



COUNTY GOVERNMENT OF MAKUENI

County Urban Institutional Development Strategy (CUIDS 2024 -2028)

Makueni County

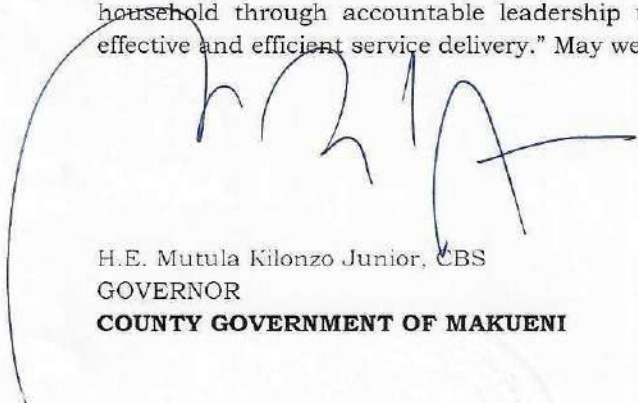
Foreword

The County Government of Makueni has had to contend with accelerated urbanization thanks to the devolved governance structure, its natural urban population increase, rural-urban migration as well as migration from other urban centres. This trend is aggravated by the compounding effects of its natural population growth and climate change that bear the potential of clawing back on the positive externalities of urbanization if not well-managed. Makueni County is staring at a serious challenge of sustaining its urban centres and even achieving the internationally set development goals when it comes to providing a decent living and working environment for its urban citizens at par with international standards. Among these goals are those set by the Sustainable Development Goals, the African Agenda 2063, and the county's own County Integrated Development Plan. Against the backdrop of this concern, the County Government of Makueni embarked on the preparation of this current Makueni County Urban Institutional Development Strategy (CUIDS) to spell out how its urban areas shall be managed over the next five years. The Strategy is prepared within the framework of the Kenya Urban Support Programme 2 (KUSP2).

Although the Urban Areas and Cities Act 2011 provides a framework for the creation and management of urban areas, Makueni, like many other counties in Kenya, is still bedevilled by unstructured and weak institutional capacities to manage its urbanization. This challenge is characterised by unstructured manner of creation of urban centres, weak financing, a lack of institutional autonomy, weak staffing, as well as weak legal and regulatory instruments to enable the operations of the urban management institutions. As can be expected, the CUIDS is therefore the software we must rely on to deliver sustainable development of our urban management institutions. At the very least, the Strategy provides a structured framework for coordinating and integrating urbanization with the county-wide planning framework, thereby supporting the systematic implementation of urban development programmes as part of the wider development planning. In addition, the Strategy provides a platform for mobilization of public participation in urban development, while also seeking to optimize resource mobilization, allocation and utilization. By assuaging uncertainty, the strategy also fosters individual investment decisions of households and firms, while at the same time safeguarding public interest. Accordingly, the Makueni County Urban Institutional Development Strategy (CUIDS) has been prepared to help steer urbanization in Makueni County into the path of integrated and sustainable urban development.

Based on a concise analysis of the current development challenges bedevilling urbanization and urban governance, and premised on the input of different sectors within the County Government of Makueni, the Strategy offers a clear strategic direction on how to manage urbanization in Makueni over the next five years. All proposals contained herein have been painstakingly crafted to marry the nuances of technical strategy formulation with the realities of local context so as to address the fears, hopes and aspirations of the stakeholders. I am therefore confident that these proposals offer a feasible and achievable administrative tool for managing urbanization in Makueni County.

This Strategy not only offers us an opportunity to align our urbanization to our county development vision, which is "A prosperous value based county with a high quality of life", it also challenges us at our individual capacities to pull together towards our mission "To transform livelihoods of each household through accountable leadership that creates an enabling environment for inclusive, effective and efficient service delivery." May we all pull in this direction!



H.E. Mutula Kilonzo Junior, CBS
GOVERNOR
COUNTY GOVERNMENT OF MAKUENI

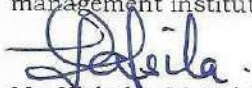
Preface

The County Government of Makueni recognises the urgent need to proactively summon the potentials of urbanization in the county to realise its envisioned "prosperous value-based county with a high quality of life". It is in this regard that it has prepared this current Makueni County Urban Institutional Development Strategy (CUIDS) to spell out how its urban areas shall be managed over the next five years. The Strategy is prepared within the framework of the Kenya Urban Support Programme 2 (KUSP2) with a two-pronged objective: i) to outline Makueni County's overall approach to the management of its urban areas; and ii) to elucidate the process that Makueni County will follow to integrate urban development into county-wide planning framework that, among other things, incorporates climate resilience and inclusivity considerations.

The need for this CUIDS is underscored by the accelerated pace of urbanization that the county has witnessed, especially after the promulgation of the Kenya Constitution 2010. The highlight of this Constitution is the devolved governance structure, which has had the effect of dispersing urbanization away from Nairobi and Mombasa to other secondary urban centres that are to be found in the counties. The constitutional requirement that public service should be delivered at the lowest administrative levels has made it necessary for county governments create other municipalities and towns in a bid to decentralise urban functions further closer to the people. This has however been done without clear guiding structures and much forethoughts about how the consequent urban centres shall be governed and sustained. This CUIDS offers the framework for curing these shortcomings by clarifying beforehand how Makueni shall identify and govern its urban centres.

The document identifies a total of 31 major urban centres that the County Government of Makueni shall employ as its anchor pad for service provision and development. These, in addition to another 1,158 small markets that dot the entire county. The document proposes that these urban centres should be organised to form a system of urban centres with clear functional hierarchies and concomitant infrastructure, services and governance structures that enable them to execute their functions. To achieve this envisioned organisation, the CUIDS document identifies the link between the urban centres and their hinterlands; analyses the socio-economic and environmental development challenges that the centres face in their current form; elucidates the county's climate risk profile; and analyses the legal and regulatory system for managing urbanization and other related concerns such as climate change and disasters. At the same time, the link between existing county-wide plans and urban development is also analysed.

The highlight of the CUIDS document is threefold. First, it proposes institutional development for the county's urban areas. Importantly, the County Government of Makueni will create a total of 3 new municipalities and 15 towns during the period 2024-2028. For a start, and in recognition of the important role the county government has to play to strengthen the capacities of the municipalities created, the three municipalities shall completely be autonomous in terms of their planning and budgeting during the life of this current CUIDS. The strategy is to gradually build the capacities of the urban governments before they can be made autonomous and able to manage their own affairs. On the other hand, the operations of the towns will draw their budgets from the respective county departments. The County Government commits that it shall operationalise the funding of the operations of the municipal boards one year after their creation. Second, it recognises the need for legal and regulatory reforms in order to anchor the management of urbanization in law. In this regard, the county government will domesticate all the relevant legislations that have been passed by the national government in order to make them applicable to the local context. At the same time, the county government will continue to prepare and approve local physical development plans for its unplanned urban centres to give it a clear basis for guiding urban development. Other efforts to ensure that the urban centres function effectively shall include award of service charters to municipalities, staffing, improvement of service delivery through the development of urban investment plans, strengthening the management and financing of urban centres. Lastly, the county government will implement a number of capacity building actions to strengthen the urban management institutions that shall be created within the framework of this CUIDS.



Mr. Nicholas M. Nzioka

Acknowledgement

In view of the significant contribution of urbanization to the overall development of Makueni County, it is imperative that a deliberate framework is put in place to help govern how we can systematically anticipate and prepare for the growth of our urban settlements. This is necessary to help stem existing challenges that are inimical to open governance and delivery of public goods and services to the people.

This current Makueni County Urban Institutional Development Strategy (CUIDS) counts on the utility of strategic planning to ensure that urbanization is managed proactively so that public goods and services are provided more efficiently and more effectively to the residents Makueni County. It is projected that success in the implementation of this CUIDS will mark a turning point in the management of urban centres in Makueni County. By extension, this CUIDS should lead to efficient service delivery and the overall integration of urban governance into the overall development planning of the county.

