



REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY

EMALI-SULTAN HAMUD MUNICIPAL INTEGRATED DEVELOPMENT PLAN (IDeP) 2023-2027

An economically resilient and green municipality with a high quality of life



EMALI-SULTAN HAMUD MUNICIPALITY

Vision

A well planned, economically resilient and green municipality with a high quality of life

Mission

To improve the livelihoods of each household through integration of technology, socio-economic development and nature-based solutions for inclusive, effective and efficient service delivery

Core Values

Citizen focused

Creativity & Innovativeness

Transparency and Accountability

Teamwork

Integrity

Efficiency

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LIST OF ABBREVIATIONS

AHP	Affordable Housing Program
CAP	Chapter
CBD	Central Business District
CSP	County Spatial Plan
CIP	Capital Investment Plan
CUIDS	County Urban Institutional Development Strategy
DP	Development Plan
DTFF	Decentralized Treatment Faecal Facility
EMCA	Environmental Management and Coordination Act
FBO	Faith Based Organization
GAP	Good Agricultural Practices
GIS	Geographic Information System
ICT	Information Communication Technology
IUDeP	Integrated Urban Development Plan
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KeUP	Kenya Urban Program
KFS	Kenya Forest Service
KMTC	Kenya Medical Training College
KNBS	Kenya National Bureau of Statistics
KURA	Kenya Urban Roads Authority
LPLUDP	Local Physical and Land Use Development Plan
MDGs	Millennium Development Goals
MMES	Municipality Monitoring and Evaluation System
NEMA	National Environment Management Authority
NLC	National Land Commission
NMT	Non-Motorized Transport
PFM	Public Finance Management

PLUPA	Physical and Land Use Planning Act
PRSP	Poverty Reduction Strategy Paper
PWD	People Living with Disability
REREC	Rural Electrification and Renewable Energy Corporation
SDGs	Sustainable Development Goals
UACA	Urban Areas and Cities Act
WRA	Water Resource Authority
WRUAs	Water Resources Users Associations

PREFACE

We are pleased to present the Emali-Sultan Hamud Integrated Development Plan that covers the period between 2023-2027. This plan represents the collective efforts and aspirations of the Emali-Sultan Hamud community, local stakeholders, and the Emali-Sultan Hamud Municipality Board and the government of Makueni County to shape the future of this region in a sustainable and inclusive manner.

The Emali-Sultan Hamud Municipality is rich in natural resources, cultural heritage, and economic potential. It serves as a vital gateway between various regions, and counties, making it a significant transportation and trade hub. However, despite its many assets, the area faces numerous challenges that require careful planning and coordinated action.

The development plan outlined in this document aims to address these challenges and harness opportunities for the benefit of the community. It is a result of extensive consultation, collaboration, and data analysis, drawing on the knowledge and perspectives of various stakeholders.

The plan is guided by the principle of sustainability, which encompasses infrastructural, spatial development, environmental, social, and economic dimensions. Our shared vision is to have a well-planned, economically resilient and green municipality with a high quality of life, and our mission is to improve the livelihoods of each household through integration of technology, socio-economic development and nature-based solutions for inclusive, effective and efficient service delivery. We wish to create a thriving and resilient community that preserves its natural beauty, promotes social cohesion, and ensures equitable access to opportunities for all residents.

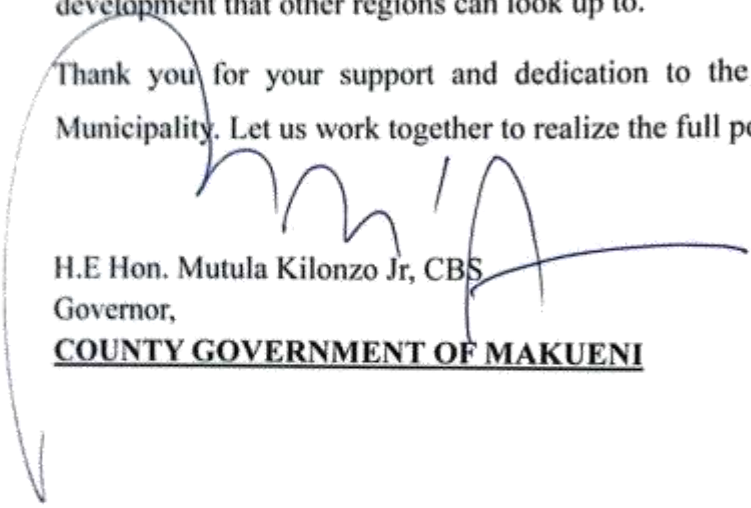
To achieve this vision, the Emali-Sultan Hamud Integrated Development Plan focuses on several key areas, including infrastructure development, economic diversification, environmental conservation, social services improvement, and municipal governance. Each of these areas is addressed through a comprehensive and integrated approach that considers their interdependencies and long-term implications.

Implementation of the plan will require collaboration between government agencies, civil society organizations, private sector entities, and the local community. It will also involve securing adequate financial resources and ensuring effective governance and accountability frameworks.

We would like to extend our gratitude to all those who contributed their time, expertise, and valuable insights in the development of this plan. Special appreciation goes to the Emali-Sultan Hamud community for their active participation and commitment to shaping their own future.

We are confident that the Emali-Sultan Hamud Integrated Development Plan will serve as a roadmap for sustainable growth and progress in the years to come. It is our hope that through the implementation of this plan, the Emali-Sultan Hamud area will become a model of inclusive development that other regions can look up to.

Thank you for your support and dedication to the betterment of the Emali-Sultan Hamud Municipality. Let us work together to realize the full potential of this remarkable region.



H.E Hon. Mutula Kilonzo Jr, CBS
Governor,
COUNTY GOVERNMENT OF MAKUENI

ACKNOWLEDGEMENT

We would like to express our sincere gratitude and appreciation to all those who have contributed to the development of the Emali-Sultan Hamud Integrated Development Plan. Without the support and collaboration of the following individuals and organizations, this plan would not have been possible.

First and foremost, we would like to thank the Governor of Makueni County, H.E Mutula Kilonzo Jr, for his visionary leadership and unwavering commitment to the development of the Emali-Sultan Hamud Municipality. His guidance and support have been invaluable in shaping the direction of this plan.

We would also like to acknowledge the County Executive Committee Member for Lands, Physical Planning and Development, Environment, and Climate Change, Dr Sonia Nzilani and the Chief Officer Jackson Daudi, for their expertise and input in the development of this plan. Their knowledge and dedication have been instrumental in ensuring that the plan aligns with the county's overall vision and goals.

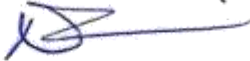
We would like to extend our appreciation to the Emali Sultan Hamud Board, the Board Chair, Anne Muthusi, and the staff members for their valuable contributions and support. Their input and guidance have been vital in shaping the strategic objectives and actions outlined in this plan.

A special mention goes to the dedicated staff of the County Government of Makueni who have worked tirelessly to provide data, insights, and technical assistance throughout the planning process. Their professionalism and expertise have significantly enriched the quality of this document.

We would also like to express our gratitude to the community of Emali-Sultan Hamud for their active participation and engagement in the planning process. Their insights, concerns, and aspirations have been at the heart of this plan, ensuring that it reflects the needs and desires of the local population.

Lastly, we would further like to acknowledge the local administration, NGOs, civil society organizations, and the diaspora for their valuable contributions and support. Their collaboration and expertise have helped to strengthen the plan's foundations and ensure its holistic approach to development.

In conclusion, we extend our deepest appreciation to the Consultant, Renaissance Planning LTD and the team of experts led by Alex Nthiwa and all individuals and organizations who have supported and contributed to the Emali-Sultan Hamud Integrated Development Plan. Together, we can work towards a prosperous and sustainable future for the Emali-Sultan Hamud area.



DR. SONNIA NZILANI

CECM LANDS PHYSICAL PLANNING AND DEVELOPMENT, ENVIRONMENT AND CLIMATE CHANGE

EXECUTIVE SUMMARY

The consultancy involved the preparation of the five-year Emali-Sultan Hamud Municipal Integrated Development Plan (IDeP) (2023-2027) in accordance with the Urban Areas and Cities Act, 2011 (amended in 2019). The municipality of Emali-Sultan Hamud was established through the Emali-Sultan Hamud Municipal Charter, as approved by the County Assembly in November 2022 and assented to by the Governor of the Government of Makueni County in December 2022. The municipality covers an approximate area of 729 square kilometers. Based on population projections from the 2019 Kenya National Bureau of Statistics (KNBS), the municipality's population is 118,037 as of 2023.

Integrated Development Planning is a process through which an overarching framework for urban governance, management, and development is formulated and executed. It serves as a comprehensive plan for the municipality, aiming to coordinate the developmental efforts of all stakeholders and their interests in a cohesive manner. Integrated development planning takes into account existing conditions, challenges, and available resources for development. This plan serves as a comprehensive document that provides a framework for governance, management, administration, and the provision of services to the residents and visitors of the municipality. The Plan is divided into **seven chapters**.

Chapter one on introduction provides an overview of the assignment, background information, Municipal Board Functions, objective of preparation of integrated development plan and consultancy scope of work. It also describes the assignment execution methodology involving the following phases: inception, stakeholder engagement, sector data collection and analyses, draft plan preparation, final plan preparation and plan approval. The chapter also explains the process of stakeholders mapping and engagement which was comprehensive involving various categories of stakeholders who were categorized into primary and secondary depending on their roles.

Some of the concerns raised by the stakeholders included: proper governance structure, adequate infrastructure and services, beautification of the major towns, environmental sustainability, proper solid and liquid waste management and proper drainage channels.

Chapter two explains the municipality’s location which covers sections of Kilome, Kibwezi and Makueni Sub-Counties, the administrative units including the wards and sub-locations within the municipality boundary.

Chapter three analyses the policy, legal and regulatory frameworks that guided preparation of the IDeP.

Chapter Four explains the municipality existing situation in terms of physical and natural environment, population, social services and amenities, economic analyses, infrastructure and services, urbanization trends, housing, social issues and marginalized groups, disaster and risk management, land tenure, institutional framework and cross cutting issues. Some of the emerging issues which resulted from the analyses included; poor solid and liquid waste management, lack of proper governance structures, increased urban decay, inadequate community facilities, inadequate recreational facilities, encroached and narrow roads within the major towns, lack of modern markets, inadequate light industrial parks, untapped economic potential, impassable roads during rainy seasons, lack of value addition for agriculture products, unplanned urban resulting to uncoordinated development and lack of proper land management and administration among others.

Chapter Five provides the municipality spatial development framework that will guide land use management and utilization. It explains various structuring elements that guides municipality growth as existing transportation network (A-8 -Nairobi – Mombasa Road, A3- Kithimani - Makutano - Wamunyu - Itangini - Ukia - Emali - IBD Loitokitok, C- Meto - Ilpatimaro - Gatataek - Emutoroki - Selengei - Sultan Hamud - Kasikeu – Katuaa and C465- Simba - Thithi - Nzueni), urban centers and existing developments and natural features such as rivers. The same chapter explains the municipality’s the broad land use zone and guidelines aimed at coordinating its growth.

Chapter six explains various proposed sectoral development strategies and implementation framework based on the results of the situational analyses. The strategies focused on the following sectors: economic development strategies, urban infrastructure improvement strategies, environmental, conservation and disaster management strategies, housing improvement strategies, water supply improvement strategies, urban planning and development control, urban agriculture

improvement strategies, municipal governance and management, municipal revenue generation strategies and social issues and marginalized groups strategies.

Chapter Seven describes the municipality priority projects and institutional arrangements aimed at improving the resident's standard of living. It also provides capital investment plan which identifies projects to be implemented within the five years and the cost of their implementation.

Chapter eight this chapter gives a brief description of the Monitoring and Evaluation framework in the municipality. It outlines the M&E methodology and reporting as well as M&E outcome indicators.

1 CHAPTER ONE

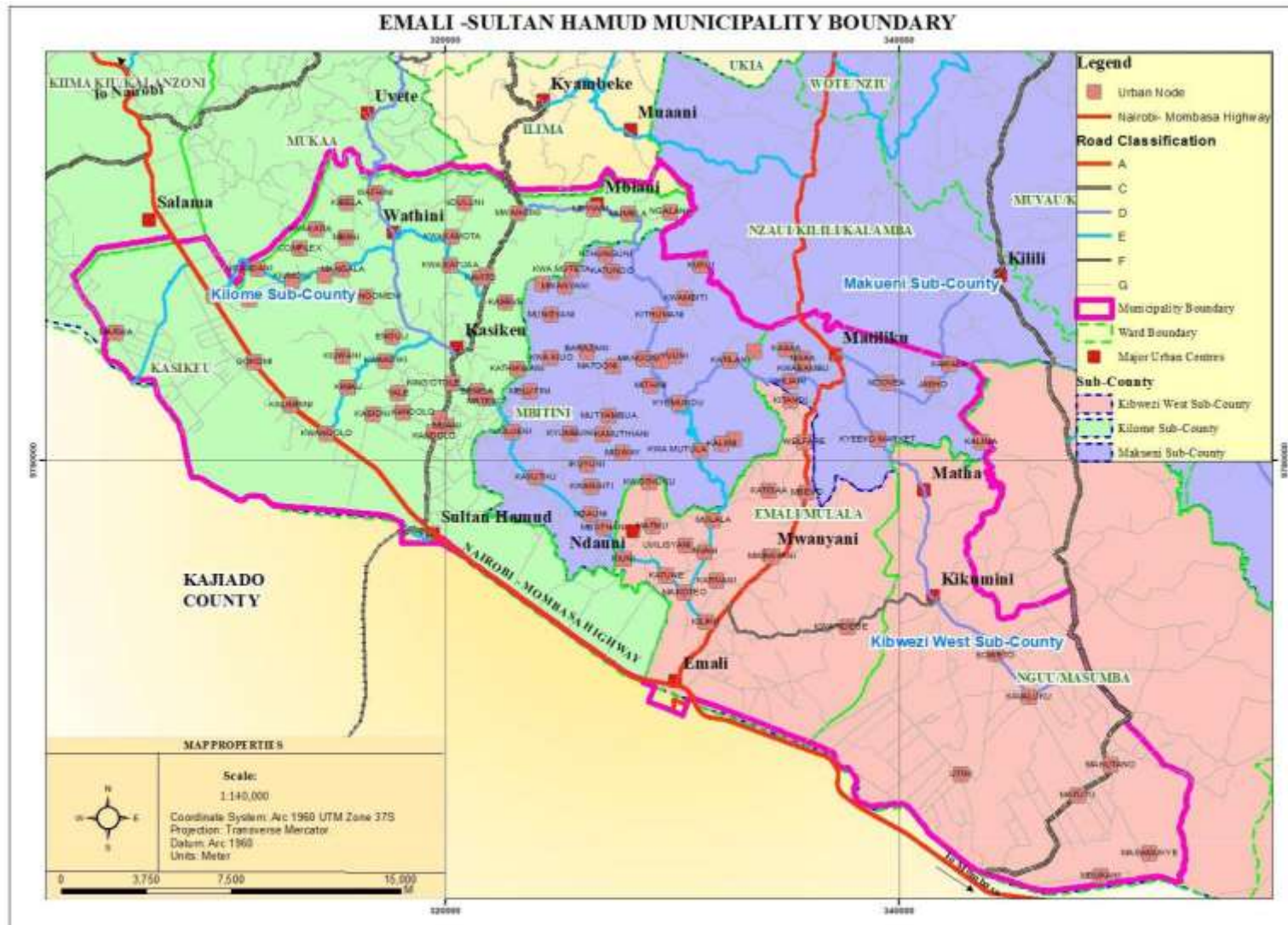
INTRODUCTIO

N

1.1 Overview

This project involved the preparation of the five-year Integrated Development Plan (IDeP) 2023-2027 for Emali-Sultan Hamud Municipal. The IDeP was formulated in accordance with the provisions of the Urban Areas and Cities Act (No. 13 of 2011, amended in 2019). The IDeP serves as a vital corporate governance instrument, aimed at facilitating the harmonious development of the municipality by effectively coordinating all sectors, including the economy, infrastructure & services, governance, environment, disaster management, urbanization, housing, and finance, among others. This coordination is directed towards ensuring the well-being of the municipality's residents. The IDeP will also serve as the primary strategic planning tool, informing municipality-wide processes such as planning, budgeting, management, and decision-making. Additionally, it will be key in ensuring the municipal board fulfills its functions and mandate in strict accordance with the provisions stipulated urban areas and cities act, 2011 (amended, 2019).

Emali-Sultan Hamud Municipality was established through Emali-Sultan Hamud Municipal Charter as approved by the County Assembly in November 2022 and assented to by the Governor of Government of Makueni County in December 2022 in line with the Urban Areas and Cities Act (UACA) of 2011, amended 2019. The municipality covers an approximate area of 729 KM² as demonstrated in the map below. It partially covers three sub-counties where Kilome accounts for 47%, Kibwezi West (33%) and Makueni (20%). With respect to wards, the Emali-Sultan Hamud Municipality covers the entire Kasikeu, Emali/Mulala and Mbitini Wards and partially Nguu/Masumba (88.52KM²) and Nzaui/Kilili/Kalamba wards.



Map 1: Municipality Boundary

1.2 Background Information

The increased rate of urbanization in Africa is primarily driven by a growing urban population resulting from rural-urban migration. This migration is fueled by the desire to access essential amenities, including healthcare facilities, public offices, and employment opportunities. However, this rapid urbanization has given rise to various challenges, such as insufficient social and physical infrastructure, heightened unemployment, increased crime rates, environmental degradation, and the emergence of informal settlements, among others. These challenges have been exacerbated by the absence of proper governance structures and guidelines to ensure the optimal utilization of available resources.

At the local level in Kenya, cities, municipalities, and towns are grappling with similar urban challenges. These areas are characterized by uncoordinated development, untapped economic potential, emergence of informal settlements, inadequate social and physical infrastructure, unemployment, social crimes, poor management of solid and liquid waste, environmental degradation, weak governance structures, and the absence of an integrated development framework. These challenges are particularly evident within the Emali-Sultan Hamud municipality.

To foster sustainable urban development in alignment with the Sustainable Development Goals (SDG) of 2015 and Kenya Vision 2030, it is imperative to prepare an integrated development plan. The plan will serve as a guiding tool for resource utilization and create a platform for effective public participation in the management and development of the municipality.

1.3 Objectives of Emali-Sultan Hamud Municipality

The main goals of Kenyan municipalities, as outlined in the Urban Areas and Cities Act, 2011, are to support devolved governance, empower communities for self-governance and development, safeguard minority rights, ensure checks and balances and uphold the separation of powers. Municipalities also work towards securing fundamental rights like a clean environment, safe water, education, adequate housing, and sanitation. The specific objectives of the Emali-Sultan Hamud Municipality, as stipulated in the municipal charter are:

- a. To ensure efficient and accountable management of the affairs of the Municipality.

- b. To provide for a governance mechanism that will enable the inhabitants of the Municipality to;
 - (i) Participate in determining the social services and regulatory framework which will best satisfy their needs and expectations;
 - (ii) Verify whether public resources and authority exercised, as the case may be, to their satisfaction; and
 - (iii) Efficiency in service delivery.
- c. To vigorously pursue the developmental opportunities which are available in the Municipality and to institute such measures as are necessary for achieving public order and the provisions of civic amenities, to enhance the quality of life of the inhabitants of the Municipality.
- d. To provide a high standard of social services in a cost-effective manner to the inhabitants of the Municipality.
- e. To promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stakeholders in the Municipality to facilitate collective action and commitment towards achieving the goal of a harmonious and stable community.
- f. To provide for services on all matters for the Municipality's benefit.
- g. To foster the economic, social and environmental well-being of its community.

1.4 The Municipal Board and its Functions

The Urban Areas and Cities Act, 2011 amended 2019 provides for a three-tiered system of city and municipal boards, and town committee. Municipal boards are generally in charge of governance and management of municipalities. The specific functions of the municipal board of Emali-Sultan Hamud Municipality are as follows:

- a) Develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services;
- b) Formulate and implement an integrated development plan;
- c) Control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the municipality;

- d) As may be delegated by the county government, promote and undertake infrastructural development and services within the municipality;
- e) Prepare and submit its annual budget estimates to the County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- f) As may be delegated by the county government, collect rates, taxes levies, duties, fees and surcharges on fees; and
- g) Establish, implement and monitor performance management systems.

From the municipal board functions highlighted above as adopted from UACA, 2011 amended 2019, section 20, as indicated in number (II) it is clear that the board is obliged to formulate and implement a 5-year Integrated Development Plan hence the preparation of this plan.

1.5 Objectives of preparation of Integrated Development Plan

The objective of the IDeP was to provide an overall integrated framework for the Municipality's urban growth and basis for coordinated programming of projects and budget. The plan will also form the basis for:

- a) The preparation of environmental management plans.
- b) The preparation of valuation rolls for property taxation.
- c) Provision of physical and social infrastructure and transportation.
- d) Preparation of annual strategic plans for the municipality.
- e) Disaster preparedness and response.
- f) Overall delivery of service including provision of water, electricity, health, telecommunications and solid waste management.
- g) The preparation of a geographic information system for a city or municipality.
- h) Nurturing and promoting development of informal commercial activities in an orderly and sustainable manner.
- i) Providing a framework for regulated urban agriculture.
- j) Development Control.

1.6 Consultancy Scope of Work

The consultancy's main task was to prepare the Emali-Sultan Hamud municipality IDeP, which is a five-year plan covering the period (2023 – 2027), with the aim of providing the municipality a roadmap to achieve sustainable development as part of the country's SDGs localization agenda.

The specific tasks included:

- a) An assessment of the current social, cultural, economic, and environmental situation in the municipality's area of jurisdiction.
- b) Formulation of a vision for the development of the municipality.
- c) Preparation of development strategies along specified thematic areas: environment, physical and social infrastructure, transportation, housing, local economic development, disaster management, cultural heritage preservation, resilience, disaster management, and urban agricultural strategy.
- d) Preparation of an implementation strategy indicating the prioritization of projects and programmes to unlock development potential.
- e) Preparation of a capital investment plan containing priority projects, costs, and expected implementers.
- f) Preparation of a resilience and disaster management strategy.
- g) Development of an institutional governance structure framework for plan implementation.

1.7 Methodology

1.7.1 Overview

The planning process was systematic and included the following phases; inception, stakeholders' engagement, sector data collection, draft plan preparation, final plan preparation and plan approval as shown in **figure 1** below;

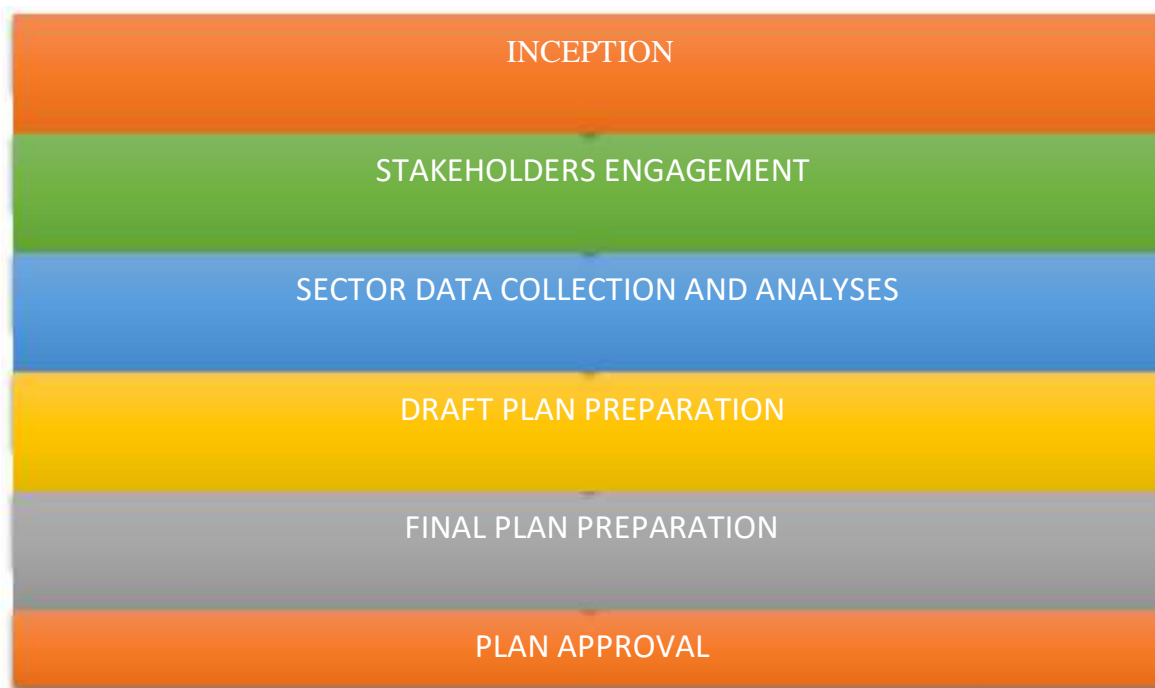


Figure 1: Summarized Methodology

1.7.2 Execution Methodology

Table 1 below gives a detailed description of the planning process phases.

Table 1: Execution Methodology

Phase	Key Activity	Output
Inception	<p><u>Commencement Meeting</u></p> <ul style="list-style-type: none"> Kick off meeting was marked by official awarding and commencement of the planning process General modalities of engagement and assignment of roles were deliberated on. 	
	<p>Inception report</p> <ul style="list-style-type: none"> The consultant prepared an inception report Report interpreting the terms of reference, project objectives, deliverables and outputs. It detailed out the tasks, execution methodology, policy, legal & regulatory framework and work plan guiding the planning process. 	Inception

Phase	Key Activity	Output
	<ul style="list-style-type: none"> Preliminary sectoral data for the area under planning was also reviewed. 	
Stakeholder engagement	<p>Stakeholders Mapping</p> <ul style="list-style-type: none"> Stakeholders' identification and analysis was undertaken by the consultant in collaboration with the client. Stakeholders were categorized into groups such as the business community, farmers, transport operators, and religious representatives among others. An assessment of the appropriate number of the stakeholders per sector was done. 	Stakeholders , Engagement plan
	<p>Stakeholders' Awareness, Mobilization and Visioning Workshop</p> <ul style="list-style-type: none"> During the workshop the project's objectives and outputs were explained and the expected responsibilities of the stakeholders outlined. 	Awareness and visioning workshop proceedings report
Sector data collection and analyses	<p>a. Sectoral Data Collection</p> <ul style="list-style-type: none"> It involved the collection, compilation and analysis of sectoral data. Data collection methods employed included; reviewing of existing literature, field surveys, key informant interviews, observation, mapping and photography. Data was collected on the following sectors: physiographic and natural environment; population and demographic characteristics; urban economy, infrastructure and services, urban finance, land and human settlements; housing; institutional framework; urban planning and development; social issues and marginalized groups. 	Analyzed sector data
	<p>b. Analyses</p> <ul style="list-style-type: none"> Spatial and non-spatial data was analyzed using SPSS, Excel and Arc GIS. SWOT method of analysis was also undertaken for various sectors such as physiographic and natural environment; population and demographic characteristics; urban economy, infrastructure and services, urban finance, land and human settlements; 	

Phase	Key Activity	Output
	<p>housing; institutional framework; urban planning and development; social issues and marginalized groups.</p> <ul style="list-style-type: none"> The analyzed data was compiled to generate the situational analysis chapter 	
Draft Plan	<p>Preparation of Draft Plan Proposals</p> <ul style="list-style-type: none"> Based on the results of the sector assessments the following were development through a participatory process: Spatial framework showing the structuring elements that would guide development: natural features, transportation network and urbanization & development. Development strategies were developed such as: economic development strategies, environmental conservation strategies, housing improvement strategies, social infrastructure improvement strategies, urban planning and development strategies, agriculture improvement strategies, finance improvement strategies, institutional development and capacity building, social issues and marginalized strategies: Municipal governance and strategic direction containing the municipality’s vision, priority projects and the institutional framework. Capital investment plan containing the priority projects, cost and the expected implementers with the defined duration. 	Draft Municipal Integrated Development Plan (IDeP).
	<p>Draft Plan Validation Workshop</p> <ul style="list-style-type: none"> The Draft IDeP was presented to the technical Stakeholders supervisory team and to the stakeholder’s workshop for validation. 	workshop proceedings report

Phase	Key Activity	Output
Final plan	<ul style="list-style-type: none"> • The stakeholders’ workshop comments and views obtained from circulation were incorporated into the plan. • This marked the completion of the plan preparation process by the consultant. 	Final Plan
Plan Approval	<ul style="list-style-type: none"> • The plan is submitted to the municipal board and county assembly for approval and adoption by the H.E Governor. 	Approved

1.8 Stakeholder Engagement and Public Participation

In the preparation of the plan, engaging stakeholders is a crucial element. This engagement is mandated by the Kenyan Constitution of 2010, the County Governments Act of 2012 (amended 2020), the Physical and Land Use Planning Act of 2019, and the Urban Areas & Cities Act of 2011 (amended 2019). Public engagement offers several advantages, including enhancing comprehension of stakeholders' roles, improving understanding of planning matters, enhancing public awareness of the project, fostering community ownership and support, and boosting the project's overall sustainability. To achieve robust public participation, the following activities were carried out:

1.8.1 Importance of Public Participation and Stakeholder Engagement

- i. Facilitating a better comprehension among stakeholders regarding their responsibilities within the project
- ii. Assisting in the recognition and ranking of projects based on their importance
- iii. Enabling the development of community backing for a project and fostering improved relationships with stakeholders
- iv. Strengthening of social connections and subsequent societal and economic advantages
- v. Heightened adherence through increased stakeholder investment in a solution
- vi. Reinforcing the project's sustainability throughout the implementation and operational stages by conducting stakeholder analyses.
- vii. Stakeholder participation strengthens democracy, increase accountability, improves process quality, manage social conflicts, and improves legitimacy.

1.8.2 Stakeholders Mapping and Engagement

Stakeholders encompass individuals or entities impacted by a project's execution, either directly or indirectly. The process of stakeholder analysis and community engagement entails identifying, analyzing, and involving these stakeholders. The goal is to comprehend their interests, needs, and concerns and to incorporate them into decision-making procedures. The stakeholders were categorized into primary and secondary depending on their roles. Primary stakeholders are the individuals or groups who were directly affected by the project. Some of the primary stakeholders included; municipality residents, business community, faith-based organizations, professional associations, financial institutions, transport sector and special groups among others.

Secondary stakeholders - are those who were affected indirectly by the project activities. These included: National Government, County Government and service providers among others.

1.8.2.1 Stakeholders Engagement

Stakeholder engagement is the active process of involving individuals, groups, organizations, or entities with a vested interest, influence, or stake in a specific project, decision, or initiative. This involvement aims to collect their perspectives, input, and feedback while fostering communication and collaboration. To ensure effective stakeholder engagement, diverse methods were employed, including holding meetings, workshops, administering questionnaires, conducting key informant interviews, and facilitating focus group discussions. These approaches were implemented to ensure that the concerns, needs, and interests of various stakeholders were duly considered in decision-making processes, project planning, and implementation. The table below summarizes the stakeholder engagement activities conducted during the project execution process:

Table 2: Stakeholder Engagement Matrix

Critical phase of the project execution	Date	Objective of the meeting	Stakeholders Involved	Means of communication	Methods of engagement	Results of the engagement
Presentation of inception report to the Municipality team	5 th September 2023	To present, work plan, methodology and consultant understanding of ToRs	Municipality technical team, County department of Lands, Urban Planning and Development, Department of Finance and Economic Planning and Department of Devolution and County Administration	Letters and Memos	workshop	Concurrence of the methodology and work plan and agreement of schedule for delivery of assignment
Presentation of inception report to the Municipal Board	8 th September 2023	To present, workplan, methodology and consultants understanding of ToRs	Emali-Sultan Hamud Municipal Board	Letters and Memos	Virtual via Google Meet	Concurrence of the methodology and work plan and agreement of schedule for delivery of assignment
Sensitization and awareness	11 th September, 2023	To sensitize the stakeholders on the importance of	Municipality residents, business community, faith-based organizations, professional	Messages, calls, notices on bulletin boards, phone letters, announcements in	Holding workshop of	The roles of the stakeholders were defined and they were sensitized about

Critical phase of the project execution	Date	Objective of the meeting	Stakeholders Involved	Means of communication	Methods of engagement	Results of the engagement
creation workshop		the project, method of execution and their roles towards successful project execution	associations, financial institutions, transport sector, special groups, youth and women groups, vulnerable groups, service providers, national government representatives and county government representatives	local churches and mosques, advertisements on local radio stations		the project. They pledged to support the project activities until its completion.
Sensitization and awareness creation to Municipality Diaspora	20 th September, 2023	To sensitize the stakeholders in the diaspora on the importance of the project, method of execution and their roles towards successful	Municipality residents in the diaspora	Messages, phone calls, letters, and social media platforms	Virtual meeting via Google meet	The roles of the stakeholders were defined and they were sensitized about the project. They pledged to support the project activities until its completion.

Final Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Critical phase of the project execution	Date	Objective of the meeting	Stakeholders Involved	Means of communication	Methods of engagement	Results of the engagement
		project execution				
Sector data collection	September, 2023		Municipality residents, business community, faith based organizations, professional associations, financial institutions, transport sector, special groups, youth and women groups, vulnerable groups, service providers, national government representatives and county government representatives	Notices on bulletin boards, announcements in local churches and mosques, advertisements on local radio stations	Focus group discussions, Administration of questionnaires and conducting of interviews to the key informant during field survey	Comprehensive data was collected that informed the plan.
Presentation of the draft plan to the stakeholders	28 th September 2023	To present to the stakeholders for comments and validation	Municipality residents, business community, faith based organizations, professional	Messages, phone calls, letters, notices on bulletin boards, announcements in	Holding of workshop and meetings	Validated the draft report

Final Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Critical phase of the project execution	Date		Objective of the meeting	Stakeholders Involved	Means of communication	Methods of engagement	Results of engagement	the
				associations, financial institutions, transport sector, special groups, youth and women groups, vulnerable groups, service providers, national government representatives and county government representatives	local churches and mosques, advertisements on local radio stations			
Presentation of the draft report to the municipal board	6 th 2023	October,	To present to the board members for comments	Emali-Sultan Hamud Municipal Board	Letters and Memos	Holding of the meeting	Provided inputs	their
Presentation of the draft report	9 th 2023	October,	To present to the Municipality residents in the diaspora for their inputs	Municipality residents in the diaspora	Messages, phone calls, letters, and social media platforms	Virtual meeting via Google meet	Provided inputs	their

Final Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Critical phase of the project execution	Date	Objective of the meeting	Stakeholders Involved	Means of communication	Methods of engagement	Results of engagement	the
Presentation of the final plan	11 th November, 2023	To present the final plan to the County Executive Committee Members for adoption	County Executive Committee Members and the Governor	Letters and Memos	Holding meeting	Final adopted	plan

1.8.2.2 Stakeholders' concerns

During the workshops, stakeholders envisioned the municipality with the following:

- i. A proper governance structure with well-defined roles to enhance efficient service delivery.
- ii. Effective solid and liquid waste management to enhance the municipality's aesthetics and prevent waterborne diseases.
- iii. Improved transportation networks and connectivity to boost economic vitality in the area.
- iv. Enhancement of the towns within the municipality to attract investors, contributing to its appeal.
- v. Well-planned urban centers that foster coordinated development.
- vi. Environmental conservation and protection for long-term sustainability.
- vii. Upgrading of impassable roads, particularly during rainy seasons, to stimulate the municipality's economy.
- viii. Provision of extension services to farmers to increase their agricultural output.
- ix. Establishment of sufficient parking facilities and bus termini to ensure a well-organized transportation network.
- x. Creation of agriculture-based value addition centers to enhance economic vibrancy.
- xi. Empowerment of youth through the establishment of innovation hubs.
- xii. Construction of modern markets in major urban centers within the municipality.
- xiii. Provision of fire stations and sub-stations in key urban areas.
- xiv. Establishment of ample recreation parks throughout the municipality.

After comprehensive visioning exercise that involved identification of key challenges and opportunities from different sectors, the stakeholders proposed the following vision statements;

- i. An economic investment hub
- ii. A well-planned municipality with adequate social facilities
- iii. An agricultural hub
- iv. A municipality with adequate and functional infrastructural services
- v. An accessible municipality
- vi. A clean, green and attractive municipality
- vii. An environmentally sustainable municipality

The stakeholders synchronized all their views and developed one desired vision as;

Vision: “A well planned, economically resilient and green municipality with a high quality of life”

The stakeholders’ comments matrix per ward are annexed in this report as appendix 1

The figure below shows the stakeholders' participation in different wards within the municipality



Stakeholder’s participation at Emali Town



Stakeholder’s participation at Sultan- Hamud Town



Stakeholder's participation at Barazani- Mbitini Ward



Stakeholder's participation at Kasikeu



Stakeholder’s participation at Matiliku

Figure 2: stakeholder’s sensitization and awareness creation engagement forums

Source: Source: Field survey, 2023



Stakeholder’s participation at Emali on 28th September 2023



Stakeholder’s participation at Sultan-Hamud 29th September 2023

Figure 3: Presentation of the draft plan to the stakeholders for their inputs and validation

Source: Field survey, 2023



Figure 4: Presentation of the draft plan to the municipal board for their inputs

Source: Field survey, 2023



Figure 5: Presentation of the final plan to the County Executive Committee Members for adoption

Source: Field survey, 2023

2 CHAPTER TWO

LOCATIONAL CONTEXT

2.1 Location

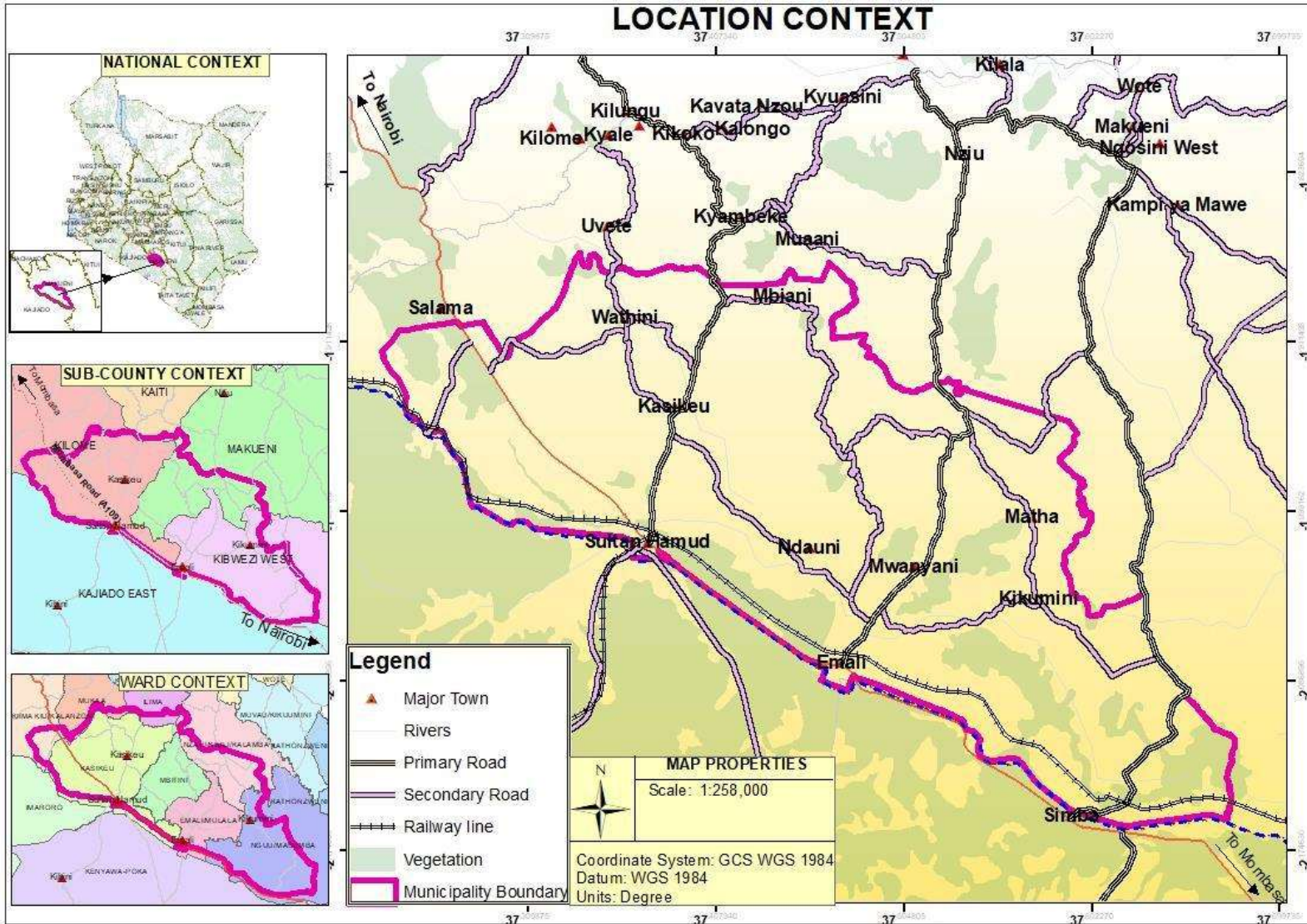
The Emali-Sultan Hamud Municipality is located within Makueni County which is situated in the Southern-Eastern part of the country bordering Machakos County to the North, Kitui County to the East, Taita Taveta County to the South and Kajiado County to the West. It lies along the A109, that is, the Nairobi-Mombasa Highway partially covering Kilome, Kibwezi and Makueni Sub-Counties. The Nairobi-Mombasa Highway is a primary distributor connecting two major cities in Kenya, Nairobi, Kenya's capital and largest City and Mombasa, the country's largest port city and also plays a regional role of connecting the country to the East African Region. More than 50% of all goods traded in the East African Community are moved through this major road that traverses along the Emali-Sultan Hamud Municipality and this has been identified as one of the key influencing factors to the economic growth of Emali-Sultan Hamud townships currently in the municipality¹.

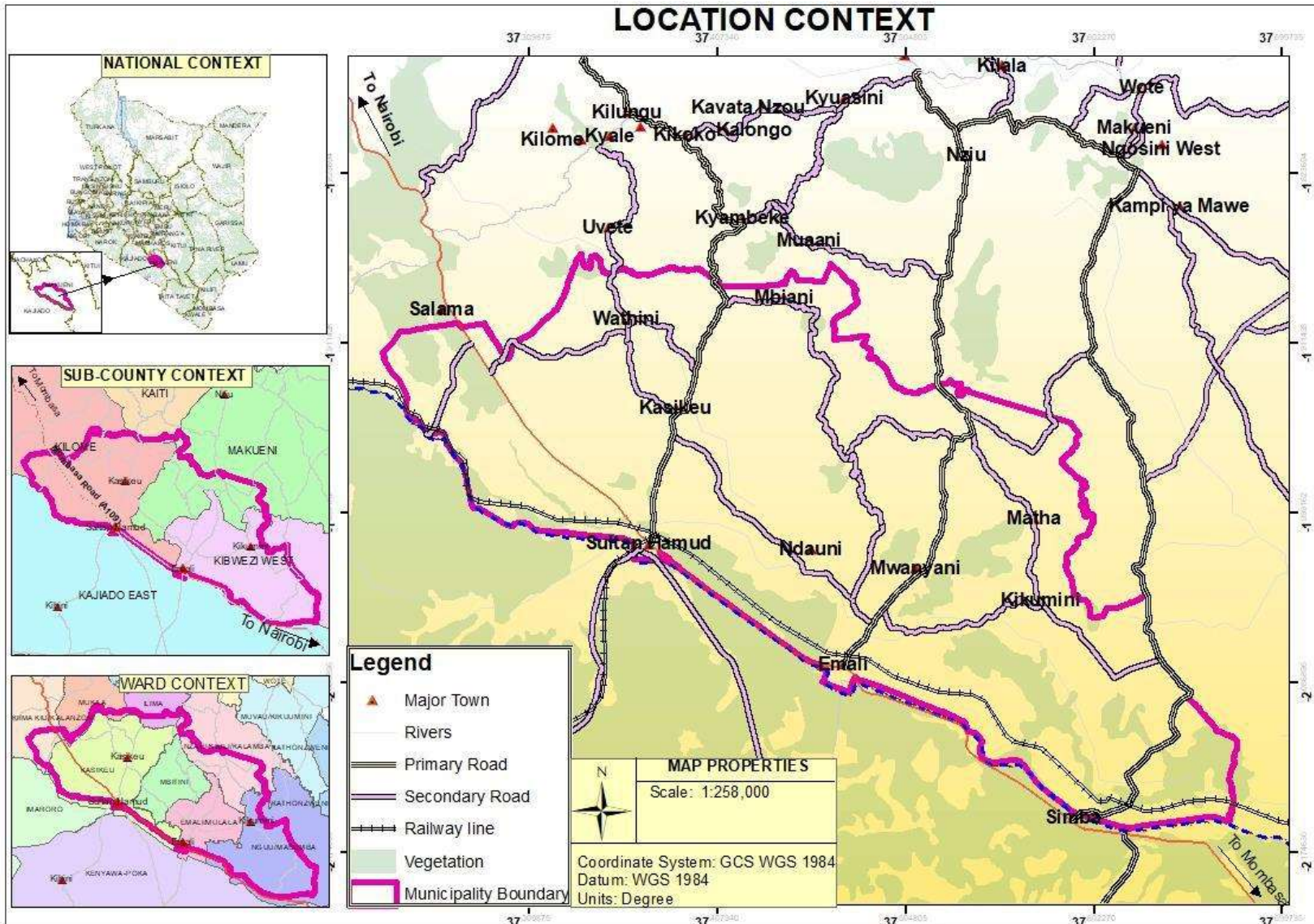
The municipality also connects to Tanzania through the Emali-Loitokitok Road. The standard Gauge Railway also play a key role in the growth and development of the Municipality and especially from the influence of the Emali SGR station. Therefore, the Emali-Sultan Hamud municipality is strategically located and if well planned it could contribute greatly to the economic growth of the region and the country at large. In terms of Urban development, the Makueni CSP identifies Emali among the major urban centres in Makueni County.

