilities when it comes to basic services and risk reduction, are likely to be more engaged and empowered to contribute to their own safety. Municipal Board can play an important role as a bridge between government actors and urban residents in this respect. Key messages for dissemination can be developed following an analysis of the legal framework and consultations with relevant stakeholders.
- ❖ **Campaigns.** Municipalities are well-placed and have the experience to take on large-scale municipal awareness campaigns, and can leverage the power of their volunteer base to effectively disseminate information. Such campaigns enable a greater degree of familiarization on the part of municipal residents and stakeholders of key issues. Given

major and rapid changes in the use of technology in municipal areas, it is important to use and apply different media through which Municipal Board may want to seek to raise awareness on urban risk. Different tools from radio to TV and from SMS to mobile apps and social media will enable the municipality to reach different demographic groups.

Understanding the municipality complexity would help in capacity development that would emphasize on the following:

- ❖ **Reduce air pollution** by upgrading energy use and alternative forms of transport- such as cycling will be a major shift to reducing air pollution. (Carpooling or cycling)
- ❖ **Valuing local skills and non-market-based solutions-** Most technological innovations and modern solutions are short lived, difficult to maintain and costly.
- ❖ **Create private-public partnerships** to provide services such as waste disposal- Private individuals are at a greater position to provide waste disposal services because they understand the topography. They can therefore provide these services with less environmental harm.
- ❖ **Incorporate planting trees** and the care of city garden spaces as a key element in urban planning.
- ❖ **Energy security through distributed renewable energy systems-** County Assembly should enact legislation that provides fair subsidies to support the shift to renewable energy sources.
- ❖ **Sustainable construction processes, buildings and maintenance-** Energy efficient and more flexible buildings will have long term value. A good example is installing bio digesters for liquid waste.
- ❖ **Embrace the culture of sustainability-** Municipality need to come up with projects that can build projects that bring about positive transformation.

The table below summarizes the Capacity Development For Disaster Risk Reduction In Wajir Municipality

Table 10: Activities For Capacity Development For Disaster Risk Reduction In Wajir Municipality

Activities	Objectives	Target Groups	Outcome
Training	To improve the understanding of urban complexities for easier disaster preparedness	Staffs Board members The community Business owners Premises institution	Improved disaster risk reduction. Improved disaster preparedness.
Policy Formulation	To enhance manageable and controllable air pollution and waste management	County Assembly Executives Residents Municipal board	Controlled air pollution. Controlled waste management.
Innovations of new technologies for green economy and risk resilience Harvest the readily available solar and energy	To enhance energy security through distributed renewable energy systems	Staffs, Board members, Community Business owners institutions	Energy security & Renewable sources of energy
Compliance and enforcement of legal frameworks	To reduce vulnerability	Staffs, The community, Business owners i	Reduced vulnerability
Establishment of municipal fire brigade	To have fully fledged municipal fire brigade to reduce response time, safe lives and properties	Staffs Volunteer	Reduced response time. Saved lives and properties.

6.13 Municipal Finances

Municipality's major source of finance is the budgetary provision from the County Government. In the estimate financial year 2019/2020, the County Government of Wajir allocated ksh 466, 609, 262 to the municipality of Wajir for recurrent and development purposes.

The Board will require the following to improve the revenue standing for efficient service delivery;

- ❖ Lobbying County government of Wajir for increased budgetary allocation.
- ❖ Lobbying development partners and national government for budgetary support to Capital infrastructure Projects.
- ❖ Lobbying the County Government of Wajir for reinvestment of revenue collected from the Municipality of Wajir.
- ❖ Identifying and exploiting other revenue potential sources such as land rates, land value capture and royalties to expand the revenue base of the municipality.
- ❖ Establish, staff, train and equip the department of finances in the municipality within 1 year.

6.14 Municipal Areas of Research

The study of cities and urban areas has changed dramatically over time with the new frames of analysis being applied. Municipal study programs expand beyond looking at the current and historical impacts of urban design to how it impacts the future interactions of the people. It looks at how to improve city development through architecture, open spaces, the interactions of people, and different types of capital that forms a community. Urban Research tests new concept's application to the analysis of real problems. It aims to address the emerging challenges and practicalities of urbanism in the 'newer' generation and policy interventions

6.14.1 Research Area 1: Urban Planning

This research area in the Municipality include studies in area of spatial planning for the improvement of development control. Specifically, this research domain purposes to provide necessary planning data for healthy and safe living conditions, efficient transport and communication, adequate public facilities and aesthetic surroundings. It also includes outline communities and highways as regional planning.