This CUIDS is the result of joint efforts, contributions and guidance from several stakeholders. I must most sincerely thank the heads of line departments for not only unreservedly availing the field data that was needed to prepare this CUIDS but also for sparing their valuable time to prepare the document together the technical team. I am also grateful to the Steering Committee under the wise guidance of the Chief Officer for Urban Development, Mr. Jackson Charo Daudi and Mr. Japheth Kiminza, the Chief Officer for Environment, Natural Resources and Climate Change. The other members of this Committee included Mr. Phillip Ngila, the Municipal Manager for Emali-Sultan Hamud Municipality; Ms. Evelyn Mutua, the Municipal Manager for Wote Municipality; Planner Kenneth Bii Ng'eny, the Physical Planner for Emali-Sultan Hamud Municipality; and Mr. Geoffrey Masinde, the Physical Planner for Kibwezi West. The Steering Committee showed a keen interest in having the CUIDS process concluded successfully and rallied the necessary resources to this cause. Many staff members of the line departments of the County Government contributed their time and expertise by volunteering valuable information and technical know-how in helping put together the final document. May I express my most sincere appreciation of their input. I also wish to thank most sincerely, Planner Nicodemus Mbwika of the Council of Governors for showing a keen interest in the CUIDS and for ensuring that it aligned to the overall vision of urban governance as espoused by the Council. Last but not least, I am also grateful to Planner Walter Alando for leading and managing the efforts that have culminated in this CUIDS.

To all, I say thank you very much!



Mr. Jackson Charo Daudi

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COUNTY GOVERNMENT OF MAKUENI

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INTRODUCTION

Although the County Government of Makueni has made significant strides to manage its urbanization in line with the provisions of the Urban Areas and Cities Act, UACA 2011 (Rev. 2019), its gains are discounted by a lack of clear institutional framework to ensure that the municipalities work as envisioned by the Act. The result of this institutional ambiguity is that efforts to create municipalities, appoint the municipal board members, and grant municipal charters to municipalities have not yielded much in terms of service delivery and accountability to citizens. At the same time, there seems to be a lack of understanding of the consequent working relation and reporting structures between the County Executive and the County Assembly on the one hand and the municipalities on the other when it comes to making decisions that affect the areas of jurisdiction of the municipalities. Further, the process of determining the municipal boundaries continues to lack objective criteria, thereby roping in areas that ideally should be left for agricultural production into municipalities. Furthermore, the process is currently open to abuse in its current form and needs to be carried out in accordance with the provisions of Section 4 of the Urban Areas and Cities Act 2011 (Rev. 2019).

All the above emerging challenges point to a weak urban institutional setup for realising the objectives of the UACA 2011 (Rev. 2019). Urban institutions are in this context understood to be the “established organisations, together with the significant practices, relationships, and culture” that together are necessary to realise the objectives of UACA 2011 (Rev. 2019).

This current Makueni County Urban Institutional Development Strategy (CUIDS) has been prepared to address the above institutional gap. It is prepared within the framework of the Kenya Urban Support Programme 2 (KUSP2) to spell out how Makueni County will manage the urban areas within its area of jurisdiction over the next five years. Its core objectives are twofold: i) to outline Makueni County’s overall approach to the management of urban areas within its jurisdiction; ii) to spell out the process that Makueni County will follow to integrate urban development into county-wide planning framework that, among other things, incorporates climate resilience and inclusivity considerations. An attendant objective of the strategy is to provide an annual action plan and budget for achieving these two core objectives. The strategy is organised in three sections. Section 1 presents the context of urbanization in Makueni County together with the legal and institutional framework for managing it. The second section provides the institutional arrangements for managing urbanization as well as the necessary legal reforms that will need to be put in place to manage urbanization in the county. The last section presents the annual action plan and budget for managing urbanization in the county.

1. SECTION 1:

1.1. URBANIZATION, URBAN MANAGEMENT, CLIMATE RESILIENCE & URBAN DEVELOPMENT IN MAKUENI COUNTY

This section provides an overview of levels of urbanization, urban management and urban development in Makueni County.

1.1.1. Urbanization and urban development in the county

Makueni County continues to witness rapid urbanization that is driven by the county governance structure, natural urban population increase, rural-urban migration as well as migration from other urban centres. This accelerated pace of urbanization is not unique to Makueni County. While many reasons account for it, Kenya's devolved governance structure that has been in place since the promulgation of the Kenya Constitution 2010, has singularly altered the patterns of urbanization by dispersing it away from Nairobi and Mombasa to other secondary urban centres that are to be found in the counties. Hitherto these constitutional reforms, Nairobi and Mombasa remained Kenya's primate cities.

Urbanization patterns in Makueni County will further be shaped by the recent developments that have seen county governments make deliberate efforts to further decentralise urban functions to urban centres below their county headquarters. In this case, part of the future county population will be absorbed by the second tier urban centres as these centres receive more functions through town charters and other tools availed through the Urban Areas and Cities Act 2011 (amended 2019).

Whereas urbanization can enhance the development of an area if it is well managed, the converse is also true; urbanization can similarly introduce other social, economic, and environmental challenges to an area if it is not properly managed. The current rapid urbanization therefore compels the County Government of Makueni to institute sound strategies to manage its urbanization if it is to reap the benefits that come with urbanization and cope with the demand for infrastructure and services that urbanization presents.

1.1.2. Urbanization trends

The average urbanization rate in Makueni County is estimated to stand at 11.8% per annum (Makueni County Spatial Plan 2019-2029). This rate more than doubles the national urbanization rate, which stands at 4.3% per annum (UN-Habitat, 2022) and makes Makueni one of the leading counties that contribute to the national urbanization. According to the official data from the Kenya National Bureau of Statistics, the urban population of Makueni County stood at 83,818 inhabitants in the year 2019. Against the total county population of 987,653 inhabitants, the urban centres thus constituted about 8.5% of the county's population. These figures notwithstanding, it should be noted that the statistics cited was only collected for 9 urban centres (Table 1-1) even though there exist 23 other major urban centres and a further 1,158 market centres in the county.

Table 1-1: Urbanization trends in Makueni County

Urban centre	Population in 2019			Projected population in 2027		
	Female	Male	Total	Female	Male	Total
Wote	9,809	9,916	19,725	23,942	24,203	48,145
Emali	8,890	9,435	18,325	21,699	23,029	44,728
Makindu	7,380	7,658	15,038	18,013	18,692	36,705
Sultan Hamud	4,535	4,183	8,718	11,069	10,210	21,279
Kibwezi	4,186	3,957	8,143	10,217	9,658	19,876
Mtito Andei	2,321	3,305	5,626	5,665	8,067	13,732
Kikima	1,707	1,562	3,269	4,166	3,813	7,979
Kiboko	1,260	1,448	2,708	3,075	3,534	6,610
Nunguni	1,155	1,111	2,266	2,819	2,712	5,531
Total			83,818	204,584		

These urban centres can be described to form three tiers of urbanization in the county. The first tier comprises the major urban centres and include Wote, Emali, and Makindu. This category of urban centres has a population of at least 10,000 inhabitants. Considering the trends in the population growth and their projected population sizes, these urban centres individually bear the potential to become municipalities in future. In future, it will be necessary to reverse the put a stop to the current approach where neighbouring urban centres have been merged to meet the population threshold of municipalities. This approach is not sustainable as it leads to the encapsulation of the intervening agricultural land that lies between the urban centres into the municipal boundaries, thereby starving the county of land that is needed for non-urban activities. To address this inherent weakness, it is necessary to fully implement the provisions of UACA 2011 (Rev. 2019) that relate to creation of municipalities and delineation of municipal boundaries.

The second tier of urban centres comprises those with at least 2,000 inhabitants. It includes Sultan Hamud, Kibwezi, Mtito Andei, Kikima, Kiboko, and Nunguni. Under this category, Sultan Hamud, Kibwezi, and Mtito Andei have the potential to morph into designated towns by the year 2027 on account of their population thresholds. UACA 2011 (Rev. 2019) provides the minimum population of a designated town to be 10,000 inhabitants.