Regionally, the municipality connects to Machakos County via the Nairobi-Mombasa Highway (A8) and A3- Kithimani - Makutano - Wamunyu - Itangini - Ukia - Emali - IBD Loitokitok and to Kitui County via the Nairobi-Mombasa Highway through Emali to Kibwezi and Kibwezi -Kitui Road. In the Makueni County context, the municipality is designated as an Industrial Zone² and therefore this plan would seek to enhance this function. Map 2, Map 3, and Map 4 below indicate the National, Regional and the local location context of Emali-Sultan Hamud Municipality.

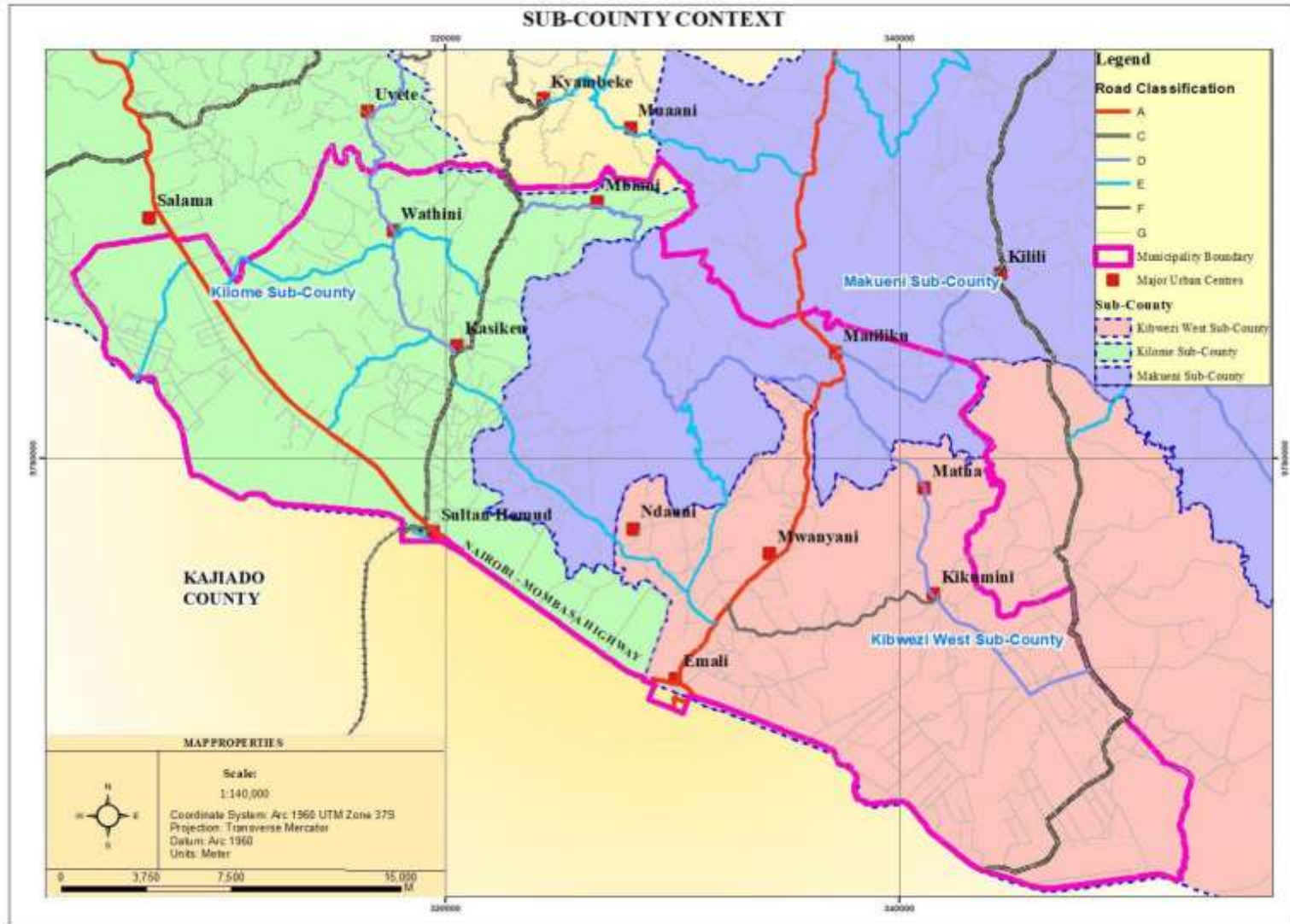
¹ *Makueni County Spatial Plan, 2019-2029*

² Makueni County Spatial Plan 2019-2029 on desired structure of economic functions

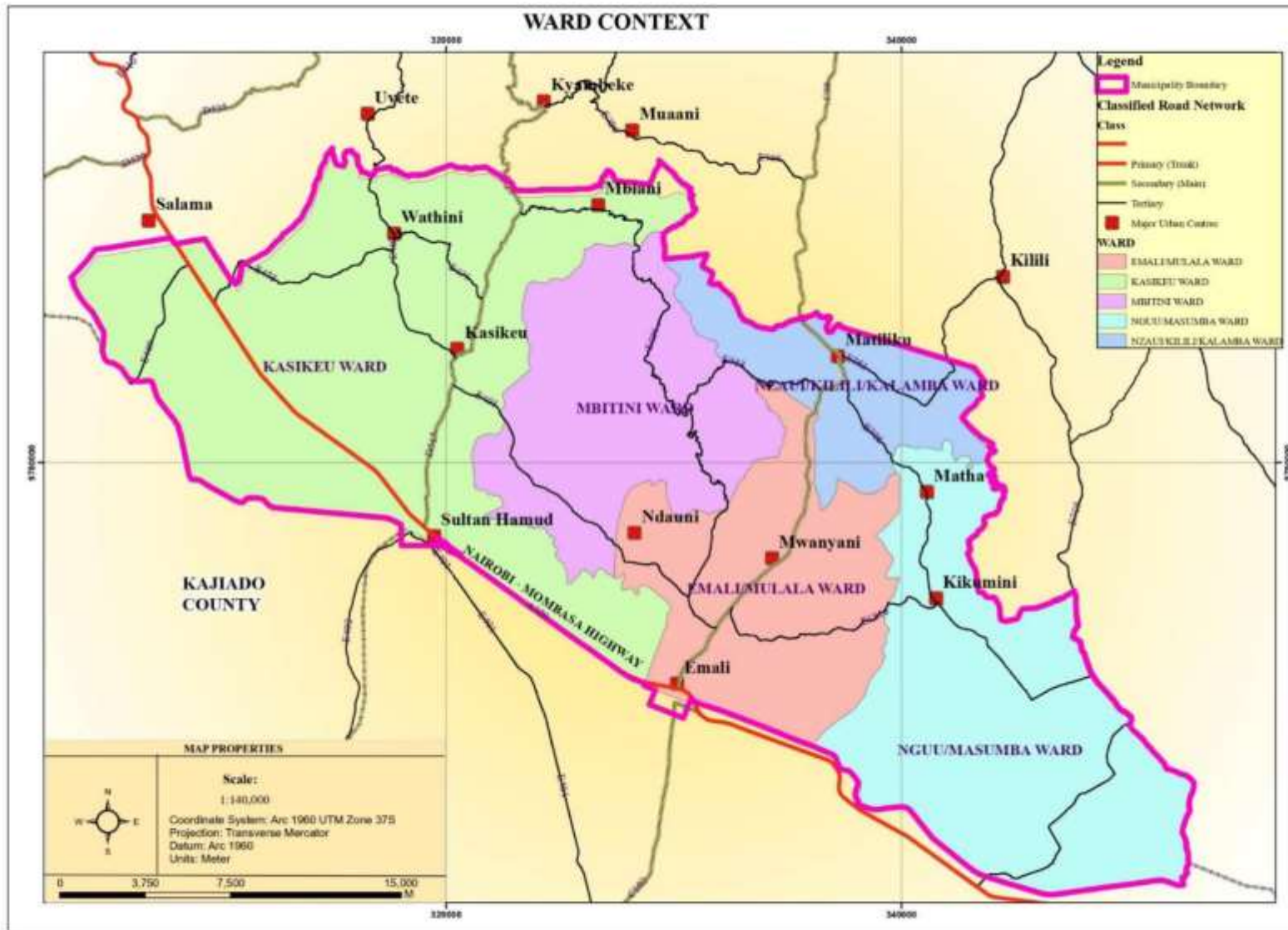




Map 4: Emali-Sultan Hamud Municipality Location: Local Context



Map 5: Sub-County Context



Map 6: Ward Sub-County Context

2.2 Administrative Units

2.2.1 Area Coverage by the Sub-Counties and Wards Administrative Units

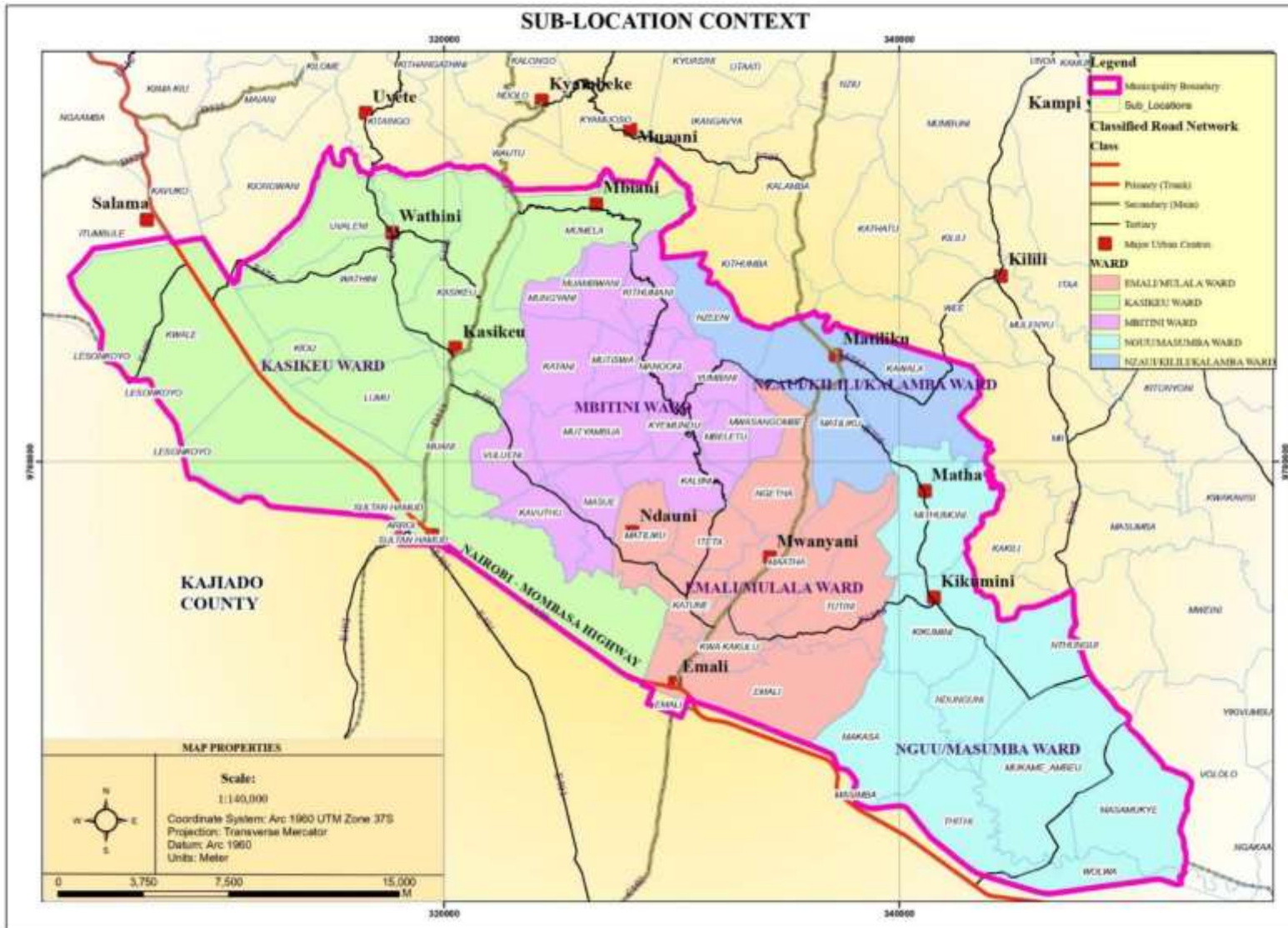
The municipality covers sections of three sub-counties: Kilome, Makueni, and Kibwezi West. Kilome Sub-County contributes the highest percentage of the municipality's coverage at 47%, followed by Kibwezi West at 33%, with Makueni being the least at 20%, as shown in Table 2 and the sub-county context map. As for the wards, the municipality covers the entire Kasikeu, Emali/Mulala, and Mbitini Wards, and partially Nguu/Masumba (88.52KM²) and Nzaui/Kilili/Kalamba wards as demonstrated in the ward context map 6 above.

Table 3: Administrative Units by Sub-Counties

Sub-county	Total area	Area coverage contributing to the Municipality (km ²)	%age coverage of the municipality within Sub- County
Kilome sub-county	803.785	273.72	47
Makueni Sub-county	1543.492	115.04	20
Kibwezi West	1715.28	88.52	33
Total		577.00	

2.2.2 Area Coverage by the Sub- Locations Administrative Units

The municipality covers 43-sub locations categorized in each ward as follows: **Kasikeu Ward:** Kwale, Uvaleni, Wathini, Kiou, Sultan Hamud, Muani, Kasikeu, Mumela, Mumbwani and Mungyani sub-locations: **Mbitini Ward;** Kithumani, Mutiswa, Manooni, Yumbani, Mwasangombe, Kyemundu, Mbeletu, Kaliini, Masue, Kavuthu, Matiku, Vulueni and Katani sub-locations **Emali/Mulala Ward;** Mutyambua, Ngetha, Maatha, Tutini, Iteta, Katune, Kwa Kakulu and Emali sub-locations: **Nguu/Masumba Ward;** Kikumini, Ndunguni, Makasa, Thithi, Mithumoni, Mukameambeu, Masamukye, Wolwa and Nthungui Sub-Locations: **Nzaui Kilili Kalamba Ward;** Matiliku, Kawala and Nzeeni Sub-Locations. Map 7 below shows the municipality sub-locations context:



Map 7: Sub-Location Context

2.3 Urban Centres within the Municipality

There are 110 urban centers within the municipality. Out of 110 only 4 namely Emali, Sultan-Hamud, Kasikeu and Matiliku have existing physical development plans. The table below analyses the urban centres in context to their respective sub-county and ward:

Table 4: Urban Centres in Context to Sub-Counties and Wards

Sub-County	Ward	No. of Urban Centre
Kilome	Kasikeu	52
Sub Total (1)		52
Makueni	Mbitini	15
	Nzaui/Kilili/Kalamba	14
Sub-Total (2)		29
Kibwezi West	Emali/Mulala	19
	Nguu/Masumba	10
Sub-Total (3)		29
Total (Sub total (1) + Sub-Total (2) + Sub-Total (3))		110

3 CHAPTER THREE

POLICY AND LEGAL FRAMEWORK

3.1.1 Overview

This section outlines the legal and policy frameworks that guided formulation and implementation of the plan. It also describes how the IDeP correlates with other plans at National and County level.

3.1.2 IDeP linkages with Policy Frameworks Emali-Sultan Hamud Municipality IDeP was prepared as per the following existing policy frameworks.

3.1.2.1 Kenya Vision 2030, (2008)

Kenya Vision 2030 is an extensive development plan, striving to elevate Kenya into a middle-income, newly industrialized nation by 2030. Anchored by three key pillars - economic, social, and political development - it targets vital aspects of national growth. Economically, the plan aims for global competitiveness, diversifying the economy with a focus on sectors like manufacturing, agriculture, and services. The social pillar aims to improve citizens' quality of life through enhanced education, healthcare, housing, gender equality, and social inclusion. Politically, it promotes good governance, stability, and the rule of law. The plan heavily emphasizes infrastructure, innovation, and public sector reforms for an inclusive, prosperous society. It also stresses regional and international partnerships for trade and technological cooperation, positioning Kenya as a key player regionally and globally. Sustainability is central, ensuring responsible development across economic, social, and environmental dimensions for a prosperous Kenya.

Relevance

The Kenya Vision 2030 serves as a guiding framework for the Integrated Development Plan (IDeP) of Emali-Sultan Hamud Municipality (2023-2027). It aligns the municipality's development priorities with national goals, emphasizing economic diversification, improved social services, good governance, regional integration, and sustainability, providing a strategic foundation for the IDeP's objectives and actions.

Medium Term Plan IV

The Fourth Medium-Term Plan (MTP 2023-2027) of Kenya Vision 2030 succeeds the Third MTP 2018-2022, which incorporated the 'Big Four' Agenda. The 'Big Four Agenda' prioritizes food security and nutrition, universal healthcare, enhancing manufacturing, and providing affordable housing. The 'Big Four' Agenda is aimed at creating jobs and enabling citizens to meet their basic needs. The IdeP, in line with the plan's vision of promoting food security, universal healthcare, and affordable housing, has provided health, housing, and agriculture improvement strategies with the aim of achieving the medium-term vision.

Bottom-up Economic Transformation Agenda (BETA), 2022

The Bottom-up Economic Transformation Agenda (BETA) has been designed to address the current challenges facing the country's economy, stimulate economic recovery and bolster resilience. It places special emphasis on priorities that target reduction in the cost of living, creation of jobs, achievement of more equitable distribution of income, enhancement of social security and expansion of the tax base. The agenda is anchored on 5 pillars with the largest impact and linkages to the economy as well as on household welfare and 12 enablers that aim at the creation of a conducive business environment for socio-economic transformation. The 5 pillars are: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Healthcare; Housing and Settlement; and Digital Superhighway and Creative Industry. Likewise, the key enablers are: Blue Economy; Education and Training; Environment and Climate Change; Foreign Policy and Regional Integration; Governance; Infrastructure; Manufacturing; Service Economy; Women Agenda; Social Protection; Sports, Culture and Arts; and Youth Empowerment and Development Agenda.

The municipal IDEP has localized the national economic priorities in addressing local challenges. It has provided sectoral development strategies that will guide in ensuring the effective and efficient implementation of the BETA's pillars and enablers at the grassroots level.

3.1.2.2 Sustainable Development Goals of 2015

The Sustainable Development Goals (SDGs) were formulated to build upon and replace the Millennium Development Goals (MDGs) whose time elapsed in 2015 since they were adopted in 2000. SDGs are universal and are to be applied in both developed and developing countries.

However, different countries have different ambitions and goals depending on different challenges different countries face coupled with the different priorities different countries have.

The goals provide a framework for ending poverty (SDG 1), eradicating hunger (SDG 2), attaining good health, well – being and quality education (SDG 3 and 4) respectively, curbing inequality of all forms, be it gender-based or within and among countries (SDG 5). Availing reliable and sustainable energy (SDG 7), building resilient and sustainable infrastructure (SDG 9) as well as ensuring sustainable management of water and sanitation (SDG 6) form the basis for the sustainable development goals. The goals also aim to achieve sustained economic growth (SDG 8), make sites and human settlements inclusive, safe, resilient and sustainable (SDG 11) and finally protect, restore and promote sustainable use of terrestrial ecosystems by managing forests, combating desertification, reversing land degradation and halting biodiversity loss (SDG 15).

Relevance.

The Sustainable Development Goals (SDGs) offer Emali-Sultan Hamud Municipality's Integrated Development Plan (IDeP) (2023-2027) a versatile and globally recognized framework. With universal applicability, the SDGs allow the IDeP to tailor development priorities to the municipality's unique needs while aligning with global aspirations across sectors such as poverty eradication, health, education, environmental sustainability, and economic growth. This ensures a comprehensive and inclusive approach to municipal planning, fostering progress that is both locally responsive and globally integrated.

3.1.2.3 *The National Land Policy No. 3, 2009*

Sessional paper No.3, 2009 on National Land Policy in Kenya is a comprehensive framework that addresses land-related issues. It aims to ensure equitable access to land and resources, promote sustainable land use and management, and establish a transparent and efficient land administration system. The policy emphasizes social equity, environmental sustainability, and economic development while acknowledging the cultural diversity of the nation. It provides guidelines for land governance, tenure security, and land use planning to support Kenya's development goals and aspirations.

Relevance.

The IDeP incorporates the policy provisions into its development strategies, guidelines, and regulations across sectors like the environment, housing, transportation, economy, and agriculture, ensuring equitable and sustainable land use in line with the objectives. Through the use of development control instruments and land use planning, the Emali - Sultan Hamud Municipality Integrated Development Plan aims to achieve equitable and sustainable land utilization while addressing challenges and promoting sustainable development in various sectors.

3.1.2.4 National Land Use Policy No.1, 2017

Sessional paper No.1, 2017 on National Land Policy, provides a comprehensive framework for land use. Its primary goal is to ensure sustainable and optimal land resource utilization at national, county, and community levels, focusing on economic productivity, social responsibility, environmental sustainability, and cultural conservation. Key principles include efficiency, equitable access to land information, non-discrimination, and public benefit sharing. The policy seeks to balance various concerns like food security, human settlements, environmental protection, and economic activities, while considering social, cultural, economic, political, and spatial dimensions of development.

Relevance.

The National Land Use Policy aligns with the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality (2023-2027) by providing a comprehensive framework for sustainable land utilization. It offers principles and guidelines to ensure equitable and efficient land use, addressing challenges related to agriculture, human settlements, environmental protection, and economic development within the municipality. By incorporating the policy's provisions, the IDeP can promote responsible land management and resource utilization, fostering sustainable growth while respecting social, cultural, and environmental considerations.

3.1.2.5 Poverty Reduction Strategy Paper (PRSP), 2005

The Poverty Reduction Strategy Paper (PRSP) serves as a roadmap, prioritizing actions to reduce poverty and improve economic performance. It also highlights the Economic Recovery Strategies, encompassing various measures to alleviate poverty and enhance economic development at municipal and regional levels. Addressing poverty and fostering sustained economic growth is a top priority in Kenya, involving key stakeholders such as the private sector, civil society

organizations, and development partners. The government seeks to actively engage and include all citizens, especially those in poverty, in designing and implementing poverty reduction strategies, recognizing the value of their firsthand experiences.

Relevance.

Through these collaborative efforts and targeted economic strategies, this IDeP aims to alleviate poverty, promote inclusive growth, and improve the overall well-being of the people of Emali-Sultan Hamud Municipality. By focusing on poverty reduction and sustainable economic development, the government seeks to uplift the lives of its citizens and create a more prosperous future for all.

3.1.2.6 Kenya Kwanza's Affordable Housing Program

It is an initiative aimed at providing affordable and accessible housing solutions to Kenyan citizens. It focuses on incentivizing the construction of affordable housing units and enhancing access to affordable mortgage financing, aiming to alleviate the housing challenges faced by many Kenyans. This program emphasizes public-private partnerships and policy reforms to stimulate the housing sector's growth.

Relevance

The Kenya Kwanza Affordable Housing Program is highly relevant to the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality (2023-2027). By aligning with this program, the IDeP can incorporate strategies and initiatives that promote affordable housing within the municipality, addressing the specific housing needs of its residents. This can include incentivizing affordable housing projects, improving access to mortgage financing, and integrating housing development with broader municipal planning to enhance living conditions and contribute to the overall well-being of the community.

3.1.2.7 National Urban Development Policy (NUDP), 2016

The development of the National Urban Development Policy represents a significant milestone in Kenya's urban management efforts. It addresses the lack of a cohesive urban policy framework and aligns with the government's commitment to constitutional objectives and Kenya Vision 2030. Stakeholder participation, facilitated through various committees, ensured a well-rounded policy.

This policy, to be implemented through the Kenya Urban Program (KenUP), provides a comprehensive framework for sustainable urban growth, promising economic development, improved governance, and a higher quality of life for citizens.

Relevance

The policy serves as a roadmap for decision-makers, stakeholders, and urban planners, providing clear guidelines and directions to steer the development of Emali-Sultan Hamud municipality toward secure, well-governed, competitive, and sustainable outcomes.

3.1.2.8 National Housing Policy No.3 of 2016

The National Housing Policy No. 3 of 2016 in Kenya is a comprehensive framework that addresses housing challenges in the country. It aims to ensure access to affordable and adequate housing for all citizens, emphasizing sustainability, affordability, and inclusivity in housing development. The policy promotes the participation of various stakeholders, including the private sector and civil society, in the housing sector. It outlines strategies to enhance housing finance, land use planning, and infrastructure development to meet the diverse housing needs of Kenyan citizens. Additionally, the policy underscores the importance of fostering sustainable human settlements and improving living conditions, aligning with Kenya's broader development goals.

Relevance.

The National Housing Policy No. 3 of 2016 is highly relevant to the IDeP for Emali-Sultan Hamud Municipality (2023-2027) as it provides a comprehensive framework for addressing housing challenges. By aligning with this policy, the IDeP can ensure that housing development in the municipality is sustainable, affordable, and inclusive, catering to the diverse housing needs of the local population.

It can also incorporate strategies for housing finance, land use planning, and infrastructure development to enhance living conditions and foster sustainable human settlements, ultimately contributing to the municipality overall development and well-being.

3.1.2.9 Integrated National Transport Policy, 2011

The Integrated National Transport Policy, established in 2011, serves as a strategic framework for Kenya's transport sector. It emphasizes the integration of various transport modes, safety, efficiency, and sustainability. The policy aims to create an integrated, safe, and efficient transport system that supports economic development, enhances accessibility, and reduces the environmental impact of transport.

Relevance

The Integrated National Transport Policy is highly relevant to the IDeP for Emali-Sultan Hamud Municipality (2023-2027) as it provides a critical foundation for addressing transport infrastructure and mobility within the municipality. By aligning with this policy, the IDeP can prioritize strategies and initiatives that enhance local transport networks, promote safe and efficient mobility, and ensure connectivity with broader regional and national transport systems. This alignment supports economic development, improved accessibility, and a higher quality of life for residents by addressing the municipality's specific transport needs and challenges.

3.1.3 Legal Framework

The Emali-Sultan Hamud Integrated Development Plan (IDeP) was prepared under the following existing legal frameworks:

3.1.3.1 2.4.3.1 The Constitution of Kenya, 2010

The Constitution of Kenya, 2010 is the supreme law of Kenya. It has created a two-tier system of governance, the National Government and the County Government. Currently, Kenya has successfully devolved the functions of the previously centralized administration to the county governments. The fourth schedule of the 2010 Kenyan Constitution highlights the functions of the county government, among them planning and development. Article 184 of the Constitution of Kenya provides for the governance and management of Urban Areas and Cities, including in:

- a) Establishment of criteria for classifying Urban Areas and Cities.
- b) Establishment of principles of governance and management of Urban Areas and Cities.
- c) Provides for participation of residents in the governance of Urban Areas and Cities.

Article 176 (2) of the constitution of Kenya provides that “Every County government shall decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so”

Relevance.

The Sultan Hamud Municipal Integrated Development Plan takes into consideration the constitutional requirement for devolved units to engage in planning and budgeting for development programs within a specified period. In line with this requirement, the IDeP aims to prioritize various devolved functions, such as public amenities, fire and disaster management services, and urban infrastructure services.

3.1.3.2 County Government Act, 2012

County Government Act, 2012 stipulates that the County Governments are 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 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”.

Part VI (Decentralized Units) of County Government Act 2012 creates structures of decentralization units of Urban Areas and Cities.

Section 48 provides that functions and provisions of services of each County Government shall be decentralized to;

- a) Urban Areas and Cities.
- b) Sub Counties.
- c) Wards.
- d) Village Units.
- e) And such other Units as County Government may determine.

Section 49 provides that the structures and functions of urban areas and cities shall be as per provisions of Urban Areas and Cities Act.

Relevance

It is highly relevant to the Emali-Sultan Hamud Municipality's Integrated Development Plan (IDeP) as it shapes county governance, encourages public participation, defines development priorities, and guides resource allocation and budgeting, making it a foundational framework for the IDeP's alignment with devolution principles and local needs.

3.1.3.3 Urban Areas and Cities Act, 2011 (Amended in 2019)

The Urban Areas and Cities Act is a law that implements article 184 of the Constitution of Kenya; which talks about urban areas and cities. The article states that the National legislation will be responsible for the governance and the management of urban areas and cities.

The municipality board as provided for in (part V) is obliged to formulate and implement an integrated development plan for the five years in office. Section 37 (1) of this act states that a city or urban area integrated development plan shall be aligned to the development plans and strategies of the county governments.

As per the third schedule of Urban Areas and Cities Act, Section 38, 40, the preparation of the integrated urban area or city development plan a city or urban area shall provide for:

Contents of IDeP

(Section 40)

An integrated urban area or city development plan shall reflect—

- a) A boards or committee's vision for the long-term development of the city or urban area with special emphasis on the boards or committee's most critical development needs.
- b) An assessment of the existing level of development in the city or urban area, including an identification of communities which do not have access to basic services.
- c) The determination of any affirmative action measures to be applied for inclusion of communities referred to under paragraph (b) to access funds from the equalization funds.
- d) The board's development priorities and objectives during its term in office, including its economic development objectives, community needs and its determination on the affirmative action in relation to the marginalized groups access to services.

- e) A board's development strategies which shall be aligned with any national or county sectorial plans and planning requirements binding the city or municipality.
- f) A board's operational strategies.
- g) Applicable disaster management plans.
- h) A regulated city and municipal agricultural plan.
- i) A financial plan, which shall include budget projection for at least the next three years; and
- j) The key performance indicators and performance targets.

Preparation of IDeP

In the preparation of the integrated urban area or city development plan, a city or urban area shall provide for—

- a) A determination of community needs and aligning them to the requirements of the Constitution;
- b) An assessment of the current social, cultural, economic and environmental situation in its area of jurisdiction;
- c) Protection and promotion of the interests and rights of minorities and marginalized groups and communities;
- d) A shared vision for its development and that of the county as a whole;
- e) An audit of available resources, skills and capacities;
- f) Prioritization of the identified needs in order of urgency and long-term importance;
- g) Integrated frameworks and goals to meet the identified needs;
- h) Strategies to achieve the goals within specific time frames;
- i) Specific implementation programmes and projects to achieve Intended goals;
- j) Performance management tools to measure impact and performance and make appropriate corrections;
- k) Linkage, integration and coordination of sector plans;
- l) Development control; and
- m) Any other necessary matter.

Section 36 (1) states that every city and municipality established under this Act shall operate within the framework of integrated development planning, hence the need for municipality of Emali-Sultan Hamud Integrated Development Plan. The Plan shall bind, guide and inform all governance, management service delivery and development and ensure comprehensive inclusion of all functions as specified in section 36 and sub section (1) (2).

Role of Board of Municipality in Governance and Management of a Municipality

- ❖ Putting in place facilitative policies, laws, plans, programs and projects that ordinarily private sector would not provide;
- ❖ Putting in place structures, processes and resources for urban governance and management institutions;
- ❖ Decentralizing to delegate functional responsibility and resources to other lower levels of urban governance and management institutions;
- ❖ Development and promotion of appropriate policies and tools for management of urban areas;
- ❖ Creating effectiveness of urban governments through political stability, social cohesion and economic buoyancy; and,
- ❖ Development of skills and motivation in urban governance, management, administration and staff.

Relevance

It is of paramount relevance to the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality (2023-2027) as it outlines critical legal provisions and requirements for integrated urban development planning, budgeting, and governance within urban areas and cities. By adhering to the UACA 2019, the IDeP can ensure compliance with legislative standards, enhance urban development strategies, and promote effective governance, ultimately contributing to the municipality's progress and the well-being of its residents.

3.1.3.4 Physical and Land use Planning Act No. 13, 2019

This law that repealed the principal law governing Physical Planning in Kenya, the Physical Planning Act of CAP 286 of 1996, provides for physical planning and development control in Kenya, which is mainly a county function. Section 45, (1) states that a County Government shall prepare a local physical and land use development plan in respect of a city, municipality, town or unclassified urban area as the case may be. The Municipality Integrated Urban Development Plan is consistent with this section.

Relevance

It mandates County Governments, including Emali-Sultan Hamud Municipality, to prepare local physical and land use development plans for urban areas. The Municipality Integrated Urban Development Plan aligns perfectly with this legal requirement, ensuring that it adheres to the law and facilitates effective local physical planning and development control within the municipality.

3.1.3.5 Public Finance Management Act (PFMA) No. 18, 2012

The Public Finance Management (PFM) Act of 2012 is instrumental in ensuring efficient and effective management of public resources in Kenya. Section 125 of this Act outlines the budget process for government agencies, emphasizing the integration of long-term and medium-term development planning, along with identification of financial and economic priorities. Additionally, Article 126 mandates County Governments to prepare County Integrated Development Plans (CIDPs), which outline strategic medium-term priorities and adaptation strategies to the financial and economic landscape while detailing government programs. These provisions facilitate prudent resource management and strategic planning at both national and county levels.

Relevance.

In line with the requirements set forth by the PFM Act of 2012, the Municipality of Emali-Sultan Hamud has developed its own Integrated Development Plan (IDeP). This plan although prepared in line with UACA, is closely aligned with the provisions of the PFM Act and ensures that the municipality adheres to the principles of effective public financial management. By following the guidelines and requirements of the PFM Act, the municipality aims to achieve efficient utilization of public resources and effectively implement its strategic priorities for the betterment of the community.

3.1.3.6 *Water Act, 2016*

The Waste Act of 2016 in Kenya is a legislation that primarily focuses on regulating waste management and promoting environmental conservation. It provides a legal framework for the proper handling, disposal, and recycling of waste materials. The Act also establishes the National Environment Management Authority (NEMA) as the principal regulatory body responsible for overseeing waste management activities and enforcing environmental standards. Additionally, the Waste Act outlines measures for waste reduction, recycling, and the establishment of waste management facilities. It emphasizes the importance of public participation, environmental impact assessments, and compliance with waste management regulations to ensure sustainable waste management practices in Kenya.

Relevance.

The Waste Act of 2016 is highly relevant to the IDeP for Emali-Sultan Hamud Municipality (2023-2027) as it provides a critical legal framework for waste management and environmental conservation within the municipality. By aligning with this Act, the IDeP can incorporate strategies and initiatives to ensure proper waste disposal, recycling, and environmental protection. It can also promote public awareness and participation in waste management practices, contributing to a cleaner and healthier environment for the municipality's residents and fostering sustainable development.

3.1.3.7 *Environmental Management and Coordination Act, EMCA (2015)*

Part II of the Act states that every person in Kenya is entitled to a clean and healthy environment and has the duty to safeguard and enhance the environment. Part VIII, Section 72, prohibits discharging or applying poisonous, toxic, noxious or obstructing matter, radioactive or any other pollutants into aquatic environments.

Section 74 demands that all effluent generated from the sources are discharged only into the existing sewerage system upon issuance of the prescribed permit from the local authorities (preceded the County Governments) (Government of Kenya, 1999). The provisions of this Act were echoed in environmental protection strategies formulated.

Relevance

It examines land use patterns' impact on natural resources, which is vital for the IDeP in Emali-Sultan Hamud Municipality. By considering this Act, the IDeP can incorporate environmentally responsible land use guidelines and patterns, ensuring that development initiatives are sustainable and do not harm the quality and quantity of natural resources.

3.1.3.8 *The Land Act No 6 of 2012 (amended 2016)*

The Act provides for equitable access to land, security of land rights, sustainable and productive management of land resource, transparent and cost-effective administration of land, conservation and protection of ecologically sensitive areas, elimination of gender discrimination in law, customs and practices related to land and property in land.

Relevance

The Land Act is highly relevant to the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality (2023-2027) as it addresses equitable land access, secure land rights, sustainable land management, and gender discrimination elimination. By aligning with this Act, the IDeP can incorporate strategies to ensure fair land allocation, transparent land administration, and the conservation of ecologically sensitive areas within the municipality. This supports inclusive development and responsible land use.

3.1.3.9 *The Land Registration Act No.3 of 2012*

The Act revises, consolidate and rationalize the registration of Title to land, give effect to the principles and objects of devolved Governments in land registration and related purposes, including compulsory land acquisition.

Relevance

The Land Registration Act is directly relevant to the IDeP as it addresses land title registration and compulsory land acquisition. It aligns with the IDeP's goals by providing a framework for secure land tenure, property rights, and land-related objectives set by devolved governments. This legal structure ensures proper land documentation and management in the municipality.

3.1.3.10 *Agriculture, Fisheries and Food Authority Act No. 13 of 2013*

It provides for promotion of best practices in and regulate, the production, processing, marketing, grading, storage, collection, transportation and warehousing of agricultural and aquatic products excluding livestock products as may be provided for under the Crops Act, and the Fisheries Act.

Relevance

This Act is essential for promoting best practices in agricultural and aquatic product management. In the context of the IDeP, it can help shape strategies related to agricultural and aquatic product processing, marketing, and storage within Emali-Sultan Hamud Municipality. By adhering to this Act, the IDeP can encourage sustainable and efficient agricultural and fisheries practices, boosting local economic development.

3.1.3.11 Public Health Act (Cap 242)

The Act states that the duty of every health authority is to take all lawful, necessary and reasonably practicable measures for preventing the occurrence or dealing with any outbreak or prevalence of any infectious, communicable or preventable disease, to safeguard and promote the public health and to exercise the powers and perform the duties in respect of the public health conferred or imposed on it by this Act or by any other law.

Relevance

The Public Health Act is highly relevant to the IDeP as it emphasizes the duty of health authorities to prevent and manage infectious diseases and promote public health. In the context of the IDeP, it underscores the importance of healthcare services, sanitation, and disease prevention within the municipality. By considering this Act, the IDeP can prioritize initiatives that safeguard and enhance the public health of its residents.

3.1.3.12 The Survey Act (Cap 299)

It was established to make provisions in relation to surveys, land subdivisions, conversions, geographical names and the licensing of land surveyors, and for connected purposes.

Relevance

In the context of the IDeP, it can guide land surveying practices and geographical naming conventions within Emali-Sultan Hamud Municipality, ensuring accurate and efficient land management.

3.1.3.13 Intergovernmental Relations Act, No. 2 of 2012.

The Act provides a framework for consultation and co-operation between the national and County Governments; and among County Governments.

Relevance

This Act provides a framework for consultation and cooperation between national and County Governments. For the IDeP, it is relevant in terms of collaboration between the municipality and higher levels of government. It can facilitate coordination on development projects, resource allocation, and policy implementation, ensuring that the IDeP aligns with broader governmental objectives and initiatives.

3.1.3.14 Anti-Corruption and Economic Crimes Act (Revised Edition 2012 [2003])

The Act aims to provide a legal framework for the prevention, investigation, and punishment of corruption, economic crime, and related offenses. This signifies that the Act is designed to address issues related to corruption and economic crimes within the jurisdiction covered by the legislation

Relevance

The enactment of such legislation is essential for a country's legal system to combat corruption and economic crimes, fostering transparency, accountability, and the rule of law. It provides the legal tools necessary for authorities to investigate, prosecute, and deter individuals or entities engaged in corrupt practices or economic crimes.

3.1.3.15 Animal Diseases Act Chapter 364 - Revised Edition 2012 [1989]

The act provide for matters relating to the diseases of animals. Section 4 outlines that if a person has an animal infected or suspected of being infected with a notifiable disease, they must isolate the animal and inform the authorities. Section 10 grants the Director or an authorized person the power to slaughter such infected animals. Section 11 specifies that the carcass of a slaughtered animal becomes government property and must be disposed of in a manner determined by a veterinary officer, with proceeds going to the Consolidated Fund.

Relevance

This act is relevant to the plan as it addresses the management of animal diseases, which can impact the health and economy of the municipality. Proper disease control measures can ensure the safety of livestock and public health, contributing to the overall development goals of the municipality.

3.1.4 Existing County Government Policy Documents, Strategies and Plans

The preparation of the Emali-Sultan Hamud IDeP was guided by the following existing county documents:

3.1.4.1 Makueni County Vision 2025

Makueni County's Vision 2025, "Wealth Creation and Socio-Economic Transformation," sets a clear platform for achieving prosperity and socio-economic growth in the county by 2025. Aligned with Kenya Vision 2030, Africa Union's Agenda 2063, and the UN Sustainable Development Goals, it draws from past experiences like the Makueni County Integrated Development Plan (CIDP 2013-17). This vision addresses enduring socio-economic challenges, such as water access, agricultural productivity, education, healthcare, infrastructure, unemployment, and environmental concerns. The Integrated Development Plan for Emali-Sultan Hamud Municipality incorporates strategies to contribute to the realization of this county-wide vision, ensuring comprehensive development and improved living standards in Makueni County.

3.1.4.2 Makueni County Integrated Development Plan (CIDP) 2018-2022

The Makueni County Integrated Development Plan (CIDP) for 2018-2022 serves as a crucial framework outlining the county government's development priorities and commitments to its residents. Compliant with the County Governments Act 2012, it encompasses strategic goals, objectives, an implementation plan, monitoring mechanisms, and reporting structures. Focusing on five thematic areas, this CIDP builds upon its predecessor (2013-2017) and aligns with Makueni Vision 2025, aiming to drive sustainable socio-economic growth and enhance the well-being of citizens. It has been instrumental in informing the formulation of the Emali-Sultan Hamud Municipality Integrated Development Plan (IDeP).

3.1.4.3 Makueni County Integrated Development Plan (CIDP) 2023-2027

The CIDP marks the third long-term plan in Kenya's devolved governance system. Under the theme 'A resilient economy for sustainable development,' it aims to build a robust community capable of enduring shocks and promoting economic growth. The CIDP aligns with national and international frameworks, including the SDGs, Africa's Agenda 2063, and climate agreements. Eight sectors will implement the plan, covering areas like water, agriculture, health, and urban development. This CIDP serves as the foundation for formulating the Emali-Sultan Hamud

Integrated Development Plan (IDeP), guiding resource allocation for the municipality's development.

3.1.4.4 Makueni County Spatial Plan 2019-2029

The Makueni County Spatial Plan (CSP) serves as a strategic guide for development in the county. It offers a comprehensive analysis of the county's spatial layout, identifying strengths and weaknesses. The plan outlines an intervention strategy to integrate various spatial elements into a unified framework, aiming for sustainable long-term development. It adheres to the County Governments Act, follows the Physical Planning Act, and aligns with constitutional principles, national land-use policies, and the Kenya Vision 2030. The CSP translates Makueni's Vision 2025 into spatial terms and informs the development strategies of the Emali-Sultan Hamud Integrated Development Plan (IDeP).

3.1.4.5 Kasikeu Urban Land Use Plan 2017-2021

The Kasikeu Urban Land Use Plan (2017-2021) covers an area of 4 hectares. The plan was prepared in accordance with the County Government Act (2012), UACA 2011, PLUPA, 2019 and other relevant laws that guided planning. The Urban Land Use Plan serves as an integrated Land Use framework to promote the economic and environmental development for all land within the area of jurisdiction of Kasikeu town. The urban development plan prioritized key principles. It emphasized sustainable development, ensuring that the growth and progress of the urban area were environmentally, socially, and economically sustainable.

It focused on promoting land use compatibility, ensuring that different land uses within the area were harmonized and compatible to prevent conflicts and maximize efficiency. The plan aimed for equitable distribution of resources, ensuring that all residents had fair access to essential resources and services.

It sought to enhance accessibility by providing for well-maintained tarmacked roads, improving transportation infrastructure for the convenience of the residents. The proposals of the plan informed the formulation of the municipality Integrated Development Plan.

3.1.4.6 *Emali Urban Land Use Plan 2017-2021*

Emali town has grown and expanded as a result of several factors. The development factors influencing the growth of Emali town include the development projects like Emali bus park, the Standard Gauge Railway (SGR) station and the Nairobi-Mombasa Highway by the County Government of Makueni and the National Government. Emali Urban Land Use Plan (2017– 2022) covers an area of 378.8414Ha. The general objective of the plan was to prepare broad land use guidelines to enhance land management practices and the development of relevant infrastructure for a sustainable growth of the town. The plan greatly informed the formulation of this IDeP.

3.1.4.7 *Matiliku Urban Land Use Plan 2020-2025*

The Matiliku Town spatial development plan aims to guide sustainable growth and infrastructure development in the town. It was motivated by several factors, primarily economic considerations, given its strategic location along a key transport corridor connecting Makueni County's interior to the Mombasa-Nairobi highway at Emali. Matiliku also benefits from its proximity to fertile agricultural areas and the Kalamba Fruit Processing Plant, enhancing its economic potential. This plan, covering part of Emali-Sultan Hamud Municipality, has influenced the strategies of the larger development plan for the municipality, aligning with its proposals for sustainable growth and land management.

3.1.4.8 *Physical Land Use Development Plan for Sultan Hamud Township (Revised) 2021-2026*

One of the key pillars of the plan is that it has helped secure public land for various uses not limited to but including the police, Public Administration, Public Works, Markets, Parking spaces, County Offices, Recreation, Schools, Cemeteries, Spatial Properties and Designated industrial plots which had been encroached up and, in some cases grabbed. This LPLUDP will realize the settlement patterns of the term for posterity as it has designated every use to its planned zone with special reference to previous planning effort as reflected in the 1964, 1967, 1982 and the 2016 development plan for the town. Besides, the plan amended key structured elements of the town that include Kasikeu Road, Kasikeu river, and the Trunk Kenya Pipeline to ensure harmony. The IDeP proposes structures of settlement patterns in Emali-Sultan Hamud Municipality that are in tandem with Sultan Hamud Plan.

3.1.4.9 County Urban Institutional Development Strategy (CUIDS) 2018

The County Urban Institutional Development Strategy (CUIDS) is a policy document that outlines strategies for urbanization, urban management, and development in the county. It addresses urbanization trends, challenges, and legal frameworks. Section 2 of the CUIDS focuses on urban institutional development, emphasizing fund allocation, staff recruitment, accountability, collaboration, investment planning, and legal reforms. The strategies in the Integrated Development Plan (IDeP) align with the CUIDS, ensuring that the IDeP's objectives and actions are in harmony with the county's urban development policy framework.

3.1.4.10 Makueni County Spatial Planning and Development Policy

The constitutional requirement and national laws emphasize the importance of aligning spatial planning and land use with key societal interests and needs. In response, Makueni County has developed a comprehensive policy framework to address spatial planning challenges and improve coordination of development activities. This framework aims to address various issues arising from rapid urbanization, inadequate land use planning, historical injustices, and environmental concerns. By integrating this framework into the Integrated Development Plan (IDeP), Emali-Sultan Hamud Municipality ensures a tailored approach to its specific spatial planning and development requirements, promoting more effective land management and sustainable development within the municipality.