6.14.2 Research Area 2: Urban Environment

It's projected that over the next 30 years, most of the world's population growth will occur in cities and towns of poor countries. Rapid, unplanned and unsustainable patterns of urban development are making developing cities focal point for many emerging environment and health hazards. As urban population grow, research in the quality of urban environment will play an increasingly important role in public health with respect to issues ranging from solid waste disposal, provision of safe water and sanitation, and injury prevention, to the interface between urban poverty, environment and health.

Unstable patterns of transport and urban land use are the drivers, or root cause, of a number of significant and interrelated environment and health hazards faced by municipal dwellers. These health and environment linkages cut across a range of policy sector and thus are often overlooked in policy making. They must therefore, be a focus of urban research

6.14.3 Research Area 3: Urban Sprawl

Urban sprawl or suburban sprawl mainly refers to the unrestricted growth in many peri-urban areas of housing, commercial development, and roads over large expanses of land, with little concern for urban planning. Urban sprawl is associated with a number of negative environmental outcomes such as proliferation of slum dwellings within the urban areas. The research focus in this area will entail deep study in causes of the proliferation to impacts and shortcomings of existing policies in urban planning and development control.

6.14.4 Research Area 4: Urban sociology and Economics

Urban sociology is the sociological study of life and human interaction in metropolitan areas. It seeks to study the structures, environmental processes, changes and problems of an urban area and by doing so provide inputs for urban planning and policy making. This research area uses statistical analysis, observation, social theory, interviews, and other methods to study a range of topics, including migration and demographic trends, economics, poverty, race relations and economic trends of the urban area.

The research on urban economics involves using the tools of economics to analyse urban issues such as crime, education, public transit, housing, and municipal finances (taxation and taxation regimes). It is tied to investigating relationships between urban problems, such as poverty or crime.

6.14.5 Research Area 5: Land Use

Looking at land use within metropolitan areas, the urban land use research seeks to analyse the spatial organization of activities within the urban area. In attempts to explain observed patterns of land use, intra-urban location choices of firms and households. Considering the spatial organization of activities within urban economics, it investigates the determinants of price of land and why those prices vary across space. The Urban land use also identifies land-use controls, such as zoning, and interpreting how such controls affect the urban economy.

6.14.6 Alternative water and energy sources: the board to carry out research on alternative water and energy sources.

6.15 Municipal Cross- Cutting Issues

The Board and the administration of the Municipality of Wajir are conscious that always there are matters/ issues that are beyond their capacity or affects more than one organ of the Board and administration, and may be going even outside the realm of the Board and municipal administration. The Board in collaboration with County government of Wajir and other stakeholders will;

- i) Establish a coordination unit to spearhead cross cutting issues within 1 year.
- ii) Reach out to external clients/stakeholders to amicably deal with issues that are of broader nature
- iii) Alternative water and energy sources.

CHAPTER SEVEN

MUNICIPAL STRATEGIC DIRECTION AND IMPLEMENTATION FRAMEWORK

7.1 Municipal vision Statement

A secure, resilient and competitive municipality.

7.2 Municipal Mission Statement

To provide world class service to residents and visitors of the municipality. the table below summarizes Municipality development priority programs and projects.

7.3 Municipality Development Priority and Projects

Table 11: Municipality Development Priority and Projects

Priority Area	Strategic Statements	Activities
Solid and liquid waste management	Sustainable solid and liquid waste disposal mechanism	<ul style="list-style-type: none">• Establishment of designated solid waste management site• Design, funding, and construct sewage treatment and reticulation works.• Establish solid waste collection and segregation mechanism• Designate waste collection sites• Decommissioning of the existing dumpsite

Priority Area	Strategic Statements	Activities
Adequate drainage and sanitation facilities	storm water drainage within the municipal area	<ul style="list-style-type: none"> • Construct public toilets in every major markets • Mapping of drainage system • Design and construct storm water drainage system
Improve food and water quality control services	<ul style="list-style-type: none"> • Prevent and control food and waterborne/water related/water washed diseases • Purification of borehole water 	<ul style="list-style-type: none"> • Increased inspection and licensing of food establishments- • Food handlers examined and certified • Enforcement of food safety laws and prosecution • Enforce against open defecation on open public spaces. • Surveillance of food borne diseases
Promote community participation in health provision through community health strategy	Implement community health strategy	<ul style="list-style-type: none"> • Community Health Units established and operationalized. • Community Health Volunteers and other players in the

Priority Area	Strategic Statements	Activities
		<p>community strategy trained and updated</p> <ul style="list-style-type: none"> Community based health information system established
Improve integrated disease surveillance and response	Conduct integrated disease surveillance and response on cholera amongst others	<ul style="list-style-type: none"> Health workers and the community sensitized on priority disease in this case cholera etc
Marked increase on Non-communicable diseases	Improving the community health	<ul style="list-style-type: none"> Create awareness on non-communicable diseases (cancer, diabetes and blood pressure)
Institutionalize management of Municipality	Establish municipality infrastructure	Establish adequate Municipality Infrastructure (offices, Equipment, Facilities and departments)
Establish recreational facilities and other open spaces/ aesthetics	<ul style="list-style-type: none"> Zoning and development of public parks, open spaces and playfields. Establish municipal parks Beautification of open spaces 	<ul style="list-style-type: none"> Design and maintenance of urban parks Maintenance of all public facilities and make themselves-sustaining Planting of trees Installation of benches