Lastly, there are several other centres in the county that perform urban functions although their population sizes remain undocumented. This absence of data makes it difficult to classify their urban status in line with the provisions of UACA 2011 (Rev. 2019). Key among these centres are Malili, Matiliku, Kako, Kyambeke, Mavindini, Kiaoni, and Thithi. These, together with the over 1,158 market centres can be classified in the third tier of urban centres in the county (Table 1-2).

Table 1-2: Further urbanization in Makueni County

Kasikeu	Kako	Kambu	Kathonzweni	Kiundwani
Mbumbuni	Kyambeke	Machinery	Mukaa kwa DC	Kiaoni
Tawa	Kitise	Nthongoni	Malili	Kalamba
Kilala	Mavindini	Thithi	Matiliku	The other towns not captured are part of the 1,158 market centres
Kalawa	Mbuvo	Kisayani	Mukuyuni	

There are centres that have the potential to become designated markets under this third tier. However, their population remains unknown because the National Population and Housing Census only collects data at the sub-location level as its lowest administrative unit. To ensure that these urban centres do not lose out their rightful role, it will be necessary for the County Government of Makueni to constitute a unit to carry out population headcount to establish the population sizes of these settlements for purposes of their proper classification and subsequent service delivery.

There will be a need for the institutions created within this framework to work closely with the Kenya National Bureau of Statistics to ensure that population data is collected for these urban entities once they have been created. This is necessary in order to ensure that accurate and reliable population data is available for purposes of urban development planning.

Considering the urbanization patterns already established in Makueni, the first tier urban centres will expectedly continue to be home to the bulk of the urban population when compared to those of the second and third tiers respectively. With the prevailing average urbanization rate of 11.8%, this CUIDS projects that the total urban population of Makueni County will be at least 204,584 inhabitants by the year 2027 (Table 1-1). It is expected that urban population will account for about 18.8% of the total population of the county, which is projected to comprise 1,087,776 inhabitants by the year 2027 (Makueni County Integrated Development Plan, 2023-2027). It will be necessary for the county government to constitute the right urban management institution to manage the various classifications of urban centres, i.e. municipalities and towns.

1.1.3. Urbanization and county socio-economic development

Urbanization plays an important enabling role to various socio-economic development sectors. In Makueni County, administration, trade and commerce are the key drivers of socio-economic development. The latter is mainly driven by the informal sector, which is reported to grow at a rate of 3% per annum. At the same time, the county is also engaged in the extraction of sand, soil, granite, stone and ballast. Further, the county also has deposits of Kaolin, limestone, volcanic rocks, marble, salt, granite (green and red), quartz, gypsum, vermiculite, mica, copper, dolomite, iron ore, basalts, and gemstones in Kibwezi West Sub County. However, the commercial viability of these has not been established. The county also has potential for tourism-driven growth given the presence of Tsavo National park, which it shares with Taita Taveta and Kitui counties. A well-guided urbanization strategy will occasion the sustainable

utilisation of these potentials for the development of the county. Table 1-3 highlights the potential role that urbanization can play in the development of Makueni County.

Table 1-3: Urbanization and county socio-economic development

Urban centre	Main economic activities	Role of urban centre in the county's economy	Link to hinterland
Wote	<ul style="list-style-type: none"> • Commerce • Administration • Education • Agriculture 	<ul style="list-style-type: none"> • County headquarters and the main revenue generation centre 	<ul style="list-style-type: none"> • Being strategically located, it creates a link for exchange of goods and services
Emali	<ul style="list-style-type: none"> • Commerce • Agriculture • Transportation • Education • Administration 	<ul style="list-style-type: none"> • Commercial hub for the county 	<ul style="list-style-type: none"> • Strategically located along Nairobi-Mombasa highway but also links Kajiado county and Makueni county headquarters in Wote • Enhances movement of goods and service across the county, intra and inter county
Kibwezi	<ul style="list-style-type: none"> • Conservation • Agriculture • Ecotourism 	<ul style="list-style-type: none"> • Plays the role of conservation and ecotourism hub for the county • Employment opportunities through artisanal mining 	<ul style="list-style-type: none"> • Strategically located and serves as a link to Kitui county • Umanyi springs act as tourist attraction site and supplies water to neighbouring county of Mombasa • Research units through KEFRI research centre
Mtito Andei	<ul style="list-style-type: none"> • Commercial • Tourism • Agriculture • Education • Transportation 	<ul style="list-style-type: none"> • It's a gateway town to the county and hosts many commercial enterprises including hotels • Connects the County to Tsavo East National park • Hosts artisanal mining • Hosts SGR station for passengers 	<ul style="list-style-type: none"> • Being a gateway town, it connects to the rural setting for supply of goods and services • Its serves as a link for tourism in Tsavo east and Ngai Ndenthya National reserves • Is a stopover town from Nairobi to Mombasa and proposed EPZ zone
Makindu	<ul style="list-style-type: none"> • Cultural • Commerce • Transportation • Agriculture 	<ul style="list-style-type: none"> • Environmental significant areas due to its proximity with Kiboko and Kiu catchments • Its sparsely settled with settlement schemes -Kiboko A, Kiboko B and Kiboko C 	<ul style="list-style-type: none"> • First line employment centre for rural immigrants from its immediate hinterlands • Connects well with the County headquarters • Has an airstrip that facilitates connection to Chyulu and Tsavo National Parks
Sultan Hamud	<ul style="list-style-type: none"> • Industrial • Commerce • Agriculture • Culture • Livestock farming 	<ul style="list-style-type: none"> • Facilitates movement of goods and services from Kajiado, along Mombasa road • Is a transportation hub • Hosts artisanal mining 	<ul style="list-style-type: none"> • Strategically located along Nairobi - Mombasa Highway which creates commercial opportunities • Has good road connectivity to other county urban centres • Facilitates movement of farm produce from Kasikeu and Kajiado
Kasikeu	<ul style="list-style-type: none"> • Agriculture • Commerce • Conservation 	<ul style="list-style-type: none"> • Contributes to county food basket through irrigated agriculture • Potential source of construction sand 	<ul style="list-style-type: none"> • Supports Sultan Hamud with constant food supply • Connectivity to other sub counties of Kaiti, Kilome and Makueni
Kikima	<ul style="list-style-type: none"> • Agricultural hub • Conservation • Commerce • Industrialisation • Administration 	<ul style="list-style-type: none"> • Production of milk, coffee and Macadamia • Acts as commercial base to neighbouring areas • The most connected to the other sub counties in Makueni County 	<ul style="list-style-type: none"> • Links the county to the neighbouring Machakos County for exchange of goods and services • Connects to Kwa Mutisya wa Ngomali through Kali, Katunda, Katunda Kakuu which open to other towns
Mbumbuni	<ul style="list-style-type: none"> • Agriculture • Commerce 	<ul style="list-style-type: none"> • Strategically located as a link to Kikima, Tawa and 	<ul style="list-style-type: none"> • Provides ready market to neighbouring farming