3.1.4.11 Makueni County Climate Change Fund Regulations, 2015

The Climate Management Policy's establishment of the Climate Management Board and the County Climate Change Planning Committee is highly relevant to the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality. By ensuring effective management of the County Climate Change Fund and the prioritization and approval of climate change adaptation projects, the policy aligns with the IDeP's goals of promoting sustainable development, environmental protection, and resilience to climate change within the municipality. It provides a framework for integrating climate change considerations into the municipality's development strategies and actions, fostering environmental sustainability and community resilience.

3.1.4.12 Makueni County Environment and Climate Change Policy, 2022

This policy integrates the management and coordination of environmental and climate change initiatives across all sectors in Makueni County. It advocates for investments in natural capital, spanning agriculture, fisheries, forestry, water, energy, resource efficiency, manufacturing, waste management, building and urban design, and the transportation sector. Addressing the broad needs of this focus area, the policy promotes a holistic, sector-wide approach to tackle identified challenges. It is hypothesized that the full implementation of this policy will foster inclusive economic growth and sustainable development within Makueni County.

The preparation of the IDeP is in harmony with the principles, goals, and strategies outlined in the Makueni County Environment and Climate Change Policy, 2022, ensuring a unified and integrated approach to managing environmental and climate change and promoting sustainable development in the municipality.

3.1.4.13 Makueni Water Act, 2020

The Makueni County Water Act outlines regulations and procedures pertaining to water administration, sanitation and sewerage services, water service providers, pollution control, water resource management, storm water management, and related matters. It also includes provisions for public-private partnerships in the provision of water services within the county. This act served as a guiding document in the development of strategies for water provision in this IDeP.

3.1.4.14 Makueni County Sand Conservation and Utilization Act, 2015

The Sand Utilization Act serves to establish a legal framework for sand removal and extraction in Makueni County. It creates the Makueni County Sand Conservation and Utilization Authority, defines its functions, and sets up a County Sand Conservation Fund. Sub-County Sand Management Committees are also mandated to oversee proper site rehabilitation and ensure compliance with environmental assessments. The Act promotes sustainable sand use while protecting watersheds and maintaining water retention. Its provisions align with the environmental protection strategies outlined in the Integrated Development Plan (IDeP) for the municipality.

3.1.4.15 Makueni County Universal Healthcare Policy, 2022

The Makueni County government has prioritized healthcare in its development agenda, aiming to achieve universal health coverage. The policy objectives include improving service delivery efficiency, expanding prepaid healthcare services, strengthening healthcare supply, enhancing financing mechanisms, ensuring accountability, and bolstering quality assurance. It also focuses on legal and regulatory frameworks, primary healthcare, and strategic information utilization. In 2016, a pilot program for universal health coverage was initiated for those aged 65 and above, leading to the development of a comprehensive scheme covering the entire population of Makueni. This scheme provides secondary healthcare services at public hospitals within the county without requiring out-of-pocket payments, thus promoting accessible healthcare for all residents. All this informs the IDeP.

3.1.4.16 Makueni County Climate Change Act, 2022

The act establishes a framework and mechanisms for mobilizing and facilitating the county government, communities, and other stakeholders to effectively respond to climate change through appropriate adaptation and mitigation measures and actions, as well as for connected purposes. The climate change mitigation measures proposed by IDeP align with the framework outlined in the Act.

3.1.4.17 Makueni County Public Participation in Governance Act, 2014.

The Makueni County Assembly Act is designed to comply with constitutional requirements for public participation in county governance. It establishes procedures and platforms for citizen engagement in the governance of the county, including Sub-county and Urban Area Citizen Participation Forums and Ward or Village Citizens' Participation Forums. These forums provide opportunities for citizens to discuss various matters related to county policies, plans, administration, and service delivery. The Act promotes citizen participation in decision-making processes and aligns with the goals of the Emali-Sultan Hamud Municipality Integrated Development Plan (IDeP) by fostering inclusive and participatory governance within the municipality.

3.1.4.18 Makeni County Alcoholic Drinks Control Act, 2014

The Act mandates individuals or businesses intending to produce, manufacture, distribute, or operate establishments for the sale of alcoholic drinks within the County to apply for licenses from the Sub-County Committee and pay prescribed fees. Its primary objective is to establish a licensing framework for alcoholic drinks, in line with the constitutional provisions of the Fourth Schedule, granting counties authority over the control of alcohol-related activities. This Act is relevant to the Integrated Development Plan (IDeP) for Emali-Sultan Hamud Municipality by contributing to the regulation and control of alcohol-related businesses and activities within the municipality, promoting responsible alcohol use, and generating revenue through licensing fees for local development initiatives.

4 CHAPTER FOUR SITUATIONAL ANALYSIS

4.1 Overview

This chapter assesses the social, economic, environmental, infrastructure, governance, and stakeholder aspects of the municipality for a complete understanding of the current situation. The results of the analyses form the basis for the formulation of sector development strategies and the identification of priority projects aimed at improving the residents' livelihoods.

4.2 Natural and Physical Environment

This sub - chapter discusses the natural and the physical characteristics of the municipality, which include; climate, hydrology, drainage, topography, vegetation, geology, agro-ecological characteristics and natural resources.

4.2.1 Climate³

The table below summarizes the climatic conditions experienced in the municipality in regards to rainfall, temperature and wind patterns.

Table 5: Climatic Analyses

Rainfall	The Municipality lies greatly in the semi-arid area. The highlands and middle zones receive an average rainfall of 1300 mm while the lower sides of Nguu/Masumba which is very dry receives little rainfall ranging from 300 mm to 400 mm. The Municipality experiences two rainy seasons, the long rains occurring in March/April while the short rains occur in November/December. The month that experiences the most relative humidity is December (75 %) while September has the lowest amount of relative humidity at (54.30 %). April is the wettest month with (17 wet days), whilst the driest is July (1) see Table 6 below.
Temperature	Temperatures within the Municipality range between 18 degrees Celsius during the cold seasons to 30 degrees Celsius during the hottest months.

³ Makueni County Spatial Plan, 2019 -2029

	The hottest months are February and October while the coolest months are June and July.
Wind Patterns	Wind speeds in the planning area average at 9.6kmph. Wind energy greatly remains unexploited in the area despite the fact that it's adequate for generation of energy through small wind electric turbines.

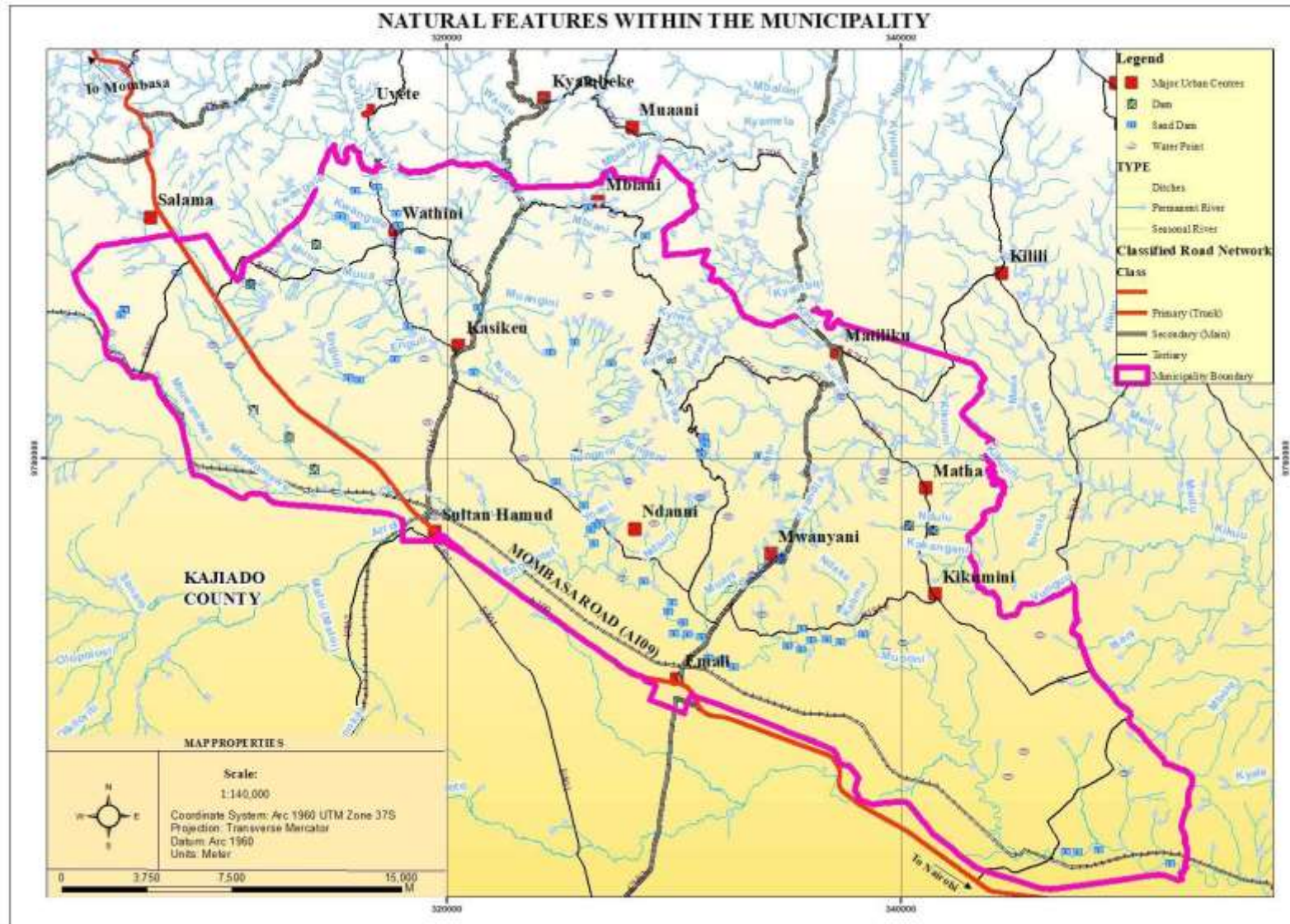
Table 6: Weather by Month and Averages Emali-Sultan Hamud

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Avg. Temp °C (°F)	22.3 °C (72.1) °F	23.2 °C (73.7) °F	23.1 °C (73.7) °F	22.2 °C (72) °F	21.6 °C (70.8) °F	20.8 °C (69.5) °F	20.3 °C (68.5) °F	20.6 °C (69) °F	21.6 °C (70.9) °F	22.3 °C (72.2) °F	21.4 °C (70.6) °F	21.4 °C (70.5) °F
Min. Temp °C (°F)	17.3 °C (63.1) °F	17.8 °C (64) °F	18.5 °C (65.3) °F	18.5 °C (65.3) °F	17.3 °C (63.2) °F	15.8 °C (60.5) °F	15 °C (59) °F	15.5 °C (59.8) °F	16.1 °C (61) °F	17.2 °C (63) °F	17.9 °C (64.1) °F	17.7 °C (63.8) °F
Max. Temp °C (°F)	27.5 °C (81.5) °F	28.8 °C (83.8) °F	28.6 °C (83.4) °F	27.1 °C (80.8) °F	26.5 °C (79.7) °F	26.1 °C (79) °F	25.8 °C (78.5) °F	26.3 °C (79.4) °F	28.1 °C (82.6) °F	28.5 °C (83.2) °F	26.2 °C (79.2) °F	26 °C (78.8) °F
Prec / Rainfall mm (in)	62 (2)	45 (1)	96 (3)	124 (4)	65 (2)	13 (0)	8 (0)	11 (0)	10 (0)	48 (1)	148 (5)	110 (4)
Humidity (%)	65%	59%	65%	72%	68%	61%	58%	57%	54%	58%	74%	75%
Rainy days (d)	9	7	13	17	10	2	1	2	2	7	17	16
avg. Sun hours (hours)	8.4	8.7	8.0	7.3	7.4	6.7	6.2	6.3	7.7	8.1	6.4	7.0

Source: climate-data.org , Data: 1991 - 2021

4.2.2 Hydrology and Drainage

The project area is defined by the presence of both permanent and seasonal rivers, which serve as the primary water sources in the municipality. Some of the prominent permanent rivers within the municipality include Ituoni, Muangini, Muooni, Kwa Mbita, and Kwangole, as indicated on the natural features map below. Additionally, the region is marked by the presence of sand dams, water points, and dams, all of which contribute to the local water supply. This is particularly significant given that the project area is situated in a semi-arid climate zone within the lower eastern part of Kenya.



Map 8: Natural Features within the Municipality

4.2.3 Topography

The area under planning slopes from North West to South East (areas near wathini urban area) as shown in the maps below. The highest point in the project area is situated in the northern part, while the lowest point is in the southern part (Masumba area). The area is characterised by low-lying valleys, and is suitable for agriculture and urban development as shown in the elevation model (Triangulated Irregular Network (TIN)) above:

4.2.4 Agro-ecological Zones

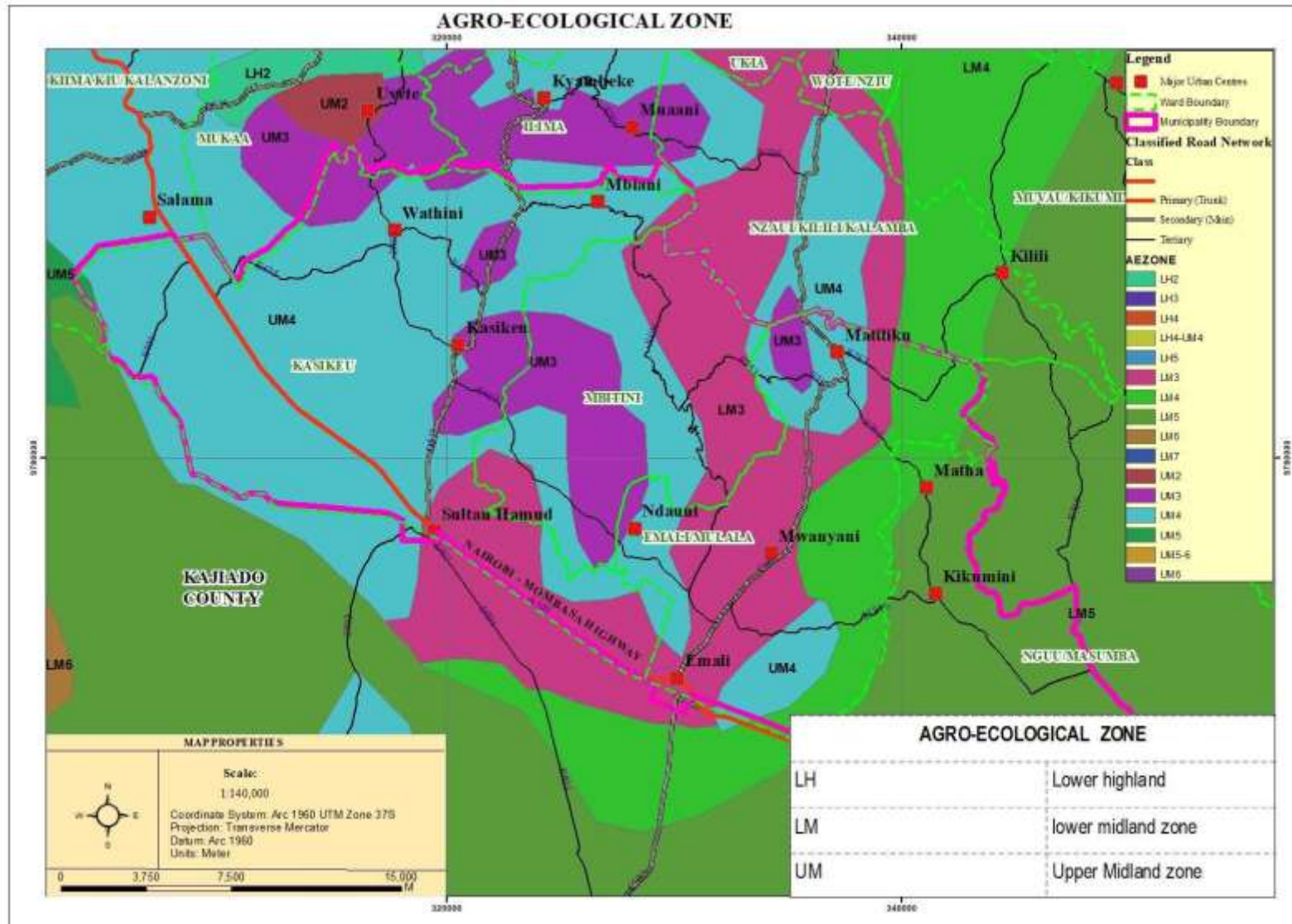
The area lies within four Agro-ecological zones namely; Upper Midland Zone 4, Upper Midland Zone 3, Lower Midland Zone 3 and Lower Midland (LM) Zone 5. The specific zone description is demonstrated in **Table 7** below:

Table 7: Agro-Ecological Zone Description

AEZ	Characteristics	Suitable crops	Ward
UM4	The Upper Midland zone (UM4) which has sub-humid climate - annual mean temperature 18 ^o - 21 ^o	sunflower, maize and pigeon pea zone;	Kasikeu, Emali/Mulala, mbitini
UM3	Semi-Humid, Upper midland: Annual mean temperature, 18 - 21 degrees, Monthly minimum 11 – 14 degrees. Three to five dry months, it corresponds to seasonal semi-deciduous moist forest or a high grass - broad leaved trees savanna	Marginal coffee zone, maize, hybrid maize, Sorghum and finger millet	Kasikeu, mbitini, Emali/Mulala,
LM3	Semi-Humid, lower midland: Annual mean temperature, 21 - 24 degrees, Monthly minimum > 14 degrees Three to five dry months, it corresponds to seasonal semi-deciduous moist forest or a high grass - broad leaved trees savanna	Lowland cotton zone, Maize, hybrid maize, sorghum and finger millet	Kasikeu, Mbitini, Emali/Mulala,
LM 5	Have arid climates – annual mean temperature 21 ^o - 24 ^o	Main livestock-millet zones	Nguu/Masumba

Source: *Farm Management Handbook, 2007*

The map overleaf shows the Agro-ecological zones within the project area.



Map 10: Agro-ecological zone

4.2.5 Vegetation

The vegetation cover found within the municipality includes both natural and planted vegetation. Planted vegetation primarily comprises farm crops, such as maize. The natural vegetation consists of indigenous trees, such as eucalyptus, as well as riparian vegetation found along the rivers. Notably, the vegetation cover in urban core areas has significantly diminished due to ongoing construction of buildings and rapid urbanization, with minimal consideration for landscaping and greening practices.

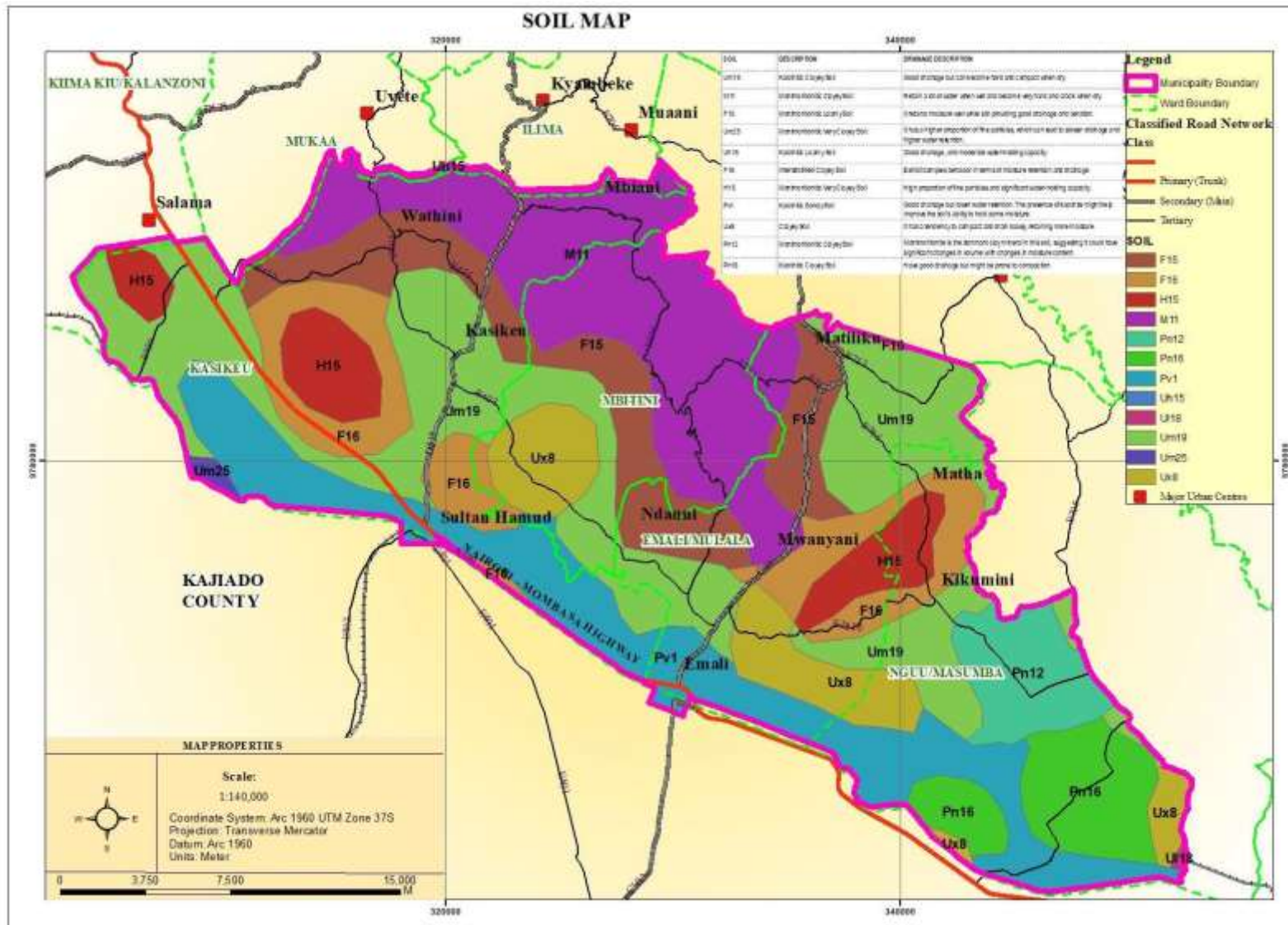
4.2.6 Soil Characteristics

The soil composition within the municipality is diverse, consisting of varying textures and mineral attributes. The area encompasses clay, loam, and sandy soils, alongside three main clay minerals: kaolinite, montmorillonite, and interstratified. Clay soil is fine-textured with strong water retention but can get sticky when wet and hard when dry. Loam soil combines sand, silt, and clay, offering good drainage and water capacity for diverse vegetation. Sandy soil, with larger particles, boasts excellent drainage but less water retention. The clay minerals - kaolinitic, rich in fine particles; montmorillonitic, causing expansion and contraction; and interstratified, with mixed mineral presence - contribute to complex soil behaviors. This intricate combination of soil types and minerals leads to diverse characteristics within the municipality, affecting water retention, drainage, fertility, and suitable vegetation. Sustainable land use, agriculture, construction, and environmental planning hinge on proper soil management and understanding these attributes. The table and map below show the soil characteristics within different parts of the municipality:

Table 8: Soil Characteristics

Soil	Description	Drainage Description
Um19	Kaolinitic Clayey Soil Slope -gently undulating Land form – plain	Good drainage but can become hard and compact when dry.
M11	Montmorillonitic Clayey Soil: Slope -steep Land form – high gradient hill	Retain a lot of water when wet and become very hard and crack when dry.
F15	Montmorillonitic Loamy Soil Slope -rolling Land form – medium gradient hill	It retains moisture well while still providing good drainage and aeration.

Um25	Montmorillonitic Very Clayey Soil: Slope -rolling Land form – ridges	It has a higher proportion of fine particles, which can lead to slower drainage and higher water retention.
Uh15	Kaolinitic Loamy Soil Slope -moderately steep Land form – medium gradient	Good drainage, and moderate water-holding capacity.
F16	Interstratified Clayey Soil Slope -moderately steep Land form – medium gradient hill	Exhibit complex behavior in terms of moisture retention and drainage.
H15	Montmorillonitic Very Clayey Soil – Slope -moderately steep Land form – medium gradient hill	High proportion of fine particles and significant water-holding capacity.
Pv1	Kaolinitic Sandy Soil Slope -flat Land form – plain	Good drainage but lower water retention. The presence of kaolinite might help improve the soil's ability to hold some moisture.
Ux8	Clayey Soil Slope -gently undulating Land form – plain	It has a tendency to compact and drain slowly, retaining more moisture.
Pn12	Montmorillonitic Clayey Soil Slope -flat Land form – plain	Montmorillonite is the dominant clay mineral in this soil, suggesting it could have significant changes in volume with changes in moisture content
Pn16	Kaolinitic Clayey Soil Slope -flat Land form – plain	Have good drainage but might be prone to compaction



Map 11: Soil Map

4.3 Population

Emali-Sultan Hamud Municipality partially covers three sub-counties where Kilome accounts for 47%, Kibwezi West (33%) and Makueni (20%). With respect to wards, the Emali-Sultan Hamud Municipality covers the entire Kasikeu, Mbitini and Emali/Mulala Wards and sections of Nguu/Masumba and Nzau-Kilili-Kalamba ward; and is defined to include the sub-locations therein⁴. The municipality covers approximately 729 Square Kilometers with a total population of **113,001** persons⁵. The table below indicates a breakdown of the population by sub-locations in the various highlighted wards.

4.3.1 Population Breakdown by Ward and sub-location

Kasikeu ward has the largest population contribution share in the municipality with 35,621 persons followed by Emali-Mulala with 28,528 persons, while Nzau-Kilili-Kalamba Ward has the least with 8,135 persons.

Table 9: Population Breakdown by Ward and Sub-location

S. No	Administrative units	Base population	Projected population	Projected population
	Sub-locations	2019	2021	2023
Kasikeu Ward				
1.	Kwale	2962	3040	3,097
2.	Uvaleni	3673	3770	3,841
3.	Wathini	6161	6323	6,443
4.	Kiou	2129	2185	2,226
5.	Sultan Hamud	6195	6358	6,478
6.	Muani	3931	4035	4,111
7.	Kasikeu	4379	4494	4,579
8.	Mumela	3393	3482	3,548
9.	Mumbwani	784	805	820
10.	Mungyani	2014	2067	2,106

⁴ Emali-Sultan Hamud Municipal Charter

⁵ 2019 KNBS Population and Housing Census

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Sub-Total		35621	36559	37,253
Mbitini Ward				
11.	Kithumani	1326	1361	1,386
12.	Mutiswa	2744	2816	2,869
13.	Manooni	1231	1263	1,287
14.	Yumbani	1648	1691	1,723
15.	Mwasangombe	851	873	889
16.	Kyemundu	1154	1184	1,206
17.	Mbeletu	1292	1326	1,351
18.	Kaliini	2275	2335	2,379
19.	Masue	3474	3566	3,633
20.	Kavuthu	1750	1796	1,830
21.	Matiku	2781	2854	2,908
22.	Vulueni	2486	2551	2,599
23.	Katani	1946	1997	2,034
Sub-Total		24958	25613	26,099
Emali/Mulala Ward				
24.	Mutyambua	1908	1958	1,995
25.	Ngetha	3159	3242	3,303
26.	Maatha	3068	3149	3,208
27.	Tutini	2520	2586	2,635
28.	Iteta	2399	2462	2,508
29.	Katune	3001	3080	3,138
30.	Kwa Kakulu	683	701	714
31.	Emali	11790	12101	12,330
Sub-total		28528	29279	29,835
Nguu/Masumba Ward				
32.	Kikumini	1843	1892	1,927
33.	Ndunguni	1191	1222	1,245
34.	Makasa	923	947	964

35.	Thithi	1980	2032	2,070
36.	Mithumoni	2272	2332	2,376
37.	Mukameambeu	2,690	2,744	2,796
38.	Masamukye	1,518	1,548	1,577
39.	Wolwa	909	927	944
40.	Nthungui	2,433	2,482	2,529
Sub-total		15,759	16,126	16,432
Nzaui Kilili Kalamba Ward				
41.	Matiliku	3644	3695	3,765
42.	Kawala	2686	2727	2,778
43.	Nzeeni	1805	1838	1,872
Sub-total		8135	8260	8,416
Municipality Population		113,001	115,837	118,037

Source: KNBS 2019 data

4.3.2 Population by Urban Centre

The municipality has two major towns namely Emali and Sultan Hamud. The urban population of these towns as per the Kenya National Bureau of Statistics, 2019 is shown below:

Table 10 : Population of the Major Urban Centres within the Municipality

Urban Area	Census (2019)		
	Male	Female	Total
Emali	9,435	8,890	18,325
Sultan-Hamud	4,183	4,535	8,718

Source: KNBS, 2019

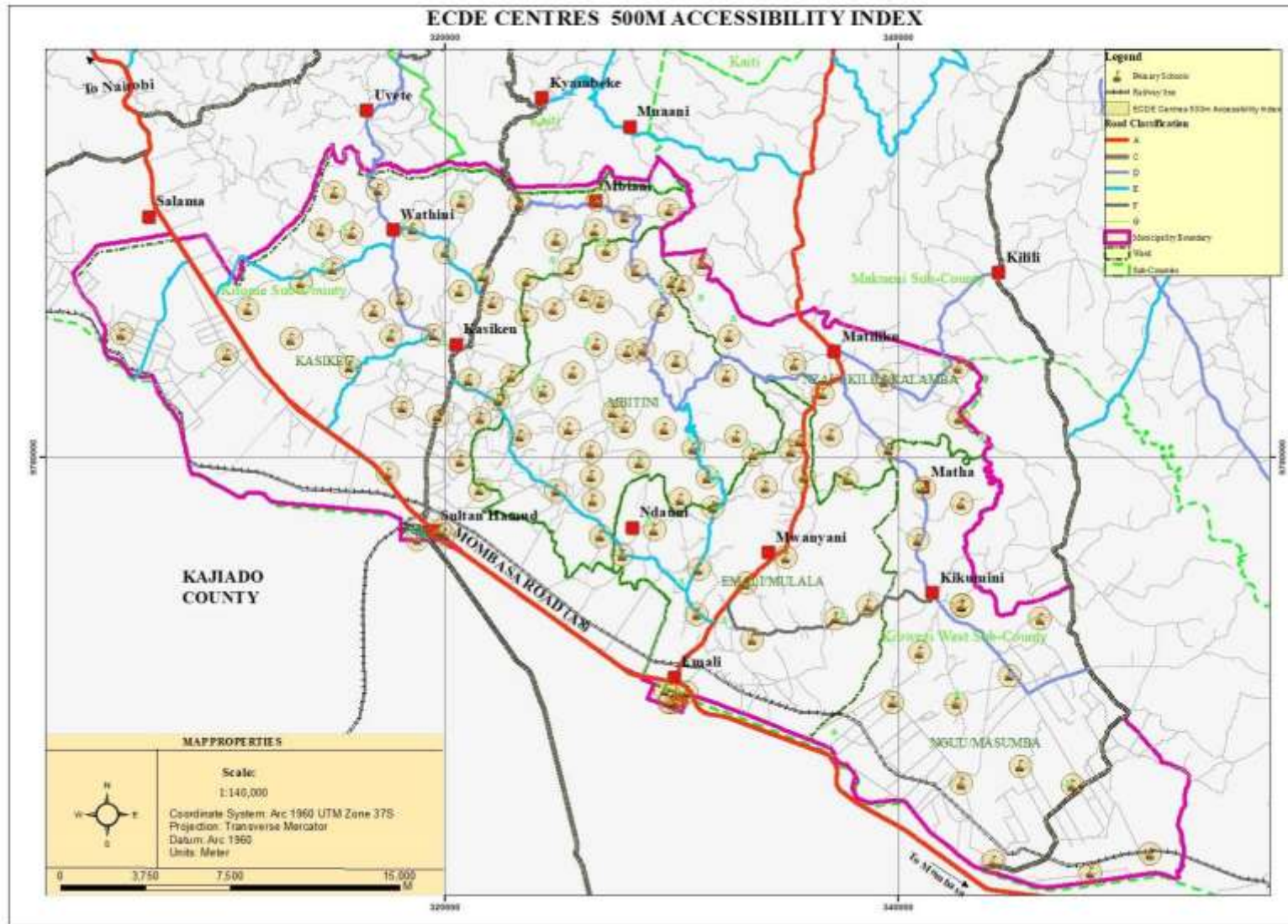
4.3.3 Population Projection

Based on the county's population growth rate of 1.4%, the municipality's population is projected to reach approximately **128,648** persons by the year 2030. This projection underscores the need to plan for adequate infrastructure and services, which will be crucial in fostering the municipality's growth, especially given the anticipated increase in human capital. The table below shows the municipality's population.

Table 11: Municipality's Population Projection

Ward	Total Population 2019	Projected Population (2027)	Projected Population (2030)
Kasikeu Ward	35621	38,186	40,553
Mbitini Ward	24958	26,755	28,414
Emali/Mulala Ward	28528	30,582	32,478
Nzaui Kili Kalamba Ward	8135	8,721	9,261
Nguu/Masumba Ward	15,759	16,894	17,941
Total	113,001	121,137	128,648

Source: KNBS, 2019



Map 12: Early Childhood Development and Education Centre (ECDE) Accessibility Index

4.4 Municipality Social Services and Amenities

4.4.1 Education

In terms of educational facilities, the municipality is served by 48 secondary schools, 106 public primary schools and Early Childhood and Development Education Centres. The municipality is also served by six (6) public Vocational Training Centres under the County government rebranded as County Technical Training Institutes (CTTIs). These Centres include; Kitumbini in Kasikeu Ward, Springhill Kwa Kakulu and Ng'etha in Emali/Mulala Ward, Masokani and Kithumani in Mbitini Ward and Masumba in Nguu/Masumba Ward. These institutions are key in the municipality as they play a key role in skills development of the population in the area. There is also a Kenya Medical Training Institute in the municipality. The area is not served by a constituent university campus but there is land banked (4000 acres) as stipulated in the County Spatial Plan for the same use and this is an advantage to the Municipality as it will play a future role of impacting knowledge and skills development.

4.4.1.1 Early Childhood Development and Education Centre (ECDE)

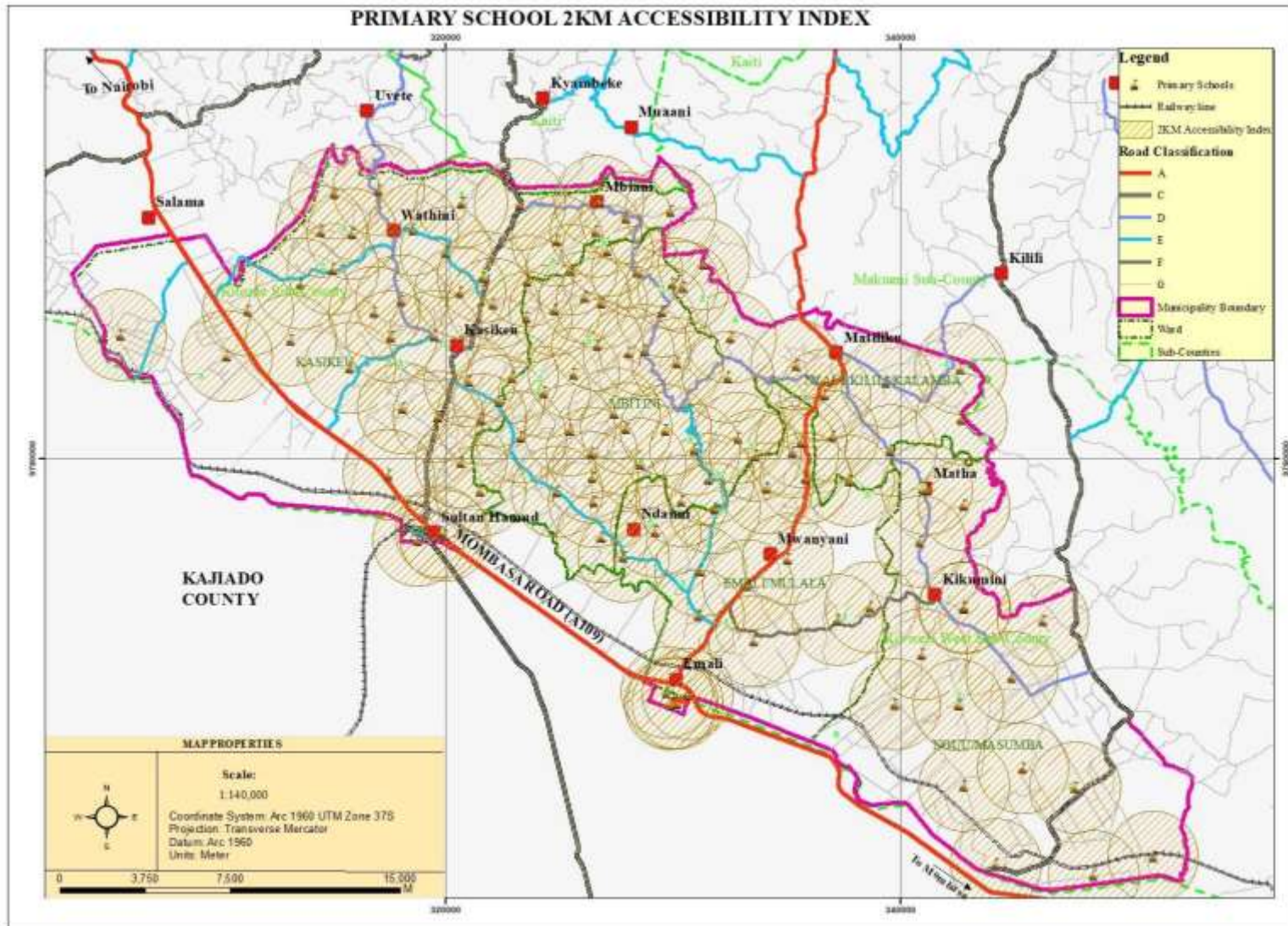
The municipality has 106 public ECDE centers, primarily situated within the public primary schools. Utilizing an accessibility index of 500m, most of the households within the municipality are located further than the recommended walking distance of 500m, as stipulated by the Physical Handbook of 2007. The map below displays sections of the municipality that fall both within and outside of the recommended distance

4.4.1.2 Public Primary schools

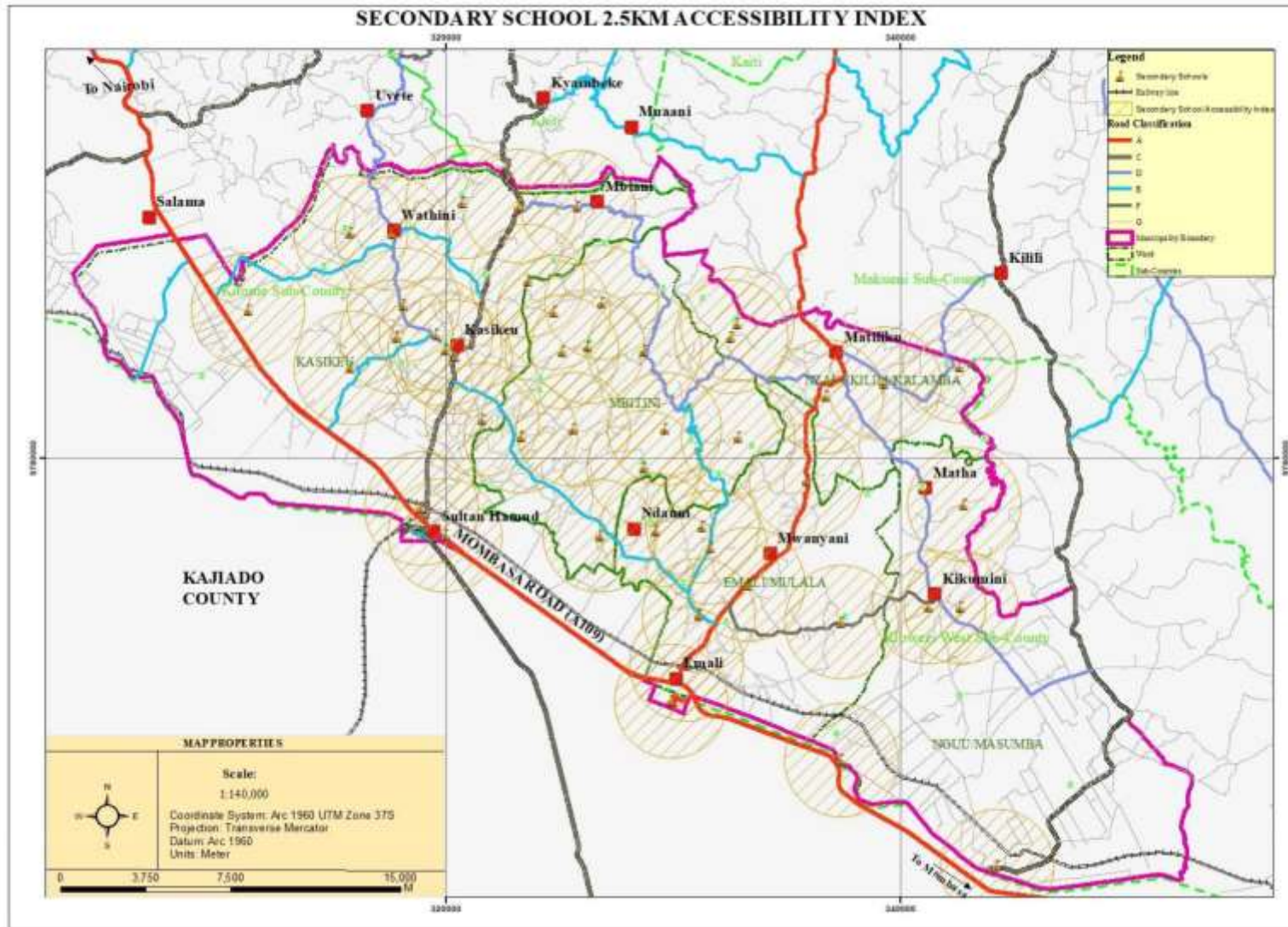
The municipality has a total of 106 public primary schools which are distributed within the municipality. Using an accessibility index of 2 km as per the Physical Planning Handbook, 2007, most of the homesteads are within the stipulated distance as shown in the map 13 below:

4.4.1.3 Public Secondary School

With the municipality's residents being served by 48 secondary schools, the majority of the residents are within the recommended accessibility index of 2.5km, as specified in the Physical Planning Handbook of 2007, as shown on the map 14 below. The Nguu//Masumba ward is where most of the residents are situated outside of the recommended distance.