Priority Area	Strategic Statements	Activities
	<ul style="list-style-type: none"> Initiate Urban renewal and redevelopment program 	<p>from the Big Four Agenda).</p> <ul style="list-style-type: none"> Preparation of action area plans of the degenerated parts of the municipality. Enforce maintenance of the urban buildings. Estate management of government houses/buildings
Evidence based planning and decision making	Enhance research and integrated development planning	<ul style="list-style-type: none"> Enhance research. Capacity build staff on strategic planning Enhance feedback mechanism through M&E and public participation

7.4 IMPLEMENTATION FRAMEWORK

Table 12:Projects/Programmes

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Review of the Integrated Strategic Urban Development Plan for wajir municipality	Integrated Strategic Urban Development Plan for wajir municipality	Approved strategic integrated urban development plan	Municipal Board County Government of Wajir			100%			25M
Preparation of Integrated Development Plan (IDeP)	Integrated development plan	Approved integrated development plan	Municipal Board Development Partners /Donor Support	100%	-	-	-	-	8.6M
Preparation of solid waste management policy for wajir municipality	Solid waste management policy	Approved solid waste management policy	Municipal Board Development Partners /Donor Support	100%	-	-	-	-	5M
Improvement of road conditions within the municipality	Well maintained and improved roads- 10km per year	% improved roads	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	20%	40%	60%	80%	100%	2B

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Capacity Building Technical Staff and Stakeholders	Number of staff and stakeholders trained	Approved minutes and attendance list	Municipal Board County Government of Wajir Development Partners /Donor Support	20%	40%	60%	80%	100%	40M
Construction of Containment wall at dumpsite	Environmentally friendly and aesthetic and walled dumpsite	Constructed wall at dumpsite Completion certificate	Municipal Board County Government of Kenya County Government of Wajir Development Partners /Donor Support	100%	-	-	-	-	47M
Installations of Incinerators	Number of incinerators installed	Availability of incinerators Completion certificates	Municipal Board County National government Development Partners /Donor Support	20%	40%	60%	80%	100%	150M
Purchase of 3 garbage trucks – skip loader	Number of garbage trucks purchased	Availability of garbage trucks Log books	Municipal Board County Government of Wajir Development Partners /Donor Support	50%	100%		-	-	30M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Litter bins	Number of litter bins	physical Availability of litter bins Local Purchase Order/Delivery notes	Municipal Board County Development Partners /Donor Support	100%					10M
Enactment of by laws	Enactment of by laws	Availability of Hansard % of implemented by laws	Municipal Board County Wajir County Assembly	100%	-	-	-		4.5M
Purchase of office Furniture and Fittings – all departments	Number of purchased office Furniture and Fittings – all departments	Physical availability of office Furniture and Fittings – all departments – Local Purchase Orders/Delivery notes	Municipal Board County Development Partners /Donor Support	40%	40%	100%	-	-	50M
Development Control policies	Policy Document	Availability of Hansard	Municipal Board County Development Partners /Donor Support	100%	-	-	-	-	10M
Enforcement of compliance - development control policies	Regulated Land Use and Buildings	% of developments within planned areas. % of Buildings & Constructions vetted	Municipal Board	100%	-	-	-	-	10M
Improve Management of existing public toilets Construct new toilet to bridge the	Number of well Managed public toilets	Status of the toilets- routine maintenance Certificate of completion	Municipal Board County Government of Wajir Development Partners /Donor Support	10%	40%	60%	70%	100%	250M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
deficit of the public toilets	Number of the public toilets constructed								
Management of Recreational parks and stadia	Number of Well managed recreational parks and stadiums	Status of the recreational parks- routine maintenance	Municipal Board County Government of Wajir Development Partners /Donor Support	20%	40%	100%	-	-	50M
Municipality Land information management system	Captured data. Equip and provide for continuous gathering, processing, storage and retrieval of date. Updated land register	% of land owners and developers accessing digital land information Captured data. GIS lab in place. Updated land register Improved revenue collection Completion certificate	Municipal Board County Government of Wajir Development Partners /Donor Support	40%	40%	100%			50M
Development of physical address system for the municipality.	No of streets named	Physical address Street naming	Municipal Board County Government of Wajir Development Partners /Donor Support	100%	-	-	-	-	50M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Maintenance of buildings, plants and machines	Well-conditioned buildings, plants and machines	No of Machines and plants repaired and maintained - maintenance schedule	Municipal Board County Government of Wajir Development Partners /Donor Support			40%	80%	100%	75M
Commercialization of the Wajir International Airport	Infrastructure Improvement - volume of business	High volume of business activities.	Municipal Board County Government of Wajir Development Partners /Donor Support	10%	40%	60%	80%	100%	150M
Solar lanterns Distribution	The number of lanterns installed	Completion certificate	Municipal Board County Government of Wajir Development Partners /Donor Support	10%	40%	60%	80%	100%	100M
Municipality sanitation – cleansing equipment	Number of cleansing equipment's	Local purchase orders	Municipal Board County Government of Wajir Development Partners /Donor Support	50%	50%	-	-	-	24M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Cemetery and crematoria	No of Land identified and protected for Cemeteries and crematoria	Physical availability	Municipal Board County Government of Wajir Development Partners /Donor Support	10%	40%	60%	80%	100%	80M
Radio talk shows on governance	Number of radio talk shows	Availability of recordings – archives	Municipal Board	20%	40%	60%	80%	100%	5M
Journal publication	Number of journals/ editions published produced	Publications	Municipal Board	20%	40%	60%	80%	100%	50M
Sensitization of CBOs	Number of forums conducted	Signed minutes and Attendance list	Municipal Board Development Partners /Donor Support	20%	40%	60%	80%	100%	30M
Strengthen structures of governance	Number of departments decentralized	Physical availability	Municipal Board County Government of Wajir	20%	40%	60%	80%	100%	20M
Workshop on governance for top management	Number of governance Workshop carried out	Duly signed Minutes and attendance list	Municipal Board	5M	5M	5M	5M	5M	25M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Delineation of the municipality boundary	Delineated boundary	Approved spatial boundary plan	Municipal Board County Government of Wajir	30%	60%	70%	80%	100%	25M
Construction of transport termini	Number of termini	Physical availability of the termini	Municipal Board County Government of Wajir Development Partners /Donor Support	30%	70%	80%	100%		200M
Building, transport capacity towards municipal administration	Improved logistics and transport – number of vehicles	Physical availability and log books	Municipal Board	30%	60%	70%	80%	100%	50M
Weather monitoring systems	No. of stations installed	Physical availability of the operation stations	Municipal Board Development Partners /Donor Support	30%	60%	70%	80%	100%	18M
Housing scheme	Number of houses	Physical availability Completion certificate	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	10%	40%	60%	80%	100%	5B