Urban centre	Main economic activities	Role of urban centre in the county's economy	Link to hinterland
	<ul style="list-style-type: none"> • Administration • Conservation • Livestock farming 	<ul style="list-style-type: none"> • Wote via Kaumoni • Enhanced conservation of existing forest cover through Katende forest 	<ul style="list-style-type: none"> • communities • Creates linkage to Machakos County through Tawa
Tawa	<ul style="list-style-type: none"> • Administration • Commerce • Ecotourism • Education • Livestock 	<ul style="list-style-type: none"> • Hosts KMTC and Tawa Level 4 Hospital, which are sources of revenue to the county • Enhances trade with Kikima, Machakos and Mbumbuni due to its position as a gateway town 	<ul style="list-style-type: none"> • Strategically placed as a gate-town to Machakos and Kitui town via Masii • Creates market for neighbouring agricultural activities
Kilala	<ul style="list-style-type: none"> • Livestock farming • Agriculture • Commerce • Conservation • Transportation • Administration 	<ul style="list-style-type: none"> • Located along Machakos-Wote Road, thus acting as a link town with Machakos County • Acts as a food basket to the county headquarters of Wote 	<ul style="list-style-type: none"> • Connects to Wote and other strategic towns along Machakos-Wote Highway • Is the food basket for the County headquarters and provides markets to the agricultural neighbouring communities • Strategic town under Wote Municipality
Kalawa	<ul style="list-style-type: none"> • Livestock farming • Agriculture • Commerce • Administration 	<ul style="list-style-type: none"> • Creates markets hub for livestock • Acts as pulses basket for the county 	<ul style="list-style-type: none"> • Connects to Kitui county via Athi • Proximity to Thwake multipurpose dam
Kathonzweni	<ul style="list-style-type: none"> • Livestock farming • Agriculture • Commerce • Administration 	<ul style="list-style-type: none"> • Creates markets hub for livestock • Revenue generation from livestock trade and during market days • Has potential for development of earth dams and farm ponds 	<ul style="list-style-type: none"> • Acts as strategic link between Mombasa Road from Makindu to Wote
Mukaa kwa DC	<ul style="list-style-type: none"> • Administration • Commerce • Industrial • Artisanal mining • Transportation 	<ul style="list-style-type: none"> • Acts as a commercial hub for Nairobi - Mombasa • Strategically located and gives administrative services to Konza Technocity 	<ul style="list-style-type: none"> • Strategically located along Nairobi- Mombasa highway • Connects to Kajiado through Kenya pipeline depot
Malili	<ul style="list-style-type: none"> • Commerce • Industrialisation • Artisanal mining • Transportation 	<ul style="list-style-type: none"> • Acts as a commercial hub on Nairobi - Mombasa Road • Strategically located and gives administrative services to Konza technocity 	<ul style="list-style-type: none"> • Strategically located along Nairobi- Mombasa highway • Connects to Kajiado through Kautandini road and Machakos County via Muumandu
Matiliku	<ul style="list-style-type: none"> • Agriculture • Livestock farming • Commerce • Conservation 	<ul style="list-style-type: none"> • An agricultural market hub for the farming community around • Promotes environmental conservation through Nzaui Hill Forest 	<ul style="list-style-type: none"> • Offers ready market for the neighbouring farming community • Links the county headquarters and Mombasa Highway
Mukuyuni	<ul style="list-style-type: none"> • Commercial • Agricultural • Transportation 	<ul style="list-style-type: none"> • Provides constant supply of food to the neighbouring towns • Strategically located along Machakos-Wote highway 	<ul style="list-style-type: none"> • Located along Machakos-Wote roads creating economic highway • Linkage to Mombasa Highway via Nunguni Town • Strategic town under Wote municipality
Kako	<ul style="list-style-type: none"> • Livestock • Agricultural 	<ul style="list-style-type: none"> • provides livestock market centre for the neighbouring communities 	<ul style="list-style-type: none"> • Acts as a link town between Kalawa and Wote town • Strategic town under Wote municipality
Nunguni	<ul style="list-style-type: none"> • Commercial • Agricultural • Artisanal mining • Conservation • Administrative 	<ul style="list-style-type: none"> • Acts as a food basket for the County • Revenue generation through mining 	<ul style="list-style-type: none"> • Connects to Nairobi-Mombasa highway through Salama • Links to Wote-Machakos road through Kivani, Kola and Mukuyuni
Kyambeke	<ul style="list-style-type: none"> • Commerce • Agriculture 	<ul style="list-style-type: none"> • Food basket to the neighbouring towns 	<ul style="list-style-type: none"> • Connects to Sultan Hamud and Mombasa Highway and Nunguni the sub-county headquarters
Kitise	<ul style="list-style-type: none"> • Agriculture • Commerce 	<ul style="list-style-type: none"> • Revenue collection through livestock and horticulture 	<ul style="list-style-type: none"> • Proximity to Athi River creates economic highway for the

Urban centre	Main economic activities	Role of urban centre in the county's economy	Link to hinterland
	<ul style="list-style-type: none"> • Livestock farming • Industrial 	<ul style="list-style-type: none"> • markets 	<ul style="list-style-type: none"> • county • Proximity to Wote- Makindu road creates for locally produced goods
Mavindini	<ul style="list-style-type: none"> • Agriculture • Commerce • Livestock farming 	<ul style="list-style-type: none"> • Revenue collection through livestock and horticulture markets 	<ul style="list-style-type: none"> • Proximity to Athi River creates economic highway for the county • Access to outside markets for locally produced goods given its proximity to Wote-Makindu Road • Proximity to Thwake dam
Mbuvo	<ul style="list-style-type: none"> • Agriculture • Commerce • Livestock farming • Education 	<ul style="list-style-type: none"> • Revenue collection through livestock and horticulture markets 	<ul style="list-style-type: none"> • Strategically located along Wote-Makindu road
Kambu	<ul style="list-style-type: none"> • Agriculture • Administration • Agroforestry • Transportation • Livestock farming 	<ul style="list-style-type: none"> • Revenue collection through agriculture and livestock • Agroforestry through promotion of Melia volkensii tree species • Availability of land for development of industries 	<ul style="list-style-type: none"> • Strategically located within the old railway line creating economic highway • Links to Lukenya University, Athi River and Ngai Ndenthya National Reserve
Machinery	<ul style="list-style-type: none"> • Agriculture • Transportation • Livestock farming 	<ul style="list-style-type: none"> • Revenue collection through agriculture and livestock • Availability of land for development of industries 	<ul style="list-style-type: none"> • Strategically located within the old railway line creating economic highway • Links to Lukenya university, Athi River and Ngai Ndenthya National Reserve • Linkage to Nairobi-Mombasa Highway
Nthongoni	<ul style="list-style-type: none"> • Conservation • Commerce • Administration 	<ul style="list-style-type: none"> • Revenue collection hub for the county through tourism • Food basket for Kibwezi East Sub-County 	<ul style="list-style-type: none"> • Provides a link to Chyullu National park • Connects to Nairobi- Mombasa Road for supply of goods and services
Masimba	<ul style="list-style-type: none"> • Transportation • Commerce • Livestock farming 	<ul style="list-style-type: none"> • Revenue collection from Transport and commercial ventures 	<ul style="list-style-type: none"> • Linkage to Kajiado County for livestock supply and market
Kisayani	<ul style="list-style-type: none"> • Agricultural • Commercial • Education • Administrative 	<ul style="list-style-type: none"> • Revenue through agricultural and livestock produce • Educational centre with Nairobi university unit 	<ul style="list-style-type: none"> • Connects Mombasa road to Kitui county • Supports development of University of Nairobi thus promoting research
Kiundwani	<ul style="list-style-type: none"> • Commerce • Transportation • Agriculture 	<ul style="list-style-type: none"> • Its sparsely settled with settlement schemes, Kiboko A, Kiboko B and Kiboko C. 	<ul style="list-style-type: none"> • It attracts a lot of population from the neighbouring communities • Connects to Makindu Town which is the Sub-County headquarters
Kiaoni	<ul style="list-style-type: none"> • Agriculture • Commerce 	<ul style="list-style-type: none"> • Revenue generation • Gateway town to Kitui • Supports sub-county with provision of farm produce from Athi River 	<ul style="list-style-type: none"> • Border town to Kitui Town • Offers markets for farm produce from the hinterlands
Kalamba	<ul style="list-style-type: none"> • Commerce • Agriculture • Industrialisation 	<ul style="list-style-type: none"> • Revenue generation through horticulture and commercial enterprises • Hosts county fruit processing plant • Food basket for the county 	<ul style="list-style-type: none"> • Connects its hinterlands to the county headquarters and Nairobi-Mombasa Highway
The other towns not captured are part of the 1,158 market centres	<ul style="list-style-type: none"> • Mostly markets 	<ul style="list-style-type: none"> • Service centres for their hinterlands 	<ul style="list-style-type: none"> • Service centres for their hinterlands

1.1.4. Urban development challenges

The main urban development challenges in Makueni, like the other Kenyan urban settlements, include: inadequate and poor quality water and sanitation, inadequate shelter, insufficient and unreliable energy, poor transportation infrastructure and services, inadequate market infrastructure, vulnerable livelihood activities, poverty and vulnerability, poor solid and liquid waste management, as well as waning safety citizens safety and personal security.