Map 13: Primary School Accessibility Index



Map 14: Public Secondary School Accessibility Index

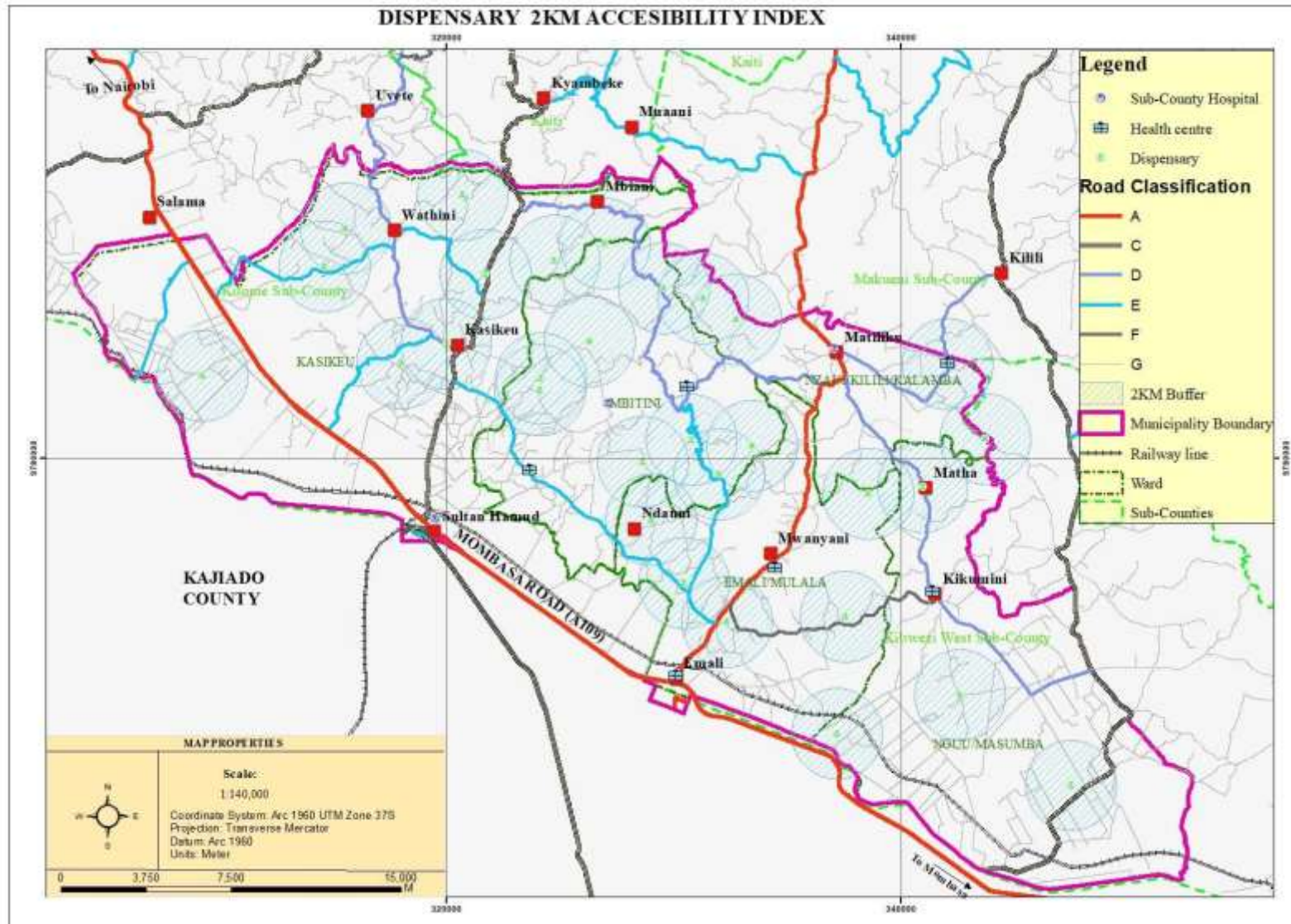
4.4.2 Health Facilities

The municipality has an approximate of 69 Public health facilities. Some of the major health facilities (level 4) include: Mutyambua hospital, Matiliku Sub County Hospital, Sultan Hamud SC hospital and Kilome Nursing Home. Most of the other facilities are dispensary (level 2) as demonstrated in the table below:

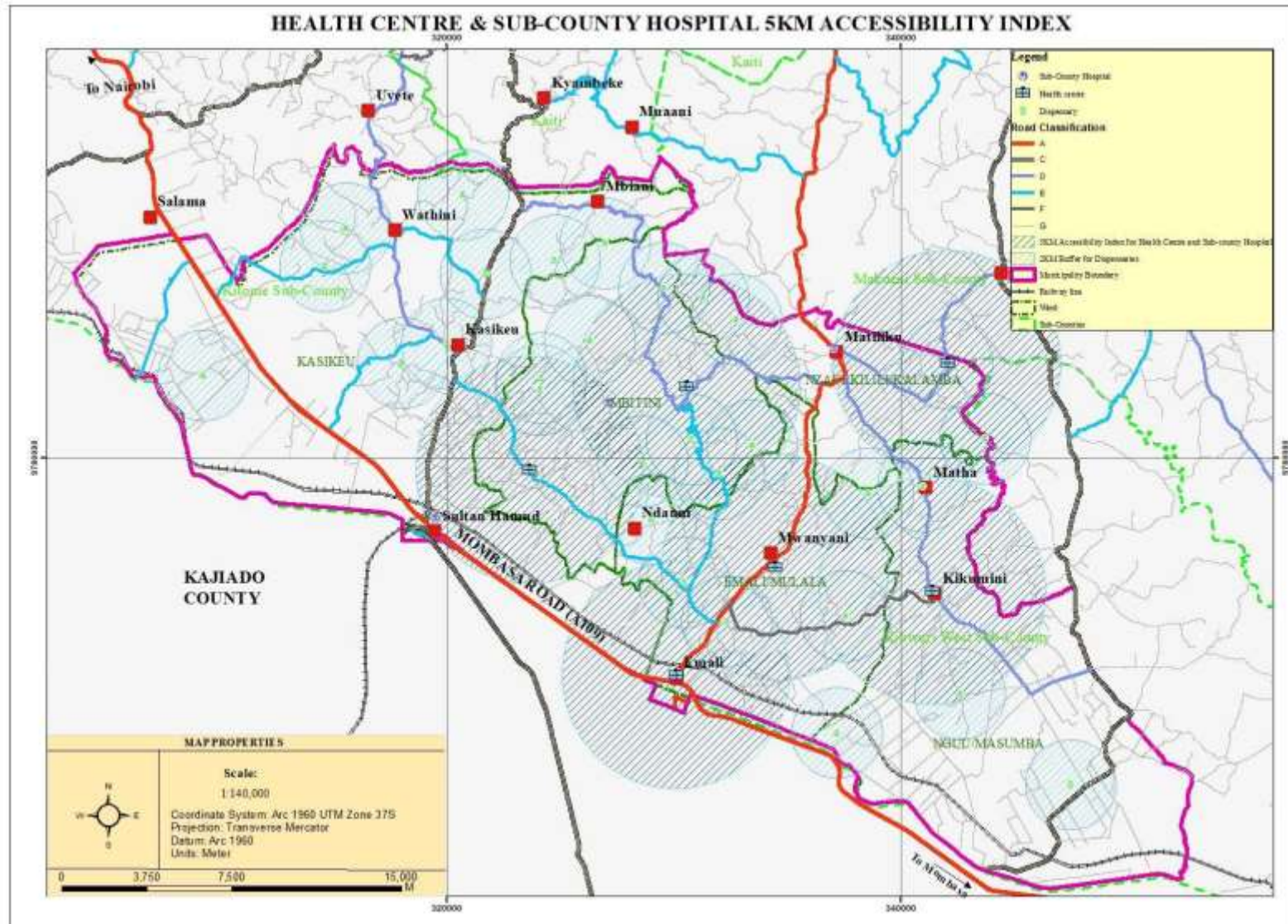
Table 12: Number of Health facilities within the municipality

Ward	Number of facilities	Health	Level	Ownership
Kasikeu	8		2	GOK
	1		4	GOK
	2		3	GOK
	1		3	FBO
	2		2	FBO
	2		2	Private
Mbitini	7		2	GOK
	2		3	GOK
Nzaui/Kilili/Kalamba	12		1	GOK
	1		4	GOK
	2		2	FBO
Nguu/Masumba	9		2	GOK
	3		3	GOK
Emali/Mulala	2		3	GOK
	5		2	GOK
	1		2	FBO

Ward	Number of Health facilities	Level	Ownership
	2	2	NGO
	1	4	Private
	4	2	Private
	2	3	Private
Total Number	69		



Map 15: Dispensary Accessibility Index



Map 16: Health Centre & Sub-County Accessibility Index

4.4.2.1 Accessibility index for health facilities

The settlement is characterized by health facilities, including a dispensary and a level 4 hospital. With an accessibility range of 2km for the dispensary, most of the homesteads are not situated within the acceptable range of 2km as shown in map 16 below. Using an accessibility index of 5km for the health centers (level 3) and hospitals, majority of the residents are also not within the recommended distance, particularly in the upper part of Kasikeu ward and the lower part of Nguu/Masumba ward, as demonstrated in the map 16 above.

4.4.3 Religious Institutions

There is a diverse presence of religious institutions in the form of churches and mosques. People of both Christian and Muslim faiths are part of the local community and use these places of worship for their religious practices and activities. This diversity of religious institutions and practices is a significant aspect that defines the cultural and social fabric of the municipality. It speaks to the coexistence of different religious communities and the freedom of religious expression within that area.

4.4.4 Security

there are various police posts and stations within the municipality that ensure security is maintained in the municipality.

4.5 Economic Analysis

Agriculture remains as the main economic activity in Makueni County contributing 78% to the total County GDP despite the fact that only 17% (888km²) of the County is currently under cultivation⁶. The average farm size in the County is 1.2 Hectares for small farmers and 12 Hectares for large scale farmers. The middle zone of the County where the Emali-Sultan Hamud Municipality lies is characterized by production of green grams, pigeon peas, hay production, cow peas, mangoes, citrus fruits, paw paws, melons, cotton and sisal. An estimated 26.2% of the employed labor force is primarily engaged in small scale agriculture and pastoral activities in the County. The main challenges that this sector faces are inadequate value-addition agro-processing industries which would be attributed to inadequate investment into the sector by the County

⁶The Makueni County Spatial Plan 2019-2029

Government and low absorption of the allocated budget, (72%)⁷. Other challenges facing agricultural production and productivity include low adoption of appropriate technologies, high cost on inputs and services, underdeveloped irrigation infrastructure and on-farm water harvesting and inappropriate land use practices.

Climate change remains a major threat to this sector. Therefore, the plan would be seeking to offer solutions to the people of Emali-Sultan Hamud Municipality to foster the achievement of the vision of this plan on matters economic resilience for sustainable development. Apart from agricultural practices, there are several commercial enterprises in the municipality among them retail and wholesale, petrol service stations, bars, butcheries and bakeries. Others include hotels and eating houses and an assortment of other business enterprises. Retail shops, bars and hotels form the bulky of business ventures. Recently, the municipality has attracted major supermarkets chains in the country such as mulleys and other self-selection outlets, which have opened their branches around the central business area of Emali Town. Other commercial activities include sand mining which takes place along Muoni River in controlled amounts purposely for construction of own private dwelling houses and Quarrying.

4.5.1 Urban economy

Most of the commercial activities are mainly concentrated at Emali & Sultan Hamud Towns and other Urban Centres within the municipality. Emali Town being the core business and administrative centre has bulk of the commercial activities within municipality. The commercial activities are grouped into two broad categories;

a. Formal commercial activities

The formal commercial activities include; banking services, transport business, SACCOs, wholesale businesses, general shops, open-air markets, hotels and restaurants among others. There are several banking institutions in the municipality namely; Kenya Commercial Bank, Rafiki microfinance, Kenya Women microfinance and Post Bank services offered by Postal Corporation of Kenya. Others include mobile money transfers necessitated by Mpesa and Airtel money among others. Table banking is also being practiced by self-help groups among others.

⁷ Makueni County Integrated Development Plan 2023-2027

Market Analysis

Agricultural produce, household items and other products such as clothes are the major products being sold by the traders in the municipality. Emali Town which is the main town in the municipality has an open-air market while the Sultan-Hamud has a newly constructed closed market which is not being utilized. Most of the town's traders' resort to informal street vending along the Nairobi-Mombasa road, which poses safety risks due to heavy traffic and other associated hazards. The other major urban centre which has an existing closed market is Matiliku. The Matiliku closed market is characterized by poor infrastructure as demonstrated in the plates below: There is need to upgrade the markets within the major urban centres such as Emali, Sultan –Hamud, Matiliku and Kasikeu in order to tap the economic potential of the areas and also increase the municipality revenue generation. The plates below show the status of some of the markets within the municipality and their status:



Figure 6 : Some of the open-air markets within the municipality

Source: Field survey, 2023

b. Informal business activities

In Emali and Sultan-Hamud, informal activities such as street vending, small shops, and food stalls are vital for the local economy as they provide jobs and meet community needs. The Nairobi-Mombasa Highway, connecting Nairobi and Mombasa, plays a crucial role in supporting trade and economic activity, with thriving businesses along its route.

Entrepreneurs have established '*vibandas*' along the highway, boosting the local economy but facing risks such as traffic accidents due to their roadside location. These *vibandas* have also sparked land use related conflicts as their commercial use clashes with formal/licensed trading areas, leading to disputes among traders. There is a need to construct an accessible market for the traders in order to maintain order and increase municipal revenue.



Figure 7: Informal business activities within Sultan-Hamud Town



Figure 8: Informal business activities within Emali Town

4.5.2 Municipal Revenue Base

Municipal revenue base describes the fundamental sources of income that a municipality relies on to meet its financial needs. These sources can include taxes (property taxes, sales taxes, etc.), fees for services (building permits, licenses, etc.), grants from higher levels of government, fines and penalties, revenue from municipal enterprises (like water and sanitation services), and other forms of income. A strong and diversified revenue base is essential for a municipality to provide public services, maintain infrastructure, and support community development. The revenue estimates for the Municipality for the financial year 2020/2021, projected by the County treasury, amounted to 58,319,680.00 Kenyan shillings. Referring to Table 5 below, which presents the actual collected revenue, it becomes evident that the municipality did not meet its projected potential. This discrepancy could be attributed to the absence of a robust revenue collection and administration system, compounded by the municipality's lack of charter, absence of a physical and land use plan, and instances of revenue leakages.

Therefore, the implementation of an integrated plan that harmonizes revenue generation sectors and proposes strategies to address revenue leakages in the Municipality holds the potential to rectify this situation. By doing so, it is likely that revenue generation will increase, thereby facilitating economic development.

Table 13: Sources and Revenue Collected in the financial year 2020/2021

Stream	Amount (KES)
Physical Planning Unit	1,105,674.00
Business Permit Unit	20,183,795.00
Cess Unit	128,268.00
Land Rates Unit	651,587.00
Market Unit	5,808,875.00
Slaughter House Unit	1,842,860.00
Trade, Tourism & Cooperatives unit	1,762,300.00

Stream	Amount (KES)
Vehicle Parking Unit	7,467,680.00
Water and Natural resources Unit	600,000.00
Liquor Licensing Unit	1,997,100.00
Total	41,548,139.00

Source: County Treasury, 2021

Table 14: Sources and Revenue Collected in the financial year 2021/2022

Stream	Amount (KES)
Parking	3,660,601
Plot Rates/Rent	772,139.5
Single Business Permits	16,737,740
Plans Inspection	2,121,922.5
Public health services	1,771,250
Advertising (Billboards &Masts)	576,050
Communication Masts	25,000
Market entrance fee	2,928,994.5
Stock (Movement and stock)	90,410
stock market	436,312.5
Stall Rent	362,500
Agricultural Cess	1,312,695
Fines and penalties	35,926
Liquor license	4,901,500

Stream	Amount (KES)
Renewal Fee(Kiosks)	372,250
Motor Veh/Cycle Reg	291,000
Fire certificate	41,650
Environment-mining fee,consent,NEMA	5500
Livestock-Vet services	1,655,802.5
Total	37,856,468.5

Table 15: Sources and Revenue Collected in the financial year 2022/2023

Stream	Amount (KES)
Advertisement & Wall Branding Fees	4,490,896
Agricultural Cess Fees	831,706.5
Building Materials cess Fees	108,500
Community Information Centres Fees	500
Conservancy Fees	515,400
Development Approvals Fees(all lands development fees	1,611,814
Fines and Penalties Fees	170,074
Fire certificate Fees	238,650
Liquor License Fees	4,185,450
Market Entrance Fees	3,100,568
Motor Veh/Cycle Reg Fees	593,074.5
Parking Fees	4,040,248
Plot Rates/Rent Fees & other dues	1,503,359
Public health Services Fees	1,705,700
Renewal Fees(Kiosks)	444,750
Single Business Permits /Application Fees	17,052,075

Stream	Amount (KES)
Stall Rent Fees	1,481,000
Stock Market Fees	484,282.5
Stock Movement Fees	166,152.5
Veterinary Services Fees(meat inspection., Animal Vaccine, Meat Transport, Animal insemination, fisheries	1,283,705
Water & Environment Fees- Consent, NEMA, mining, penalties	705,400
Other Revenues-Ins. Comp	1,170,000
Total Revenue	45,883,304

4.5.2.1 Revenue projections

The total revenue for the financial year 2020/2021 was KES 41,548,139.00, which is relatively high compared to the financial year 2021/2022, accounting for KES 37,856,468.50. This decrease crease could be attributed to the pandemic's effect, economic conditions and political activities. However, in the financial year 2022/2023, the revenue increased to KES 45,883,304.00, reflecting a growth rate of approximately 17.5%. This positive revenue trend can be attributed to the increase in revenue streams and political stability. The positive growth rate of 17.5% marks a significant milestone toward a sustainable municipality, assuming the trend continues.

4.6 Urban Infrastructure and Services

4.6.1 Transport Infrastructure

Road Transport

Road transport is the most dominant mode of transportation in the Municipality. The Municipality has an established network of classified roads consisting of Classes A, B, C, D and E. The Nairobi-Sultan-Hamud-Emali-Mombasa (A8) (Figure 11) and Emali-Loitoktok (A5) (Figure 10) Roads are the main transport corridors upon which the municipality's road network is anchored.



Figure 9 : A section of Nairobi-Sultan Hamud-Emali-Mombasa Road (A8)



Figure 10 : Emali-Loitokitok Road (A5)

Other key connectivity channels in the municipality include the Emali- Ukia -Wote Road whose tarmacking is underway and B52-Kibini-Sultan Hamud-Kasikeu (C435) which is tarmacked and in good condition as shown in the map below. Within the urban nodes which are Emali and Sultan Hamud Urban centres, a few roads are tarmacked while most are gravelled or graded and in a fair condition. On the other hand, feeder roads in the hinterlands are either gravelled or graded with an urgent need for further upgrading.



The Nairobi-Mombasa Highway at Sultan Hamud



A street in Emali Town paved and providing for wayleave

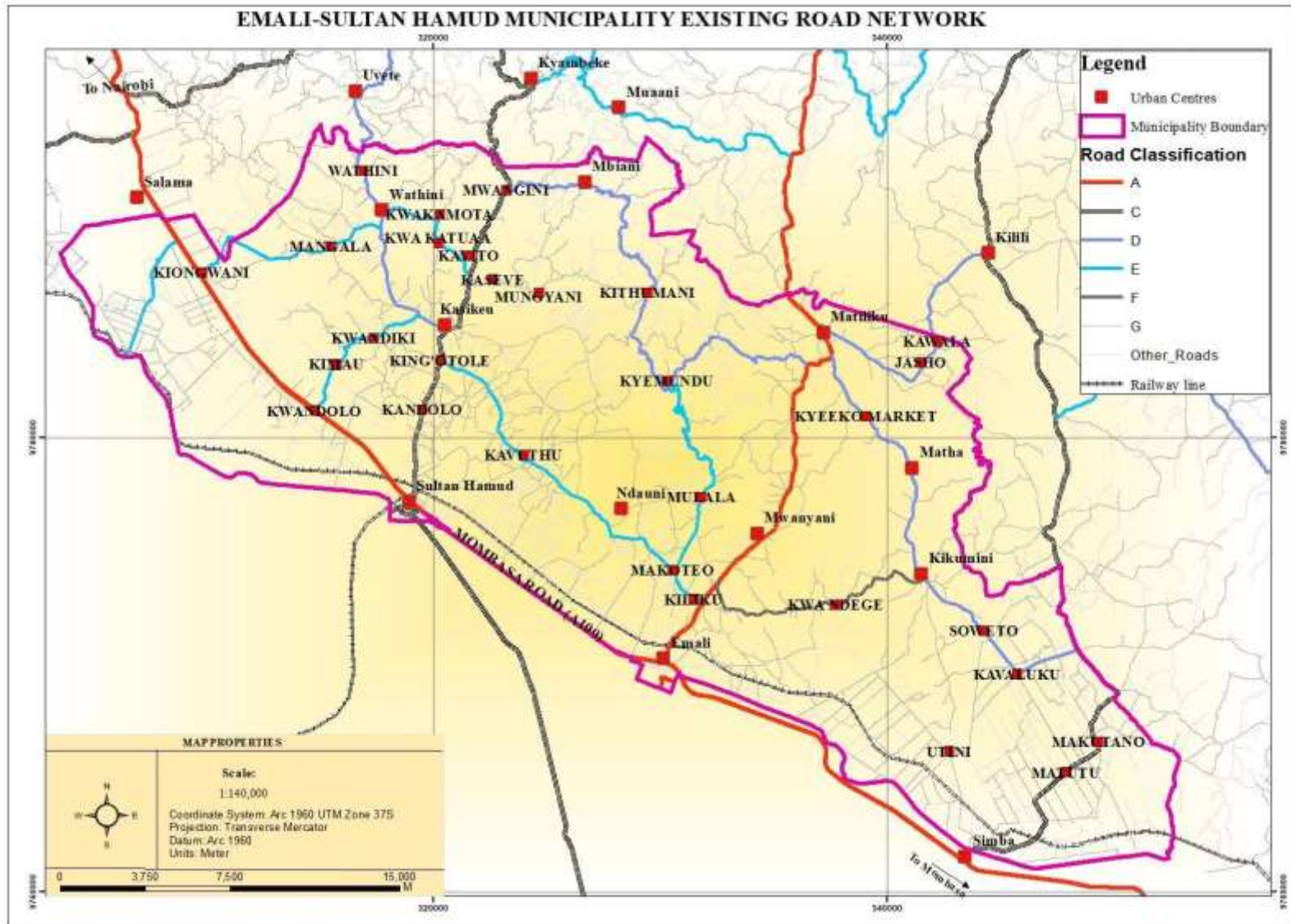


Sultan-Hamud-Kibini Road

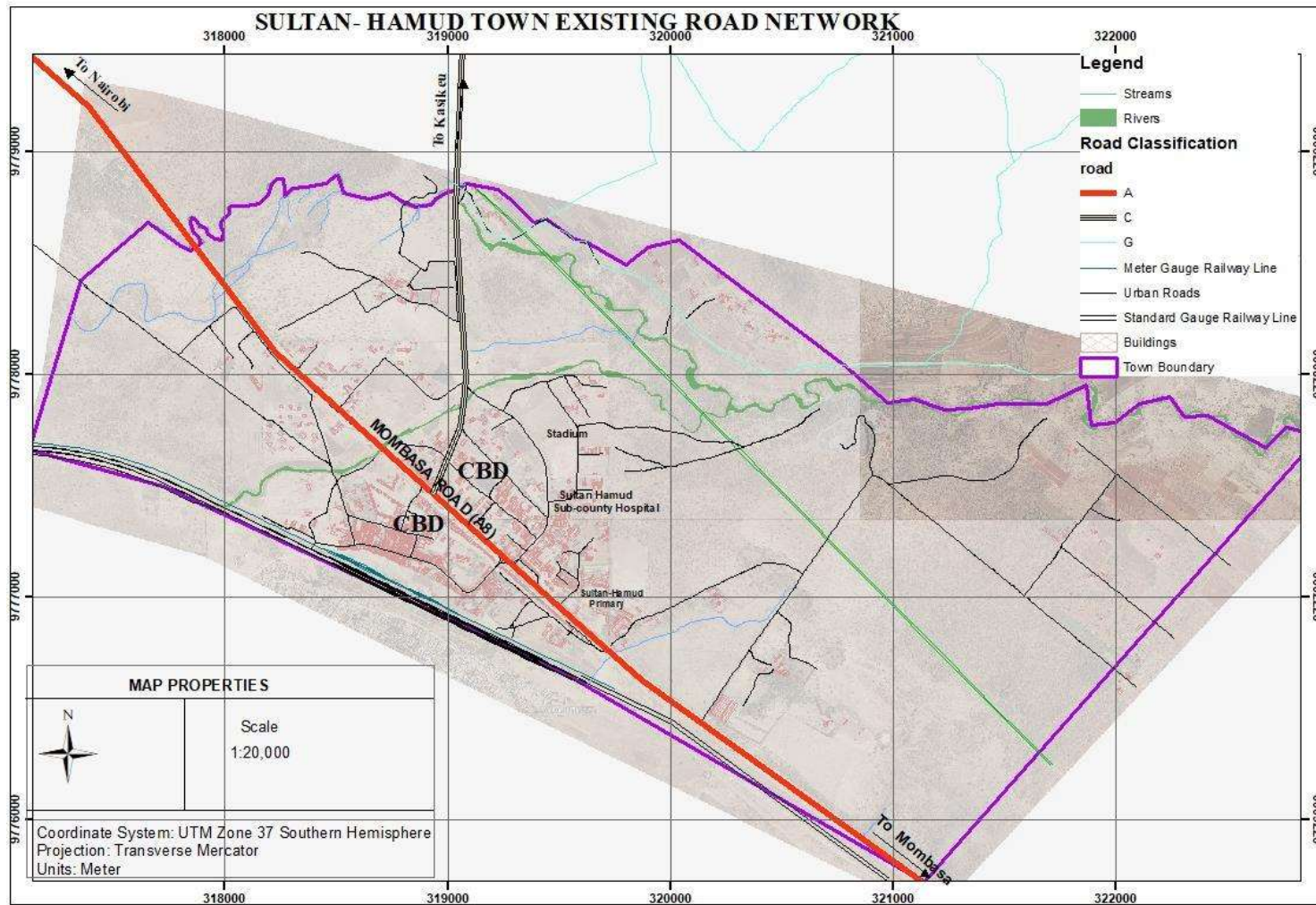


Sultan-Kasikeu Road

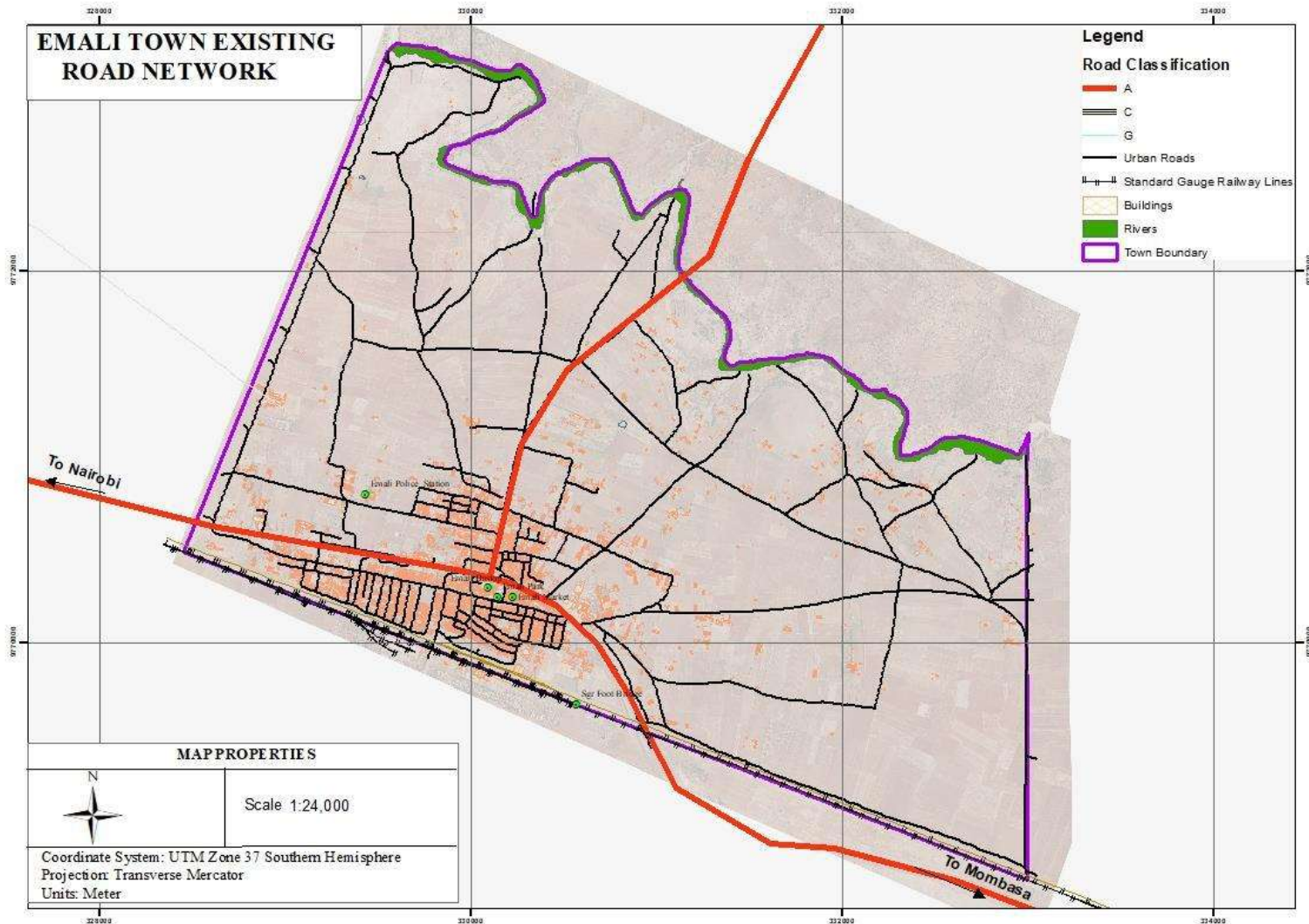
Figure 11 a: Several Road Infrastructure in Emali and Sultan Hamud Towns



Map 17: Existing Municipality Road Network



Map 18: Sultan Hamud Town Existing Road Network



Map 19: Emali Town Existing Road Network



Figure 12 b: Several Road Infrastructure in Emali and Sultan Hamud Towns

Most of the access roads within the CBD are encroached and in earth condition as shown in the figure below:



Figure 13: Road Condition within Sultan-Hamud Town



Figure 14: Road Condition within Emali Town

Source: Source: Field survey, 2023

Storm water drainage

Many of the roads within the municipality suffer from inadequate drainage infrastructure. The current drainage channels are often obstructed by solid waste, primarily due to a lack of necessary maintenance. This situation poses a significant problem for urban areas, as it increases their vulnerability to flooding, as exemplified by the recent inundation in Sultan-Hamud Town and Emali Town, resulting from the flat terrain of the area. The Government of Makueni County has undertaken a feasibility study and detailed design for storm water management in Emali Town, with the aim of reducing the flooding hazard, especially during the rainy seasons. There is also an inadequacy of major drainage structures, such as bridges and box culverts, along major roads, especially along the Muuoni River. The figure below shows roads with no drainage channels and channels that are clogged:



***Lack of drainage channel along
Nairobi-Mombasa Highway (A109)***



Clogged drainage channel

Source: Field survey, 2023

Public transport

Public transport is the main means of transport in the municipality. The main operators include buses, 14-seater *matatus*, saloon cars (*probox and sienta*) and use of *bodabodas*. The public means of transport connect the municipality to major areas of influence such as Nairobi, Mombasa, Makindu, Machakos, Kitui and the East African community. The Nairobi-Mombasa highway is a crucial transportation route, but it is plagued by numerous accidents caused by the absence of designated pedestrian lanes and proper infrastructure.

The Public Transport is supported by terminus and parking facilities. For instance, Emali Township has a matatu terminus that is functional. Sultan-Hamud on the other hand has a designated Lorry Parking lot (Figure 15) to serve the long-distance trailers plying the Nairobi-Mombasa Highway.

However, further enhancement of the termini and parking facilities and enforcement of the use of the same facilities is essential to ensure that any land use conflicts that could lead to a dysfunctional municipality are solved.



Figure 15: Lorry Parking lot at Sultan Hamud

Source: Source: Field survey, 2023

This plan seeks to make proposals and strategies that will inform the road infrastructure improvement and development in the next 5 years and improve the urban nodes linkage within the municipality which will spur economic growth.

Rail Transport:

Emali-Sultan Hamud Municipality is served by the Nairobi-Emali-Mombasa Standard Gauge Railway and the old Meter-gauge Railway (Figure 16). The area is served by the SGR station situated in Emali Township, Kajiado County section.

This plan seeks to integrate the Rail transport to the road transportation system to ensure improved public transport efficiency, sealing the gaps which would result to traffic congestion in the future due to the growing population and ensuring that the community's welfare is taken care of by an increased travelers' satisfaction.



Figure 16: Emali SGR terminus and SGR & Old Railway line in Emali

Source: Source: Field survey, 2023

4.6.2 Water Supply

Emali-Sultan Hamud Municipality is served by various sources which include boreholes, piped water into the households, shallow wells, protected springs, rock catchment and sub-surface dams. Boreholes are the main source of water in the municipality serving a 52% of the municipality population. Clean piped water connection to the households in the municipality remains very low at 3%. The main water service provider is NolTuresh Loitokitok Water and Sanitation Company Limited. Overdependence on boreholes as a source of water supply for the municipality remains a challenge due to climate change effects which translates to low recharge of the underground water hence unsustainable in the long run.

Rain water harvesting remains unexploited as a source of water for both domestic and agricultural purposes despite the fact that it could greatly contribute to solving the water shortage in supply in the Municipality. The chart elaborates further on the various sources of water and the catchment of the population they serve in the municipality.

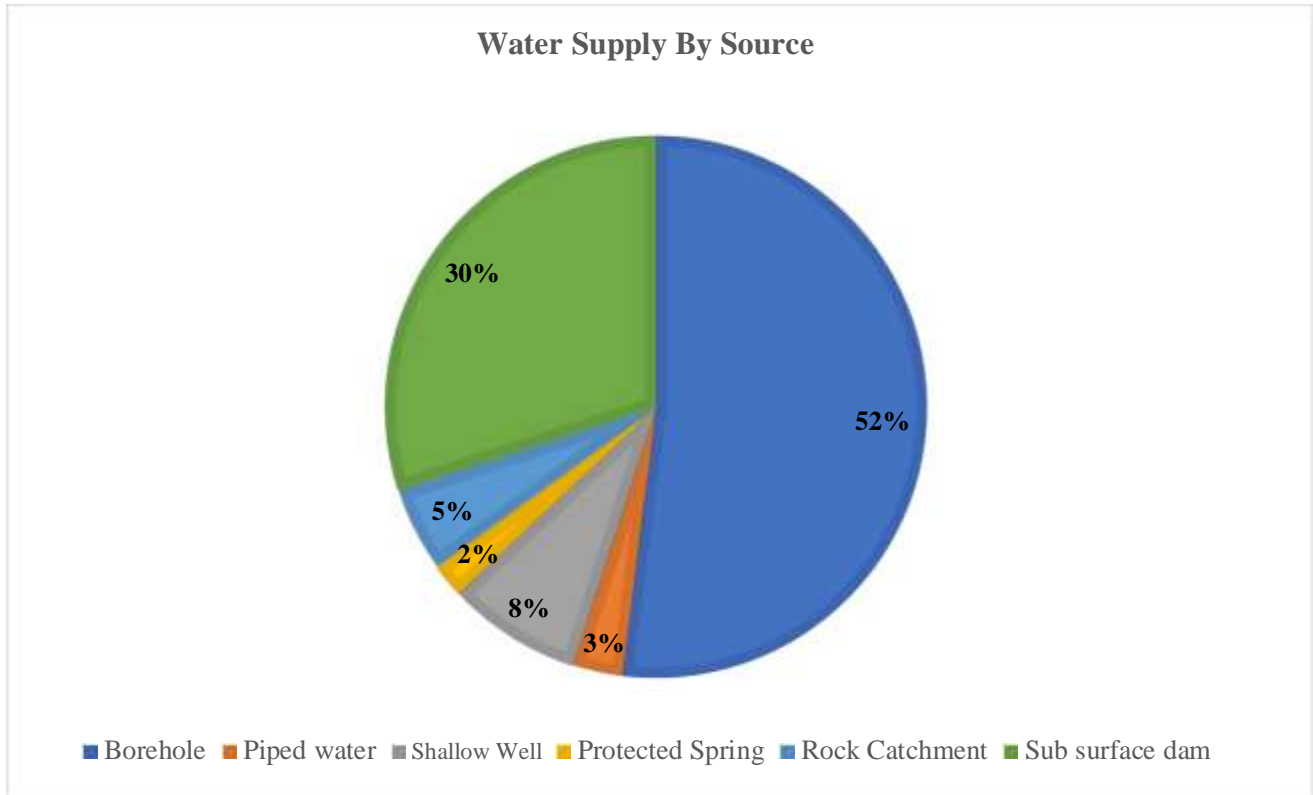


Chart 1: Water Supply by Source

4.6.3 Sanitation

The municipality lacks a well-defined drainage system. Most of the waste water from the Municipality especially in the built-up areas such as the urban centers runs through open drains (mainly grey water). The Municipality lacks a sewerage system hence residents depend on septic, pit latrines and other disposal methods. However, there is a decentralized treatment facility (DTF) at Sultan Hamud that if well operationalized, can handle the liquid waste in the town and the entire municipality.

Since 52% of the population depend on boreholes as a source of water, this poses a threat to the safety of consuming underground water which would be polluted from the use of septic tanks and pit latrines as a means of sewerage disposal.

Overall, it is observed that the Municipality does not have a modern sanitation system to handle liquid waste and there is an expressed need to develop a waste water management and treatment system.

4.6.4 Solid Waste Management

Emali and Sultan Hamud towns which are among the major urban centers in the municipality as per the urban centers classification in the county are the highest solid waste generators in the municipality. Efforts have been put to ensure a clean municipality where cleaning is done daily by designated market cleaners and waste is collected and deposited to established waste collection points in the townships, especially within markets. Emali town has a designated dumpsite while Sultan Hamud is temporarily being served by a non-designated dumpsite. The municipality lacks a proper waste management plan despite the efforts put and therefore this plan would be seeking to make appropriate proposals on the same. The figure below shows the improper waste management in the municipality:



Figure 17: Improper waste management

Source: Field survey, 2023

4.6.5 Energy

Currently the municipality has a variety of energy sources both for domestic and commercial use. The main urban centers like Sultan Hamud, Emali, Mulala, Matiliku and the homesteads neighboring all public schools are connected to the National Electricity Grid. Other sources of energy include kerosene, charcoal and wood. Utilization of these sources of energy is according to a household/ commercial social economic status. Some of the energy sources are not sustainable like wood and charcoal and especially with the looming climate change crisis.

On alternative sources of energy, the area has a high potential for solar and wind energy, both at large and small scales. In terms of the facilities, the municipality has only one power sub-station located in Sultan –Hamud. This sub-station is not adequate to cater for the entire municipality.

4.6.6 ICT and Internet Connection

For the communications systems for Municipality, the trunk fibre optic cable passes through the proposed municipality. There are three cell phone providers in the region namely Safaricom, Telkom and Airtel (**Figure 18**). The townships are served adequately by Safaricom, Airtel and Telkom Telecommunication Networks. However, some areas in the hinterlands have poor access to telecommunication services. The area is also served by Emali and Sultan Hamud Post Offices.



Figure 18: Telecommunication mast in Sultan Hamud and Emali Towns

Source: Source: Field survey, 2023

4.7 Urbanization Trends

The primary settlement pattern observed within the project area is a linear development pattern along the major roads, mainly characterized by commercial activities. This pattern is exemplified by the experiences in Emali and Sultan-Hamud towns, which stand as the major urban centers in the municipality and have evolved into the primary commercial hubs for Kibwezi West and Kilome sub-counties, respectively. Their strategic positioning along the Nairobi-Mombasa highway has propelled their simultaneous growth, marked by an accelerated rate of development and population expansion since the 2000s. Several factors have contributed to the growth of these towns, including:

- Presence of institutions such as schools, Sub-County administrative offices, sub-county hospitals, and police stations.
- Availability of a standard gauge railway station in Emali town.
- Serving as stopping points for heavy trucks and Lorries enroute to Mombasa, Nairobi, and Uganda

4.8 Urban Housing

Housing within the municipality embodies the dynamic urban and rural habitation across diverse regions. The area showcases a variety of housing styles, including permanent, semi-permanent, and temporary row houses. Moreover, there is an increasing prevalence of low-rise and high-rise structures within urban centers. This transformation is fueled by the intensified urbanization and the vibrant commercial activity of key urban hubs like Emali and Sultan-Hamud, strategically situated along the Nairobi-Mombasa highway. In the municipality's hinterland, traditional houses and row houses dominate, primarily serving residential purposes. The figure below shows housing typologies within the municipality:



Flats



Row house



Maissonette

Figure 19: Housing Typologies

Source: Source: Field survey, 2023

Notably, informal residential structures are also evident within the urban cores of the major towns. The urban centers are often characterized by urban decay as shown in the figure below due to the deterioration of the physical, social, and economic aspects of an urban area.



Dilapidated houses in Sultan-Hamud town



Dilapidated houses in Emali town

Figure 20: Dilapidated structures within the urban centres

Source: Source: Field survey, 2023

Emergence of informal settlements

There are emerging informal settlements in both Emali and Sultan Hamud towns due to a lack of proper planning and a low level of implementation of the existing physical development plans. The increased urbanization, high unemployment, and tenure insecurity in the towns have also contributed to the emergence of the informal settlements. There is a need to undertake planning and surveying of the emerging informal settlements in order to promote coordinated development in the area. Currently, Soko Mjinga, which is an emerging informal settlement in Emali Town, is being planned and surveyed. This is aimed at enhancing the tenure security of the residents in the area and will also improve their livelihood status.

4.9 Urban Social Issues and Marginalized Groups

The municipality is characterized by a range of challenges that impact its diverse population, with specific attention to marginalized groups, commercial sex workers, street families and drug addicts. Some of the vulnerable groups in the municipality comprise low-income families, informal settlement residents in the major towns (Emali and Sultan-Hamud), and people with disabilities. These groups face shortcomings across various social aspects, including poverty, inadequate housing, limited access to education and healthcare and social exclusion. It is essential to address the needs of these marginalized groups by developing programs aimed at safeguarding and enhancing the well-being of these identified vulnerable populations.

4.10 Urban Disaster and Risk Management

There is no fire station situated within the municipality. The closest fire station is located in Makindu about 47Km from Emali Township. The establishment of a fire station in the municipality would be key in dealing with fire dictators when they occur.

4.11 Urban Land Tenure

In the municipality, the prevailing land tenure systems predominantly consist of leasehold and freehold tenure. These tenure types dictate the manner in which land is held, utilized, and transferred within the region. The distribution of these tenure systems underscores a discernible pattern that corresponds to the differentiation between urban and hinterland areas.

The amalgamation of both leasehold and freehold land tenure systems within the municipality signifies a strategic land management approach that adapts to the diverse contexts of urban and hinterland environments.

This tailored approach empowers the municipality to strike a balance between urban development and rural preservation. By responding effectively to the distinctive requisites of various areas within its jurisdiction, the municipality will proactively address the multifaceted demands of its urban and hinterland landscapes. This strategic stance will enable the municipality to foster equitable growth, optimize land resource utilization, and ensure responsive governance, thereby nurturing sustainable development across its diverse regions.

4.12 Existing Municipal Institution Framework

The Municipality of Emali-Sultan Hamud was established through the Emali-Sultan Hamud Municipal Charter, which received approval from the County Assembly and was assented to by H.E the Governor in December 2022. This establishment is in accordance with the Urban Areas and Cities Act (UACA) of 2011, as amended in 2019.

The management of the Municipality is overseen by a Board whose members are selected through a competitive recruitment process by the Executive and subsequently endorsed by the County Assembly. The Board comprises a chairman and nine (9) Members, with five (5) of them nominated by Umbrella bodies and appointed by the Executive. This Board functions as a body corporate and is accountable to the County Executive Committee member responsible for physical and land use planning. However, due to the municipality's limited operational capacity, a significant portion of its functions are currently carried out by various County Government Departments. At present, the only operational entities are the Municipal Board and the Municipal Manager's office. The Municipality is encountering challenges in terms of its operational governance and management structure, which hinder its ability to effectively fulfill its mandate.

4.13 Urban Cross Cutting Issues

Urban cross-cutting issues encompass a range of challenges that span sectors and have comprehensive impacts on urban areas. These challenges extend beyond individual domains and intersect with various facets of urban life, governance, and development.

The key cross-cutting challenges necessitating coordinated efforts among the municipality include ensuring effective transportation networks for seamless mobility, adopting collaborative strategies for environmental sustainability and climate change adaptation, implementing joint initiatives to enhance urban safety and security, taking collective actions to ensure quality healthcare and sanitation, coordinating endeavors to generate economic opportunities and foster entrepreneurship, adopting collaborative approaches for inclusive governance and citizen engagement, synchronizing urban planning and service provision to manage growth, and making joint efforts to promote social inclusion and equity while bridging gaps in access and resources.

These challenges underscore the significance of cohesive strategies and collaborative frameworks among municipalities, which contribute to sustainable and resilient urban development, enhancing the quality of urban life and fostering equitable growth across regions. There is a need for the municipality to collaborate with neighboring municipalities, such as Wote municipality, as well as neighbouring counties to effectively address the highlighted cross-cutting issues and drive sustainable development forward.

4.14 Summary of the emerging issues

This section summarizes the emerging issues from all the analyzed sectors:

Sector	Emerging issues
Natural and Physical Environment	<p>Presence of permanent and seasonal rivers</p> <p>Increased vegetation degradation due to continuous cutting of trees without replanting</p>
Population	Increased urban population hence need to capitalize on human capital
Social Services and Amenities	<p>Inadequate health facilities within the municipality</p> <p>Inadequate ECDE centers</p> <p>Lack of adequate tertiary institutions</p> <p>Inadequate dispensaries and the health centers within the municipality</p> <p>Inadequate technical and vocational institutions</p> <p>Lack of special schools for the physically impaired</p> <p>Lack of mini-stadiums and inadequate playgrounds</p> <p>Lack of recreational parks</p> <p>Inadequate social halls</p> <p>Lack of public libraries</p> <p>Inadequate Cemeteries</p>

Sector	Emerging issues
	Poor child protection and rehabilitations services
Economic Analysis	<p>Inadequate modern markets within the municipality</p> <p>Lack of agro-based industries</p> <p>Lack of incubation centres to promote entrepreneur skills to the youths</p> <p>Inadequate light industrial parks</p> <p>Lack of agro-based industries for agriculture product value addition</p> <p>Lack of modern markets</p> <p>Inadequate open air markets</p>
Urban Infrastructure and Services	<p>Poor storm water drainage channels</p> <p>Inaccessible roads during rainy seasons</p> <p>Encroached roads within the urban centres such as Emali and Sultan- Hamud</p> <p>Inadequate transport terminus and bus parks.</p> <p>Lack of pedestrian lanes or proper infrastructure for pedestrians can indeed cause conflicts and pose significant challenges in urban areas</p> <p>low coverage of electricity across the wards with the municipality</p> <p>inadequate street light and floodlights in urban centres</p> <p>increased use of non-renewable source of energy for cooking and lighting</p>
Water supply	<p>Inadequate water supply</p> <p>Silting of existing earth and sand dams</p> <p>Unmaintained boreholes</p>

Sector	Emerging issues
	The unregulated construction of boreholes, especially when it leads to over-extraction of groundwater, can have significant negative consequences for both the environment and local communities
Sanitation	Lack of proper solid waste management system in the municipality and also in the urban centres Lack of sewer reticulation system and treatment site Lack of sanitary land fill and recycling plant Lack of skips and skip loaders Inadequate and lack of receptacles
Urbanization Trends	Increased uncoordinated development in the major urban centres Inadequate social facilities due to the increased population Emergence of informal settlements in the major urban centres
Urban Housing	Increased informal structures in the urban areas
Urban Social Issues and Marginalized Groups	Lack of programs aimed at improving the wellbeing of the vulnerable groups Lack of vulnerable population database for planning Commercial sex workers, and drug addiction
Urban Disaster and Risk Management	Inadequate fire stations and personnel Lack of disaster management centres
Urban Land Tenure	Increased tenure insecurity in the municipality Lack of land valuation roll Lack of land information system for proper land management and administration

Sector	Emerging issues
Municipal Institution Framework	Lack of an existing institution governance framework for the municipality functionality Inadequate staff
Urban Cross Cutting Issues	Need to collaborate with other municipalities and counties for proper transportation and mobility, economy and climate resilience among others.