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Municipality Informal settlement upgrading	No. of upgraded schemes	Physical availability of the upgraded informal settlement Completion certificates	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	10%	40%	60%	80%	100%	500M
Creation of functional directorates	No. of directorates created	Approved municipal board minutes	Municipal Board	20m	20m	20m	20m	20m	100M
Storm Water Drainage system	KM of drainage system done	% of drainage systems constructed / upgraded Completion certificate	Municipal Board Development Partners /Donor Support	20%	40%	60%	80%	100%	300M
Beautification and Landscaping	Modified visible features municipality Number of schemes done	% of beautified/ Landscaped areas Physical visibility	Municipal Board Development Partners /Donor Support	30%	60%	80%	100%	-	150M
Upgrading of urban access roads	Improved Roads condition - number of kilometers upgraded	Kilometres of access roads tarmacked Completion certificate	Municipal Board Government of Kenya Municipal Board County Government of Wajir	10km	10km	10km	10km	10km	700M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
			Development Partners /Donor Support						
Construction of Fire Station	Functional and well-maintained fire station	% of well-maintained facilities Completion certificate	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	50%	80%	100%	-	-	300M
Construction of Wajir stadium to international standards	Fencing of the stadium. - Compacting of the football field and athletics track - Construction of a standard dais - Construction of changing rooms and washrooms -Planted trees and flowers Stadium completed	Completion certificate	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	50%	80%	100%	-	-	700M
Construction of Industrial Park	Number of industrial parks	Physical availability of the parks	Municipal Board Government of Kenya	50%	60%	70%	80%	100%	800M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
			County Government of Wajir Development Partners /Donor Support						
Construction of Retail and Wholesale hubs	Number of hubs completed	Physical availability	Municipal Board Municipal Board Development Partners /Donor Support	50%	60%	70%	80%	100%	600M
Construction of light industrial parks	Number of jua kali parks constructed	Completion certificate	Municipal Board County Government of Wajir Development Partners /Donor Support	50%	60%	70%	80%	100%	600M
Installation of Surveillance systems within CBD	Number of installed CCTV and its coverage	Area covered	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	50%	60%	70%	80%	100%	100M