Table 1-4: Urban development challenges in Makueni County

Sector	Urban centre	Status (available/ not available)	Narration	Remarks
Water and sanitation	• Common	<ul style="list-style-type: none"> • Water- Available • Sanitation- Unavailable 	<ul style="list-style-type: none"> • Inadequate, not all households have piped water supply. • No elaborate sewerage system within the county urban centres 	<ul style="list-style-type: none"> • Enhance connectivity to urban and rural households • Consider reduction of water tariffs • Regulate private water vendors • Construction DTF within the major urban centres • Encourage Public-Private-Partnerships to invest in water and sanitation
Urban vulnerability	• Common	• Available	• Majorly in the informal settlements	<ul style="list-style-type: none"> • Support national government initiatives in the Kenya Informal Settlements Integrated Planning • Enhance social safeguards within urban informal settlement
Transport	• Common	• Available	<ul style="list-style-type: none"> • Poor condition of roads which become impassable during the rainy season • No elaborate road connectivity 	• Improvement of road connectivity through murraming, grading and tarmacking
Drainage	• Common	• Available	• Clogged and insufficient especially during seasons	<ul style="list-style-type: none"> • Need for storm water harvesting and enhanced roof catchments • Enhance storm water management strategies
Socio-economic	• Common	• Available	• Assigning functions to urban areas depending on their comparative advantage	<ul style="list-style-type: none"> • enhance urban development budget • Decentralisation of functions from county governments to municipalities and towns
Safety and security	• Common	• Available	<ul style="list-style-type: none"> • There is street lighting and police administrative units within the towns or nearby • Community policing enhances security and safety within urban centres 	<ul style="list-style-type: none"> • Increasing street lighting • Recruitment officers for the County policing Authority • Coordination with National Police Service
Market infrastructure	• Common	• Available	• Available but not the major market centres	<ul style="list-style-type: none"> • Budget allocation for construction of markets within major urban centres • Strengthening of market committees to enhance efficiency
Livelihoods	• Common	• Available	<ul style="list-style-type: none"> • The availability of livelihood sources is seasonal • The county to support income generating activities. 	<ul style="list-style-type: none"> • There is a need for creation of job opportunities for the urban poor. • Market days to be properly structured to support the livelihoods of the business community.
Poverty	• Common	• Available	• Limited job opportunities	• Expand opportunities

Sector	Urban centre	Status (available/ not available)	Narration	Remarks
			<ul style="list-style-type: none"> Poor infrastructure that does not support income generating activities 	<ul style="list-style-type: none"> within the urban areas. Youth empowerment
Urban land-use management framework	• Common	• Available	<ul style="list-style-type: none"> Local Physical Development Plans prepared during the defunct Local Authorities are outdated. Lack of policies to manage development in Urban areas 	<ul style="list-style-type: none"> Prepare up to date Urban land use plans. Domesticate policies from the National Government
State of urban housing	• Common	• Available	<ul style="list-style-type: none"> Existing housing stock is semi-permanent Modern housing is out of reach of urban poor 	<ul style="list-style-type: none"> Improve informal settlements Enhance urban development budget
State of informal settlements	• Common	• Available	<ul style="list-style-type: none"> Vulnerable to disasters prone to health and security issues Limited supply of water and sanitation 	<ul style="list-style-type: none"> Slum upgrading programmes to improve living conditions Improve accessibility to potable water and sanitation
Gender inclusion in urban spaces	• Common	• Available	<ul style="list-style-type: none"> Majority of land owners are male 	<ul style="list-style-type: none"> Gender mainstreaming in property ownership and utilisation. Apply the one third gender rule in urban management. Sensitization of dual property ownership.
Inclusion of PWDs in urban spaces	• Common	• Available	<ul style="list-style-type: none"> Lack of infrastructure to support PWDs Discrimination in urban management and leadership 	<ul style="list-style-type: none"> Ensure all building applications observe gender and PWDs issues in their designs Inclusion of PWDs in urban management Undertake census on all PWDs to enhance budgetary allocation

1.1.5. County Climate Risk Profile

Makueni County has grappled with climate change-related disasters since the year 1980. These are manifested in erratic rainfall, frequent droughts and perennial water shortages to sustain both domestic and productive uses in industries and agriculture. This problem has further constrained water sources replenishment and thus the frequent drying up of perennial rivers and water pans. The major environmental challenges in the county are thus depletion of water catchment areas, destruction of forests, invasion of wetland areas, unabated sand harvesting and poor agricultural practices such as cultivation along riverbanks.

A large part of Makueni County suffers constrained livelihood opportunities due to a number of reasons. Among these are the impacts of climate change; their location of the area in a water-scarce zone; and the presence of vulnerable population, including Persons with Disability, the elderly and the women. The challenge of limited livelihood opportunities is compounded by overreliance on traditional small-scale farming and livestock rearing, all of which are vulnerable to the shock of climate change and can only get worse with the deteriorating impacts of climate change that have been witnessed in the recent past. Table 1-5 analyses climate risk profile of Makueni County.

Table 1-5: County Climate Risk Profile

Major climate change impacts	Urban centre	Vulnerability and exposure trends	Affected urban poor and human settlements
Reduced water availability	<ul style="list-style-type: none"> • Wote, • Emali • Mtito Andei • Makindu • Sultan Hamud • Malili • Kathonzwani • Kambu 	<ul style="list-style-type: none"> • Increased prevalence of water-borne diseases • Reduced food production from urban and peri-urban agriculture • Declined job opportunities from water sector • Declining business opportunities due to water shortage • Poor sewerage system leading to contamination and pollution 	<ul style="list-style-type: none"> • The informal settlements within the said urban area • Urban farming community • Urban based Institutions (schools, colleges and universities) • Government institutions and offices (Kenya Forest Service, County Commissioners workforce)
Deforestation and degradation of vegetation	<ul style="list-style-type: none"> • Mtito Andei • Makindu • Wote • Kathonzwani • Kambu • Kasikeu 	<ul style="list-style-type: none"> • Increased heat waves • Increased prevalence of floods and soil erosion leading to water pollution • Silting of water dams leading to reduced water supply • Increased Green-House Gas presence in the lower atmosphere due to reduced carbon sinks and releasing of carbon • Reduced aesthetic value of the ecosystem • Reduced land for urban farming • Increased prevalence of respiratory infections emanating from firewood usage at household levels 	<ul style="list-style-type: none"> • Increased respiratory diseases in the informal settlements • Increased urban calamities due to collapse of buildings in informal settlements • Reduced source of income for communities living around forests • Increased prices for timber which may affect the quality of buildings • Increased conflicts • Increased water pollution both surface runoff and underground water sources • Reduced food availability
Increased food insecurity	<ul style="list-style-type: none"> • Wote • Emali • Mtito Andei • Makindu • Sultan Hamud • Malili • Kathonzwani • Kambu 	<ul style="list-style-type: none"> • Increased malnutrition and Gastrointestinal illnesses due to reduced food qualities and quantities • Increased crime rates • Increased mobility resulting from health related issues from consumption of contaminated food 	<ul style="list-style-type: none"> • Increased malnutrition and gastrointestinal illnesses in the informal settlements • Low school enrolment leading to reduced education levels • Reduced incomes from food related industries • Increased insecurity within the urban centres • increased health complications to the terminally ill
Encroachment of riparian and water catchment areas	<ul style="list-style-type: none"> • Wote • Emali • Mtito Andei • Makindu • Sultan Hamud • Malili • Kathonzwani • Kambu 	<ul style="list-style-type: none"> • Reduced water availability due to encroachment of water sources • Increased death and destruction of properties due to floods • Reduced aquatic ecosystem niche due to habitat destruction 	<ul style="list-style-type: none"> • Increased water borne diseases due to catchment and riparian destruction • Reduced food quality and nutritional value of the food • Increased death and property destruction leading to loss of life and business
Human –Wildlife conflicts	<ul style="list-style-type: none"> • Mtito Andei • Kambu • Machinery 	<ul style="list-style-type: none"> • Increased loss of lives • Increased destruction of property, farm produce 	<ul style="list-style-type: none"> • Reduced crop productivity • loss of income for urban farmers • Increase in PWDs
Air Pollution	<ul style="list-style-type: none"> • Wote • Sultan Hammud • Emali • Makindu 	<ul style="list-style-type: none"> • Increased prevalence of air borne diseases due to biomass, transport sector and burning of solid waste • Reduced aesthetic value of land 	<ul style="list-style-type: none"> • Increase in air borne diseases in informal settlements, urban schools and markets exposed to emissions from transport sector
Flush floods	<ul style="list-style-type: none"> • Wote • Kathonzwani 	<ul style="list-style-type: none"> • Increase in household displacement • Water pollution • Increased destruction of properties • Destruction of infrastructure, roads and drainage systems 	<ul style="list-style-type: none"> • Poor service access to informal settlements • Prevalence of water-borne diseases in urban informal settlements
Gender Based	<ul style="list-style-type: none"> • Wote 	<ul style="list-style-type: none"> • Increase in GBV related 	<ul style="list-style-type: none"> • Children living in GBV