5 CHAPTER FIVE

SPATIAL DEVELOPMENT FRAMEWORK

5.1 Overview

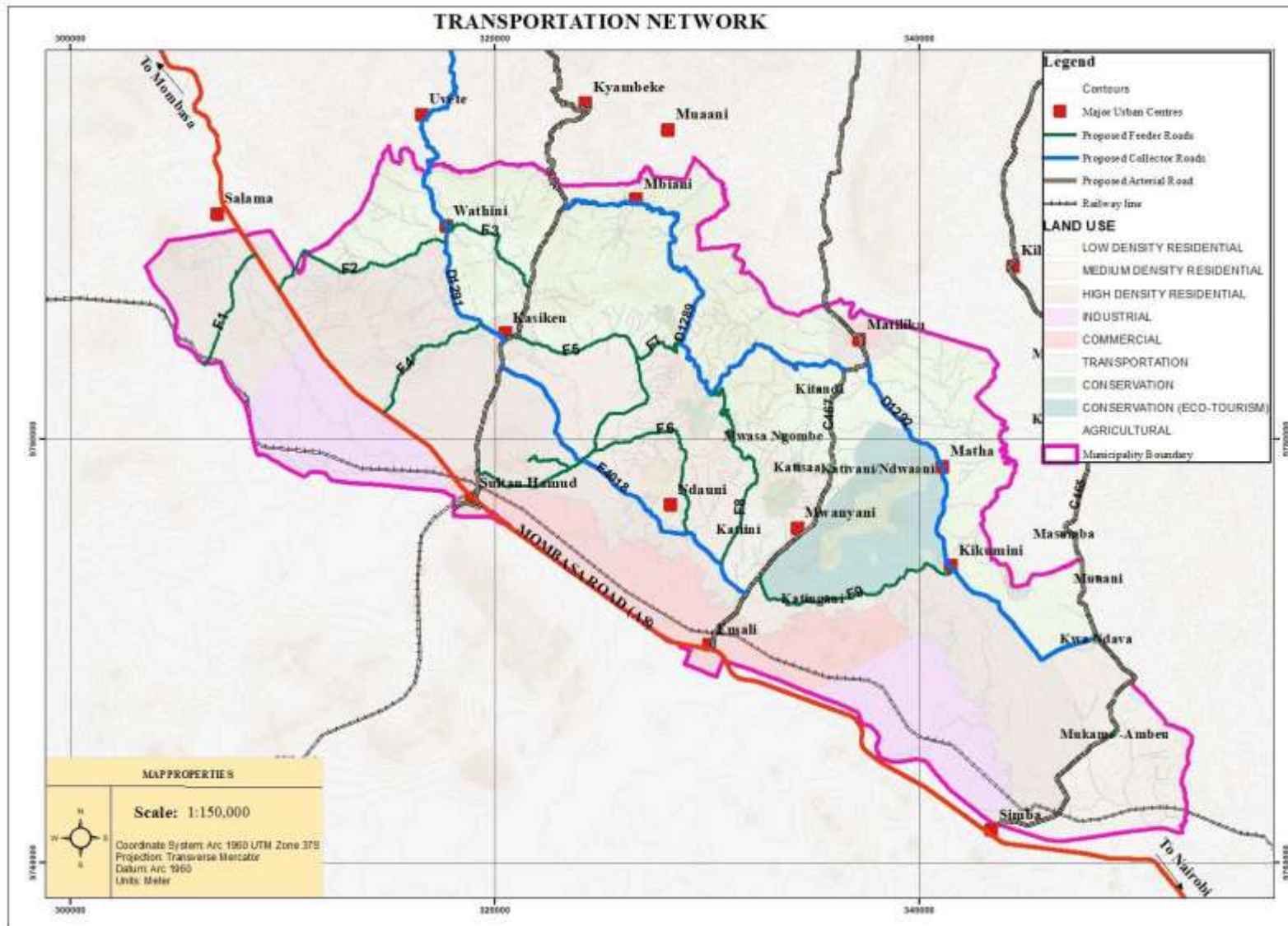
The spatial framework was informed by the findings from the situational analyses and the stakeholder's visions. The framework provides basic guidelines for land use management. It also outlines policies and principles related to land use, including zoning guidelines, development control measures and guidelines for the allocation and management of different land uses within the municipality.

5.2 Structuring Elements

Structuring elements encompass the components that both inform and determine the urban form and general development patterns. They serve as the foundation for analyzing spatial differences within the project area and for deliberating and devising guiding principles for spatial development and action-oriented approaches. Existing Developments and Trends, the road network and natural features, characterize the spatial structure of the municipality.

5.2.1 Transportation Network

The design and layout of broad land use zones have been significantly influenced by the existing transportation network structure. This influence is evident in how the various areas with similar development characteristics are delimited, effectively setting their limits. In land use planning, transportation plays a pivotal role by ensuring easy access and linking economic services to the transport system and associated infrastructure, including bus termini and car parking facilities. The transportation network has also played a crucial role in determining the location of different land uses, such as commercial zones, residential areas, and light industrial parks, which have been proposed along the major roads.



Map 20: Existing Transportation Network

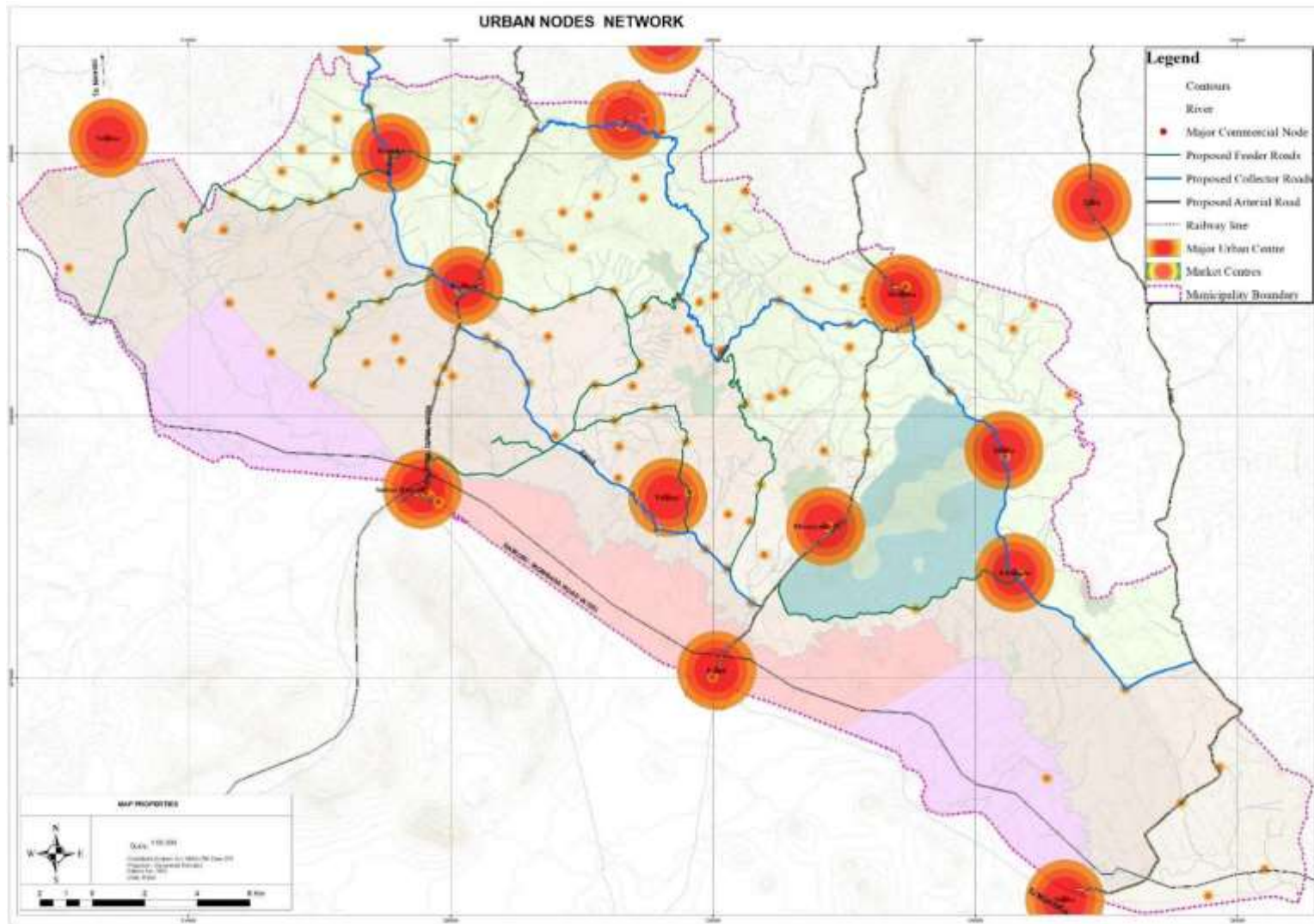
The key major roads that have notably influenced the land use zoning are as follows:

- i. A-8 -Nairobi – Mombasa Road
- ii. A3- Kithimani - Makutano - Wamunyu - Itangini - Ukia - Emali - IBD Loitokitok
- iii. C- Meto - Ipatimaro - Gatataek - Emutoroki - Selengei - Sultan Hamud - Kasikeu - Katuaa
- iv. C465- Simba - Thithi - Nzueni

Map 20 above shows the municipality major transportation network:

5.2.2 Existing urban centers and existing developments

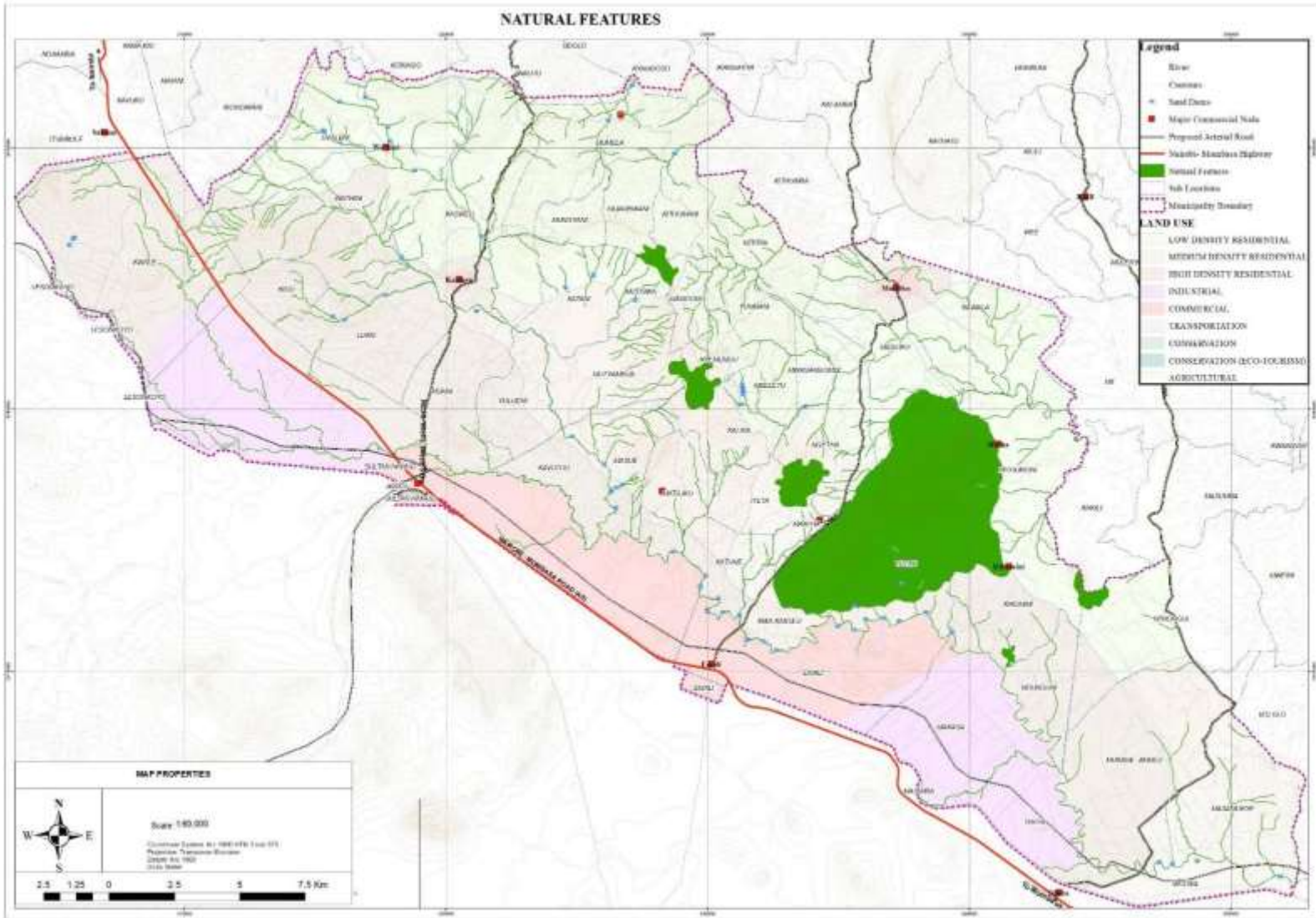
The municipality is characterized by multiple urban centers that have significantly influenced the development of broad land use zones. These existing urban centers and developments are integral to the municipality's spatial development framework, serving as essential building blocks for its growth and organization. They act as hubs for economic, social, and cultural activities, shaping the municipality's overall vitality and character. The arrangement of residential, commercial, industrial, and recreational zones is influenced by these centers, influencing the current land use patterns. They also play a crucial role in shaping the municipality's transportation infrastructure, with well-developed roads and public transit systems strategically connected to serve them. Preserving historically and culturally significant urban centers is essential for maintaining the municipality's heritage while embracing modern development. Zoning regulations and urban planning guidelines are shaped by these centers to maintain their character or promote specific land uses. The attractiveness of these centers affects investment and development decisions, fostering further growth in surrounding areas. Integrating these centers into the spatial development framework enables efficient use of existing resources and infrastructure, promoting sustainable growth. Recognizing the significance of existing urban centers empowers municipalities to strategically plan future development while preserving the municipality's unique identity. These elements form the backbone of the municipality's spatial development, contributing to its livability, functionality, and long-term sustainability. The map below shows the existing urban nodes network:



Map 21: Existing Urban Centers

5.2.3 Natural Features

Natural features, including rivers, streams, valleys, and hills, play a vital role in shaping a municipality's growth and development. They act as structuring elements, influencing the urban form in various ways. Rivers and streams historically facilitated trade and settlements along their banks, while valleys and hills present challenges and opportunities for road networks. These natural elements also impact spatial organization, land use, and development patterns. They contribute to the municipality's aesthetics, identity, and environmental balance, providing habitats for wildlife and supporting sustainable practices. However, they may pose risks, like flooding in low-lying areas, requiring proper disaster risk management and water management strategies. Integrating these natural features into urban planning ensures sustainable and visually appealing communities while preserving the area's ecological identity. Map 22 below shows the existing natural features within the municipality.



Map 22: Existing Natural Features

5.3 Proposed Structure Plan

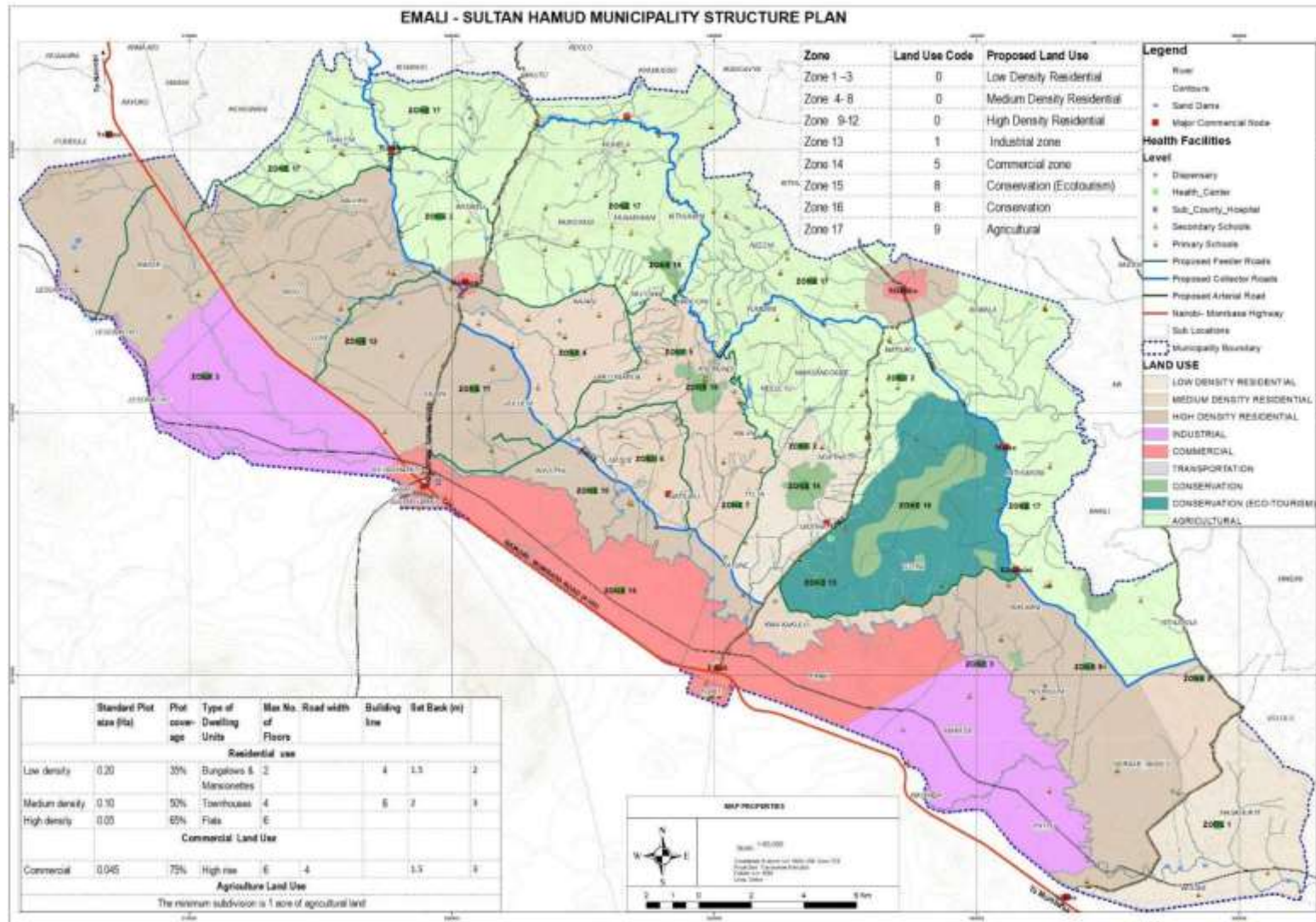
The structure plan outlines the suggested broad land use zones, serving as the foundation for creating a detailed land use plan. It presents the preferred direction for urban growth in the Town. The establishment of these broad land use zones is influenced by factors such as the transportation network, natural features, and existing settlement patterns. The designated land use zones encompass residential, industrial, transportation, conservation, and agricultural area as demonstrated in the broad land use classification and structure plan map below:

Table 16: Broad Land Use Classification

Zone	Land Use Code	Land Use	Existing area in Hectares	Percentages
Zone 1 –3	0	Proposed Low Density Residential	4564.26	6.26
Zone 4- 8	0	Medium Density Residential	12197.95	16.73
Zone9-12	0	High Density Residential	10677.02	14.64
Zone 13	1	Industrial zone	7187.43	9.86
	2	Educational land use	388.44	0.53
	4	Public purpose	45.74	0.06
Zone 14	5	commercial zone	948.426	1.30
	6	Public utility	47.517	0.07
	7	Transportation	7430.426	10.19
Zone 15	8	Conservation (Ecotourism)	3403.65	4.67

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Zone	Land Use Code	Land Use	Existing area in Hectares	Percentages
Zone 16	8	Conservation	3626.016	4.97
Zone 17	9	Agricultural	22404.125	30.72
Total			72921	100



Map 23: Proposed Structure Plan

5.3.1 General guidelines for the residential and commercial zones

General guidelines for the residential and commercial zones in municipality structure plan development are crucial to ensure organized and sustainable urban growth. These guidelines typically address various aspects of land use, building design, infrastructure, and community well-being. Below are some common guidelines for each zone as stipulated in the structure plan

Table 17: General Development Guidelines

General Guidelines									
	Standard Plot size (Ha)	Plot coverage	Type of Dwelling Units	Max No. of Floors	Road width	Building line	Set (m)	Back	
							Side	Rear	
Residential use									
Low density	0.20	35%	Bungalows & Mansionettes	2	9M-15M	4	1.5	2	
Medium density	0.10	50%	Townhouses	4	18M-25M	6	2	3	
High density	0.05	65%	Flats	6					
Commercial Land Use									
Commercial	0.045	75%	High rise	6	4		1.5	3	
Agriculture Land Use									
Agriculture Use	The minimum subdivision is 1 acre of agricultural land								

6 CHAPTER SIX

SECTORAL DEVELOPMENT STRATEGIES AND IMPLEMENTATION FRAMEWORK

6.1 Overview

This chapter provides sectoral development priorities, programs, projects and linkages with other sectors within the municipality and the institutional actors to these strategies. The strategies are focused on specific sectors.

6.2 Economic Development Strategies

An effective urban economy is composed of two essential elements: internal services and the economic base. The economic base component plays a pivotal role in propelling the growth of an urban area. It achieves this by drawing valuable resources and fostering innovation within the urban locality. Simultaneously, it extends its influence by supplying goods and services to the surrounding urban hinterland. On the other hand, the service component, though present, generally contributes minimally to the advancement of the urban area. It tends to serve basic subsistence needs rather than driving substantial development. To enhance the prospects of Emali- Sultan Hamud Municipal Board, a strategic approach is imperative. The municipality should concentrate on attracting resources and encouraging innovation to flow into the area. This multifaceted effort involves several key strategies.

Table 18: Economic Development Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of economic development framework	Municipality	❖ To promote economic growth in Emali-Sultan Hamud Municipality	❖ Develop economic development strategy framework	Short-term	❖ Municipal board ❖ Development partners
Lack of designated special economic zone	Sultan-Hamud Town	❖ To establish Sultan Hamud township as a special economic zone in Emali. This will foster economic growth, attracting foreign investment and promoting industrial development in the municipality	❖ Invest in world-class infrastructure, including roads, utilities (water, electricity, and telecommunications), and logistics facilities. Ensure that the SEZ has modern amenities to attract investors ❖ Collaborate with local educational institutions to provide training and	Medium-Term, Long-term	❖ Government of Makueni County ❖ Municipal Board ❖ Development partners

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>skill development programs tailored to the needs of the industries in the SEZ. A skilled workforce is attractive to potential investors.</p> <ul style="list-style-type: none"> ❖ Establish a one-stop service center within the SEZ to streamline administrative processes and reduce bureaucracy. This will make it easier for businesses to set up and operate within the zone ❖ Tailor incentives for different industries to attract a diverse range of businesses. Offer 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>customized packages for manufacturers, technology companies, logistics providers, and service industries.</p> <p>❖ Engage with the local community to ensure that they benefit from the SEZ in terms of employment opportunities, infrastructure development, and social programs. This can help build local support for the project.</p>		

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of modern market	<ul style="list-style-type: none"> ❖ Emali Town ❖ Sultan- Hamud Town ❖ Kasikeu centre <p style="text-align: right;">urban</p>	<ul style="list-style-type: none"> ❖ To promote conducive business environment 	<ul style="list-style-type: none"> ❖ Construction of a modern two-storey market in each of the urban centre. 	Short to medium term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
Deteriorating market infrastructure	<ul style="list-style-type: none"> ❖ Matiliku centre <p style="text-align: right;">Urban</p>	<ul style="list-style-type: none"> ❖ To promote conducive business environment 	<ul style="list-style-type: none"> ❖ Refurbish market structures and climate proofing of infrastructure 	Medium-to long term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
Lack of Local Development plans for special economic zones	<ul style="list-style-type: none"> ❖ Sultan Town ❖ Emali Town ❖ KOSOVO centre <p style="text-align: right;">Hamud urban</p>	<ul style="list-style-type: none"> ❖ To prepare masterplan for the development market centers 	<ul style="list-style-type: none"> ❖ Preparing local development masterplans for Emali, Kasikeu, Matiliku and Sultan Hamud 	Short-term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
	❖ Matiliku urban centre				
Limited spaces for open air markets	❖ Municipality	❖ To increase spaces for establishment of open-air markets	❖ Designing and operationalizing open-air markets	Long-term	❖ Municipal Government of Makueni County ❖ Board ❖ Development partners
No modern industrial park	❖ Emali Town	❖ To promote income generation from local industries ❖ To create job opportunities for residents	❖ Establish a municipal industrial park	Long-term	❖ Government of Makueni County ❖ Development Partners. ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Unemployment	❖ Municipality	❖ To promote entrepreneurship and business ventures for startups	❖ Establish a business incubation center in the CBD. ❖ Establish a business planning committee ❖ Establishment of incubation centres at Emali and Sultan-Hamud towns ❖ Establishment of the municipal youth fund ❖ Offer grants, subsidies, or tax incentives to attract tech companies and entrepreneurs	Medium-to long term	❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
Limited spaces for setting up	❖ Emali Town ❖ Sultan Hamud Town	❖ To enhance craftsmanship and promote	❖ Establish Juakali shades and spaces	Medium-term	Government of Makueni County Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
“Jua shades <i>Kali</i> ”	<ul style="list-style-type: none"> ❖ Matiliku urban centre ❖ Kwa Kakulu urban centre ❖ Kasikeu urban centre 	income generation			
Lack of a proper Information System for businesses and ventures	❖ Municipality	<ul style="list-style-type: none"> ❖ To enhance business ideas and information sharing 	<ul style="list-style-type: none"> ❖ Establish a municipal business development center ❖ Improvement on existing IT infrastructure 	Medium-term Long-term	Government of Makueni County Municipal Board
Financial illiteracy and Inadequate Entrepreneurial skills	❖ Municipality	<ul style="list-style-type: none"> ❖ To enhance livelihoods ❖ Promote revenue generation and financial literacy 	<ul style="list-style-type: none"> ❖ Enhance entrepreneurial skills through trainings and workshops. 	Short-term, Medium-term and long-term	Government of Makueni County Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of collaborations with the private sector	❖ Municipality	❖ To create synergy between government and private sector	❖ Enhance private sector partnerships and collaborations	Medium-term	Government of Makueni County Municipal Board Private investors
Unexploited tourism ventures	❖ Municipality	❖ To promote sustainable tourism	❖ Conservation and promotion of culture and heritage ❖ Promoting domestic and cultural tourism through marketing and publicizing the cultural sites ❖ Promote ecotourism in Nzaui hills and spring hills and Muuoni Hill	Medium-term	Government of Makueni County Municipal Board

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Unexploited tourism ventures	❖ Municipality	❖ To develop and promote tourism ventures	❖ Undertake inventory of all the potential tourism attraction sites within the municipality ❖ Encourage the development of MICE infrastructures within the main towns of Emali and Sultan Hamud. ❖ Sensitize communities on available business opportunities	Medium-term	Government of Makueni County

6.3 Urban Infrastructure Improvement Strategy

This strategy is aimed at providing solutions and insights to the improvement of existing infrastructure such as transport system, water provision and energy access

6.3.1 Transport Improvement Strategy

The strategy was developed with a view to achieving an ambitious, yet realistic long-term vision that sets the trajectory for future change. This long-term vision incorporated the economy, climate change impacts and local environment based on a comprehensive understanding of existing infrastructure. Some of the major challenges facing the sector include; narrow roads, dead – end roads and road encroachment which have greatly contributed to urban congestion. The project area also lacks non-motorized facilities. Establishing link roads, pedestrian walkways, terminus parking lots and widening of the narrow roads are some of the measures proposed which will help in achieving the SDG 11. The following components informed the strategies framework:

i. Classification of roads

For an effective transportation system in the municipality, the roads have been categorized into three: arterial, collector and feeder roads.

Arterial Roads

The proposed arterial roads are the major trunk roads within the municipality that connect with the major towns and other major roads outside the municipality. Improving and expanding these arterial will enhance the area's economic development corridor among the major roads and also improve cross-boundary connectivity. The following roads have been proposed for widening to a minimum width of 25 meters and upgrading to bitumen status in the long run, as they are currently unpaved. Additionally, it is necessary to regularly maintain these roads in the immediate to short term. The identified roads are:

- (i) A3- Kithimani - Makutano - Wamunyu - Itangini - Ukia - Emali - IBD Loitokitok
- (ii) C- Meto - Ipatimaro - Gatataek - Emutoroki - Selengei - Sultan Hamud - Kasikeu - Katuaa
- (iii) C465- Simba - Thithi – Nzueni

Collector Roads

The collector roads serve as connections between urban centers within the municipality. This integrated approach aims to enhance mobility and provide easy access to market products and other facilities. By adopting an interdependence model, it will promote the growth of urban nodes within the municipality. Currently, all the classified collector roads are narrow and unpaved, rendering them impassable during the rainy seasons. To establish smoother and more reliable transportation routes, it is recommended to widen these roads to a minimum width of 18 meters and upgrade them to bitumen status in the long run. Additionally, regular maintenance is necessary in the immediate to short term. The classified collector roads are as follows:

- (i) D1291 - Kasikeu_Kyale Road
- (ii) D1289 - Kyakatonu_Kwabambu Road
- (iii) D1292 - Kwabambu_Makutano Road
- (iv) E4018 - King'Otole_Katune Road

Feeder roads

These roads serve as connections between the proposed arterial and collector roads. However, most of these roads are narrow and in poor condition, which renders them impassable during rainy seasons. To address this issue, it is recommended to widen these roads to a minimum width of 15 meters and upgrade them to bitumen status in the long term. By improving these Feeder roads, the movement efficiency in the area will be enhanced. Additionally, it is crucial to ensure regular maintenance of these roads in the immediate to short term to maintain their functionality and safety. The proposed feeder roads are described below:

- (i) E4020 - Marwa_Kiongoni Road –F1
- (ii) E4021 - Ikuutani_Kayata Road - F2
- (iii) E4022 - Mbiini_Kitivo Road –F3
- (iv) E4019- Ndubini -Enguli Road –F4
- (v) G41476- Kathikwani_Mutyambua & G41465 Kwangiti_Mutyambua Roads– F5
- (vi) G41379 - Kyunguni Ecd_Matiku Road –F6
- (vii) G41632- Mutyambua_Manooni Road –F7
- (viii) E4017- Mbeletu_Kwakotoe Road- F8
- (ix) F4004- Kativani_Kikumini Road – F9

ii. Proposed Transport Network Interventions

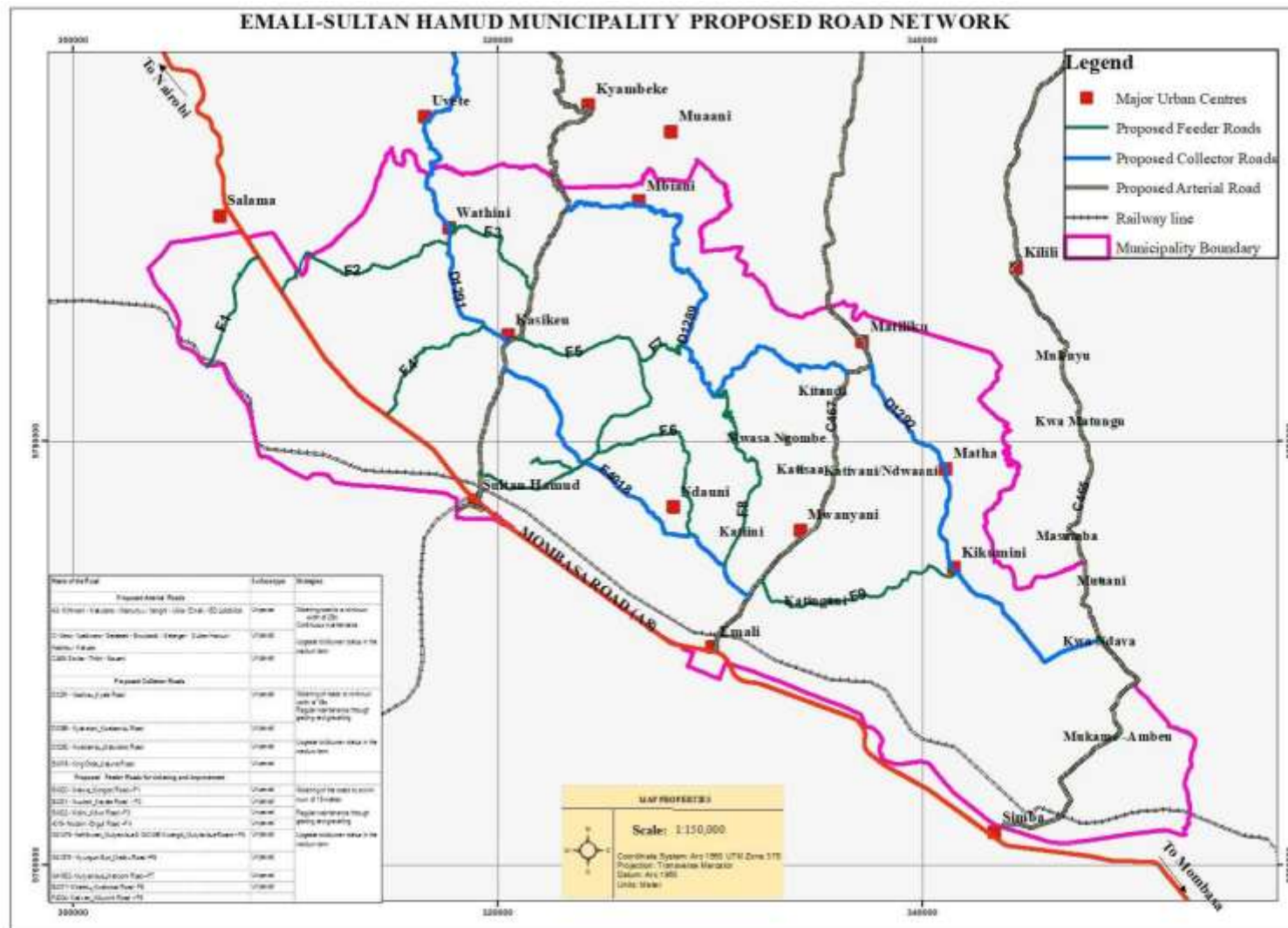
The proposed interventions such as creation of feeder roads, widening of roads and upgrading to bitumen are meant to ease the urban congestion and stimulate economic growth. The table below provides details out the proposed interventions, implementation timeframe and the actors to be involved.

Table 19: Proposed Transport Network Interventions

Name of the road	Surface type	Strategies	Actor
Proposed Arterial Roads			
A3- Kithimani - Makutano - Wamunyu - Itangini - Ukia - Emali - IBD Loitokitok	Unpaved	<ul style="list-style-type: none"> ○ Continuous maintenance ○ Upgrade to bitumen status in the medium term 	KeNHA
C- Meto - Ilpatimaro - Gatataek - Emutoroki - Selengei - Sultan Hamud - Kasikeu - Katuaa	Unpaved		KeRRA
C465- Simba - Thithi - Nzueni	Unpaved		KeRRA
Proposed Collector roads			
D1291 - Kasikeu_Kyale Road	Unpaved	<ul style="list-style-type: none"> ○ Widening of roads to a minimum of 18m wide ○ Regular maintenance through grading and gravelling ○ Upgrade to bitumen status in the medium term 	Government of Makeuni County
D1289 - Kyakatoni_Kwabambu Road	Unpaved		
D1292 - Kwabambu_Makutano Road	Unpaved		
E4018 - King'Otole_Katune Road	Unpaved		

Name of the road	Surface type	Strategies	Actor
Feeder roads			
<p>Proposed Feeder Roads (1-9) for Improvement</p> <ul style="list-style-type: none"> ✓ E4020 - Marwa_Kiongoni Road –F1 ✓ E4021 - Ikuutani_Kayata Road - F2 ✓ E4022 - Mbiini_Kitivo Road –F3 ✓ E4019- Ndubini -Enguli Road –F4 ✓ G41476- Kathikwani_Mutyambua & G41465 Kwangiti_Mutyambua Roads– F5 ✓ G41379 - Kyunguni Ecd_Matiku Road –F6 ✓ G41632- Mutyambua_Manooni Road –F7 ✓ E4017- Mbeletu_Kwakotoe Road- F8 ✓ F4004- Kativani_Kikumini Road –F9 	Unpaved	<ul style="list-style-type: none"> ○ Widening of the roads to a minimum of 15 metres ○ Regular maintenance through grading and gravelling ○ Upgrade to bitumen status in the medium term 	<ul style="list-style-type: none"> ○ Government of Makeuni County

The map below shows the proposed municipality transportation network

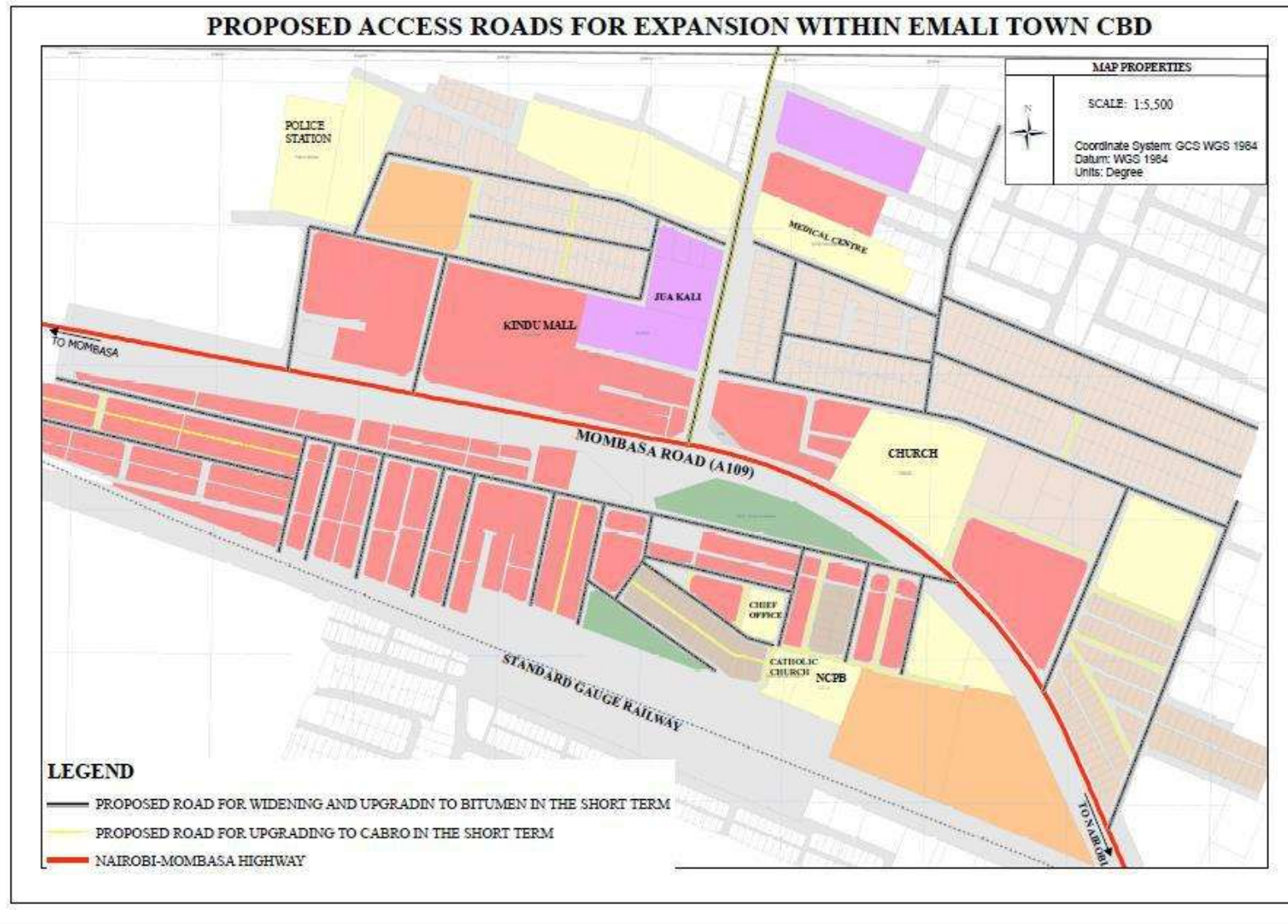


Map 24: Emali-Sultan Hamud Municipality Proposed Road Network

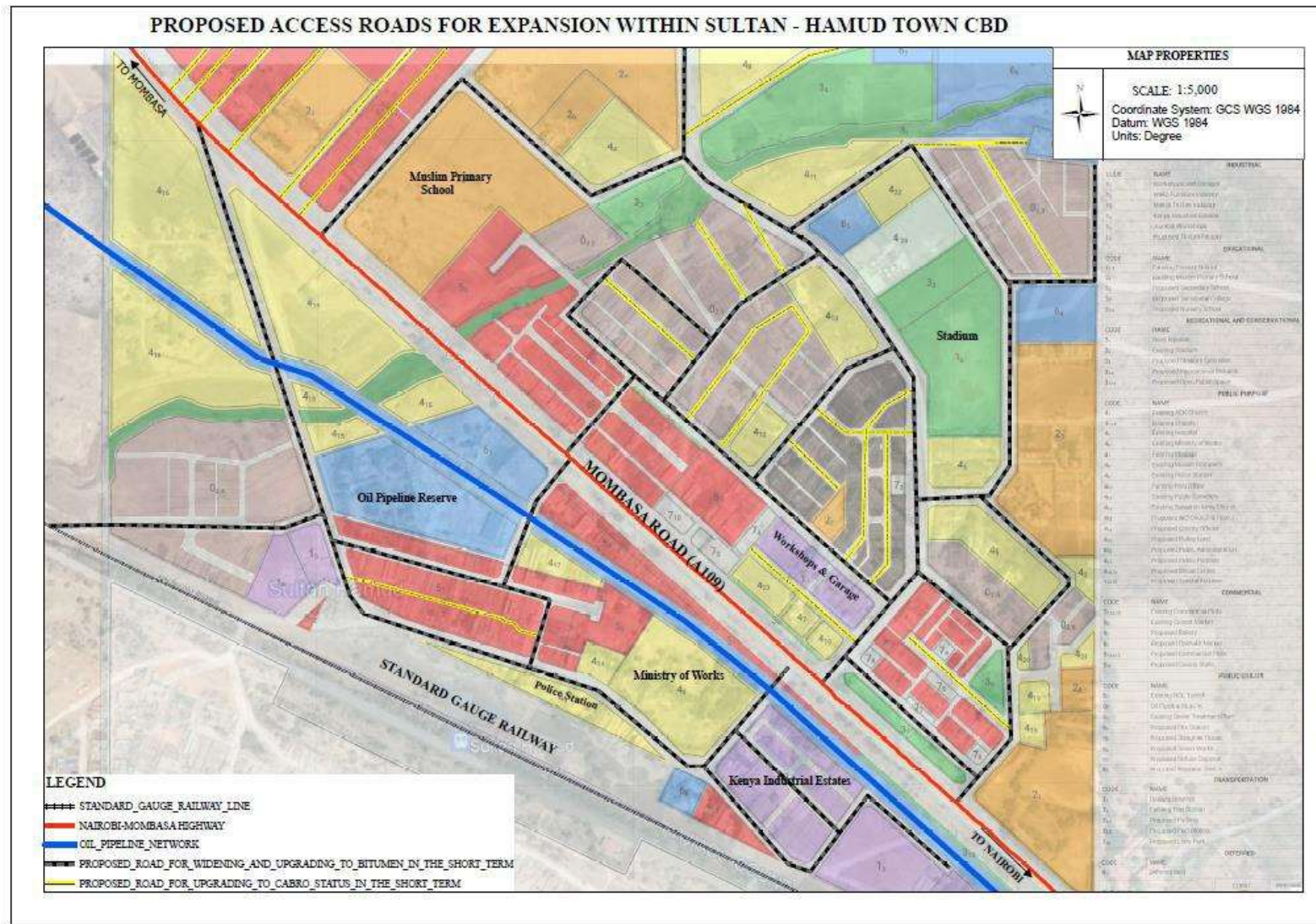
iii. Improvement of urban roads within the urban centres

The access roads to the urban centers within Emali and Sultan-Hamud Municipality, face several challenges such as narrowness, encroachment, and the absence of non-motorized transport (NMT) facilities. Additionally, many of these roads become impassable during rainy seasons. Furthermore, congestion is prevalent within the urban core, primarily due to the lack of link roads and narrow roads within the central business district (CBD) of Emali, Kasikeu and Sultan Hamud Townships. To enhance the transportation network in the urban centers, the following strategies are recommended:

- Widening the existing roads to promote hierarchy and reduce traffic congestion.
- Establishing non-motorized transport (NMT) facilities to encourage walking and cycling.
- Resolving the issue of encroached roads and proposing new links for better connectivity.
- Opening up encroached roads within the urban centers as outlined in their Local Physical and Land Use Development Plans. This will create a well-connected network, enhancing mobility and movement.
- Widening all roads to a minimum of 9 meters, as recommended by the physical planning handbook of 2007, to alleviate urban congestion.
- Ensuring the provision of 6-meter service lanes and backlanes in all commercial zone areas to reduce congestion in major urban centers such as Emali and Sultan-Hamud.
- Upgrading all access roads in Sultan-Hamud and Emali towns to bitumen in the short term for efficient mobility.
- Upgrading service lanes to cabro status in the short term.
- Establishing feeder roads to ease congestion within the central business district (CBD).



Map 25: Proposed Road for expansion within Emali town CBD



Map 26: Proposed Road for widening and upgrading within Sultan-Hamud Town

iv. Proper Storm Water Drainage System

It has been observed that all roads within the project area, with the exception of Nairobi-Mombasa Highway (A8), lack a storm water drainage system. This deficiency poses a significant challenge, particularly during the rainy seasons when floods occur and the drainage channels become clogged with waste, especially within the urban core. To address these issues and ensure proper storm water management, it is essential to develop a comprehensive storm water drainage system. This system should be designed to handle the volume of water during heavy rains and prevent flooding in the project area. Measures should be put in place to prevent the clogging of drainage channels by waste materials, particularly within the urban core.

v. Provision of support infrastructure

Most of the urban centres in the region suffer from inadequate floodlights and street lights. This insufficiency not only affects the security of the area but also hampers the economic vibrancy within the region. Therefore, it is crucial to address this issue by installing adequate street lights and floodlights.

vi. Establishment and improvement of the existing terminus

Establishing bus stops within market centers and improving the existing terminus in Emali and Sultan-Hamud towns are important steps to enhance public transportation and infrastructure in those areas. This requisite infrastructure include:

- ✓ Installing adequate lighting within the terminus and bus stops to ensure safety and visibility, especially during the evening and night hours.
- ✓ Proper drainage systems to prevent waterlogging during rainy seasons.
- ✓ Construction of sanitation blocks to ensure cleanliness and hygiene.
- ✓ Provision of adequate trash bins for proper waste management.

vii. Establishment of the adequate parking lots

Establishing adequate parking lots, including a dedicated lorry park, is indeed essential to address the issue of congestion caused by a high number of Lorries in Emali and Sultan-Hamud towns. Additionally, the establishment of sufficient parking spaces for other vehicles within the urban centers is crucial. This approach will not only cater to the parking needs of the general public but also provide an opportunity to generate revenue for the municipality.