Programme/ Sub Programme/ Project	Key Outcome	Key performance Indicators	Source of funding	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Construction of water treatment and reticulation works.	Number of households connected	Area covered	Municipal Board County Government of Wajir Development Partners /Donor Support	20%	30%	60%	80%	100%	450M
E- government	% of automated revenue streams	Availability of the license	Municipal Board County Government of Wajir Development Partners /Donor Support	20%	30%	60%	80%	100%	100M
Social welfare services	Increased access to quality primary and home-based health care services	% of coverage	Municipal Board Government of Kenya County Government of Wajir Development Partners /Donor Support	20%	30%	60%	80%	100%	150M

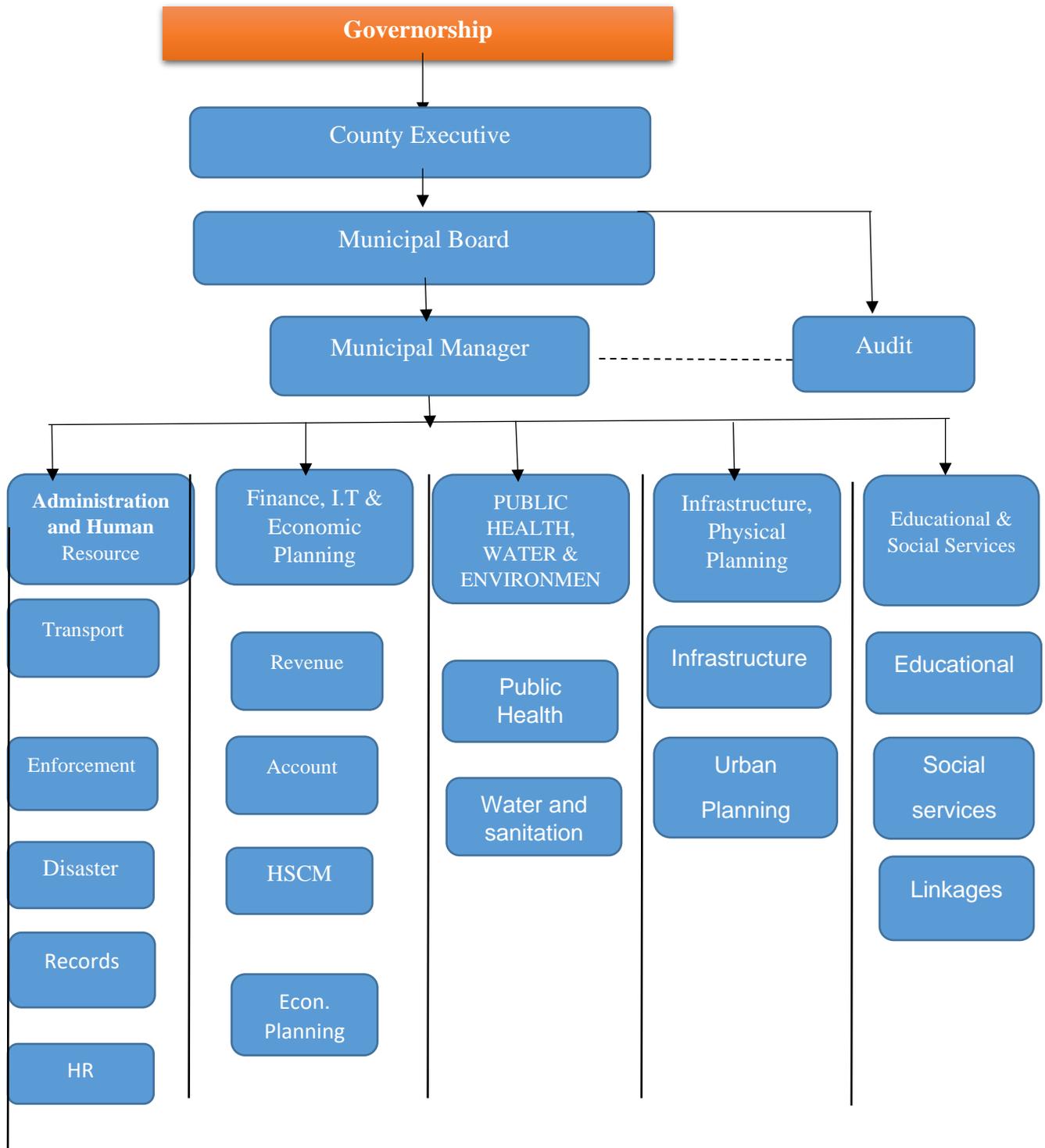
CHAPTER EIGHT

INSTITUTIONAL FRAMEWORK

8.0 Introduction

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

8.1 Municipal Organogram



8.2 Staff Establishment

Division	Position	Optimal Number	In Post	Deficit	Remarks
	Municipal manager	1	1		
	Auditor1	1			
	Auditor 111	1			
Administration and Human resource	Administrator/Deputy Manager	1	1		
	Transport Officer	1			
	Mechanic	1			
	Head of enforcement	9			
	D/Head Officers				
	Disaster Management Officer	1			
	D/Disaster Management Officer	1			
	Fire Officers	15			
	Records Management Officer	1			
	Payroll Officers	1			
	Secretaries	4			
	Office Assistants	2			
	Drivers	4			
	Finance, IT and Economic Planning	Head of Finance, IT & Economic Planning	1		
Accountant I					
Accountant III					
Revenue Officer					
Revenue Supervisor			5		
Cashiers					
Debt/Rate Officer					
ASS. Debt/Rates Officer					
Revenue Clerks					
Clerical Officers					
I.T Officer					
Economic Planner					
AS. Economic Planner/ME Officer					
HSCM					
Ass.HSCM/Stores					
Transport, Infrastructure And Development	Head of Transport, Infrastructure and Development control				
	Municipa Manager				
	Architect				
	Structural Engineer				
	Works Officer				
	Municipal Planner				
	Development Control				
	Land Valuer				

Public health, environment and sanitation	Head of public health, environment and sanitation				
	Public health officer				
	Environmental officer				
	Cleansing supervisor				
	Cleansing officers				
Social, Educational and Service Linkages	Head of social, Education and Service Linkages				
	Social Development Officer				
	Project officer				
	Estate Officer				
	Education Officer				
	ECDE Teacher				
	TVET Instructors				

8.3 Administration and Human Resource

8.3.1 Staff Rationalization Policy

Staff rationalization policy dictates that the Municipality shall employ and retain only employees who are qualified and productive. The optimum number and cadre of employees shall be determined by the Municipal Board in consultation with the County Public Service Board.

8.3.2 Capacity Building

The Municipal will set aside funds for staff training and development. The Municipality needs to develop a training policy for the staff and the Board Members in an effort to improve management capacity

8.4 County Executive

8.4.1 Governor

The Governor is the chief executive of the county and will provide overall leadership in the county's economic, social and political governance and development; provide leadership to the county executive committee and administration based on the county policies and plans; promote democracy, good governance, unity and cohesion; promote peace and order; promote the competitiveness of the county; is accountable for the management and use of the county resources while promoting and facilitating citizen participation in the development of policies and plans, and delivery of services.