Major climate change impacts	Urban centre	Vulnerability and exposure trends	Affected urban poor and human settlements
Violence	<ul style="list-style-type: none"> • Makindu • Sultan 	<ul style="list-style-type: none"> • deaths • Poor school attendance • Increased mental health 	<ul style="list-style-type: none"> • prevalent homes • Increase in PWDs due to GBV incidences • High school turnover • Increased mental health • Increase in child headed homes
Increase in crop pests and diseases	<ul style="list-style-type: none"> • Wote • Emali • Mito Andei • Makindu • Sultan Hamud • Malili • Kathonzweni • Kambu 	<ul style="list-style-type: none"> • Reduced crop productivity • Economic losses to the farmers • Poor school attendance and school increasing rates of school dropout 	<ul style="list-style-type: none"> • Urban farmers • Food insecurity in schools • High level exposure of pesticides to children and pregnant women.

1.1.6. Legal and regulatory systems for urban management, climate resilience and disaster risk management in the county

Urban management, climate resilience and disaster management are governed by both national and county-specific laws and regulations.

The national laws and regulations include:

- The Kenyan Constitution 2010
- Physical and Land-Use Planning Act No. 13 of 2019
- Urban Areas and Cities Act 2012
- County Government Act No. 17 of 2012
- Environmental Management Coordination Act 1999
- Persons living with Disability Act
- Building Adoptive Code
- Planning and Building Regulations 2009
- Lands Act
- Land Registration Act
- The Wayleaves Act Cap 292
- Kenya Integrated National Transport Policy
- The Climate change Act 2016
- Survey Act

The county-specific laws and regulations include:

- Makueni County Spatial Plan 2019-2029
- Physical and Land-Use Plans for Wote, Makindu (draft), Emali, Kalawa, Kalango, Kambu, Kasikeu, Kathonzweni, Kikima, Kitise, Matiliku, Mbumbuni, Nthongoni, Nunguni, and Ziwani.
- Public Participation Policy
- Makueni County Climate Change Fund Regulations 2015
- Makueni County Co-Operatives Development Policy
- Makueni County Persons with Disabilities Bill 2016
- Makueni County Sand Conservation and Utilization Act 2015
- Makueni County Water Policy
- Makueni Health Policy
- Makueni County Enterprise Risk Management Policy
- Makueni County SGBV Policy

1.1.7. County-wide planning and urban development

Makueni County has already prepared two county-wide plans. These are the Makueni County Integrated Development Plan (2023-2027) and the Makueni County Spatial Plan (2019-2029). The former plan (CIDP) has been prepared to spur economic development of the county while the later (CSP) to structure the spatial form of that economic development. The two plans are alive to the urbanization question in the county.

To begin with, the CIDP takes cognisance of urbanization by actively acknowledging the need to for explicit reference to urban population, analysing issues relating to access infrastructure and service such as water and sanitation, roads, energy, ICT, health among others. It is however notable that the CIDP is not exhaustive on the population of all urban centres in the county and does not delve into the dynamics of the urban population, such as its birth rates, death rates, growth rates, densities, mortality rates and other vital statistics in a manner that can help in issue-specific targeting through planning. The result is that the analysis carried out in the document remains general and does not allow explicit spatial targeting of development interventions that might be informed by these analyses. This is nonetheless not entirely the shortcoming of the CIDP preparation process but rather that of the national housing and population census process that does not disaggregate population into clear urban units. There is a need to have clearly defined urban boundaries so that future census processes can capture data that is specific to these urban boundaries. The CIDP further recognises the various Physical and Land-Use Development Plans that have been prepared together with other efforts that are geared to improving efficiency in planning and managing urban centres. Among these are the adoption of Electronic Development Application Management Systems, operationalisation of the GIS Lab and the development of the Land Information Systems among others. It also acknowledges the establishment of municipalities. Lastly, the document recognises the opportunity presented by the CSP for the development of other sectors such as the ICT and housing.

The CSP on the other hand is largely a spatial development planning document. It identifies the various factors that will structure the spatial development of the county including urban settlements. The document fits urbanization within the context of other land-uses that lay a stake in the space occupied by Makueni County and all of which must be accommodated within that space.

Table 1-6: Current status of urban areas in the county

Urban Score Card for Makueni			
	Ultimate target ("a modernised Kenya")	Where are we now? (%)	% target in 5 years?
WATER			

Urban Score Card for Makueni			
	Ultimate target ("a modernised Kenya")	Where are we now? (%)	% target in 5 years?
Residential water supply	Every dwelling has a tap with potable water being supplied at all times (T=100%)	Less than 10%	25%
Non-residential water supply	Every industrial, commercial, social and government land-use is connected to a water supply with uninterrupted service (T=100%)	less than 5%	10%
SANITATION			
Sanitation	Every residential, industrial, commercial and government land-use is connected to an appropriate sanitation system, with uninterrupted service (T=100%)	1%	5%
Septic tanks	<i>With increased water-borne sanitation, the use of septic tanks should decline, eventually to zero</i>	50%	30%
Ventilated improved pit (VIP) latrine	<i>With upgrading of informal settlements, the use of VIP latrines should decline, eventually to zero</i>	80%	50%
Informal pit latrines	<i>With upgrading of informal settlements, the use of informal pit latrines should decline, eventually to zero</i>	90%	50%
Sewerage system	Every residential, industrial, commercial and government land-use is connected to a separate sewerage system, with uninterrupted service (T=100%)	1%	5%
Flood control; full draining system	All surface water is channelled through managed drainage systems (T=100%)	20%	50%
Waste or refuse disposal	Full waste collection and disposal service, to controlled sites, with recycling and energy generation where possible (T=100%)	10%	20%
SHELTER			
Dwelling	Solid walls, with a roof that doesn't leak and windows (T=100%)	60%	80%
Occupancy	Every dwelling has secure title and the right to the inhabitants' occupation (T=100%)	20%	40%
Informal settlements as a % of total stock	<i>Informal settlements should be upgraded (if land-use and environmental considerations permit, if not...); cleared, after alternative provision is in place (T=0%)</i>	5%	10%
ELECTRICITY			
Mains connection	Every residential, industrial, commercial and government land-use is connected to the mains electricity system, with uninterrupted service (T=100%)	60%	80%
Generators	<i>With increased mains supply, the use of generators, full-time, should decline, eventually to zero.</i>	20%	10%
Other informal arrangements	<i>With increased mains supply, the use of informal arrangements for energy (such as unprofessionally-installed solar sources) should decline, eventually to zero.</i>	10%	5%

Urban Score Card for Makueni			
	Ultimate target ("a modernised Kenya")	Where are we now? (%)	% target in 5 years?
TRAVEL			
Transport	All have access to transport for their daily travel needs (T=100%)	70%	80%
Roads	All roads are passable, even during the heaviest rains (T=100%)	40%	55%
SECURITY			
Street lights	All urban locations have full public lighting (T=100%)	50%	70%
Personal security	All locations are secure through local policing (T=100%)	50%	70%

2. SECTION 2:

2.1. DEVELOPING INSTITUTIONS FOR URBAN MANAGEMENT

This section provides an overview of how, in general, the county envisions institutional arrangements for its urban areas and, more specifically, what institutional arrangements will be put in place for each urban area in the county. In addition, it includes a description of the legal and regulatory reforms that the county will need to undertake in order to implement proposed institutional arrangements in its urban areas. Finally, the section also includes a brief description of the capacity building actions that will be needed to establish the proposed institutional arrangements in its urban areas.