The table below summarizes the challenges identified, the strategies proposed to mitigate the challenges, the duration of the implementation, and the actors involved.

Table 20: Transportation Strategies and Implementation Framework

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Lack of the municipality integrated transportation plan	❖ Municipality	❖ An efficient transportation network	❖ Preparation of the municipality integrated transportation plan	Medium term	❖ Municipal Board ❖ Development partners
Lack of storm water drainage plan	❖ Sultan-Hamud ❖ Kasikeu ❖ Matiliku ❖ Market centres ❖ Mbitini and Mustiswa	❖ To develop a comprehensive storm water drainage plan ❖ To reduce the risk of flooding, enhance water quality, and foster a more resilient and sustainable community.	❖ Preparation of a comprehensive storm water drainage plan ❖ Conduct a thorough assessment of the current storm water drainage infrastructure and its deficiencies. ❖ Document existing drainage systems, including their	Short term	❖ Municipal Board ❖ Development partners ❖ Government of Makeni County

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
			<p>condition, capacity, and functionality</p> <ul style="list-style-type: none"> ❖ Identify areas prone to flooding or water stagnation due to the lack of proper drainage. ❖ Ensure compliance with national and county regulations related to storm water management and drainage. ❖ Engage with local communities and stakeholders to understand their concerns and priorities regarding storm water management. ❖ Conduct hydrological studies to determine rainfall patterns, 		

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Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
			runoff rates, and potential flood risk areas ❖ Develop a comprehensive storm water drainage plan based on the assessment and hydrological analysis		
Unclassified Urban Roads	❖ Emali ❖ Sultan-Hamud ❖ Kasikeu ❖ Matiliku	❖ To create a safe, efficient, and sustainable transportation network that supports the overall well-being and development of the community.	❖ Classify all the roads within the municipality	Short term	❖ Municipal Board
Traffic congestion	❖ Sultan-Hamud Town ❖ Emali Town	❖ To minimize traffic congestion in the CBD	❖ Opening and widening of the roads within the CBD.	Short - medium - long term	❖ Municipal Board

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
	<ul style="list-style-type: none"> ❖ Matiliku ❖ Kasikeu 				<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Development partners
Missing commercial service and back lanes	<ul style="list-style-type: none"> ❖ Emali Sultan-Hamud Kasikeu Matiliku Market centres 	<ul style="list-style-type: none"> ❖ To enhance functionality 	<ul style="list-style-type: none"> ❖ Establishment of back lanes/streets for all commercial plots (minimum 6m wide). ❖ Establishment of 4m service lanes for commercial plots fronting roads above 18M. ❖ Implementation of the Emali, Sultan-Hamud, Kasikeu and Matiliku local physical and land use development plans ❖ Preparation of the local physical and land use 	Short-medium-long term	<ul style="list-style-type: none"> ❖ Municipal Board Development partners

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
			development plans for the market centres		
Inadequate space for existing bus parks	❖ Emali	❖ To have functional and efficient bus/ <i>matatu</i> terminus	❖ Establishment of another functional bus park with adequate support infrastructure ❖ Improvement of the existing bus park at the CBD	Short term	❖ Municipal Board ❖ Development partners
Lack of bus terminus	❖ Sultan-Hamud town ❖ Matiliku ❖ Kasikeu ❖ Market centres	❖ To have functional and efficient bus/ <i>matatu</i> terminus	❖ Establishment of a fully functional modern bus terminus with requisite infrastructure ○ Identify and acquire an appropriate location for the bus terminus, considering factors such as accessibility, proximity to key routes, and future expansion potential	Short term Long term	❖ Municipal Board ❖ Government of Makueni County ❖ Development partners

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
			<ul style="list-style-type: none"> ○ Conduct a comprehensive feasibility study to assess the economic, social, and environmental viability of the bus terminus project ○ Construct terminal buildings, platforms, ticket counters, waiting areas, and passenger amenities, prioritizing accessibility and passenger comfort. ○ Implement modern facilities such as Wi-Fi, charging stations, and clean restrooms. 		

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Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Inadequate space for lorry park	❖ Emali Town ❖ Sultan-Hamud Town	❖ To increase designated parking spaces and reduce congestion	❖ Establishment of adequate parking lots for the lorries at Emali and Sultan – Hamud towns	Medium term	❖ Municipal Board ❖ Government of Makueni County ❖ Development partners
Lack of designated space for lorry park	❖ Sultan – Hamud Town	❖ To increase designated parking spaces and reduce congestion	❖ Establishment of adequate parking lots for the lorries	Short term	❖ Municipal Board ❖ Development partners
Inefficiency in movement and traffic congestion	❖ Emali ❖ Sultan – Hamud	❖ To improve movement efficiency	❖ Widening of the existing roads to promote hierarchy which helps in reducing the traffic. ❖ Opening up of the encroached roads and proposing new links for connectivity purposes	Short to medium	❖ Government of Makueni County ❖ Municipal Board ❖ KURA ❖ Development partners

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Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
			❖ Upgrading of the urban roads to Cabbro and bitumen status (Emali and Sultan Hamud improvement roads map)		
Encroachment of the road reserves	❖ Emali Town ❖ Sultan-Hamud Town ❖ Matiliku urban centre ❖ Kasikeu urban centre	❖ To increase accessibility	❖ Opening up encroached roads within the urban centers as outlined in their Local Physical and Land Use Development Plans. This will create a well-connected network, enhancing mobility and movement.	Short term	❖ Government of Makueni County ❖ Municipal Board

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Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Most of the access roads within the urban centers CBD are in poor condition	❖ Emali town ❖ Sultan-Hamud town ❖ Matiliku ❖ Kasikeu	❖ To enhance accessibility. ❖ To contribute to the vitality and attractiveness of the CBD, benefiting both residents and businesses in the area.	❖ Upgrade the CBD access roads to cabbro status	Short term	❖ Municipal Board ❖ Government of Makueni ❖ County Development partners
			❖ Upgrade to bitumen status	Medium to long term	
Classified roads are in earth condition (shown in map)	❖ Municipality	❖ To improve the condition of the roads	❖ Upgrading of the roads to murrum and bitumen	medium-long term	❖ Government of Makueni ❖ County Municipal Board ❖ KERRA
			❖ Continuous maintenance of the roads	Short term-medium – long term	

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Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Open drainage system within the CBD	❖ Sultan Hamud Town ❖ Emali Town ❖ Matiliku urban centre ❖ Kasikeu urban centre	❖ To ensure proper storm water management	❖ Construction of closed drainage system along all the roads within the CBD.	Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
	❖ Market centres			Long term	
Lack of proper drainage system	❖ Municipality	❖ To ensure proper storm water management ❖ To minimize the damage done to infrastructure	❖ Construction of drainage system on all the roads	Short-medium-term	❖ Government of Makueni County ❖ Municipal Board ❖ KeNHA ❖ KERRA

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Lack of pedestrian walkways	<ul style="list-style-type: none"> ❖ Sultan Hamud and email towns ❖ Market centres 	<ul style="list-style-type: none"> ❖ To enhance non-motorized transport efficiency 	<ul style="list-style-type: none"> ❖ Construction of pedestrian walkways along all the CBD roads. ❖ Provision of walkways on all the roads being upgraded to bitumen standard. 	Short-medium-long term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
Lack of designated parking lots	<ul style="list-style-type: none"> ❖ Sultan Hamud Town ❖ Emali Town ❖ Matiliku urban centre ❖ Kasikeu urban centre 	<ul style="list-style-type: none"> ❖ To increase parking spaces ❖ To increase the municipality revenue 	<ul style="list-style-type: none"> ❖ Construct the parking lots with the necessary infrastructure, including paved surfaces, lighting, signage, and security features. ❖ Enforcement of the provision of the parking lots during development 	Short to medium term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
	<ul style="list-style-type: none"> ❖ Market centres 			Long term	

Challenge	Affected Area	Objective	Mitigation/Strategies	Duration	Actors
Inadequate high mast flood lights & street lights	❖ Sultan Hamud Town ❖ Emali Town ❖ Matiliku urban centre ❖ Kasikeu urban centre	❖ To create a secure environment for business operations	❖ Installation of high mast flood lights ❖ Installation of the street lights in the strategic areas of CBD	Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development partners
	❖ Market centres			Medium to long term	

6.3.2 Health improvement Strategies

Rapid urbanization and absence or inadequacy of urban planning can lead to unhealthy environments which sustain infectious diseases (e.g. COVID-19, HIV/AIDS, tuberculosis, pneumonia, cholera) and non-communicable diseases (heart diseases, respiratory illnesses, obesity, cancers, diabetes, mental health illnesses). Some of the major health facilities (level 4) within the municipality include: Mutyambua hospital, Matiliku Sub County Hospital, Sultan Hamud SC hospital and Kilome Nursing Home. However, the area residents lack a community health centre whose aim is to keep residents in better health by taking into account their environment and social conditions. The strategies are aimed at mitigating and solving the identified and expected challenges and are outlined in the table below:

Table 21: Health improvement Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
<p>Insufficient health facilities and personnel</p>	<p>❖ Municipality</p>	<p>❖ To improve and enhance access to healthcare services</p>	<p>❖ Equipping and Upgrading of the hospitals to model health centers with requisite infrastructure</p> <p>in:</p> <ul style="list-style-type: none"> ✓ Kasikeu health centre ✓ Emali sub-county hospital ✓ Matiliku level (IV) sub county ✓ Mwanyani health centre <p>❖ Establishment of a trauma center at Emali Sub-County Hospital</p>	<p>Long-term</p>	<p>❖ Government of Makueni County</p> <p>❖ Municipal Board</p> <p>❖ Development partners</p>

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Establish level 3 health facilities in Nguu and Kilili wards ❖ Establishment of health center in Ndunguni 		
		<ul style="list-style-type: none"> ❖ Improve quality of health within the municipality 	<ul style="list-style-type: none"> ❖ Provision of adequate medical personnel and equipment in the health facilities through staffing and equipping ❖ Install new equipment and using modern technology 		
Expensive health care service provision	❖ Municipality	❖ To strengthen healthcare financing	<ul style="list-style-type: none"> ❖ Creating awareness on health insurance cover though NHIF ❖ Establish collaborations to 	Short-term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ NGOs

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			support equitable access to health care including private insurers and other stakeholders.		❖ Municipal Board
Inadequate public awareness on disease preventive measures e.g., malaria	❖ Municipality	To minimise disease infections	❖ Promotion of community health services ❖ Holding of public forums and local media sensitization among the residents	❖ Short-medium-long term	❖ Government of Makueni County ❖ NGOs ❖ Municipal Board

6.3.3 Education strategies

While the project area boasts sufficient primary and secondary schools in line with the accessibility index analyses, the distribution of ECDE centers is inadequate and uneven. Education carries the potential to enhance economic opportunities and facilitate social mobility. The educational strategies in place are designed to enhance residents' access to quality education:

Table 22: Education Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Inadequate ECDEs centers	❖ Municipality	❖ To enhance early childhood education	❖ Establishment of adequate ECDE centres within the municipality ❖ Equip institutions with infrastructure that will allow inclusion of persons living with disability such as ramps and lifts	Short-medium-	❖ Government of Makueni County ❖ Private developers ❖ Municipal Board
Inadequate Technical and Vocational College	❖ Municipality	❖ To promote technical skills	❖ Establishment of Technical and Vocational College at Kasikeu ❖ Establishment of a medical training college at Sultan Hamud	Long term	❖ National Government ❖ Government of Makueni County ❖ Municipal Board

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
					❖ Private developers
Lack of an adult training education centre	❖ Municipality	❖ To increase literacy level	❖ Establishment of adult literacy centers in Emali, Sultan Hamud and Kasikeu	Long-term	❖ Government of Makueni County ❖ Private developers ❖ Municipal Board
Lack of a special school for the people physically impaired	❖ Municipality	❖ To increase access to educational facilities	❖ Establishment of fully equipped special education for the physically impaired at Emali Town	Long-term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of conducive environment for early identification and nurturing of talents	❖ Municipality	❖ To identify, nurture and promote talent exploitation	❖ Establishment of a functional talent centre at Sultan- Hamud and Matiliku urban centres.	Long term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Lack of day care centres	❖ Municipality	❖ To promote early childhood development ❖ To foster community connections and reducing disparities	❖ Establishment adequate day care centres	Long term	❖ Municipal Board ❖ Residents

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of the university	❖ Municipality	❖ To provide high-quality education and facilitate research in a wide range of academic disciplines	❖ Establishment of the university	Long term	❖ National Government ❖ Government of Makueni County ❖ Development Partners

6.3.4 Energy

The primary energy source for lighting within the project area is electricity, facilitated through a connection to the national grid, benefiting the majority of residents. For cooking, firewood and charcoal are commonly used energy sources. However, the reliance on non-renewable energy is unsustainable due to its contribution to greenhouse gas emissions, particularly CO₂, which significantly fuels global warming and climate change. To address this, the development of sustainable urban energy is imperative, aiming for optimal energy efficiency with minimal or zero carbon emissions. This energy should be readily available, accessible, fair, and dependable to users. The ultimate objective is to revolutionize energy and resource consumption throughout the community's functions.

Sustainable urban energy offers various advantages:

- Reduced Carbon Emissions
- Decreased Dependency on Fossil Fuels
- Introduction of Cleaner Fuels
- Expanded Use of Renewable Energy
- Promotion of Energy Source Diversification
- Enabling Citizens' Access to Energy Services and Energy-Efficient Practices Information to Alleviate Poverty.

Table 23: Sustainable Urban Energy Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Inadequate power connections to households	❖ Municipality	❖ To improve coverage of electricity to more households in the municipality	❖ Intensifying the rural electrification program	Long-term	❖ Kenya Power and Lighting company ❖ Rural Electrification and Renewable Energy Corporation (REREC)
Over reliance on non-renewable sources of energy	❖ Municipality	❖ To promote use of affordable and environmentally friendly sources energy	❖ Utilization of green renewable energy and gender parity. ❖ Exploitation of wind renewable energy at Nzeveni area and parts of Chyullu.	Short-term Medium-term	❖ REREC ❖ Government of Makueni county ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Enhance usage of biogas and solar energy ❖ Creating awareness on the use of alternative sources of energy that are environmentally friendly ❖ Encourage use of clean cooking technologies, LPG and E cooking in the towns. 		
Increased power outage in the municipality	❖ Municipality	❖ To ensure a reliable and efficient electrical distribution system.	<ul style="list-style-type: none"> ❖ Establish power sub-station in Matiliku ❖ Create awareness on the importance of integration of renewable energy 	Short-term Medium-term	<ul style="list-style-type: none"> ❖ REREC Government of Makueni county ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Inadequate flood lights	<ul style="list-style-type: none"> ❖ Sultan Hamud ❖ Emali ❖ Matiliku ❖ Kasikeu 	<ul style="list-style-type: none"> ❖ To maximize on security for businesses 	<ul style="list-style-type: none"> ❖ Installation of adequate flood-lights and street lights 	Short term	<ul style="list-style-type: none"> ❖ Municipal Board ❖ Government of Makueni County Development partners
	<ul style="list-style-type: none"> ❖ Nguuni ❖ Kamuuani ❖ Muua, ❖ Kiuani, ❖ Matiliku, ❖ Itutu, ❖ Kikumini, ❖ Vutini, ❖ Makutano ❖ Ndauni, ❖ Mbuthani, ❖ Kavuthu, ❖ Mbulutini, 			Medium term	

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
	❖ Other market centres within the municipality	❖ To maximize on security for businesses	❖ Installation of adequate flood-lights and street lights	Long term	❖ Municipal Board ❖ Government of Makueni County ❖ Development partners

6.3.5 Information Communication Technology (ICT)

The municipality is distinguished by its internet cyber services and the presence of Safaricom boosters, which indicate a strong network coverage. Investing in Information and Communication Technology (ICT) will not only enhance residents' quality of life but also promote sustainability and cost-efficiency. Additionally, this investment will expedite government objectives at a reduced cost, while ICT players stand to tap into existing market opportunity. The ICT infrastructure also facilitates seamless interaction and connectivity among homes, office buildings, transportation systems, and urban utilities, simplifying daily urban tasks for residents. The current scenario presents the government with significant potential to craft a forward-looking municipality capable of becoming a growth catalyst by attracting talent and investments in a globally competitive environment. The proposed measures aimed at enhancing the ICT infrastructure are detailed in the table below:

Table 24: Information Communication Technology (ICT)

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
Lack of ICT Master Plan	❖ Municipality	❖ To promote ICT skills ❖ To offer a better quality of life for the residents while being more sustainable and cost efficient	❖ Preparation of the ICT Master Plan	Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Inadequate ICT Infrastructure	❖ Municipality	❖ To promote ICT skills among residents	❖ Establishment of community empowerment centres with fully equipped ICT facilities	Short-medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Inadequate communication infrastructure such as fibre optic cable coverage,	❖ Municipality	❖ To enhance communication network	❖ Installation of fiber optic cable and communication masts	Short-medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ Telecommunication Service Providers

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
communication masts					<ul style="list-style-type: none"> ❖ Private Investors ❖ Development Partners
Ineffective management of infrastructure utilities	❖ Municipality	❖ To improve the efficiency and sustainability of managing various types of infrastructure, such as transportation networks, utilities, buildings.	<ul style="list-style-type: none"> ❖ Deploy IoT (Internet of Things) sensors to monitor and manage public critical infrastructure, such as water reticulation systems, waste management, and street lighting. ❖ Implement a computerized maintenance management system (CMMS) to streamline maintenance operations for roads, 	Short-medium-long term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
			buildings, and utilities.		
Increased cyber security and data manipulation	❖ Municipality	❖ To safeguard digital information, networks, and systems from various forms of threats, breaches, and unauthorized access	❖ Establish robust cybersecurity measures to protect sensitive citizen data and critical infrastructure. ❖ Develop a data protection framework that cascades the national cyber security initiatives in compliance with privacy regulations. ❖ Educate businesses and individuals about data privacy best practices	Short-medium-long term	❖ Government of Makueni County ❖ Municipal Board

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
Low digital infrastructure development	❖ Municipality	❖ To create and enhance the technological foundation and capabilities necessary to support the digital economy and society	❖ Invest in a unified digital infrastructure, such as high-speed broadband access, public Wi-Fi infrastructure. The entire ICT architecture to ride on existing Government allowed Cloud Services Platforms, to ensure that residents and businesses have reliable and fast internet connectivity and public services.	Short-medium-long term	❖ Government of Makueni County

6.3.6 Community facilities

Community facilities are pivotal in shaping dynamic neighbourhoods. They establish a sense of identity and offer spaces for social interaction, playing a crucial role in fostering vibrant communities. These facilities are integral to the health and vitality of the community, serving as shared spaces that emphasize inclusivity. Through their focus on inclusiveness, they nurture a spirit of unity and well-being among the residents they serve. The table below shows strategies proposed towards ensuring that the community facilities are adequate and functional to cater for the area residents:

Table 25: Community facilities

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
Inadequate facilities for meetings and social gatherings	❖ All the urban centers	❖ To enhance accessibility to social gathering facilities	❖ Establishment of social halls	❖ Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Inadequate recreational parks	❖ Emali Sultan-Hamud ❖ Matiliku Kasikeu Market centres	❖ To enhance accessibility to recreational parks	❖ Establishment of Functional Recreational and green Parks	❖ Short to medium term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
Lack of requisite infrastructure to an existing stadium	❖ Sultan Hamud Town	❖ To enhance its functionality, safety, and overall user experience.	❖ Provision of adequate requisite infrastructure on the existing stadium such as seating areas, playing field, stadium lighting and parking lots among other facilities.	❖ Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Lack of a mini-stadium	❖ Municipality	❖ To enhance accessibility to mini-stadiums	❖ Establishment of mini-stadium with requisite infrastructure at each ward	❖ Medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Lack of playgrounds	❖ One in each location in the municipality	❖ To enhance accessibility to playgrounds	❖ Establishment of community playgrounds	❖ Medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Enhancement of the existing	❖ Municipality	❖ To increase the number of	❖ Enhancement of the existing Rehabilitation Centre & children's	❖ Short - Medium - Long term	❖ Government of Makueni County ❖ Municipal Board

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
rehabilitation centre and a children's home		rehabilitated residents	home at Emali-Mulala ward		Development Partners
Lack of community empowerment centres	❖ Municipality	❖ To empower and improve the well-being of individuals and communities by providing them with resources, support, and opportunities for personal and collective growth.	❖ Establishment of the empowerment centres with library, ICT hub and innovation hub at Emali, Sultan Hamud, Kasikeu and Matiliku	❖ Short – medium term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners

Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
Inadequate cemeteries	❖ Municipality	❖ To establish a cemetery ❖ To undertake feasibility study for establishment of cemetery	❖ Acquisition of land for cemetery at Matiliku, sultan – Hamud and Emali urban centre	❖ Medium term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Lack of municipality offices	<ul style="list-style-type: none"> • Emali • Sultan-Hamud 	❖ To establish offices for easier access to services	❖ Establish fully functional municipality offices	❖ Short term	❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners
Lack of cultural/heritage centre	❖ Municipality	❖ To preserve culture ❖ To provide opportunities for residents to enrich the society by promoting the	❖ Establishment of a fully functional cultural heritage centre at Emali and Kasikeu urban centres. ❖ Organize annual cultural festivals.	❖ Short term	❖ Municipal Board ❖ Development Partners

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Challenge	Location	Objective	Mitigation/Strategies	Duration	Actors
		arts, history, religion and heritage of diverse cultures	<ul style="list-style-type: none"> ❖ Support community driven cultural centres and events. ❖ Support bi-annual investors forum to lobby resources for the development of cultural and tourism investments. 		
Lack of fire station and sub-station	❖ Municipality	❖ To provide essential fire protection and emergency response services to a community.	<ul style="list-style-type: none"> ❖ Establishment of fully functional fire station at Emali and Sultan-Hamud Towns ❖ Establishment of the fire- sub-station at Kasikeu and Matiliku urban centres 	❖ Short – medium term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development Partners

6.4 Water Supply Improvement Strategies

Enhancing water efficiency in the project area serves to mitigate water scarcity and optimize the potential of the existing water infrastructure. This endeavor not only allocates water for alternative purposes but also curbs environmental deterioration. The pursuit of water efficiency aligns with the area's developmental objectives, particularly for areas grappling with limited water resources or inadequate funding for water-related initiatives. The strategies outlined in table below on the following page address both present and expected fluctuations in water quality and availability. The primary emphasis lies on bolstering water supply and optimizing water catchment.

Table 26: Water Supply Improvement Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Inadequate supply of water	❖ Municipality	❖ To enhance water supply within the municipality	<ul style="list-style-type: none"> ❖ Undertake an inventory of all potential water sources within the municipality to enhance water resource management and planning. ❖ Rehabilitate water pans and earth dams. ❖ Continuously maintain the boreholes to ensure water supply efficiency. ❖ Desilt existing dams and rehabilitate existing boreholes. ❖ Construct adequate earth dams and sand dams. ❖ Encourage rainwater harvesting at homes. 	Short–medium-long term	<ul style="list-style-type: none"> ❖ Government of Makeni County ❖ Municipal Board ❖ Private developers ❖ Community groups ❖ NGOs

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Increase piped water connections to homes within the municipality. ❖ Repair and maintain the water circulation network to reduce the average distance to water points from 8 km to 3 km. ❖ Promote water harvesting, aiming to increase the volume harvested to over 73 million m³ per year. ❖ Promote water re-use and recycling, particularly in urban areas. ❖ Expand water connectivity to municipality residents by extending the distribution coverage of the Kitheini and Mwangini Water projects. ❖ Install a pump in the Kathikwani boreholes to enhance water supply. ❖ Construct water tanks at Muuni Hill for distributing water from the Muuni sump and pipeline distribution. ❖ Regulate and control borehole development - Borehole drilling to be regulated -200m in the rural areas & 250M depth in urban areas. 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Construct a mega water source along Muoni River. ❖ Utilize solar energy to power the Kyumbe water project. ❖ Build water infrastructure along Muooni River. ❖ Test pump Ndunguni Primary School BH and distribute water to the community. ❖ Rehabilitate Kwa Ndumbi BH. ❖ Rehabilitate Kwa Ngilu Water project 		
Water governance	❖ Municipality	<ul style="list-style-type: none"> ❖ To improve urban and water governance within the Municipality 	<ul style="list-style-type: none"> ❖ Promote sustainable water management within the community ❖ Establishment of the government water service provider 	Short term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Community groups

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Contamination of water; heavy reliance on unimproved water sources	❖ Municipality	❖ Ensure access to clean and quality water	❖ Treatment of water at source before distribution ❖ Testing to determine quality of water ❖ Protect all water towers through developing water resource governance and management regulations and enforcement policy.	Short-medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ Private developers ❖ Community groups
Lack of a we	❖	❖	❖		❖

6.5 Environmental Conservation Strategies

The purpose of this strategy is to mitigate the negative effects of human and natural activities on the environment. It aims to enhance the visual appeal of urban areas, establish diverse recreational spaces, wetlands, and riverine areas, and limit human activities in the municipality susceptible to disasters.

Table 27: Environmental Conservation strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Climate Change	Municipality	❖ To reduce emissions, adapt to climate change impacts, improve sustainability, and enhance the overall well-being and resilience of the community in the face of climate change challenges.	❖ Develop a municipal climate change action plan	Short term	❖ Municipal Board ❖ Government of Makueni county
		❖ To ensure the long-term ecological sustainability of the	❖ Preparation of Participatory Forest/hills management plan		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		forest ecosystem by carefully managing timber, non-timber forest products, and wildlife resources.	to control and manage the existing forest/hills		
Climate Change	Municipality	❖ To enhance climate change resilience	❖ Development of municipality program that targets community benefits from carbon credit facilities ❖ Entrenchment of a tree planting and tree growing mandatory requirement for all public infrastructure tenders within the municipality ❖ Development of a requirement / by law for mandatory planting and sustaining	Short – medium term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ NEMA ○ KFS ○ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>growth of trees in business fronts in all urban centres and market centers within the municipality (One Plot/ Shop One tree policy)</p> <p>❖ Reforestation and Afforestation of public spaces within Emali – Sultan Hamud Municipality</p> <ul style="list-style-type: none"> ○ The hills of Muuni, Maatha, Kathuma, Kyemundu, Masue and KwaKamba; ○ Alongside the Road stretch from Sultan-Hamud to Simba ○ Alongside the Road stretch from Emali to Matiliku ○ Alongside the Road stretch from KwaSomba to Mbenuu 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ○ Alongside the Road stretch from KwaMumbe to Kikumini ❖ Sensitizing farmers on agroforestry, afforestation and re-afforestation to achieve 10% forest cover ❖ Conducting impact assessments and audits on ongoing projects ❖ Plant trees and restore forests to absorb carbon dioxide from the atmosphere ❖ Establishment of tree nurseries in each sub-location within the municipality ❖ Setting a municipal tree planting day where 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		<p>❖ To promote adaptation strategies</p>	<p>everybody will be required to plant the trees</p> <p>❖ Raise awareness about climate change and the importance of mitigation efforts.</p> <p>❖ Implement green building codes and standards that promote energy-efficient and sustainable construction practices</p> <p>❖ Promote use of green energy i.e., wind, solar and biogas</p> <p>❖ Encourage appropriate house designs</p>		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of an environmental management plan	Municipality	❖ To establish guidelines in environment management and governance	❖ Develop a municipal environmental management plan ❖ Preparation of the environmental impact assessment and audits on all the projects.	Short-term	❖ Municipal Board ❖ Government of Makueni county ❖ Development partners
Forest degradation and encroachment	❖ Municipality	❖ To promote growth of forest and reduce encroachment promotion of ecotourism	❖ Preparation of the forest management plan which provides a structured and sustainable approach to the management of forest resources ❖ Establish and maintain protected areas and reserves with clearly defined boundaries to prevent encroachment and degradation.	Medium-term	❖ Government of Makueni county ❖ KFS ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Supply of drought resistant tree seedlings to farmers in the municipality. ❖ Diversifying forest uses and benefits ❖ Promote eco-tourism ❖ Protection of gazetted forests ❖ Promotion of pilgrimage tourism by mapping the available shrines within the municipality, with special consideration given to the Mulala area. ❖ Promoting forest and land restoration management in the municipality ❖ Sensitize and create awareness among the residents about the 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			importance of forest preservation and conservation		
Community based wildlife conservation	❖ Municipality	❖ To enhance community-based wildlife conservation and management	❖ Establish wildlife-based community enterprises ❖ Establish animal safari walks and orphanages	Medium-long term	❖ KWS ❖ Government of Makueni county ❖ Municipal Board
Riparian degradation and encroachment	❖ Rivers and streams ❖ Kwa Masue, Barazani and Mbitini areas	❖ To enhance riparian conservation	❖ Preserving and conserving the riparian reserve by planting of the appropriate trees ❖ Development of the riparian reserve policy ❖ Controlled sand harvesting ❖ Restrict development along wetlands ❖ Protection of biodiversity on riparian areas	Medium-term	❖ Government of Makueni county ❖ Municipal Board ❖ NEMA

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Soil erosion	<ul style="list-style-type: none"> ❖ Hilly areas ❖ Grasslands ❖ Bushlands 	<ul style="list-style-type: none"> ❖ To control soil erosion 	<ul style="list-style-type: none"> ❖ Afforestation along the slopes ❖ Construction of gabions to control gully erosion ❖ Terracing along steep slopes ❖ Encourage agroforestry 	Short-medium - long term	<ul style="list-style-type: none"> ❖ Government of Makueni county ❖ Municipal Board ❖ Residents

6.6 Waste management strategies

The municipality is characterized by poor solid and liquid waste management making the residents' living conditions challenging and posing environmental risks. To address this issue, a comprehensive waste management strategy should be implemented.

Table 28: Waste management strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of solid waste management policy	❖ Municipality	❖ To enhance efficient solid waste management within Emali municipality	❖ Develop a solid waste management policy	Short-term	❖ Municipal Board ❖ Government of Makueni county
Poor solid waste management systems	❖ Municipality	❖ To promote a clean and healthy environment	<ul style="list-style-type: none"> ❖ Encourage waste separation as source ❖ Sensitizing the public on the non-littering policy ❖ Providing appropriate waste collection bins ❖ Privatizing waste collection to increase efficiency 	Short-term	❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>❖ Waste-to-Energy Initiatives -Explore the possibility of waste-to-energy projects, which can help convert waste into energy while reducing the volume of solid waste.</p> <p>- Implement technologies that can harness energy from waste without causing harm to the environment.</p>		
Lack of proper management of E-waste	❖ Municipality	❖ To promote a clean and healthy environment	<p>❖ Set up dedicated collection centers or bins strategically located throughout the municipality where residents can deposit their old electronic devices.</p> <p>❖ Collaborate with local businesses, schools, and</p>		<p>❖ Municipal Board</p> <p>❖ Residents</p>

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>community organizations to host collection events</p> <ul style="list-style-type: none"> ❖ Provide incentives such as tax breaks or discounts for businesses or individuals who recycle their electronic devices through approved channels. ❖ Encourage the refurbishment and reuse of functional electronic devices through donation programs or partnerships with local charities. ❖ Establish repair cafes or workshops where residents can get assistance in fixing and extending the lifespan of their electronic devices. 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of solid waste collection points	<ul style="list-style-type: none"> ❖ Emali township ❖ Sultan Hamud ❖ Kasikeu ❖ Matiliku ❖ Market Centers 	<ul style="list-style-type: none"> ❖ To increase accessibility to waste collection points 	<ul style="list-style-type: none"> ❖ Installing collection bins at convenient locations within the urban centres ❖ Acquisition of skips and skip loaders for easier waste management 	Short term	<ul style="list-style-type: none"> ❖ Municipal Board ❖ Government of Makueni county ❖ Development partners
Lack of proper management of medical waste	<ul style="list-style-type: none"> ❖ Municipality 	<ul style="list-style-type: none"> ❖ To promote a clean and healthy environment 	<ul style="list-style-type: none"> ❖ Color-coded Bins: Implement a system of color-coded bins for different types of medical waste. For example, use different colors for infectious waste, sharps, pharmaceutical waste, and general medical waste. ❖ Training: Provide training to healthcare staff, waste handlers, and the general 	Short term	<ul style="list-style-type: none"> ❖ Municipal Board ❖ Health facilities

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>public on proper segregation technique</p> <p>❖ Proximity to Generation Points: Place collection containers close to areas where medical waste is generated to encourage proper disposal</p> <p>❖ Incineration: Consider using incineration for certain types of medical waste, ensuring compliance with environmental regulations.</p>		
Lack of a solid waste landfill site	❖ Municipality	<p>❖ To enhance efficient solid waste management within Emali municipality</p>	<p>❖ Establishment of the sanitary land fill and recycling plant</p> <ul style="list-style-type: none"> ○ Undertake feasibility to determine the suitable 	Medium-long term	<p>❖ Government of Makueni county</p> <p>❖ Municipal Board</p>

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors	
			<ul style="list-style-type: none"> location for sanitary landfill ○ Conducting an environmental impact assessment ○ Land acquisition for a sanitary land fill ○ Fencing and construction of landfill ○ Auditing and monitoring 		❖ Development partners	
Lack of a decentralized faecal facility (DTF)	❖ Sultan Hamud	–	❖ To enhance solid waste management within Emali municipality	❖ Establishment of Decentralized Faecal Facility (DTF)	Short Term	❖ Government of Makueni county ❖ Municipal Board ❖ Development partners

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of waste water and sewage treatment network	❖ Municipality	❖ To effectively and safely collect, transport, treat, and dispose of wastewater and sewage generated by homes, businesses, and industries.	❖ Establishment of a fully functional sewer reticulation system and a treatment site <ul style="list-style-type: none"> ○ Construction and expansion of sewage collection and treatment facilities ○ Mapping of sewerage system for proper management of the system 	Medium-long term	❖ Government of Makueni county ❖ Municipal Board ❖ Development partners
Lack of monitoring and evaluation	❖ Municipality	❖	❖ Establish a system to monitor the effectiveness of waste management initiatives. ❖ Conduct regular evaluations to identify areas for improvement and adjust strategies accordingly.	Medium	❖ Government of Makueni county ❖ Municipal Board

6.7 Disaster Management Strategies

Implementing effective disaster management strategies in a municipality is imperative due to the unpredictable nature of natural and man-made disasters. Such strategies are essential for safeguarding lives, minimizing property damage, and maintaining societal functionality during and after emergencies. By identifying potential hazards and vulnerabilities through rigorous planning, a municipality can enhance its preparedness and response capabilities. Adequate disaster management strategies not only protect citizens but also contribute to the overall resilience and sustainability of the community. Timely and well-coordinated responses mitigate the impact of disasters, ensuring a more rapid recovery and reducing the strain on emergency services and resources. In essence, the development and implementation of robust disaster management strategies are pivotal for fostering a safer, more secure, and resilient municipality in the face of unforeseen challenges. The table below illustrates the disaster management strategies:

Table 29: Disaster Management strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of a disaster management policy framework	❖ Municipality	❖ To establish a structured and comprehensive approach to effectively prevent, mitigate, prepare for, respond to, and	❖ Development of a disaster management policy framework	Medium-term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		recover from disasters			
Lack of a disaster management centre	❖ Municipality	❖ To enhance risk reduction measures and preparedness to disasters	❖ Establishment of disaster management center in Emali town	Medium-term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board
Lack of risk assessment and planning	❖ Municipality	❖ To enhance the community's overall resilience and ability to effectively respond to, recover from, and mitigate the impact of disasters	<ul style="list-style-type: none"> ❖ Identify the type of Hazards that are likely to occur in the municipality, such as floods and pandemics. ❖ Conduct a comprehensive assessment of community vulnerability, taking into account factors such as population density, infrastructure resilience, and economic activities. ❖ Develop detailed maps pinpointing high-risk zones 	Short term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			and critical infrastructure, enhancing the visualization of potential threats to the municipality.		
Lack of Early Warning Systems:	❖ Municipality	❖ To create a safer and more resilient environment for its residents, reduce the impact of disasters, and improve overall disaster response and recovery efforts.	<p>❖ Establish a robust early warning systems to provide timely information to residents and the municipality. These systems should include mechanisms for monitoring weather conditions and other potential hazards</p> <p>❖ Establish an effective communication channels to ensure that warnings reach the community promptly.</p> <p>❖ Foster community awareness and education programs to inform</p>	Short term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<p>residents about potential hazards and the necessary preparedness measures</p> <p>❖ Allocate resources strategically, considering potential disaster scenarios. Maintain stockpiles of essential supplies, including food, water, medical supplies, and emergency equipment</p>		
Lack of disaster management centre	❖ Municipality	❖ To address and mitigate various challenges and risks associated with disasters effectively	❖ Establishment of disaster management centre at Sultan-Hamud and Matiliku urban centres	Medium-term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Frequent droughts	✓ Municipality	❖ To mitigate effects of drought in the municipality	❖ Rehabilitate dams and water pans to promote small-scale irrigation ❖ Sensitization on growing drought resistant crops ❖ Prioritizing rainwater harvesting	Short-medium to long term	○ Government of Makueni county ○ Municipal Board ○ NGOs ○ Residents
Flooding	✓ Sultan Hamud Town, Mbitini and Mutiswa and Kwa Ngesu	❖ To mitigate the flooding in the municipality	❖ Establishment of a proper storm water management infrastructure at Sultan Hamud Town ❖ Construction gabions and flood control infrastructure at Mbitini and Mutiswa areas ❖ Integration of green infrastructure solutions, like urban greening and permeable surfaces, to	Short-medium to long term	○ Government of Makueni county ○ Municipal Board ○ NGOs

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			manage storm water, reduce flood risk, and improve overall urban resilience.		
Fire	Municipality	❖ To reduce the risk of fires and minimize their potential impact on life, property, and the environment	❖ Establishment and equipping of a fire station/emergency response units at Emali and Sultan-Hamud Towns.	Short term	<ul style="list-style-type: none"> ○ Municipal Board ○ Government of Makueni county
Increased accidents along Mombasa road	<ul style="list-style-type: none"> ✓ Emali Town ✓ Sultan Hamud 	❖ To create a safer environment for all road users, reduce the number of accidents, and prevent the associated human and economic costs.	<ul style="list-style-type: none"> ❖ Widening and maintaining the road to accommodate increasing traffic. ❖ Installing traffic signs, signals, and speed limits to guide drivers ❖ Creating designated lanes for different types of vehicles (e.g., separate 	Medium-long term	<ul style="list-style-type: none"> ○ KeNHA ○ Government of Makueni county ○ Municipal Board ○ Residents

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			lanes for cars, buses, and trucks). ❖ Launching public awareness campaigns on road safety, targeting both drivers and pedestrians. ❖ Establishing well-equipped and accessible emergency services for accident victims.		
Frequent sand floods	Municipality Mbitini Ward (Kwa Mutisya)	❖	❖ Educate local communities about the consequences of sand floods and the importance of sustainable land management. ❖ Use techniques such as terracing, and cover cropping to stabilize loose soil and prevent erosion.	Short-medium to long term	<ul style="list-style-type: none"> ○ Government of Makueni county ○ Municipal Board ○ Residents ○ Farmers

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			❖ Employ soil conservation practices, including no-till farming to minimize soil disturbance and prevent sand drift.		

6.8 Housing Improvement Strategies

Providing sufficient, high-quality, and affordable housing can mitigate the growth of slums and informal settlements and mitigate potential social unrest resulting from the deprivation and frustration experienced by individuals living in substandard housing areas.

Table 30: Housing Improvement Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of housing policy	❖ Municipality	❖ To guide and govern housing development	❖ Domesticating the national housing policy to housing policies within Emali Municipality	Short-term	❖ Municipal Board

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of affordable housing scheme	❖ Municipality	❖ To improve shelter conditions	❖ Developing low-cost housing units ❖ Tax relief on construction materials	Long-term	❖ National Government ❖ Government of Makueni county ❖ Private investors
Unfriendly building designs for people living with disability and the elderly	❖ Emali township ❖ Sultan Hamud Market places	❖ To promote friendly designs to buildings and homes	❖ Enforcing building designs and building codes friendly to people living with disability and the elderly	Short-term	❖ Government of Makueni county ❖ Municipal Board ❖ Development Partners
Poor levels of infrastructure	❖ Municipality	❖ To improve infrastructure and services within Emali	❖ Providing site and service schemes to undeveloped land, such as improving roads, water	Long-term	❖ Government of Makueni county ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		Sultan Hamud Municipality	provision and connection to water and sewerage system ❖ Development and enhancement of requisite housing and infrastructure to promote urbanization		Development Partners

6.9 Urban Planning and Development Control

Urban planning is the process of organizing and structuring the physical design and growth of cities, towns, and urban areas. It encompasses decision-making and the implementation of strategies aimed at fostering sustainable development, optimal use of land, and the overall welfare of urban communities. Development control refers to the regulatory measures and processes implemented by authorities to manage and guide the physical development of land and buildings within an area. It involves controlling and monitoring construction activities, land use changes, and building designs to ensure compliance with zoning regulations, building codes, and planning policies.

Table 31: Urban Planning and Development Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of municipality development control policy	❖ Municipality	❖ To govern and guide the development of urban centers	❖ Prepare a municipal development control policy	Short-term	Municipal Board
Lack of municipal spatial plan	❖ Municipality ❖ Urban centres local physcal and land use development plans	❖ To provide a framework for guiding the spatial development and land use within Emali municipality	❖ Prepare a comprehensive municipal spatial plan	Short-term	
		❖ To provide a framework for guiding the spatial development and land use within urban centers	❖ Reviewing and updating existing local urban land use plans	Short-term	

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Low land use plans implementation processes	<ul style="list-style-type: none"> ❖ Emali town ❖ Sultan Hamud town ❖ Matiliku urban centre ❖ Kasikeu urban centre 	<ul style="list-style-type: none"> ❖ To achieve effective implementation of the land use plans 	<ul style="list-style-type: none"> ❖ Establish a comprehensive implementation framework ❖ Establishment of intersectoral implementation committee 	Medium-term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board ❖ Development partners ❖ Residents
Emergence of informal settlements	<ul style="list-style-type: none"> ❖ Sultan-Hamud ❖ Emali ❖ Matiliku ❖ Kasikeu 	<ul style="list-style-type: none"> ❖ To promote coordinated development and enhance tenure security 	<ul style="list-style-type: none"> ❖ Map all the informal settlements in the urban centres ❖ Planning and surveying of the informal settlements to enhance tenure security 	Short-term	<ul style="list-style-type: none"> ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of a development control Unit	❖ Municipality	❖ Achieve effective implementation of the formulated plans	❖ Establishment of a control unit ❖ Recruiting and training of enforcement personnel ❖ Acquisition of adequate patrol vehicles	Short term	❖ Municipal Board ❖ Government of Makueni County
Lack of security of tenure	❖ Municipality	❖ To increase land security of tenure	❖ Adjudicate land and settlements ❖ Promote surveying and mapping of lands ❖ Land succession	Short term	❖ Government of Makueni County ❖ Municipal Board
Land administration and management	❖ Municipality ❖ Urban centres	❖ To sustainably manage land resources in the municipality	❖ Develop and implement a land information system	Short-term	❖ Government of Makueni County

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			❖ Digitize land records and optimize land-based revenue		❖ Municipal Board
Lack of municipality public land inventory	❖ Municipality	❖ To promote transparency, efficient land management, and responsible urban planning	❖ Undertaking a public land inventory	Short term	❖ Government of Makueni County ❖ Municipal Board
Lack of a municipality land valuation roll	❖ Municipality	❖ To establish a fair and equitable system for assessing the value of all properties within its jurisdiction	❖ Establish the land valuation roll	Short term	❖ Government of Makueni County ❖ Municipal Board

6.9.1 Urban Sprawl and Urban Decay Strategies

Urban sprawl refers to the uncontrolled and unplanned expansion of cities, towns and suburbs across a wide area, resulting in a low-density environment where residential and commercial areas are segregated. This type of development has detrimental effects on the residents of these areas.

Table 32: Urban Sprawl and Urban Decay Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Urban Decay	❖ Urban centres	❖ To enhance urban regeneration	❖ Formulation of urban renewal programs ❖ Landscaping and beautification ❖ Providing necessary infrastructure	Short-medium-long term	❖ Municipal board ❖ Government of Makueni County
Urban Sprawl and Unplanned settlements	❖ Urban centres	❖ To enhance order and accessibility	❖ Review of existing integrated plans for the municipality	Short term	❖ Municipal board ❖ Government of Makueni County

6.10 Urban Agriculture Strategy

These are strategies facilitate improvement of agricultural activities within the municipality:

Table 33 Urban Agriculture Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of municipal agriculture policy	❖ Municipality	❖ To foster sustainable agricultural practices within local communities.	❖ Preparation of the Municipal agriculture policy	Short term	❖ Municipal Board
Inadequate water supply for small scale farmers	❖ Rural hinterland	❖ To enhance local agricultural activity	❖ Promoting small scale irrigation through construction of dams ❖ Removing silts from existing earth dams ❖ Promotion of the planting of drought-resistant crop varieties, particularly in the lowlands	Medium-term	❖ Government of Makueni County

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of an Aggregation And Industrial Park	❖ Municipality	❖ To promote economic growth, industrial development, and create a conducive environment for businesses to thrive.	❖ Establishment of the municipality aggregation and industrial park at Emali	Long term	❖ Government of Makueni County Board ❖ Municipal Board ❖ Development partners
Inadequate Abbatoirs	❖ Municipality	❖ To efficiently and humanely process livestock into meat products for human consumption.	❖ Establishment of abbatoirs at SultanHamud, Matiliku and kisikeu	Medium term	❖ Government of Makueni County Board ❖ Municipal Board ❖ Development partners
Lack of agriculture training centre	❖ Municipality	❖ To promote agriculture production	❖ Establishment of agriculture training centre at Kasikeu	Medium-term	❖ Government of Makueni County Board ❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
					❖ Development partners
Soil Erosion	❖ Municipality rural hinterland	❖ Enhance crop cultivation	❖ Control of soil erosion to minimize soil loss by planting vegetation, building gabions to control gulley erosion	Medium term	❖ Government of Makueni County ❖ Farmers ❖ Municipal Board
Land Subdivision	❖ Municipality	❖ Minimize reduction of land sizes	❖ Control sub-division of land within the highly productive crop agricultural zone of municipality ❖ The minimum subdivision is 1 acre of agricultural land	Short term	❖ Government of Makueni County ❖ Municipal Board
Underexposure to Urban agriculture	❖ Municipality rural hinterland	❖ Increase economic and agricultural empowerment to farmers	❖ Sensitizing the farmers on the appropriate livestock breeds	Medium-term	❖ Government of Makueni County

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Challenges	Location	Objectives	Mitigation/	Strategies	Duration	Actors
			❖ Commercialization of agriculture through horticulture and fruits production	❖ Promotion of extension services on crops and livestock production		❖ Municipal Board ❖ Development Partners
Poor systems of infrastructure	❖ Municipality	❖ Increase accessibility farm to	❖ Improving networks to farms and markets	road connecting	Short-medium-long term	❖ Government of Makueni County ❖ Municipal Board ❖ KeRRA ❖ KURA

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Uncommercial agricultural activities	❖ Rural hinterland	❖ To commercialize agricultural products	❖ Enhance market access to commodities produced locally.	Short-medium-long term	❖ Government of Makueni County ❖ Farmers ❖ Municipal Board
health risks and food safety hazards	❖ Municipality	❖ To minimize health risks and food safety hazards	❖ Collaborate with local health departments to identify and mitigate zoonotic disease risks, including regulating the keeping of animals in urban areas ❖ Establish a system for regular monitoring and inspection of urban agriculture sites to ensure compliance	Short-medium-long term	❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			with food safety standards		
Ineffective utilization of urban waste for agricultural	❖ Municipality	❖ To efficiently and sustainably utilize urban waste for agricultural purposes within the municipality, promoting resource conservation, reducing waste disposal costs, and increasing local food production.	❖ Provide training and resources for urban gardening and rooftop farming, utilizing recycled waste as soil and fertilizers. ❖ Collaborate with waste management private companies and agricultural enterprises to enhance efficiency and promote innovation. ❖ Develop and implement policies that encourage and regulate the use of	Short-medium – long term	❖ Municipal board ❖ Residents

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			urban waste for agriculture		
Low production of vegetables through kitchen gardens	❖ Urban Centres	❖ To promote the establishment of kitchen gardens throughout the municipality to improve access to fresh and nutritious vegetables.	❖ Organize workshops, seminars, and awareness campaigns to educate residents about the benefits of kitchen gardens and sustainable gardening practices. ❖ Provide subsidized or free seeds, seedlings, and compost to encourage residents to start their kitchen gardens.	Short-medium – long term	❖ Municipal board Residents

6.11 Social Issues and marginalized groups Strategy

This strategy aims to mainstream inclusivity within the municipality promoting equality.