8.4.2 Deputy Governor

The Deputy Governor is the deputy chief executive of the county and shall deputize the governor in the execution of the executive functions. The deputy Governor may be assigned any other responsibility by the Governor as a member of the county executive committee.

8.4.3 County Secretary

The County Secretary is the head of the county public service; responsible for arranging the business, and keeping the minutes of the county executive committee subject to the directions of the executive committee; convey the decisions of the county executive committee to the appropriate persons or authorities and perform any other functions as directed by the county executive committee.

8.4.4 County Executive Committee Member for Physical Planning, Housing and Urban Development

The County Executive Committee for Physical Planning, Housing and Urban Development is one of the 10 executive members appointed by the Governor and approved by the County Assembly. The CEC is a member of the board of the Municipality charged with supervising the administration and delivery of services in the decentralized unit

8.4.5 County Public Service Board

The County Public Service Board on behalf of the County government is charged with establishing and abolishing offices in the County public service and appoint persons to hold or act in offices of the County public service. The Board also confirm appointments, exercise disciplinary control over, and remove, persons holding or acting in those offices, facilitate the development of coherent Integrated human resource planning and budgeting for personnel emoluments and advise on the human resource management and development

8.4.6 County Assembly

The County Assembly is the legislative arm of the County government. It is composed of the Members of County Assembly (MCAs) both elected and nominated, the Speaker and the Clerk as an ex Official. The function of the County Assembly includes: Vetting and approving nominees for appointment to County public offices; Approving the budget and expenditure of the County government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution; approve the borrowing by the County government in accordance with Article 212

of the Constitution; Approve County development planning; and perform any other role as may be set out under the Constitution or legislation.

8.4.7 National Government

The County government in collaboration with the national government will work to synergize efforts to achieve its vision and implement development priorities. Key institutions are as provided by the National Government Coordination Act,2013.

8.4.8 The Municipal Board

The Municipal Board is appointed pursuant to section 14 of the Urban Areas and Cities (Amendment) Act 2019 and comprises nine members appointed by the Governor with the approval of the County Assembly. The Board Members are charged with running the affairs of the Municipality

8.4.9 Municipal Staff

Municipal staff are civil servants, seconded from various departments within the county. The Civil Servants work under the Municipal Board in different divisions within the Municipality and implement the Municipal Integrated Development Plan (IDeP), County Integrated Development Plan (CIDP), The Municipal Urban Area Investment Plan and other development policies and plans.

8.4.10 Stakeholders

Partnerships are very important in development. Various stakeholders have worked with and within the County as part of the development efforts to provide accessible service infrastructure. The partners are instrumental in contributing towards setting of development objectives, implementation, and feedback mechanisms and also act as watchdogs in the use of public funds. A number of stakeholders have/are working with the Municipality and include: WorldBank, AHADI, DANIDA, and NARIGP among others.

CHAPTER NINE

MONITORING AND EVALUATION

9.1 Rationale

Monitoring and evaluation of the Integrated Development Plan (IDeP) seek to achieve the following:

a) **Facilitate Informed Decision-Making:** This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.

b) **Assess Value for Money:** This will entail measuring and judging the impact of the programmes in relation to the planned outputs, outcomes and impacts.

c) **Accountability:** Programmes’ planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.

d) **Learning Process:** This will seek to maximize on citizens’ participation. This evaluation will be a human-centered assessment of the extent of citizens’ participation, how well participation is doing and the programmes effects on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

9.2 Data collection, Analysis, and Reporting

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

9.3 Framework for Monitoring and Evaluation

Before inception of any project, a baseline survey will be done to enable evidence-based planning. Project proposals and plans for the projects identified will, against activities, clearly indicate the hierarchy of results from objectives, activities, outcomes, inputs, objectively verifiable indicators, and means of verification to key assumptions of the project.

9.3.1 Municipality Monitoring and Evaluation System (MIMES)

Monitoring and evaluating performance are a key element of IDeP implementation. The Municipality Integrated Monitoring and Evaluation System (MMES) will provide the guidelines to monitor the implementation of the identified key priority projects and programs. The Municipality M&E framework establishes six (6) M&E committees for proper functioning of M&E at all level in the Municipality administrative structures.

9.4 Ex ante Evaluation

At the beginning of every project, an evaluation will be done to document the actual existing conditions (baseline), people's expectations and intents. The department in charge of Monitoring and Evaluation in conjunction with other divisions within the Municipality will undertake baseline surveys and feasibility studies, and findings documented to justify projects.

9.5 Ongoing Evaluation

The Economist will be responsible for monitoring and evaluation, and will be mandated with continuous compiling and reporting on the performance of all the Municipality projects.

9.6 Annual Projects/Programmes Reports

The outcomes of all projects implemented within a financial year will be compiled as Municipality annual projects/programmes report. The annual reports will among other issues document the resource use and value for money, impacts to the beneficiaries, challenges experienced and lessons.

APPENDIX

Appendix 1: Stakeholders Workshop

MINUTES OF THE STAKEHOLDERS WORKSHOP FOR THE PRESENTATION OF THE DRAFT SOLID WASTE MANAGEMENT FRAMEWORK AND INTEGRATED DEVELOPMENT PLAN FOR THE MUNICIPALITY OF WAJIR, HELD ON 23RD DECEMBER, 2019 AT GIS LAB IN THE MUNICIPALITY.

AGENDA

- ❖ Opening Prayers
- ❖ Opening Remarks
- ❖ Consultant Presentation & Plenary and Resolutions
- ❖ Adjournment

LIST OF ATTENDANCE

- ❖ As per attendance list appended

APOLOGIES

- ❖ Non registered

MINUTES 01/ 23/ 12/2019: OPENING PRAYERS

The chair of the stakeholder session Mr. Abdirahman Mohammed Abdille called the meeting to order at 10:45 A.M. He requested the imam to open the meeting with a word of prayer. The chair then requested those present to do self-introduction.

MINUTES 02/ 23/ 12/2019: OPENING REMARKS

The chair thanked the stakeholders for finding time to attend the workshop. He explained the objectives of the workshop was for the consultants contracted by the county government to present the draft solid waste management plan and the integrated development plan. He invited the consultant to make presentations.

MINUTES 03/ 23/ 12/2019: PRESENTATION OF THE DRAFT REPORTS BY CONSULTANTS AND RESOLUTIONS THEREOF

Lead consultants in each of the two consultancies made power point presentations to the stakeholders present.

The lead consultant thanked the chair for the opportunity given to make presentation. He explained that the main aim of the workshop was for the stakeholders to give their comments regarding the solid waste management framework.

On his presentation he explained that it is a requirement of the law and its good practice for urban areas to formulate frameworks for management of solid waste in their localities. He emphasized that the integrated development plan and the solid waste management framework are the minimum set conditions for the municipal boards to benefit from the ongoing Kenya Urban Support Programme. The county government of Wajir sought consultancy services on the development of the solid waste management framework and the integrated development .The consultants reminded the stakeholders of the previous workshop in which they had explained about the purpose of the projects.