It involves the following

- i. Social inclusion of the youth, persons living with disability and vulnerable groups in decision making processes.
- ii. Programs aimed at empowering and providing support to the elderly, orphaned children, and individuals with disabilities to alleviate their challenges.
- iii. Provision of ramps/inclined planes in entrances and within buildings that are accessed by the public.
- iv. Friendly designs of facilities and utilities used by people living with disability.
- v. Provision of rehabilitation centers
- vi. Promoting local culture by setting up a local cultural center.

Table 34 Social Issues Strategies

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Poverty	❖ Municipality	❖ To increase economic empowerment in the municipality	❖ Implement policies that attract and retain investments in the municipality.	Short-term	❖ Government of Makueni County ❖ Municipal
		❖ Stimulate sustainable economic growth within the Emali municipality	❖ Promote diversification of the economy to reduce over-dependence on a single sector	Short-term	Government of Makueni County Municipal Board Investors

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Persons living with disability	❖ Municipality	❖ To enhance representation of community issues in the municipality	❖ Mandatory participation of representatives of women, the elderly and PWDs in all municipality decision-making processes ❖ Provision of ramps/inclined planes in entrances and within buildings that are accessed by the public. ❖ Friendly designs of facilities and utilities used by people living with disability ❖ equal participation of persons with disability in all decision-making processes through their governing body	Short-medium-long term	Municipal Board Government of Makueni County Development partners

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Capacity building committees to take care of the interests of the PWDs ❖ Inclusion of the physically challenged in decision making organs within Emali and recruitment process ❖ Establish a PWD training center in Emali township ❖ Set aside net funds and bursaries kitty for the PWDs to deal with the special needs of the group within Emali 		
Low youth empowerment	❖ Municipality	❖ To increase the skills of youth entrepreneurship and enhance their	❖ Empowering youth participation in governance and leadership through capacity building and mentorship.	Short-Medium-long term	❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		<p>participation in municipal economic activities and development.</p>	<ul style="list-style-type: none"> ❖ Strengthen youth led movements and networks as well as enhancing access to information and opportunities. ❖ Promote business mentorship Programme and closely monitor adherence of the affirmative action on the 30% procurement opportunities for the youth to enhance their participation in entrepreneurship. ❖ Roll out youth employment programme by linking youths to the various sectors such as agriculture, roads and infrastructure, service and ICT industry. 		

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			❖ Combat drug and substance abuse by aggressive youth mentorship programmes and policing with relevant authorities.		
Lack of a databases for the people living with database and the marginalized groups	❖ Municipality	❖ To address specific social, economic, and healthcare needs of these populations while promoting inclusivity and equitable access to resources and opportunities	❖ Establishment of the municipality database for the people living with disability and the socially marginalized groups.	Short term	❖ Municipal Board ❖ Government of Makueni County
Increased drug and substance use	❖ Municipality	❖ To implement comprehensive strategies aimed at reducing the	❖ Establish early intervention programs that identify and address risk factors for drug use in young individuals	Short-medium-long term	❖ Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
		<p>increased prevalence of drug and substance use among the youth, with a focus on prevention, education, and support</p>	<p>❖ Create community-based programs that engage youths in positive activities, such as sports, arts, and volunteer work, to reduce boredom and idle time.</p> <p>❖ Expand access to affordable and effective treatment and rehabilitation services for individuals struggling with substance abuse</p> <p>❖ Foster collaboration between government agencies, schools, healthcare providers, community organizations, and law enforcement to create a unified approach to tackling drug abuse</p>		<p>❖ Government of Makueni County</p> <p>❖ Residents</p>

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Increased commercial workers	<ul style="list-style-type: none"> ❖ Emali Town ❖ Sultan-Hamud Town 	<ul style="list-style-type: none"> ❖ To promote entrepreneurship skills 	<ul style="list-style-type: none"> ❖ Facilitate the growth of small businesses and startups in different sectors. ❖ Provide financial incentives, mentoring programs, and infrastructure support for entrepreneurs ❖ Design urban areas with mixed-use zoning to promote a balance of residential and commercial spaces. 	Short-medium-long term	<ul style="list-style-type: none"> ❖ Government of Makueni County ❖ Municipal Board

6.12 Municipal Revenue Generation Strategy

This strategy identifies various methods of increasing revenue within the municipality

- i. Reliance on local revenue sources such as parking fees and market place fees, land subdivision.
- ii. Computerizing systems of accounting and financial reporting
- iii. Reviewing property tax systems to adopt development rating.
- iv. Supervision of revenue collection
- v. Grants and donor funds and prioritization of resources
- vi. Privatization of services by seeking development partners

The table below explains the proposed revenue generation strategies in details:

Table 35 : Revenue Generation Strategies

Challenges	Location	Objectives		Mitigation/Strategies		Duration	Actors
Tax evasion	❖ Municipality	❖ To enhance Enforcement Compliance measures	tax and	❖ Discourage evasion by imposing significant penalties, fines, and legal consequences on offenders	tax	Short-term	❖ Government of Makueni County ❖ Municipal Board

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Challenges	Location	Objectives	Mitigation/Strategies	Duration	Actors
			❖ Computerizing systems of accounting and financial reporting		
Limited sources of local revenue	❖ Municipality	❖ To improve financial sustainability	❖ To improve financial sustainability ❖ Reliance on local revenue sources such as parking fees and market place fees, land subdivision ❖ Reviewing property tax systems to adopt development rating. ❖ Automate land-based revenue sources ❖ Enhance revenue forecasting and targeting	Short-term	❖ Government of Makueni ❖ County Municipal Board

Challenges	Location	Objectives	Mitigation/Strategies	Duration	Actors
			❖ Enhance own source revenue		
Poor financial management	❖ Municipality	❖ To Improve governance and transparency in collection and management of local revenue	❖ Develop a municipal financial management system ❖ Auditing municipal finances to ensure accountability and transparency ❖ Computerizing systems of accounting and financial reporting ❖ Automating revenue collection	Short-term	❖ Government of Makueni County ❖ Municipal Board
Weak tax administration systems	❖ Municipality	❖ To strengthen revenue mobilization capacity	❖ Strengthening tax administration to minimize revenue leakages	Long-term	❖ Government of Makueni County

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Challenges	Location	Objectives	Mitigation/Strategies	Duration	Actors
			❖ Broaden own source revenue streams by expanding the taxpayer base		❖ Municipal Board

6.13 Municipal governance and strategic direction

This section outlines the vision and mission statements of Emali-Sultan Hamud municipality. The successful execution of the comprehensive urban development plan will be integrated into the existing institutions already identified, necessitating effective leadership and coordination.

6.13.1 Vision Statement

A sustainable, economically resilient and Green Municipality with a high quality of life

6.13.2 Mission Statement

To improve the livelihoods of each household through integration of technology, socio-economic development and nature-based solutions for inclusive, effective and efficient service delivery

6.13.3 Core Values

- Citizen focused
- Creativity & Innovativeness
- Transparency and Accountability
- Teamwork
- Integrity
- Efficiency

6.13.4 Municipal Governance and Management

The municipality of Emali-Sultan Hamud lacks a proper governance structure, which hinders its effective functionality. Although the municipal board has been established, it lacks office spaces, required qualified personnel, and the necessary working equipment, such as computers. Moreover, the municipality has not yet been operationalized, thereby hindering its service delivery to the residents of the municipality. For an effective municipality governance there is need to establish the following:

- i. **Operationalization of the municipality** - This refers to the process of fully setting up and activating the municipality so that it can start delivering services to the community. To achieve this, the remaining tasks that need to be carried out by the municipal board should be officially assigned to them by the county government as stipulated in the Urban Areas

and Cities Act, 2011 (amended, 2019). This ensures that the municipality has a clear mandate and the authority to act.

- ii. **Office accommodation and facilitation for board** - Providing suitable office spaces for the municipal board is crucial. Adequate office facilities create a conducive environment for decision-making, planning, and coordination of activities. Having dedicated spaces for meetings and administrative work enables the board to function efficiently.
- iii. **Recruitment of the qualified staff** - Hiring staff members with the necessary qualifications and expertise is essential for effective governance. Qualified personnel can carry out various tasks efficiently, such as managing administrative affairs, providing specialized services, and implementing development projects.
- iv. **Preparation of scheme of services** - the scheme of services outlines the roles, responsibilities, and functions of different positions within the municipality. This document will ensure clarity in job descriptions, prevents overlaps in duties, and establish a structured framework for the municipality's operations.
- v. **Capacity building of the staff through annual training** - Regular training sessions for staff members are crucial to enhance their skills and keep them updated with the latest practices and knowledge. Annual training opportunities will enable employees to improve their performance and contribute effectively to the municipality's objectives.
- vi. **Establishment of key offices for management and governance** - Setting up key offices within the major towns in the municipality that are dedicated to management and governance functions will ensure that various aspects of the municipality's operations are well-coordinated and devolved to the lowest levels.
- vii. **Establish a digital governance and citizen services**- Implement a seamless Digital Government platform to offer online access to public services, including online payment options for revenues, business permits, land records, and public information. Create a citizen portal for residents to access information, report issues, and participate in municipal governance.
- viii. **Establishing service delivery and monitoring systems** - Developing systems to monitor service delivery is essential to ensure that the municipality is meeting the needs of its residents. Monitoring mechanisms will allow for the assessment of progress, identification of areas needing improvement, and the overall enhancement of service quality. 223

ix. **Comprehensive and all-inclusive public participation** – Achieving comprehensive and all-inclusive public participation is essential for successful municipal governance. This involves actively engaging a wide range of stakeholders, ensuring that their voices are heard, and fostering an inclusive environment for decision-making. To effectively implement this, several important aspects need to be addressed:

- **Stakeholder engagement:** Engage not only residents but also businesses, community organizations, civil society groups, and other relevant entities. This broader engagement will capture a diverse array of perspectives and interests. In order to enhance engagement, there is need to:
 - ✓ Develop a mobile application for residents to provide feedback, report issues, and participate in municipality decision-making.
 - ✓ Use social media and other digital platforms to engage with the community and gather input on development projects.
- **Gender sensitivity:** Ensure that gender perspectives are considered in decision-making processes. This means understanding and addressing the unique needs and experiences of women, men, and gender-diverse individuals within the community.
- **Inclusion of vulnerable groups:** It's crucial to involve vulnerable and marginalized groups, such as people with disabilities, ethnic minorities, and low-income individuals. Including their voices will help prevent exclusion and leads to more equitable outcomes.

The strategies are aimed at providing a comprehensive approach to enhance the governance of the municipality. By ensuring its operationalization, providing necessary resources and facilities, recruiting qualified personnel, defining roles and responsibilities, investing in staff development, establishing key management offices, and implementing effective monitoring systems, the municipality can achieve improved service delivery and better meet the needs of its resident.

Table 36: Municipal Governance and Management

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Lack of a proper municipal system of governance	❖ Municipality	❖ To ensure effective and sustainable service delivery within the municipality	<ul style="list-style-type: none"> ❖ Operationalization of the municipality ❖ Capacity build the existing municipal board to oversee all activities and functions within the municipality 	Short-term	Municipal Board
			<ul style="list-style-type: none"> ❖ Creation of municipal organizational structure ❖ Establish offices for proper management and governance of the municipality ❖ Staff recruitment ❖ Preparation of the scheme of services 	Medium-term	
Lack of established service delivery	❖ Municipality	❖ To enhance efficiency in service delivery to the residents	Developing a monitoring system to monitor service delivery in order to ensure that the municipality is meeting the needs of its residents	Medium-term	Municipal Board

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
and monitoring systems					
Lack of digital governance and citizen services	❖ Municipality	❖	❖ Establish a digital governance and citizen services ❖ Implement a seamless Digital Government platform to provide online access to public services such as online payment options for revenues and services, business permits, land records, and public information. ❖ Create a citizen portal for residents to access information, report issues, and participate in municipality governance.	Short-term	Municipal Board

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Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
Inadequate digital skills and workforce development	❖ Municipality	❖ To enhance digital skills and workforce development	❖ Establish Digital hubs in order to promote digital literacy and provide training programs to enhance the digital skills of the workforce and citizenry ❖ Collaborate with local educational institutions to create relevant digital empowerment programs.	Medium-term	Municipal Board
Comprehensive and all-inclusive public participation	❖	❖ To ensure inclusivity in decision-making	❖ Undertake stakeholder engagement by holding workshops, meetings, and barazas with a wide range of stakeholders. Engage not only residents but also businesses, community organizations, civil society groups, and other relevant entities.	Continuous	Municipal Board

Challenges	Location	Objectives	Mitigation/ Strategies	Duration	Actors
			<ul style="list-style-type: none"> ❖ Ensure that gender perspectives are considered in decision-making processes. ❖ It's crucial to involve vulnerable and marginalized groups, such as people with disabilities, ethnic minorities, and low-income individuals ❖ Develop a mobile app for residents to provide feedback, report issues, and participate in municipality decision-making. ❖ Use social media and other digital platforms to engage with the community and gather input on development projects. 		

7 CHAPTER SEVEN

PRIORITY PROJECTS, CAPITAL INVESTMENT AND INSTITUTIONAL ARRANGEMENT

This chapter presents the priority projects, the capital investment plan and resource framework and the institutional arrangement for realizing this plan

7.1 Prioritized Projects

This section identifies the priority projects, the strategic statements and targets to be met when executing them.

Table 37 : Priority Projects

Priority Area	Strategic Statement		Target
Development of municipal structures for governance and management	❖ Operationalization of the municipality.	of the	❖ Review of organization structure. ❖ Establish road map for phased transfer of functions. ❖ Staff establishment. ❖ Job descriptions. ❖ Establish Standard operating procedure. ❖ Establishment of the relevant directorates. ❖ Development of staffing norms for the board of municipality. Capacity building ❖ Recruitment and training of staff. ❖ Acquisition of the offices and equipment.

Priority Area	Strategic Statement	Target
Preparation of the Municipal Spatial Plan.	❖ Framework to guide municipality development.	❖ Land use zoning. ❖ Establishment of development guidelines. ❖ Establishment of economic, environment, agriculture and transportation improvement strategies. ❖ Provision of adequate social and physical infrastructure.
Preparation of the local physical and land use development plans for the market centres	❖ Framework to guide urban development.	❖ Land use zoning. ❖ Establishment of development guidelines. ❖ Establishment of economic, environment, agriculture and transportation improvement strategies. ❖ Provision of adequate social and physical infrastructure.
Preparation of a municipal solid waste management policy	❖ Sustainable solid waste management	❖ Solid waste collection, transportation and disposal strategies ❖ Amount and type of solid waste collected ❖ Solid waste management mechanisms
Establish Sustainable solid waste management system	❖ Sustainable solid waste management.	❖ Sensitizing the residents on the importance of waste re-use and recycling

Priority Area	Strategic Statement	Target
		<ul style="list-style-type: none"> ❖ Provision of adequate and well labelled bins in the urban centers ❖ Acquisition of skips and skip loaders ❖ Establishment of solid waste sanitary landfill. ❖ Designation of waste collection sites in urban areas. ❖ Provision of waste collection bins and receptacles. ❖ Establishment of solid waste segregation and collection mechanisms. ❖ Sensitization of the residents on the best practices of solid waste management.
<p>Establish recreational facilities and other open spaces/ aesthetics within the Emali, Sultan Hamud, Kasikeu, Matiliku and other urban centres</p>	<p>❖ Provide a space for leisure, relaxation, and various outdoor activities for individuals, families, and communities</p>	<p>❖ Construction of the well planned and deigned recreational facilities such parks and playgrounds.</p>
<p>Upgrading and opening up of the Emali and Sultan Hamu towns access roads</p>	<p>❖ Improve accessibility.</p>	<ul style="list-style-type: none"> ❖ Upgrade to bitumen standards. ❖ Opening up of the closed roads ❖ Construction of pedestrian walkways.

Priority Area	Strategic Statement	Target
Disaster Management Centre.	To increase level of preparedness against disasters.	❖ Establish a well-equipped disaster management center.
Water supply.	❖ To have adequate portable water.	❖ Proper maintenance of the existing boreholes. ❖ Rehabilitation of water pans and earth dams ❖ Establishment of water treatment facility. ❖ Increase water supply through: <ul style="list-style-type: none"> ○ Mapping all potential water sources within the municipality ○ Regulating construction of boreholes to avoid over-extraction ○ Desilting and constructing of more earth dams ○ Continuously maintenance of the existing boreholes ○ Sensitizing residents on the importance of water harvesting ○ Expand water connectivity to municipality residents by extending the

Priority Area	Strategic Statement	Target
		<p>distribution coverage of the Kitheini and Mwangini Water projects.</p> <ul style="list-style-type: none"> ○ Install a pump in the Kathikwani boreholes to enhance water supply. ○ Construct water tanks at Muuni Hill for distributing water from the Muuni sump and pipeline distribution. ○ Regulate and control borehole development. ○ Construct a mega water source along Muoni River. ○ Utilize solar energy to power the Kyumbe water project. ○ Build water infrastructure along Muooni River. ○ Test pump Ndunguni Primary School BH and distribute water to the community. ○ Rehabilitate Kwa Ndumbi BH. ○ Rehabilitate Kwa Ngilu Water project

Priority Area	Strategic Statement	Target
Liquid waste management.	❖ Proper liquid waste management.	❖ Establishment of decentralized fecal treatment facility. ❖ Increased Sewer reticulation network in the municipality. ❖ Construction of modern sewerage treatment facility.
Adequate and efficient drainage system.	❖ Proper storm water drainage systems within urban areas.	❖ Construction of closed drainage systems within urban areas.
Creation of Land information system.	❖ Proper and efficient land management system.	❖ Efficient land management and administration.
Undertaking public land inventory	❖ To promote transparency, efficient land management, and responsible urban planning	❖ Identifying mapping and demarcating all the public land within the municipality
Preparation of Land valuation roll	❖ Plays a significant role in property taxation, urban planning, and various administrative and governance functions	❖ Preparation of the land valuation containing: <ul style="list-style-type: none"> • Property Information, • Assessed value of the property for taxation purposes,

Priority Area	Strategic Statement	Target
		<ul style="list-style-type: none"> • Details about the physical characteristics of the property, such as the number of bedrooms, bathrooms, and other amenities • Information on recent property sales in the area to support market-based valuations • Public Inspection Period • Ownership Changes among others
<p>Development of the marginalized group database.</p>	<p>❖ Promote social equity, informed policymaking, and targeted development efforts.</p>	<p>❖ Creation of an marginalized group database containing a wide range of information and data related to specific groups of people who are marginalized due to various factors such as socioeconomic status, ethnicity, gender, disability, or other characteristics.</p>
<p>Beautification of Emali and Sultan Hamud CBD.</p>	<p>❖ Increase urban aesthetic.</p>	<p>❖ Planting of trees and flowers. ❖ Proper landscaping.</p>
<p>Installing flood lights within the urban centres with priority being in the following urban centres:</p> <ul style="list-style-type: none"> ✓ Emali ✓ Matiliku Market Centre 	<p>❖ Enhance security and promote economic vibrancy in the area</p>	<p>❖ Installation of adequate flood lights and street lights</p>

Priority Area	Strategic Statement	Target
<ul style="list-style-type: none"> ✓ Sultan Hamud ✓ Kwa Kakulu market centre ✓ Kasikeu 		
<p>Regular maintenance through grading and gravelling of proposed arterial and Collector roads</p>	<ul style="list-style-type: none"> ✓ Improve accessibility. 	<ul style="list-style-type: none"> ❖ Regular maintenance of the proposed roads ❖ Upgrading to bitumen in the long term ❖ Establishing pedestrian foot paths along the arterial, collector and feeder roads
<p>Opening and establishing of the proposed Feeder roads</p>	<ul style="list-style-type: none"> ✓ Improve accessibility. 	<ul style="list-style-type: none"> ❖ Opening up and gravelling the feeder roads in the short term ❖ Upgrading to bitumen in the long term ❖ Establishing pedestrian foot paths along the feeder roads
<p>Establishment of modern markets within Emali, Sultan-Hamud, Kasikeu and Matiliku urban centres</p>	<ul style="list-style-type: none"> ✓ Conducive environment for undertaking business ✓ 	<ul style="list-style-type: none"> ❖ Construction of the three storey modern market

Priority Area	Strategic Statement	Target
<p>Establishment of modern bus terminus at Sultan-Hamud, Kasikeu and Matiliku urban centres</p>	<p>✓ Transformation of urban mobility and accessibility by undertaking the construction of a state-of-the-art bus terminus that is fully equipped and operational</p>	<p>Construction of bus terminus containing physical structures but also utilities like lighting, signage, seating, ticketing systems, waiting areas, and other facilities that passengers and staff require</p>
<p>Establishment of adequate parking lots within Emali, Sultan-Hamud, Kasikeu and Matiliku urban centres</p>	<p>✓ Addresses the pressing need for organized and accessible parking facilities in these areas, enhancing convenience for residents and visitors alike.</p>	<p>Construction of adequate parking lots well labelled and designed</p>
<p>Agriculture productivity.</p>	<p>❖ Improve food security. ❖ Improve revenue from agricultural produce.</p>	<p>❖ Construction of dams and water pans for small scale irrigation. ❖ Sensitizing farmers on the agri-business best practices. ❖ Increased value addition through establishment of more agro-based industries.</p>

Priority Area	Strategic Statement	Target
<p>Establishment of a stadium within the municipality</p>	<p>❖ Provision of an a venue for sports and entertainment, boost local economy, and enhance the overall quality of life for residents</p>	<p>❖ Planning, designing, constructing, and operating a sports facility within the municipality. This facility is will be designed to host various sporting events, such as football (soccer), baseball, basketball, concerts, and other entertainment functions.</p>
<p>Preparation of the following by-laws;</p> <ul style="list-style-type: none"> ✓ Solid waste management policy. ✓ Environmental management plan. ✓ Climate action plan ✓ Integrated transport management policy. ✓ Urban planning and development control policy. ✓ Urban housing policy. ✓ Urban disaster management policy. 	<p>❖ Proper management of the municipal sectors.</p>	<p>❖ Preparation and enactment of the by-laws.</p>

Priority Area	Strategic Statement	Target
<p>Establish a business incubation center in the Emali and Sultan Hamud Towns</p>	<p>✓ To boost economic activity, encourage entrepreneurship, and provide a supportive environment for startups to thrive in these specific locations.</p> <p>✓ To nurture and accelerate the development of early-stage businesses, increasing their chances of becoming sustainable and profitable enterprises.</p>	<p>❖ Construction of an incubation business centre containing resources such as physical workspaces, mentorship, access to funding, networking opportunities, training programs, and more</p>
<p>Establishment of an empowerment center in Emali and Sultan Hamud, consisting of cultural centers, an ICT hub, and a library, in order to uplift and empower the local communities</p>	<p>✓ Create a holistic environment where individuals can gain knowledge, skills, and a strong sense of identity, ultimately leading to personal empowerment and community advancement.</p>	<p>❖ Establishment of an empowerment center containing the following:</p> <p>❖ Cultural Centers - provide a space for local residents to engage in various cultural activities, such as traditional art, music, dance, and storytelling</p>

Priority Area	Strategic Statement	Target
		<p>❖ ICT Hub (Information and Communication Technology) - provides access to computers, internet connectivity, and training in various aspects of information technology</p> <p>❖ Library - the community gains access to a diverse range of books, magazines, research materials, and educational resource.</p>
<p>Digital Governance and Citizen Services:</p>	<p>Empowering Citizens, Transforming Governance</p>	<p>❖ Implement a seamless Digital Government platform to provide online access to public services such as online payment options for revenues and services, business permits, land records, and public information.</p> <p>❖ Create a citizen portal for residents to access information, report issues, and participate in municipality governance</p>

Priority Area	Strategic Statement	Target
<p>Cybersecurity and Data Protection:</p>	<p>Safeguarding sensitive information, ensuring the privacy of residents and stakeholders, and protecting critical infrastructure from cyber threats.</p>	<ul style="list-style-type: none"> ❖ Establish robust cybersecurity measures to protect sensitive citizen data and critical infrastructure. ❖ Develop a data protection framework that cascades the national cyber security initiatives in compliance with privacy regulations. ❖ Educate businesses and individuals about data privacy best practices
<p>Smart Infrastructure Management</p>	<p>To create an interconnected, data-driven, and responsive infrastructure ecosystem that enhances the quality of life for our residents, supports economic growth, reduces environmental impact, and ensures the long-term vitality of our community.</p>	<ul style="list-style-type: none"> ❖ Deploy IoT (Internet of Things) sensors to monitor and manage public critical infrastructure, such as water reticulation systems, waste management, and street lighting. ❖ Implement a computerized maintenance management system (CMMS) to streamline maintenance operations for roads, buildings, and utilities.

7.2 Capital Investment Plan – Resource Framework

The framework highlights the identified projects aimed at addressing the challenges experienced by the municipality's residents. These projects are intended to be implemented over the next five years. The framework provides specific details, including the cost of each project and its scheduled implementation year.

7.3 Capital Investment Plan

Need for a Capital Investment Plan

The existing infrastructure within Emali-Sultan Hamud municipality includes road networks, electricity supply, institutional infrastructure, social and community facilities may constitute the bear minimum that may be used to put the municipality to initiate the much-needed economic transformation. The CIP will ensure sustainable resource allocations to various sectors within the municipality.

Implementation of the Capital Investment Plan

The Investment Plan Implementation shall:

- i. Guide asset management and financial management within the municipality
- ii. Shall guide the budgeting process for a specific project in the municipality
- iii. Inform planning efforts within the municipality
- iv. Advance the process of acquiring, holding, managing, operating, and disposing of capital assets
- v. Provide detailed description for each project within the municipality

Capital Investment Plan Development

The capital Investment Plan is based on the priorities which support agricultural development in Emali, Promote tourism, sustainable development, Urbanization, profitable trade and commerce. The municipality needs to utilize a comprehensive investment framework to strategically utilize the advantageous geographical position, economic prospects, and growth possibilities within the county. This plan will offer guidance on directing investments towards infrastructure and other assets that enhance social development. The goal is to ensure the efficient and sustainable

utilization of the county's resources, ultimately leading to enhanced well-being for households in Emali.

The proposed strategies and developments were taken through a review and prioritization using the following factors:

- i. Urgency of need
- ii. Significance in achieving strategic goals
- iii. Scope of service
- iv. Financial feasibility
- v. Community priority and impact

The Emali-Sultan Hamud IDeP capital investment plan runs for 5 years (2023 to 2027) has a total expenditure of **8.1526B**

7.3.1 Municipal Governance

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	
MG1	Development of municipal governance structure	Municipality.	Functional Municipal directorates	No. of Directorates fully functional	4					10M
MG2	Human resource capacity building.	Municipality.	Recruited staff	No. of Staff Recruited	100%					11M
			Competent staff	No. of Staff Capacity build						
MG3	Establish Municipality Monitoring and Evaluation system.	Municipality.	Operational M&E system	No. operational Monitoring and Evaluation system.		1				3.5M
MG4	Office Infrastructure.	Municipality.	Functional office fully equipped with furniture, computers, printers	No. of offices fully equipped						10M
MG5	Public Participation	Municipality	People centered development	No. of fora held		4	10	10	10	20M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
MG6	Digital Governance and Citizen Services	Municipality	Established governance and citizen services	Enhanced and effective governance		1				10m
MG Sub –Total										64.5M

7.3.2 Urban Planning and Development

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
UPD1	Development of the Municipal Spatial Plan.	Municipality.	Approved Municipal Spatial plan.	No. of Approved Municipal Spatial plans developed	1					15M
UPD2	Development of Local Physical and Land Use Development Plan for major urban centres	Emali, Sultan-Hamud, Kaseve Matiliku	Approved Local Physical and Land Use Development Plans.	No. of Approved Local Physical and Land Use Development	2	2				28M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
				Plans developed						
UPD3	Development of Local Physical and Land Use Development Plan for market centres	9 Market centres within Municipality	Approved Local Physical and Land Use Development Plans for markets.	No. of Markets with Approved Local Physical and Land Use Development Plans.			3	3	3	31.5M
UPD4	Development of the Municipal Development Control Policy.	Municipality.	Approved development control policy.	No. of Approved development control policy		1				10M
UPD5	Beautification and landscaping of the urban centres through planting of trees, urban regeneration and renewal	Emali Sultan-Hamud	Enhanced aesthetics in urban areas.	No. of Urban areas with enhanced aesthetics						100M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	
UPD6	Road, streets and estates naming	Emali Sultan-Hamud	Road, streets and estates named for easy reference	No. of named roads, streets and estates						5M
UPD7	Establishment of land Information System (LIS)	Municipality	land Information System (LIS) established	No. of Land Information System established	1					7M
UPD8	Development of land valuation Roll	Municipality	Land Valuation Roll developed	No. of Land Valuation Roll			1			7M
UPD9	Land Titling in major urban centres plots (approximately 2000 plots)	Emali Sultan-Hamud	Increased land tenure security	No. of plots owners with title deeds	No. 400 plots	No. 400 plots	No. 400 plots	No. 400 plots	No. 400 plots	70M
UPD Sub –Total										273.5M

7.3.3 Economy Sector

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	
ES1	Development of Municipal Economic	Municipality	Approved Municipal	No. Approved Municipal		1				7M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
	Development Strategy Framework		Economic Development Strategy Framework	Economic Development Strategy Framework						
ES2	Development of database for the Micro Small and Medium Scale Enterprises (MSMEs) in the municipality	Municipality	MSMEs database established	No. of MSMEs database established			1			10M
ES3	Development of Local Development plans for the special economic zones	Emali Sultan hamud	Approved Local Development plans for the Special Economic Zones	No. of Approved Local Development plans for the Special Economic Zones						400M
ES4	Construction of Modern Light Industrial park	Emali Town	Modern light industrial park constructed	No. of Modern light industrial park constructed				1		300M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
ES5	Establishment of Jua Kali Sheds	Sultan Hamud Town Matiliku urban centre Kwa Kakulu urban centre Kasikeu urban centre	Jua kali sheds Constructed	No. of Jua kali sheds Constructed		1	1	1	1	200M
ES6	Construction of four storey modern markets	Sultan Hamud Town, Emali Town, Matiliku urban centre, Kasikeu urban centre.	Four storey modern market Constructed	No. of storey modern market Constructed		1	1	1	1	300M
ES7	Establishment of entrepreneurial training programs for youths and traders	Municipality	Entrepreneurial training programs established	No. of entrepreneurial training programs established	10M	10M	10M	10M	10M	50M
				No. of Youths and traders trained						

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
ES Sub –Total									1.267B	

7.3.4 Infrastructure and services

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
Transport Sector										
IS 1	Development of the Integrated Transportation Plan	Municipality	Approved Integrated Transportation Plan	No. of Integrated Transportation Plan		1				7M
IS 2	Upgrading of the urban access roads and provision of support infrastructure	Emali Town, Sultan-Hamud Town	Roads upgraded to bitumen	Length of roads in Kms upgraded to bitumen	2km	2km	2km	5km	5km	640M
IS 3	Construction of storm water Drainage system.	Emali Town Sultan-Hamud Town.	Storm water Drainage system constructed	Length of storm drainage systems Constructed						100M
IS4	Upgrading of feeder and classified roads	Municipality.	Feeder and classified roads upgraded	Length in Kms of link and classified roads upgraded.		25km	25km	25km	25km	75M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
IS5	Upgrading of the earth roads to bitumen (low volume seal) and provision of pedestrian walkways (Identified primary, secondary and link roads)	Municipality	Earth roads upgraded to bitumen standards	Lengths in Kms of earth roads upgraded to bitumen standards			20.19	20.19	20.19	2.4B
IS6	Construction of parking lots	Emali Town, Sultan Hamud Town, Matiliku urban centre, Kasikeu urban centre	Parking lots Constructed	Area in M ² of Parking lots constructed						100M
IS7	Construction of modern bus terminus	Matiliku urban center, Kasikeu urban centre	Bus terminus constructed	No. of bus terminus constructed				1	1	40M
IS8	Acquisition of road construction/ maintenance equipment's - Motor	Emali Town	Road construction/	No. of Road construction/						250M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
	Graders, Pedestrian Rollers, Vibrating compactor, Self-propelled vibrating rollers, Excavators, Water Tanker buzzers, Backhoe, Tipper trucks, Compressors, Wheel Loader		maintenance equipment acquired	maintenance equipment acquired						
Energy										
IS9	Installation of the high mast flood lights one in each urban centre	110 no. urban centres	Installed high mast flood lights	No of high mast lights installed	No. 22	No. 22	No. 22	No. 22	No. 22	275M
IS10	Installation of street lights	Emali Town Sultan Hamud Town Matiliku urban centre Kasikeu urban centre	Installed street lights	No of street lights installed		2	2			50M
Information and communication										

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
IM1	Establishment of an empowerment center in Emali and Sultan Hamud, consisting of cultural centers, an ICT hub, and a library, in order to uplift and empower the local communities	Emali town Sultan town	Established empowerment centers	No. of empowered residents Fully functional empowerment centres		1	1			20M
IM2	Cybersecurity and Data Protection- Develop a data protection framework that cascades the national cyber security initiatives in compliance with privacy regulations	Municipality	Availability of the data protection framework	No. of cases of Cybersecurity		1				6M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
IM3	Establishment of Smart Infrastructure Management – establishment of computerized maintenance management system (CMMS) to streamline maintenance operations for roads, buildings, and utilities	Municipality	Established Smart Infrastructure Management	Effective management and operations of infrastructure			1			6M
Health sector										
IS11	Establishment of a fully equipped health center	Matiliku and Ndunguni	Fully equipped health centres constructed	No of Health centres constructed and equipped				1	1	1B
IS 12	Construction and equipping of dispensaries.	Municipality	Dispensaries constructed and equipped	No. of dispensaries constructed and equipped						280M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
IS13	Public awareness on diseases preventive measures	Municipality.	Public awareness fora on diseases preventive measures held	No. of public awareness fora on diseases preventive measures held						9M
Educational Facilities										
IS14	Establishment of special school for the people physically impaired	Emali	Special school Constructed	No. of Special school Constructed				100%		150M
				No. of learners enrolled						
Community Facilities										
IS15	Establishment of recreational parks	Emali town Sultan hamud town	Recreational parks constructed	No. of recreational parks constructed		1	1			20M
IS16	Construction of a Mini-stadium	Emali town Sultan hamud town	Mini-stadiums Constructed	No of mini-stadiums Constructed				2		50m

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
IS17	Construction of social halls	Emali Town Sultan Hamud Town Matiliku urban centre Kasikeu urban centre	Social halls constructed	No. of social halls constructed		2	2			6M
IS18	Establishment of an Empowerment center consisting of cultural centers, an ICT hub, and a library	Emali and Sultan Hamud towns	Empowerment centres constructed	No. of empowerment centres constructed			1	1		20M
IS19	Land acquisition for cemetery	Emali Town	Land acquired for cemetery	No. of Lands acquired for Cemetery		1				5M
IS20	Establishment of playgrounds with track, podium, terraces and drainage	Each ward.	Playgrounds established	No. of the playgrounds established.			N0.1	N0.1	N0.1	18M
Water Sector										
IS 21	Construction of water treatment facility	Sultan hamud and Emali Towns	Functional water treatment facility constructed	No. of functional water treatment						50M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
				facility constructed						
1S 22	Drilling and distribution of boreholes	Municipality	Boreholes drilled and distributed	No. of boreholes drilled and distributed		2.No	2.No	2.No	2.No	40M
1S 23	De-siltation of the earth dams	Municipality	Earth dams desilted	No. of earth dams desilted						200M
IS Sub –Total										5.817B

7.3.5 Environmental, Conservation and Disaster Management Sector

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
ECD 1	Development of Solid wastemanagement policy	Municipality	Approved Solid waste management policy	No. of Approved Solid waste management policy	1					5M
ECD 2	Installation of collection bins/receptacles at convenient locations	Emali town Sultan –hamud town Kasikeu urban centre	Collections bins/receptacles installed	No. of collections bins/receptacles installed	400					0.6m

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
		Matiliku urban centres								
ECD3	Acquisition of 2 skip loaders	Municipality	skip loaders acquired	No. of skip loaders acquired		2				20M
ECD4	Acquisition of 20 skips	Emali town Sultan –hamud town	skips acquired	No. of skips acquired		20				7M
ECD5	Acquisition of 2 dump trucks	Municipality	Dump trucks acquired	No. of dump trucks acquired				2		20m
ECD 6	Establishment of a Sanitary landfill	Municipality	Sanitary landfill established	No. of Sanitary landfill established					1	60M
ECD7	Construction of sewer reticulation system and sewer treatment site	Municipality	Sewer reticulation system constructed	No. of Sewer reticulation system constructed				1		400M
			Sewer treatment site constructed	No. of Sewer treatment site constructed					1	
ECD8	Domestication of the national Disaster Management Policy	Municipality	Approved Municipal Disaster	No. of Approved Disaster Management Policy		1				5M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
			Management Policy							
ECD9	Establishment of Disaster Management Centre	Emali	Disaster Management Centre established	No. of Disaster Management Centre established				1		40M
ECD 10	Development of the Environmental Management Plan	Municipality	Approved Environmental Management Plan	No. of Approved Environmental Management Plan		1				5M
ECD 11	Establishment and Celebration of Annual tree planting day	Municipality	Annual tree planting day established and celebrated	Annual tree planting day established and celebrated	1	1	1	1	1	10M
ECD Sub –Total										572.6 M

7.3.6 Housing Sector

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
HS1	Domestication of the National Housing Policy	Municipality	Approved Municipal Housing policy	No. of approved Municipal Housing policy		1				3M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
HS2	Land Acquisition for housing projects	Municipality	30 acres of land Acquired for housing Project	Size of land acquired for housing project						20M
HS3	Construction of Affordable Houses	Municipality	Affordable houses Constructed	No. of Affordable houses Constructed						300M
HS Sub-Total										23M

7.3.7 Social Welfare and Urban Agriculture

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
SWUA1	Development of a social welfare framework.	Municipality.	social welfare framework developed	No. of social welfare framework developed		1				10M
SWUA2	Development of the marginalized group database.	Municipality	Marginalized group database developed	No. of Marginalized group database developed			1			5M

Project ID	Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
					2023/24	2024/25	2025/26	2026/27	2027/28	
SWUA3	Construction of abattoirs	Municipality	Abattoirs constructed	No. of Abattoirs constructed			1		1	20M
SWUA4	Establishment of agriculture training institute.	Emali Town	Agriculture training institute established	No. of agriculture training institute established			1			100M
SWUA Sub-Total										135M
Total capital investment cost										8.1526B

7.3.8 Funding the Capital Investment

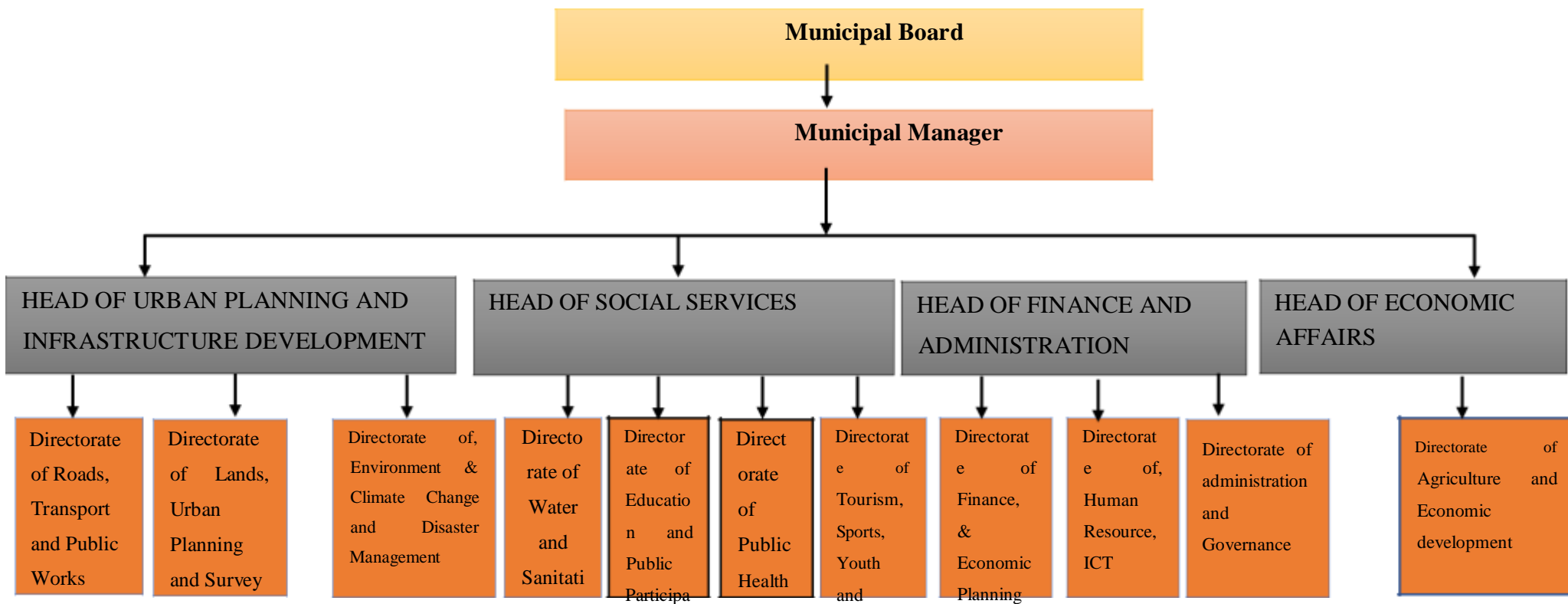
Municipal projects within the first year of the plan represents the most immediate investments priorities. With this objective in mind, the Capital Investment Plan (CIP) is designed to be a flexible framework, open to modification on an annual basis as priorities are re-evaluated and as clearer details about funding sources emerge. The crucial aspect is the efficient gathering of these funds, which is imperative for the municipality's active participation in advancing the broader objectives of promoting economic advancement within Emali-Sultan Hamud Municipality. The sources of funds include, Funds from County and National governments, Taxes and revenues from municipal assets, Funding from development partners such as Banks, WWF, Private collaborators, Local communities through saccos etc.

7.3.9 Institutional Framework

The implementation of Municipal functions is governed by the institutional framework outlined in the County Governments Act of 2012 and the Urban Areas and Cities Act of 2011 (amended in 2019). This framework establishes a connection between the County Government and the national government to facilitate the execution of Municipal functions as outlined in the plan.

Collaboratively, the semi-autonomous Municipality coordinates with various departments of the County government to ensure the effective realization of the plan's objectives.

7.3.9.1 Proposed Municipal Institutional Structure



8 CHAPTER EIGHT

MONITORING AND EVALUATION MECHANISM

8.1 Overview

This chapter gives a brief description of the Monitoring and Evaluation framework in the County. It outlines the M&E methodology and reporting as well as dissemination and citizen engagement mechanisms. Furthermore, it uses the Capital Investment Plan to identify anticipated public infrastructure and investment projects, as well as a financing approach and describe the municipality policies and financial abilities to manage the investment needs associated with its spatial development and built environment.

8.2 Objectives of the Municipal Monitoring and Evaluation framework

- a) **To 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) **Effect – Impact Assessment:** This will entail measuring and judging the impact of the programmes in relation to the planned outcomes.
- 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 centred assessment of the extent of citizens’ participation, how well participation is doing and what is effect of the programme 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.
- e) Establishing implementation status and assess delivery of expected accomplishments.
- f) Identifying “correctional” actions as necessary and inform subsequent design of an effective intervention strategy.