The lead consultant proceeded to present a power point presentation of the draft plan to the stakeholders. He highlighted the various components of the reports which included:

Project background, baseline information, methodology, legal frameworks, situational analyses and the proposed policy interventions, strategies and implementation frameworks.

The consultant opened the forum for comments from the stakeholders. After exhaustive deliberations and responds to all matters raised by the stakeholders, it was resolved that the consultant should integrate the concerns raised at the forum into the draft framework and present the final framework to the county government for adoption, approval and implementation.

The chair called upon the lead consultant undertaking the formulation of the integrated development plan to do their presentation to the stakeholders. The consultant did a power point presentation touching on the various chapters of the plan. These included; introduction, background information, legal and policy framework, methodology, planning and development principles (municipal economy, municipal planning, municipal environment, municipal housing amongst others), municipal strategic direction and implementation frameworks and monitoring and evaluation. The consultant then called for feedback from the stakeholders and several issues were raised, among them were

The interlinkage between integrated development plan and county integrated development plan.

Why the board of the municipality was visibly slow on delivering on its mandate, whether the public would be sensitized on this policy, and where the funds for implementation of the policy would come from.

After deliberation it was resolved that the consultant would input the changes and suggestion made in the stakeholders meeting and proceed to complete and present the integrated development plan to the county government of Wajir for adoption, approval and implementation.

MINUTES 02/ 23/ 12/2019: ADJOURNMENT

The meeting adjourned at 12: 40 P.M

STAKEHOLDERS ATTENDANCE LIST

PRESENTATION OF THE DRAFT INTEGRATED DEVELOPMENT PLAN FOR WAJIR MUNICIPALITY TO THE STAKEHOLDERS.

Venue GIS LAB, WAJIR MUNICIPALITY

Date 23rd Dec 2019

S.NO	NAME	DESIGNATION	ID NUMBER	SIGNATURE
1.	ABDI BILLOW ISAHM	Civil Society Leader	23437056	
2.	ISAHM MOHAMMED EMMY	WACU	9572334	
3.	IBRAHIM MOHAMMED ISAHM	Public Health	28023446	
4.	HASSAN A. MUSA	Municipal Admin	21665921	
5.	Abdirahman M. M.	WMB Member	087205	
6.	JIMALE. M. MOHAMMED	WSPM. Wajir	32304491	
7.	Adlan Sigat abd.	IMAM	16117983	
8.	Mohamed James	CSO	29293747	
9.	Abdi Ali Abdi	Kabak gawabso & chiding same	24616379	
10.	Mohamed S. Hassan	Restaurant	07245773	
11.	Fatima T. Abdulkabi	Choir CSO Consortium	23873705	
12.				

S.NO	NAME	DESIGNATION	ID NUMBER	SIGNATURE
13.	Mohamed Dakane	Consultant	30480857	
14.	Ahmed Hagi	Kindine	28776655	
15.	Nahfudha A Hagi	Bussemas lady	48840358	
16.	Abdi I. Abdi	Director Land	8491671	
17.	ABDI ABDULLAHI		11573353	
18.	Issa Yusuf Mohamed	Municipal Assn	004065	
19.	Bilal mohamed	Asst director adminis'n	12968987	
20.	Fussuf Bash	D/Director	26911385	
21.	Ahmed Hassan	S/Help	0036399	
22.	MOHAMMED ABDI	ST/MS	7573503	
23.	Abass Ali Mohammed	Sheep	22520592	
24.	Abdi Ibrahim	Records Officer	2228903	
25.	Abdullahi Abdulkadir	Land Surveyor	29191449	
26.	Bashir K. Noor.	Physical planner GIS	33567695	
27.				

TECHNICAL TEAM ATTENDANCE LIST

PRESENTATION OF THE DRAFT INTEGRATED DEVELOPMENT PLAN FOR WAJIR MUNICIPALITY TO THE TECHNICAL TEAM (MUNICIPALITY BOARD).

Venue

Date

S.NO	NAME	DESIGNATION	ID NUMBER	SIGNATURE
1.	Ahmed Mohamed	CCO Land	9865123	
2.	Abdi I. Abdi	Director	8491671	
3.	Fussuf Bash	D/Director	26911385	
4.	Abdi Ibrahim	Records Officer	22289013	
5.	Bashir Noor.	Physical planner	33567695	
6.	Hassan A. Mohamed	Municipal Assn	21665921	
7.	Issa Yusuf Mohamed	Municipal Review	0040635	
8.	Bilal Mohamed	Asst director	12968987	
9.	Jimale Mohamed	Municipal Eng. works	32302491	
10.	Abdullahi Abdulkadir	Land Surveyor	29191449	
11.				
12.				

STAKEHOLDERS PHOTO LOG



Stakeholders validating the draft plan



Stakeholder asking questions



Consultant Presentation