8.3 Importance of Monitoring and Evaluation

- i. It provides the only consolidated source of information showcasing project progress within the municipality
- ii. It allows actors to learn from each other's experiences, building on expertise and knowledge
- iii. It often generates (written) reports that contribute to transparency and accountability within the municipality, and allows for lessons to be shared more easily
- iv. It reveals mistakes and offers paths for learning and improvements in the municipality
- v. It provides a basis for questioning and testing assumptions
- vi. It provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers
- vii. It adds to the retention and development of institutional memory
- viii. It provides a more robust basis for raising funds and influencing policy

8.4 Data Collection, Analysis and Reporting

A monitoring and evaluation division will be established by the municipality, with the responsibility of gathering both primary and secondary data, conducting analysis, and providing updates on the progress of project and program implementation. This division will be reinforced through additional staff and ongoing training to effectively carry out its duties. For each significant outcome area within municipal projects and programs, a designated officer will be appointed. Consistent supervision will be conducted, resulting in the creation of quarterly and annual progress reports by the municipality. These reports will evaluate the advancement of implementation and facilitate the identification and resolution of emerging challenges.

Effective communication of information and reporting will play a vital role in the assessment of the Integrated Development Plan (IDeP) execution. Quarterly meetings of the monitoring and evaluation committee will be convened to review progress.

8.5 Evaluation Design and Approach

Monitoring and Evaluation Steps

- i. Identifying key objectives and result areas within the IDeP
- ii. Identifying management actions for each set objective to evaluate the effectiveness of the identified management action
- iii. Outlining key M&E questions to determine whether processes are in line with the intended objectives
- iv. Identifying Key Performance indicators and targets
- v. Establishing baseline for selected indicators
- vi. Monitoring indicators on a regular basis
- vii. Analyze, evaluate and interpret monitored data
- viii. Communicate results to decision makers and stakeholders
- ix. Use results to inform the next update to the IDeP

8.6 Municipality Monitoring and Evaluation Systems

Assessing and overseeing performance constitute crucial aspects of executing the Integrated Development Plan (IDeP). It is essential to develop a Monitoring and Evaluation System (MMES) that offers a framework for tracking the progress of the highlighted major priority projects and programs.

8.7 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

The municipality will ensure that Monitoring and Evaluation (M&E) information is accessible to stakeholders, promoting informed decision-making. This data will be communicated through various means, including the state of municipality, verbal presentations during stakeholder gatherings, written reports, concise fact sheets, press releases, visual materials like posters and flyers, social media platforms, official county websites, devolution conferences, interactive peer-to-peer events, webinars, and live presentations.

Furthermore, the government will enhance avenues for citizen input through direct engagement forums, the installation of suggestion boxes, a bulk SMS platform, and digital channels. The objective is to establish avenues for receiving and addressing citizen feedback concerning plan implementation. To oversee the execution of each program and project, a citizen Project Management Committee will be established. All updates on progress will be posted on the county website and the e-CIMES platform, facilitating real-time sharing of information and feedback.

8.8 Evaluation Plan

The municipality will create thorough strategies to ensure ongoing supervision of the execution of the Municipality Integrated Development Plan initiatives and the systematic monitoring of outcome measures. Assessments will be carried out for policies, strategies, initiatives, and projects, involving both internal and external technical experts. Stakeholders will be actively engaged in all stages of implementation, including the preparatory phase, actual execution, and the post-implementation phase.

8.9 Monitoring and Evaluation Outcome Indicators

This section presents programmes and projects output indicators by sector as captured in the capital investment plan:

Output Indicator Reporting

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
A. Municipal Governance							
Development of municipal governance structure	Functional Municipal directorates	No. of Directorates fully functional	4	2023	4	4	Municipality Board
Human resource capacity building.	Recruited staff	No. of Staff Recruited	17	2023			Municipality Department
Establish Municipality Monitoring and Evaluation system	Operational M&E system	No. of operational Monitoring and Evaluation system	0	2023	1	1	Municipality Board
Office Infrastructure	Municipal Office constructed	No. of offices constructed	1	2023	75%	100%	Municipality Board
Public Participation	People centered development	No. of fora held	5	2023	17	34	Municipality Board
B. Urban Planning and Development							
Development of the Municipal Spatial Plan.	Approved Municipal Spatial plan.	No.of Approved Municipal Spatial plans developed	0	2023	1	1	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Development of Local Physical and Land Use Development Plan for major urban centres	Approved Local Physical and Land Use Development Plans.	No. of Approved Local Physical and Land Use Development	4	2023	2	2	Municipality Board
Development of Local Physical and Land Use Development Plan for market centres	Approved Local Physical and Land Use Development Plans for markets .	No. of Markets with Approved Local Physical and Land Use Development Plans.	3	2023	3	9	Municipality Board
Development of the Municipal Development Control Policy.	Approved development control policy.	No. of Approved development control policy	0	2023	1	1	Municipality Board
Beautification and landscaping of the urban centres through planting of trees, urban regeneration and renewal	Enhanced aesthetics in urban areas.	No. of Urban areas with enhanced aesthetics	0	2023	5	5	Municipality Board
Road, streets and estates naming	Road, streets and estates named for easy reference	No. of named roads, streets and estates	0	2023	5	5	Municipality Board
Establishment of land Information System (LIS)	land Information System (LIS) established	No. of Land Information System established	1	2023	1	1	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Development of land valuation Roll	Land Valuation Roll developed	No. of Land Valuation Roll	1	2025	1	1	Municipality Board
Land Titling in major urban centres plots (approximately 2000 plots)	Increased land tenure security	No. of plots owners with title deeds	0	2023	No. 1000 plots	No. 2000 plots	Municipality Board
C. Economy Sector							
Development of Municipal Economic Development Strategy Framework	Approved Municipal Economic Development Strategy Framework	No. of Approved Municipal Economic Development Strategy Framework	0	2023	1	1	Municipality Board
Development of database for the Micro Small and Medium Scale Enterprises (MSMEs) in the municipality	MSMEs database established	No. of MSMEs database established	0	2023	1	1	Municipality Board
Development of Local Development plans for the special economic zones	Approved Local Development plans for the Special Economic Zones	No. of Approved Local Development plans for the Special Economic Zones	0	2023	1	1	Municipality Board
Construction of Modern Light Industrial park	Modern light industrial park constructed	No. of Modern light industrial park constructed	0	2023	0	1	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Establishment of Jua Kali Sheds	Jua kali sheds Constructed	No. of Jua kali sheds Constructed	0	2023	2	4	Municipality Board
Construction of four storey modern markets	Four storey modern market Constructed	No. of storey modern market Constructed	0	2023	2	4	Municipality Board
Establishment of entrepreneurial training programs for youths and traders	Entrepreneurial training programs established	No. of entrepreneurial training programs established	0	2023	2	5	Municipality Board
		No. of Youths and traders trained					
D. Infrastructure and services							
Transport Sector							
Development of the Integrated Transportation Plan	Approved Integrated Transportation Plan	No. of Integrated Transportation Plan	0	2023	1	1	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Upgrading of the urban access roads and provision of support infrastructure	Roads upgraded to bitumen	Length of roads in Kms upgraded to bitumen	0	2023	8km	16km	Municipality Board/County Government
Construction of storm water Drainage system.	Storm water Drainage system constructed	Length of storm drainage systems Constructed	0	2023	5	10	Municipality Board
Upgrading of link and classified roads	Link and classified roads upgraded	Length in Kms of link and classified roads upgraded.	0	2023	50km	100km	Municipality Board
Upgrading of the earth roads to bitumen (low volume seal) and provision of pedestrian walkways (Identified primary, secondary and link roads)	Earth roads upgraded to bitumen standards	Lengths in Kms of earth roads upgraded to bitumen standards	0	2023	50km	100km	Municipality Board
Construction of parking lots	Parking lots Constructed	Area in M ² of Parking lots constructed	0	2023	500 M ²	1000 M ²	Municipality Board
Construction of modern bus terminus	Bus terminus constructed	No. of bus terminus constructed	0	2023	1	2	Municipality Board
Acquisition of road construction/	Road construction/ maintenance equipment acquired	No. of Road construction/	0	2023	2	5	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
maintenance equipment's - Motor Graders, Pedestrian Rollers, Vibrating compactor, Self-propelled vibrating rollers, Excavators, Water Tanker buzzers, Backhoe, Tipper trucks, Compressors, Wheel Loader		maintenance equipment acquired					
Energy							
Installation of the high mast flood lights one in each urban centre	Installed high mast flood lights	No of high mast flood lights installed	4	2023	55	110	Municipality Board
Installation of street lights	Installed street lights	No of street lights installed	0	2023	2	4	Municipality Board
Health Sector							
Establishment of a fully equipped health center	Fully equipped health centres constructed	No of Health centres constructed and equipped	0	2023	1	1	Municipality Board/ County Government/
Construction and equipping of dispensaries.	Dispensaries constructed and equipped	No. of dispensaries constructed and equipped	26	2023	10	20	Municipality Board/ County Government

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Educational Facilities							
Establishment of special school for the people physically impaired	Special school Constructed	No. of Special school Constructed	0	2023	5	10	Municipality Board
		No. of learners enrolled			50	100	
Community Facilities							
Establishment of recreational parks	Recreational parks constructed	No. of recreational parks constructed	0	2023	1	2	Municipality Board
Construction of a Mini-stadium	Mini-stadiums Constructed	No of mini-stadiums Constructed	0	2023	0	2	Municipality Board
Construction of social halls	Social halls constructed	No. of social halls constructed	0	2023	2	4	Municipality Board
Establishment of an Empowerment center consisting of cultural centers, an ICT hub, and a library	Empowerment centres constructed	No. of empowerment centres constructed	0	2023	1	2	Municipality Board
Land acquisition for cemetery	Land acquired for cemetery	No. of Lands acquired for Cemetery	4	2023	1	1	Municipality Board
Establishment of playgrounds with track, podium, terraces and drainage	Playgrounds established	No. of the playgrounds established.	3	2023	1	3	Municipality Board
Water Sector							

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Construction of water treatment facility	Functional water treatment facility constructed	No. of functional water treatment facility constructed	0	2023	1	2	Municipality Board
Drilling and distribution of boreholes	Boreholes drilled and distributed	No. of boreholes drilled and distributed	92	2023	4	8	Municipality Board
De-siltation of the earth dams	Earth dams desilted	No. of earth dams constructed/desilted	37	2023	2	5	Municipality Board
E. Environmental, Conservation and Disaster Management Sector							
Development of Solid waste management policy	Approved Solid waste management policy	No. of Approved Solid waste management policy	0	2023	1	1	Municipality Board
Installation of collection bins/receptacles at convenient locations	Collections bins/receptacles installed	No. of collections bins/receptacles installed	0	2023	400	400	Municipality Board
Acquisition of 2 skip loaders	Skip loaders acquired	No. of skip loaders acquired	0	2023	2	2	Municipality Board
Acquisition of 20 skips	Skips acquired	No. of skips acquired	0	2023	20	20	Municipality Board
Acquisition of 2 dump trucks	Dump trucks acquired	No. of dump trucks acquired	0	2023	0	2	Municipality Board
Establishment of a Sanitary landfill	Sanitary landfill established	No. of Sanitary landfill established	0	2023	0	1	Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Construction of sewer reticulation system and sewer treatment site	Sewer reticulation system constructed	No. of Sewer reticulation system constructed	0	2023	0	1	Municipality Board
	Sewer treatment site constructed	No. of Sewer treatment site constructed		2023	0	1	
Domestication of the national Disaster Management Policy	Approved Municipal Disaster Management Policy	No. of Approved Disaster Management Policy	0	2023	1	1	Municipality Board
Establishment of Disaster Management Centre	Disaster Management Centre established	No. of Disaster Management Centre established	0	2023	0	1	Municipality Board
Development of the Environmental Management Plan	Approved Environmental Management Plan	No. of Approved Environmental Management Plan	0	2023	1	1	Municipality Board
Establishment and Celebration of Annual tree planting day	Annual tree planting day established and celebrated	Annual tree planting day established and celebrated	0	2023	2	5	Municipality Board
F. Housing Sector							
Domestication of the National Housing Policy	Approved Municipal Housing policy	No. of approved Municipal Housing policy	0	2023	1	1	Municipality Board
Land Acquisition for housing projects	Acres of land Acquired for housing Project	Size of land acquired for housing project	0	2023			Municipality Board

Programme /Project	Outcome	Key Performance Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Construction of Affordable Houses	Affordable houses Constructed	No. of Affordable houses Constructed	0	2023			National Government
G. Social Welfare and Urban Agriculture							
Development of a social welfare framework.	Social welfare	No. of social welfare	0	2023	1	1	Municipality Board
Development of the marginalized group database.	Marginalized group database developed	No. of Marginalized group database developed	0	2023	1	1	Municipality Board
Construction of abattoirs	Abattoirs constructed	No. of Abattoirs constructed	0	2023	1	2	Municipality Board
Establishment of agriculture training institute.	Agriculture training institute established	No. of agriculture training institute established	0	2023	1	1	Municipality Board

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APPENDIX 1: STAKEHOLDER ENGAGEMENT CONCERNS

SENSITIZATION AND AWARENESS CREATION WORKSHOP HELD ON 11TH SEPTEMBER, 2023 AT EMALI-SULTAN HAMUD MUNICIPALITY ON PREPARATION OF MUNICIPALITY IDEP

EMALI – SULTAN HAMUD MUNICIPALITY IDEP STAKEHOLDERS COMMENTS

Ward	Sector	Comments From The Stakeholders
Kasikeu ward Sultan- Hamud	Urban Infrastructure Improvement	<ul style="list-style-type: none"> • Upgrading of the earth roads to murrum • Opening and grading of access roads as per the approved plan • Establishment of storm water drainage channels • Increase street-lights and floodlights especially along Kima market, old Kasikeu road <ul style="list-style-type: none"> ○ Petrol station-hospital-Isungulu-railway and along the open-air market • Establishment of the bus terminus and adequate parking lots
	Water Supply	<ul style="list-style-type: none"> • Drilling of more boreholes and connecting the residents with piped water • Sensitizing the residents on the importance of Water harvesting • Construction of dams • Desilting of existing dams and rehabilitation of boreholes
	Waste Management	<ul style="list-style-type: none"> • Establishment of the sewer reticulation system and sewer treatment site
		<ul style="list-style-type: none"> • Establishment of waste collection bins
<ul style="list-style-type: none"> • Establishment of the sanitary land fill • Provision of skips and skip loaders 		

Ward	Sector	Comments From The Stakeholders
	Community facilities	<ul style="list-style-type: none"> • Establishment of the social hall • Establishment of the recreational parks • Establishment of the community empowerment centres • Establishment of a fully functional fire station <ul style="list-style-type: none"> • Upgrading of the Sultan-Hamud sub-county hospital to level (v) • Establishment of the rehabilitation and GBV center • Construction of sanitation blocks • Construction of slaughter house • Establishment of the municipality disaster and management centres • Establishment of children homes
	Commerce	<ul style="list-style-type: none"> • Construction of the modern market • Establishment of the business incubation centre • Establishment of the municipality agriculture aggregation centre • Training the youth on the entrepreneur skills and available business opportunities
	Education centre	<ul style="list-style-type: none"> • Construction of PWD facility • Establishment of a TVET within the ward • Establishment of a medical training college at Sultan Hamud
	Environmental	<ul style="list-style-type: none"> • Demarcating of the riparian reserves and planting of the appropriate trees • Establishment of the tree nursery within the town

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Setting a municipality day for planting trees
	Agriculture	<ul style="list-style-type: none"> • Promote smart agriculture - drought resistant crops • Provision of the extension services
	Land and urban planning	<ul style="list-style-type: none"> • Creation of the land information system to maintain the land records efficiently. • Implementing of the approved plan • Beautification of the town through repainting the houses and planting of the trees within the town • Undertaking of the public land inventory for proper recording of the public land • Undertaking land valuation to determine the value of the properties • Adequate street lights and flood lights • Preparation of the master plans for the health facilities and educational institutions • Removing of roaming animals in urban areas
Kasikeu ward - Kasikeu town and its environs	Urban Infrastructure Improvement	<ul style="list-style-type: none"> • Most of the roads within the market centers are unpaved, so there is a need to upgrade them to cabro to enhance accessibility. • The installation of streetlights from Sultan Hamud to Kasikeu is aimed at enhancing security and promoting a 24-hour economy in the area. • Expanding Matiliku-Kasikeu-Kiungwani road • Tarmacking of Kasikeu-Kathiwani-Barazani road • Construct a bridge along Kasikeu-Sultan Road at River Kaluku

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Opening up Mwangani to Kalamba road
	Water Supply	<ul style="list-style-type: none"> • Increase water connectivity to the municipality residents through expanding the distribution coverage of the Kitheini and Mwangini Water projects • Installing a pump in the Kathikwani boreholes to enhance water supply. • Installing a pump in the Kathikwani boreholes to enhance water supply. • Sensitize the residents on the importance of rain water harvesting and storage • Construction of adequate earth dams and sand dams • Continuously maintaining the boreholes to ensure water supply efficiency. • Construction of adequate sand dams
	Environment• Tree planting	<p>at Kioo, Kivambe and Nduluni hills</p> <ul style="list-style-type: none"> • Demarcation of the riparian reserve along the streams and planting the appropriate trees • Establishment of community tree nurseries in Kasikeu market centre
Waste Management	<ul style="list-style-type: none"> • Establishing waste collection points at market center • Installation of waste collection bins at market places • Acquisition of the adequate skips and skip loaders 	

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Establishment of the sanitary land fill within the municipality • Establishment of the sewer reticulation system and sewer treatment centre
	Education	<ul style="list-style-type: none"> • Establishment of TVET in Kasikeu
		<ul style="list-style-type: none"> • Construction of the adequate ECDE centres
	Community facilities	<ul style="list-style-type: none"> • Establishment of the recreation parks • Establishment of the mini-stadiums and adequate play grounds • Upgrading of the Kasikeu health centre to sub-county hospital • Establishment of a rehabilitation center in Kasikeu • Establishment of a social hall • Upgrading of Kasikeu Police post to a police station and installation of floodlights at the police station • Establishment of a disaster preparedness committee and construction of a fully equipped fire sub-station in Kasikeu market centre • Construction of sanitation blocks

Ward	Sector	Comments From The Stakeholders
	Land and urban development	<ul style="list-style-type: none"> • Installation of the adequate flood lights and streets within Kasikeu market and the following market centres: Mbiani, Kathikwani and Kwanzai • Preparation of the local physical and land use development for the market centres within the municipality • Beautification of the Kasikeu market centre through planting the appropriate trees and undertaking urban renewal programme • Creation of the land information system for proper municipality land administration and management • Surveying and titling of land to enhance security of tenure within the market centre
	Commerce	<ul style="list-style-type: none"> • Construction of the modern markets • Establishment of the municipal youth fund • Establishment of the various categories of business database for easier management and policy formulation
	Agriculture	<ul style="list-style-type: none"> • Upgrade the earth roads to murrum to enhance transportation of the agriculture products • Establishment of more earth dams and boreholes for irrigation purposes • Desilting of the earth dams and proper maintenance of the existing boreholes for effective water supply • Training farmers on the smart agriculture • Provision of the extension services to the farmers

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Tapping water from River Mikuyu to provide water for irrigation
NZai Kalamba - Matiliku	Kili Urban Infrastructure Improvement	<ul style="list-style-type: none"> • Installation of 4 floodlights and 3 streetlights • Establishment of bus park along Emali- Ukia road • Construction of drainage channels to prevent flooding • Installation of requisite infrastructure in the existing bus terminus • Storm water drainages in the market and bus stage • Opening and upgrading of the roads to murram status • Establishment of the parking lots • Establishment of the bus park
	Water Supply	<ul style="list-style-type: none"> • Extend Kilimanjaro water connectivity to Matiliku • Construction of Tangini borehole • Construction of Kaiani earth dam • Construction of earth dam at Manyenyoni Muooni river • Construction of sand dams along kikuuu river
	Waste management	<ul style="list-style-type: none"> • Acquisition of the adequate receptacles to promote proper waste management • Designate a site for a sanitary land fill within the municipality • Establishment of sewer reticulation system and sewer treatment site within the municipality • Increase market cleaners and equipment
	Community facilities	<ul style="list-style-type: none"> • Equipping the Matiliku sub-county with requisite infrastructure

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Establishment of the community empowerment centre • Establishment of a social hall • Construction of slaughter house • Establishment of Rehabilitation centre • Establishment of disaster preparedness and management centre
	Land and urban development	<ul style="list-style-type: none"> • Implementation of the approved plan • Formulation of the market centre plan implementation committee for the purpose of monitoring and evaluating the plan implementation. • Restriction of animals in the market to avoid animal – human conflicts within the market centre • Provision of the pedestrian lanes within the roads • Beautification of the market centre through urban renewal programme • Surveying and tilting the plots within the market centre
	Environment	<ul style="list-style-type: none"> • Planting of trees in Nzaui forest • Plant trees at Maatha Hill • Construction of gabions to prevent soil erosion • Establishment of the meteorological station within the municipality • Establishment of the municipality tree planting day

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Demarcation of the riparian reserve and planting of appropriate trees for conservation purposes
	Urban Agriculture improvement	Training farmers on the smart agriculture <ul style="list-style-type: none"> • Provision of extension services Construction of adequate earth dams for irrigation purposes
Emali/Mulala	Urban Infrastructure Improvement	<ul style="list-style-type: none"> • Cabro paving from Eden matt to slaughter and establish market stalls • Surveying of all roads in the municipality • Opening of feeder/access roads • Installation of street lights and street floods
	Water supply	<ul style="list-style-type: none"> • Water tank construction at muuni hill for distributing water from muuni sump and pipeline distribution • Regulation and Control of borehole development
	Housing sector	<ul style="list-style-type: none"> • Establishing housing cooperative and housing fund
	Urban Agriculture	Construction of aggregation centers in the municipality <ul style="list-style-type: none"> • Recruit additional extension officers • Value addition of agricultural produce • Strengthen market linkages • Provision of certified farm inputs
	Community	<ul style="list-style-type: none"> • Establish youth empowerment programmes including sports • Establish recreation centers • Establishment of the municipality talent centre

Ward	Sector	Comments From The Stakeholders
	Health Sector	<ul style="list-style-type: none"> • Upgrade Emali health center to Level 4 status
	Waste Management	<ul style="list-style-type: none"> • Construction of modern sewer sytem for Emali town • Establish a DTF in Emali town • Establish school feeding programme • Acquisition and installation of the receptacles • Acquisition of skips and skip loaders • Establishment of the sanitary land fill
	Land and urban development	<ul style="list-style-type: none"> • Undertaking public land inventory to identify public land • Surveying and titling of the market plots • Beautification of the town through planting of appropriate trees • Enforcement of animal control in Emali town to avoid human-animal conflict
	Environment	<ul style="list-style-type: none"> • Collaborate with national government to enforce road safety • Promote sustainable sand conservation and utilization • Planting of appropriate trees in the riparian reserve to conserve water
Mbitini Ward	Urban Infrastructure Improvement	<ul style="list-style-type: none"> • •Construction of bridges along Muoni river • •upgrading of all earth roads • •installation of the flood lights and street lights within the municipality • Proper drainage system within the municipality


Ward	Sector	Comments From The Stakeholders
	Water Supply	<ul style="list-style-type: none"> • Water mapping on the potential sources of water within the municipality • Construction of a mega water source along Muoni river • Use of solar energy to power Kyumbe water project
	Urban Agriculture	<ul style="list-style-type: none"> • Operationalization of Kavuthu cold room • Provision of extension of services to increase sustainability
	Community facilities	<ul style="list-style-type: none"> • Establishment of rehabilitation centers • Establishment of social halls • Establishment of a cemetery • Construction of the sanitation blocks
	Waste management	<ul style="list-style-type: none"> • Installation of adequate receptacles within the urban centres • Acquisition of skips and skip loaders for waste management • Establishment of the sanitary land fill and recycling plant • Establishment of the sewer reticulation system and treatment site
Nguu ward	Urban Infrastructure Improvement	<ul style="list-style-type: none"> • Upgrading earth roads to murrum status: <ul style="list-style-type: none"> • Grading Simba-utini-Nthunguni-Kikumini-Matiliku Road • Grading Emali-Makasa-Kikumimi-Masumba- Wote road

Ward	Sector	Comments From The Stakeholders
		<ul style="list-style-type: none"> • Kikau- Mbulutini-Uthasyo- Mbukani-Thithi-Makasa Road • Installation of street lights in Itutu, Kikumimi, Uutini and Makutano Markets
	Environment	<ul style="list-style-type: none"> • Afforestation of Matha hill • Supply tree seedlings to farmers • Awareness creation on Climate change adaptation
	Water Supply	<ul style="list-style-type: none"> • Construction of water infrastructure along Muooni River • Test pumping Ndunguni Pri. School BH and distribute water to the community • Water in Kaluki, Kikumini, Mithumoni and Ndunguni BHs • Rehabilitatyion Kwa Ndumbi BH • Rehabilitation Kwa Ngilu Water project
	Land and urban planning	Planning and surveying of Thithi, Makutano and Matutu Market centres
	Urban Agriculture	<p>Construction of dams for irrigation process</p> <p>Enhance credit access to farmers</p>
	Community facilities	Establishment of Nursing home for the elderly
	Waste Management	<p>Installation of the receptacles in the urban centres</p> <p>Establishment of the sanitary landfill</p>

APPENDIX 2: ATTENDANCE LISTS

Mobilization, Sensitization and Awareness Creation Workshops Attendance List

GOVERNMENT OF MALAWI
EMALI- SULTAN HAMUD MUNICIPALITY



STAKEHOLDERS SENSITIZATION AND AWARENESS CREATION WORKSHOP ON CONSULTANCY SERVICES FOR PREPARATION OF
EMALI- SULTAN HAMUD MUNICIPALITY

VENUE: Emali Catholic Church DATE: 11/9/2023

LIST OF ATTENDANCE

S.No	Name	Department/Organization	Designation	ID. No	Signature
1.	Bernard Hyuma		0714909042	4037517	<i>[Signature]</i>
2.	James Mbatiani		0719532410	7360572	<i>[Signature]</i>
3.	Julius M. Nambwa		0715352874	7355526	<i>[Signature]</i>
4.	Joseph N. Nyasa		0710904992	5387079	<i>[Signature]</i>
5.	Lyons Mushi		0722398225	2609300	<i>[Signature]</i>
6.	Jimmy Nkhumbi		0727065084	4595009	<i>[Signature]</i>

S.No	Name	Department/Organization	Designation	ID. No	Signature
7.	Peter K. Mumba		0740349992	7361924	<i>[Signature]</i>
8.	Dominic M. Nambwa		0111323650	0535630	<i>[Signature]</i>
9.	James N. Mushi		0713527451	261205	<i>[Signature]</i>
10.	James Mushi		0719294471	7360276	<i>[Signature]</i>
11.	William Kumbi		0706271501	10739733	<i>[Signature]</i>
12.	Abdoo Mushi		0792626754	33819233	<i>[Signature]</i>
13.	Noma M. Mushi		0722349714	28217190	<i>[Signature]</i>
14.	Jackline M. Mushi		0705583143	27186332	<i>[Signature]</i>
15.					
16.					
17.	Joseph K. Kavirya		0725973518	260026	<i>[Signature]</i>
18.	Theophilus Banda		0711953299	10799173	<i>[Signature]</i>
	George Mushi		0723398164	13501445	<i>[Signature]</i>

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

S.No	Name	Department/Organization	Designation	ID. No	Signature
7.	Peter K. MALLA		0740369992	7361927	
8.	Dominic M. NAMBUA		0111323650	0535630	
9.	JAMES N. MUIA		0713589451	2601245	
10.	FRANCIS MUTUAL		0712639471	7260276	
11.	William Kivuviro		0706271501	10757789	
12.	Abdoo mushini		0492626754	3351444	
13.	NOMU K. MURIA		0722349714	28217190	
14.	Seckline M. MURIA		0706583143	27786352	
15.					
16.					
17.	Joseph K. Kariyahi		0725973518	260026	
18.	Theophilus Sumbwa		0711958299	10799170	
	George Mulingu		0723398764	13501448	

S.No	Name	Department/Organization	Designation	ID. No	Signature
19.	Joseph M. MURIA		0729040116	260251	
20.	Mwanzia Kyule		0722236202	8452034	
21.	Jules N. MUIA	HAWKERS	0701294176	2322269	
22.	Grace M. MURIA		0722143699	25324259	
23.	Francis M. MURIA	Insurance	074441406	10314161	
24.	Joseph M. Suka		0710886491	21002465	
25.	Stephan Kimwa				
26.			0724362272	2600236	
27.	Simon M. MUIA		0720881722	740818	
28.	Alex Nambwa	M.C.C. Dev.	0717210674	27793672	
29.	Anne Nuthwa	Emali-Sultan Hamud Municipality	0722370745	9932767	
30.	Alex Nuthwa	Consultant	923791681	22757581	

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

S.No	Name	Department/Organization	Designation Phone Number	ID. No	Signature
31.	Geoffrey M. Satin	Lands	Planner	28259585	
32.	Pole Mufua	Finance	None	884691041	
33.	Pasco M. Kumu		0721907002	21337065	
34.	Roseann Thomas	F.	0712213089	7272447	
35.	John M. Michael		0791709373	37911603	
36.	Beatrice Kambua		0707438960		
37.	Annastacia Kitchumbi		-	-	
38.	Hrd Cosmos Kalesa	MOCA	0722415921	219936M	
39.	Samuel Mwendu	B/Sim.	0728903217	21921535	
40.	Joseph Vaki	MGIS office	0768679081	28870711	
41.	Catherine Mwendu	B. Land	0710777373	13026333	
42.	Kethi Nelonye		0794272055	13299111	

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

S.No	Name	Department/Organization	Designation	ID. No	Signature
43.	Joseph Mwakwaga		Phone Number		
44.	Joseph M. Njuma		0711497567	9834267	
45.	ELIZABETH	Team Chairman	0713115351	1424281	
46.	JOM	Residence	0735987829	28927044	
47.	ROSE Obedi	MUCYP	0794198390	31784709	
48.	Ruth Mwingi		0720650655	28509295	
49.	Ruth Mwingi		0700876810	9634366	Mutual
50.	Ruth M. Mwangi		0700002616	5058226	
51.	Eric Mwendwa		072258313	1108073	
52.	Mutus Kinyumu		0722603115	7000548	
53.	Alex Mwendwa	GMC	0720938567	2194637	
54.	Kinanthi Charles	Taatu Leader	0713235113	26893464	

S.No	Name	Department/Organization	Designation	ID. No	Signature	
55.	Ruth Mwingi	Emali-Sultan Hamud Municipal	Procurement Officer	13616109		
56.	Alex Mwendwa	GMC	Village Admin	21194637		
57.	Alex Mwendwa	GMC	Ward Admin	2648376		
58.	Rosalina N. Kiti	Emali AGRI - CBO	Chair	28501143		
59.	Mary N. Ndlovu			0729200849	20305757	
60.	Faint name			0707665339	25532707	Faint
61.	Magnet Musyoki			072005525	48906253	
62.	Wintred Mwingi			0794486638	28715742	
63.	Rose M. Mwangi			0791217625	7791880	
64.	Catherine Ndlovu			0708902096	31995554	
65.	Lucy Ndlovu			0769898931	30500481	
66.	Mary Nyambura			0716386944		

S.No	Name	Department/Organization	Designation	ID. No	Signature
67.	WINDI MURTIANI		Resident	1987507	
68.	Helen Semburati		Coor Nrc - Policy Group	1345733	
69.	Rochy Nabru		MEMBER	21008141	
70.	SYHUSITA MURDI		D720734723 FOUN.	35126503	
71.	D. Soma Xzilam		CEM	2209175	
72.	Williamson M. Kalwii		SEA K. K. K. K.	20709940	
73.	MOTIE N. DATIBUKI		0796520034	01574315	
74.	ARBANUS K. PETER		0768524588	34060390	
75.	Josephine S. Muc		0718754634	13496266	
76.	Ruli Muli		-	-	
77.	Dominic N. MURUS		0716304004	26632090	
78.	FREA TIGUTU		0713519528	2000981	
79.					

S.No	Name	Department/Organization	Designation	ID. No	Signature
43.	Joseph Malikus		Phone Number		
			0711457567	9834267	
44.	DELBEN M. NZUMBA	Team Chairman	0713115351	14424241	
45.	ELIZABETH	Residence	0731987529	28923024	
46.	John	MUCYP	0794198390	31784709	
47.	ROSE Obadi		0720680655	28504295	
48.	Ruth Mairipi		0700876810	9634366	Municipal
49.					
50.	Ruth M. Mundi		0700002616	5058226	
51.	Erica Musingi		072238313	11108073	
52.	Mutus Kinyumu		0722603115	7000548	
53.	Alex Mwendu	AME	0720938167	2194637	
54.	Kinastin Charles	Team leader	0713235113	26993464	

Presentation of the Draft Plan to the Stakeholders Workshop for Validation -Attendance List



DEPARTMENT OF LANDS, URBAN DEVELOPMENT, ENVIRONMENT AND CLIMATE CHANGE
EMALI-SULTAN HAMUD MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
P.O. BOX 78-90100
MAKUENI

PUBLIC ATTENDANCE LIST

Web: www.makueni.go.ke

Email: emalimunicipality@makueni.go.ke

Activity: Emali-Sultan Hamud IDP VALIDATION

Venue: Sultan Hamud Open air Market

Date: 29th SEPTEMBER 2023

NO	NAME	DESIGNATION	GENDER		AGE		PHONE NO.	SIGNATURE
			MALE	FEMALE	BELOW 25	ABOVE 25		
1.	Stanis Fedhili M.	Renaissance limited	✓		✓		07272574	
2.	Kennedy Mutunga	Renaissance limited	✓		✓		071637607	
3.	Kirathe Eric	Renaissance Plan Ltd	✓		✓		0715963799	
4.	EVERLYN M. MULWA	WARD ADMINI-KASIKU		✓			0725246168	
5.	SAMMY M. MUKI	BUSINESS MAN	✓		✓		0729479063	
6.	REGINA NDUKU	BUSINESS					071240781	
7.	JOSEPHINE MUKOLOLO	TEACHER/BUSINESS		✓			072521820	
8.	AGNES MUTINDA	CHAR LALINI		✓			0724277607	
9.	GABRIEL NGANYO	boda boda	✓			✓	0728702240	
10.	JULIUS MUTUGA	Cereal Man	✓			✓	0723227039	
11.	Mbatha KIMEA	Clman Sultan	✓			✓	0721424840	
12.	Stephen M. Mushi	Comitee Mbr.	✓				0721241430	
13.	Joseph M. Mushi	Businessman	✓		✓	✓	075266801	
14.	MORIS MUKINGA	BUSINESS	✓		✓	✓	0712635842	
15.	GLORIA NTHIGA	ACC. KID			✓	✓		

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

NO	NAME	DESIGNATION	ID NO.	GENDER		AGE		PHONE NO.	SIGNATURE
				MALE	FEMALE	20	24		
17.	HARUNA AHMED		2027688		✓		✓	0737626263	[Signature]
18.	Dansha Nene	Sub-Officer	1267689	✓			✓	0724130445	[Signature]
19.	MOHAMMED MUSA	Sub-Officer	2037712	✓				0703200001	[Signature]
20.	Younis Mungana	1st Officer Municipal	1102715	✓			✓	0755102206	[Signature]
21.	SAMUEL UMBAI	P.A.	2765149	✓			✓	0783071795	[Signature]
22.	ILIAS H. MUKALI	Labourer	2979118	✓				0727264200	[Signature]
23.	Waise Mungana	Sub-Officer	2026206	✓	✓			0722156265	[Signature]
24.	MATHIAS MUKALI	STENO	21478613	✓			✓	0728101155	[Signature]
25.	MUSA M. KAZI	STENO	11647379	✓			✓	0723963120	[Signature]
26.	NICHOLAS M. KAZI	Sub-Officer	2506209	✓			✓	0759100188	[Signature]
27.	JAMES MUKALI	Teacher	160046					07740764	[Signature]
28.	FELIX MUNGANA	✓	2395559	✓			✓	07249731	[Signature]
29.	MATHIAS MUKALI	M.C.A. Office	2825092	✓			✓	0720270151	[Signature]
30.	FELIX MUNGANA	6-Office	1079400	✓			✓	072632732	[Signature]
31.	ELIZABETH MUKALI	Sub-Officer	42481003			✓		016295202	[Signature]
32.	YONATHAN MUNGANA	V.H.A.	1079703	✓			✓	072657739	[Signature]
33.	Z. MUNGANA	Sultan - Hamud	092068080					0920919920	[Signature]
34.	PATRICK MUNGANA	Sultan Hamud	0700517	✓			✓	070202001	[Signature]

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



DEPARTMENT OF LANDS, URBAN DEVELOPMENT, ENVIRONMENT AND CLIMATE CHANGE
EMALI-SULTAN HAMUD MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
P.O. BOX 78-93300
MAKUENI

PUBLIC ATTENDANCE LIST

Web: www.makueni.go.ke

Email: makueni.municipality@makueni.go.ke

Activity: MUNICIPAL INTEGRATED DEVELOPMENT PLAN VALIDATION

Venue: EMALI CATHOLIC CHURCH SOCIAL HALL

Date: 02/09/2023

NO	NAME	DESIGNATION	GENDER		AGE		PHONE NO.	SIGNATURE
			MALE	FEMALE	BELOW 18	ABOVE 18		
1.	Jennifer Mwangi	V/Adm'n	✓	✓			0720699658	[Signature]
2.	Alex Mwangi	Renaissance Ltd					025791681	[Signature]
3.	KEITH SULA MALU	Community					0727937814	[Signature]
4.	Francis Mwangari	Chairman Hawkers	✓				078940-329	[Signature]
5.	JOSE FOLDI	Renaissance Ltd.	✓		✓		092728551	[Signature]
6.	Kennedy Mutunga	Renaissance Planning Ltd	✓		✓		0716377607	[Signature]
7.	Kiritho Eric	Renaissance Planning Ltd	✓		✓		0716962799	[Signature]
8.	STEPHEN KISING'II	P.A		✓			-	
9.	MARY-N. M'ABIA	Land Control Board		✓			0711651044	[Signature]
10.	Grace Mwangi	Community Council	✓				0722388228	[Signature]
11.	DEED Muly M'ABIA	Land/BAD Control	✓				0703596796	[Signature]
12.		GAHP						
13.	Baro Mwangi Kumu	CDC Embu/Mulala	✓				0721907002	[Signature]
14.	Mary N Ndaba			✓			0729200849	[Signature]
15.	Flexibel Njoroge	President - Emali	✓				0113677063	[Signature]

NO	NAME	DESIGNATION	ID NO.	GENDER		AGE		PHONE NO.	SIGNATURE
				MALE	FEMALE	SB	SB		
17.	KEITH NJOROGE	Town Chairman	1402421	✓				0913115351	[Signature]
18.	Andrew Kiri	Municipal Engineer	2324429	✓				072626677	[Signature]
19.	Josphine Kimo	GREEN Grocer	21789275	✓				0112129148	[Signature]
20.	Simon MUTHIGA	GREEN Grocer	13791689	✓				072566211	[Signature]
21.	ESTHER MUKALI KIRO	GREEN ST/11	21403033		✓			0717099027	[Signature]
22.	Agnes Mwangi Kiro	Farmer	31021482		✓			072-1722242	[Signature]
23.	Dorothy Mwangi HZAMU	Green Grocer	9034404		✓			0729913334	[Signature]
24.	Florence Mwangi M	Green Grocer	9635409		✓				[Signature]
25.	James Muthiga	Green	20548627					072056022	[Signature]
26.	Jamlicia I Sambi	Green Grocer	4641393	✓				0745359414	[Signature]
27.	Rosalyn Mwangi	Green Grocer	2120841	✓	✓			0720087550	[Signature]
28.	Zakaria Mwangi	Tourism	10215715	✓				0702761020	[Signature]
29.	Daniel M. Mwangi	Catfish/Parasitok	21658840	✓				0718309000	[Signature]
30.	Dase M Muthiga	SKA Mwangi	772000					0797212615	[Signature]
31.	Manica Sammy	SAKANI	1168054	✓				092-926006	[Signature]
32.	Mary N Francis	Green Grocer	2996687		✓			0700057275	[Signature]
33.	ESTHER M'ABIA	President	0939507					0721416670	[Signature]
34.	Jawels Wacumbwa	BUS PARK CHR	260999	✓				0727267110	[Signature]



DEPARTMENT OF LANDS, URBAN DEVELOPMENT, ENVIRONMENT AND CLIMATE CHANGE
 EMALI-SULTAN HAMUD MUNICIPALITY
 OFFICE OF THE MUNICIPAL MANAGER
 P.O. BOX 78-9000
 MAKUENI

STAFF ATTENDANCE LIST

Web: www.makueni.go.ke

Email: emalisultanmunicipality@makueni.go.ke

Activity: MUNICIPAL INTEGRATED DEVELOPMENT PLAN VENDOR:

Venue: EMALI CATHOLIC CHURCH SOCIAL HALL: Date: 21/01/2023.

NO	NAME	DESIGNATION	GENDER		AGE		PHONE NO.	SIGNATURE
			MALE	FEMALE	BELOW 30	ABOVE 30		
1.	Thomas TUSA	DTOM	✓				0721418437	[Signature]
2.	Jennifer Mwenje	V/Admin		✓			0720691658	[Signature]
3.	Melior Mwakira	ICT	✓		✓		0748883306	[Signature]
4.	Martin Asuni	Municipal GIS officer	✓		✓		0710726126	[Signature]
5.	Asela Mwanji	HR M/D		✓	✓		0701954998	[Signature]
6.	Mark Ndung'u	Admin	✓		✓		0713533561	[Signature]
7.	Mwipoi Mylida	Land surveyor		✓	✓		0740924250	[Signature]
8.	Pharose Ndambuki	Driver			✓		0719218486	[Signature]
9.	John Michael	ICT	✓		✓		071709373	[Signature]
10.	STEPHEN KISING'U	PA Senator	✓		✓	✓	0710409179	[Signature]
11.	Francis Musingu	W/ Admin	✓			✓	0712451104	[Signature]
12.	Phyllis Ngali	M-M		✓				[Signature]
13.	Samuel Mushi	otto	✓		✓		0798882100	[Signature]
14.	Ara Mchui	Local Admin	✓		✓		0710157526	[Signature]
15.	Dan Okeyo	Structural Engineer	✓			✓	0727797222	[Signature]
16.	Joseph Vanti	Met REP	✓		✓		0766675051	[Signature]

Emali-Sultan Hamud Municipal Integrated Development Plan (2023-2027)

NO	NAME	DESIGNATION	ID NO.	GENDER		AGE		PHONE NO.	SIGNATURE
				MALE	FEMALE	SM	YR		
17.	Robert Kamuly	ward manager Emali/mukhele	2316443	✓		✓		07982612	[Signature]
18.	Boniface Mambut	Bo.M. kwana kwana	24210472	✓		✓		072324229	[Signature]
19.	Mercy vadi	office of N.P	24172133		✓	✓		0725270089	[Signature]
20.	Stephen Mubwa	Municipal Accountant	25577362	✓				0711352008	[Signature]
21.	Caro Kivya	office as. municipal	34542406		✓	✓		071162517	[Signature]
22.	William M. Kibwii	SCA - K. West	20154900	✓		✓		0725567483	[Signature]
23.	Samson Mbin	NVA - K. WEST	700620	✓		✓		070731981	[Signature]
24.	Nico Nwetu	NASSO	22891441		✓	✓		0724399941	[Signature]
25.	Alex Nambu	As. SCCC - K. West	2173676	✓		✓		072793977	[Signature]
26.	Alexander Ndee	SCA K. WEST DRIVER	91873089	✓				0721621239	[Signature]
27.									
28.									
29.									
30.									
31.									
32.									
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REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



DEPARTMENT OF LANDS, URBAN DEVELOPMENT, ENVIRONMENT AND CLIMATE CHANGE
 EMALI-SULTAN HAMUD MUNICIPALITY
 OFFICE OF THE MUNICIPAL MANAGER
 P.O. BOX 76-0610
 MAKUENI

PUBLIC ATTENDANCE LIST

Web: www.makueni.go.ke Email: info@makueni.go.ke

Activity: DISCUSSION ON INTEGRATED DEVELOPMENT PLAN

Venue: EMALI CATHOLIC SCHOOL Date: 07/07/2023

NO	NAME	DESIGNATION	GENDER		AGE		PHONE NO.	SIGNATURE
			MALE	FEMALE	BIRTH IN	ABOVE		
1.	<u>JOHN S. MUIVA</u>		<input checked="" type="checkbox"/>				<u>079058836</u>	<u>[Signature]</u>
2.								
3.								
4.								
5.								
6.								
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12.								
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15.								

Presentation of the Draft Plan to the Municipal Board Attendance List

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



EMALI-SULTAN HAMUD MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
P.O. BOX 78-90300
MAKUENI

Web: www.makueni.go.ke

Email: emalisultan.municipality@makueni.go.ke

ATTENDANCE LIST

Date: 6TH October , 2023

EVENT: EMALI-SULTAN HAMUD MUNICIPAL BOARD SPECIAL MEETING

VENUE: SEO HOTEL-MACHAKOS

S/NO	NAME	DESIGNATION	P/NO/ID No.	MOBILE No.	SIGNATURE
1	Julius Mwatu	BOARD MEMBER	31579293	0708542133	
2	Anderson Maitika	V Chair	5273795	072252215	
3	Jackson Daudi	Co/ board member	2588082	072476070	
4	Philip Ngila	Exec Secretary	21262234	0724111029	
5	Stanley Ruyoto	Board Member	23265089	0720396075	
5	Mary Ndikeri	Board Member	12721022	0720551111	
7	Anne Muthosi	CHAIR	9932767	0722370845	
1	Benic M. Maitika	Board member	4835977	0726236234	
1	Bii Kenneth Ng'any	Director Land/Plan	2006043991	0721249469	
0					
1					

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



EMALI-SULTAN HAMUD MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
P.O. BOX 78-90300
MAKUENI

Web: www.makueni.go.ke

Email: emalisultan.municipality@makueni.go.ke

ATTENDANCE LIST.

Date: 6TH October , 2023

EVENT: EMALI-SULTAN HAMUD MUNICIPAL BOARD SPECIAL MEETING

VENUE: SEO HOTEL-MACHAKOS

S/NO	NAME	DESIGNATION	P/NO/ID No.	MOBILE No.	SIGNATURE
1	Kiraithe Eric	Consultant. Eng.	33804922	071596379	
2	phineas multi	consultant	24451493	0722634570	
3	Stans Fashar	Consultant	36472609	0727225714	
4	Jacinta Muthey	Consultant	32443531	0706458497	
5	Alex Nthunin	consultant	22757581	0725741681	
6					
7					
8					
9					
0					
1					
2					
3					