2.1.1. Institutional development for the county's urban areas

The Government of Makueni County's policy on urban institutional development is to strengthen the management and financing of its urban centres. To this end, it plans to form an ad hoc committee rationalise and establish three new municipalities and town committees for proper urban management. This committee will also make recommendations on how to enhance budgetary allocations for preparation of integrated development plans and spatial plans for the municipalities and towns whose creation it shall recommend. A total of three new municipalities and 15 towns will be created during the 2023-2027 period.

It is the intention of the County Government of Makueni to make the three municipalities autonomous in terms of their planning and budgeting. All the other operations of the towns will on the other hand draw their budget from the respective county departments. The County Government commits that it shall operationalise the funding of the operations of the municipal boards one year after their creation.

In terms of staffing, the municipalities shall be autonomous while the towns shall obtain their staff through secondment from the respective mother departments in the county government. The county government shall use already existing provisions to ensure that the urban boards remain accountable to it. It will specifically rely on the provisions of Sections 14 (a), 14 (d), 31 (a), and all other relevant provisions of the Urban Areas and Cities Act 2011 (Rev. 2019) to ensure this accountability. These sections make provisions for the inclusion of the

County Executive Committee Members and Chief Officers responsible for urban areas or their representatives in the boards of municipalities and town committees. Aside from this room that is availed for the county government to have an eye on the operations of the boards and committees, the county government will also work with the boards to ensure that they prepare their monthly reports and present the same to the county governor.

Service delivery improvement initiatives, including the development of urban investment plans shall be done collaboratively with all the relevant partners. Specifically, the county government will create a conducive room for synergy between the municipalities, county government, the national government, the non-state actors, and donors to ensure the success of its service delivery.

Attachment 2 elucidates the future institutional status (municipality, town, status quo) of each urban area in the county, their envisioned management and staffing arrangements, finance and budget arrangements, and implementation plans together with the steps to be taken to set up the towns and municipalities.

2.1.2. Legal and regulatory reforms at the county level

This section presents the county-level legal and regulatory reforms that are required for sound urban management. Also presented are the steps that have thus far been taken by the County Government of Makueni to institute sound urban management.

In its bid to domesticate the Urban Areas and Cities Act 2011 (Rev. 2019), the county has prepared the Makueni County Spatial Planning and Development Policy that give a guideline on creation of municipalities and assigning functions to urban areas. Other relevant national regulations and/or implementation guidelines have also been domesticated through the county-specific laws and regulations highlighted in Section 1.1.6 of this CUIDS.

In terms of legislation for urban planning and development control, Makueni County has prepared local physical development plans for 25 urban areas and have been approved by the county assembly. The department of Lands and Urban Planning is currently implementing the approved local physical development plans. The county has created Land application processing committees in all the six sub counties that receive applications for development.

For the delivery of basic services, the county through the service charters awarded to the municipalities, has ensured that the functions of the municipalities are clear. However, only solid waste collection and managed is currently operationalised and is carried out by the Department of Environment and Sanitation under the Municipalities. There is a need to strengthen the technical staffing capacities of the municipalities to deliver the remaining services that have been transferred to them. There is also a further need to equip the municipalities with the necessary tools and equipment that they need to successfully deliver services. Among these are the garbage trucks and fire engines.

To ensure that its resource mobilisation efforts are founded in law, the county through its various Finance Acts has been able to legislate on various ways to mobilise resources through local taxation, fees and user charges by the urban areas boards and committees. The two municipalities have recruited revenue receivers, and municipal planners who manage revenue collection and development approvals.

With regards to citizen engagement, public participation and accountability by the urban boards and committees, the county operates within the provisions of the Urban Areas and Cities Act 2011 (Rev. 2019). The two municipalities have held citizen forum to get views from the public when preparing the Integrated Development Plan and Urban Spatial plan.

2.1.3. Capacity building actions

Table 2-1 identifies the capacity building actions that will be required to support changes in urban management, enhance climate resilience and promote low carbon urban development.

Table 2-1: Capacity building actions

S/No	Capacity building action	Objectives of the action
1	Setting up of town committees within the urban areas which have not been approved as municipalities	<ol style="list-style-type: none"> 1. To enhance citizen participation in prioritisation of development project within the urban areas 2. To enhance proper town urban management
2	Sensitization of green energy available options for adoption in implementing new development	<ol style="list-style-type: none"> 1. To reduce fossil fuel usage which has high carbon footprints 2. To safe on vegetation and promote renewable energy
3	Controlled emissions of urban transport system	<ol style="list-style-type: none"> 1. To promote non-motorized transport means thus reducing emissions of GHG 2. Reduced movement of vehicular transport within public areas
4	Segregation on waste segregation before disposal	<ol style="list-style-type: none"> 1. To enhance safe and easy disposal 2. To create circular economy model thus creating job opportunities

With regard to these management, public participation and accountability in the health sector and elsewhere, the country operates within the framework of the United Nations and other international instruments. The two management systems and others have to be taken into the public sector management for the health management and other related fields.

3.1.2. Capacity building system

Table 3.1 illustrates the capacity building system that will be adopted to support changes in health management, current clinical practice and promote for system other development.

Table 3.1. Capacity building system

1. Capacity building system	2. Capacity building system
The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.	The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.
The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.	The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.
The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.	The capacity building system is a process of developing the capacity of individuals, organizations and systems to meet the health needs of the population.



3. SECTION 3:

3.1. ANNUAL ACTION PLAN AND BUDGET

ATTACHMENT 1 URBAN AREA MATRIX: CURRENT SITUATION [MAP SHOWING URBAN AREAS TO BE ATTACHED]

Name(s) of urban area	Geographical demographic data			Institutional status		Urban management						Hazards and climate impacts	
	Locati on	Estimate d Populati on	County capital (Y/N)	Pre-2010 administrati ve status	Current administrati ve status and/or current urban managemen t arrangemen ts	Board or Commi ttee (Y/N)	Town or city manag er or admini strator (Y/N)	Office (Y/N)	Staffing of municipalit y or town administrati on	Budget and finance	Urban planning		Infrastructure and service delivery responsibilitie s
Wote				Town council	Municipality	Yes	Yes	Yes	Professional 14 Technical 6	Part of vote of CEC department	Wote IDeP 2021 Spatial plan 2021	<ul style="list-style-type: none">• Waste collection• Revenue collection• Physical planning• Survey• Liquor regulation and licensing• Road network and drainage systems• Market development• Street lighting• Sewerage system	Frequent water shortages related to prolonged droughts
Emali				Town	Municipality	Yes	Yes	Yes	Professional 14 Technical 6	Part of vote of CEC department	In process of developing the IDeP	<ul style="list-style-type: none">• Waste collection• Revenue	Frequent water shortages related to prolonged

Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						Hazards and climate impacts	
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	
											and Spatial plan	collection <ul style="list-style-type: none">• Physical planning• Survey• Liquor regulation and licensing• Road network and drainage systems• Market development• Street lighting• Sewerage system•	droughts
Kibwezi				Town	Unclassified	No	No	No	N/A	Part of vote of CEC department	Kibwezi Urban land use plan 2023	The county implements specific departmental projects within the urban area	Frequent water shortages related to prolonged droughts
Mtito Andei				Town council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Mtito Andei urban use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Makindu				Under Makeni county council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Makindu urban use plan is ongoing	ibid.	Frequent water shortages related to prolonged droughts

Name(s) of urban area	Geographical demographic data		and County capital (Y/N)	Institutional status		Urban management					Hazards and climate impacts		
	Location	Estimated Population		Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance			
Sultan Hamud				Under Makueni County Council	Municipality under Emali	Yes	Yes	Yes	Part of Emali municipality staff	Part of vote of CEC department	Urban Land use plan 2023	<ul style="list-style-type: none">•Waste collection•Revenue collection•Physical planning•Survey•Liquor regulation and licensing•Road network and drainage systems•Market development•Street lighting•Sewerage system	Frequent water shortages related to prolonged droughts
Kasikeu				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	<ul style="list-style-type: none">•The county implements specific departmental projects within the urban area	Frequent water shortages related to prolonged droughts
Kikima				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	<i>ibid.</i>	Frequent water shortages related to prolonged droughts

Name(s) of urban area	Geographical demographic data			Institutional status		Urban management							Hazards and climate impacts
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	
Mbumbuni				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2021	ibid.	Frequent water shortages related to prolonged droughts
Tawa				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2021	•The county implements specific departmental projects within the urban area	Frequent water shortages related to prolonged droughts
Kilala				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts
Kalawa				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Kathonzwani				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Mukaa				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan ongoing	ibid.	Frequent water shortages related to prolonged droughts

Name(s) of urban area	Geographical demographic data		Institutional status		Urban management						Hazards and climate impacts		
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance		Urban planning	Infrastructure and service delivery responsibilities
Malili				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan done but stalled due to court case	ibid.	Frequent water shortages related to prolonged droughts
Matiliku				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Mukuyuni				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	• The county implements specific departmental projects within the urban area	Frequent water shortages related to prolonged droughts
Kako				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts
Nunguni				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan	ibid.	Frequent water shortages related to prolonged droughts
Kyambeke				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts

Name(s) of urban area	Geographical and demographic data		Institutional status		Urban management						Hazards and climate impacts		
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance		Urban planning	Infrastructure and service delivery responsibilities
Kitise				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Mavindini				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Mbuvo				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts
Kambu				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	•The county implements specific departmental projects within the urban area	Frequent water shortages related to prolonged droughts
Machinery				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts
Nthongoni				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan 2022	ibid.	Frequent water shortages related to prolonged droughts

Name(s) of urban area	Geographical demographic data		Institutional status		Urban management						Hazards and climate impacts		
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance		Urban planning	Infrastructure and service delivery responsibilities
Masimba				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	Urban land use plan ongoing	ibid.	Frequent water shortages related to prolonged droughts
Kisayani				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts
Kiundwan i				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts
Kiaoni				Under Makueni County Council	Unclassified	No	No	No	N/A	Part of vote of CEC department	None	ibid.	Frequent water shortages related to prolonged droughts

ATTACHMENT 2

URBAN AREA INSTITUTIONAL DEVELOPMENT MATRIX - Proposals for 3 -5-year horizon

General		Specific							Climate Change	
Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters?
		Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N	Is there a dedicated CC budget?
Wote		N/A	N/A	N/A	N/A	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite Creation of market stalls and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
Emali	municipality with administrative structure	YES	N/A	N/A	N/A	N/A	YES	YES	creation of recreational park Designation of livestock yards YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site Creation of market stalls and maintenance Development controls licensing of businesses designations of cemeteries licensing of liquor	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific								Climate Change
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N	
Kibwezi	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024 parking services creation of recreational park Designation of livestock yards	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Mtito Andei	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
						or					department of environment
Makindu	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Sultan Hamud	Part of Emali municipality	YES	N/A	N/A	N/A	N/A	YES	YES	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite Creation of	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
									market stalls and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services creation of recreational park Designation of livestock yards		t
Kasikeu	Managed under Emali-Sultan Municipality	YES	N/A	N/A	N/A	N/A	YES	YES	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department

Name(s) of urban area	General		Specific								Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N	of environment
Kikima	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the	

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
						or					department of environment t
Mbumbuni	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator or	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment t
Tawa	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator or	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment t

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
Kilala	Under Wote municipality	YES	N/A	N/A	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designations of appropriate site dumpsites Creation of market stalls and maintenance Development controls licensing of businesses designations of cemeteries licensing of liquor parking services creation of recreational park Designation	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
									of livestock yards		
Kalawa	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Kathonzweni	Under Wote Municipality	YES	N/A	N/A	N/A	N/A	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite Creation of market stalls	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific								Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters?	Is there a dedicated CC budget?
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N		Y/N
									and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services creation of recreational park Designation of livestock yards			
Mukaa	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment	

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
											t
Mahlii	Town with no administration structure	YES	YES January 2014	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Matiliku	Managed under Wote municipality	YES	N/A	N/A	N/A	N/A	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite Creation of market stalls	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific								Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters?	Is there a dedicated CC budget?
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines		Y/N		Y/N
									and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services creation of recreational park Designation of livestock yards			
Mukuyuni	Managed under Wote municipality	YES	N/A	N/A	N/A	N/A	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite	NO	Designated staff of disaster risk management and climate change Dedicated budget at the department of	

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
											environment
Kako	Managed under Wote municipality	YES	N/A	N/A	N/A	N/A	YES	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of	NO	Designated staff of disaster risk management and climate change Dedicated budget at the

Name(s) of urban area	General		Specific								Climate Change
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N	Y/N
									appropriate site dumpsite Creation of market stalls and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services creation of recreational park Designation of livestock yards		department of environment
Nungumi	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town	NO	YES	YES- June 2024	NO	Supported by the department staff at the sub county level Dedicated budget at

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters?
			Y/N	Y/N	Y/N	Numbers	Budget status?	Timelines	Timelines	Y/N	Is there a dedicated CC budget?
						Timelines					Y/N
											the department of environment
Kyambeke	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES-Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Kitise	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES-Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
Mavindini	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	N/A	YES- Road network and sewerage system maintenance Street lighting regular garbage collection designation of appropriate site dumpsite Creation of market stalls and maintenance Development controls licensing of businesses designation of cemeteries licensing of liquor parking services creation of		Designated staff of disaster risk management and climate change Dedicated budget at the department of environment

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
									recreational park Designation of livestock yards YES- June 2024	YES	
Mbuvo	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Kambu	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment

Name(s) of urban area	General		Specific								Climate Change
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
Machinery	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Nthongoni	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment

Name(s) of urban area	General		Specific								Climate Change
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee	Town or city manager or administrator	Office	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	Demarcation of urban area?	Is there a dedicated staff for disaster risk management or climate change matters?
			Y/N Timelines	Y/N Timelines	Y/N Timelines	Numbers Timelines	Budget status? Timelines	Timelines	Timelines	Y/N	Is there a dedicated CC budget?
Masinba	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Kisayani	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
Kiundwani	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user	NO	YES	YES- June 2024	YES	Supported by the department staff at the

Name(s) of urban area	General		Specific							Climate Change	
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	Is there a dedicated staff for disaster risk management or climate change matters? Is there a dedicated CC budget? Y/N
											sub county level Dedicated budget at the department of environment
Kiaoni	Town with no administration structure	YES	YES January 2024	YES January 2024	YES June 2024	YES- Secondment of staff from user department and appointment of town administrator	NO	YES	YES- June 2024	YES	Supported by the department staff at the sub county level Dedicated budget at the department of environment
The other towns not captured are part of the 1158 market centres											

ATTACHMENT 3

COUNTY URBAN AREA INSTITUTIONAL DEVELOPMENT – ANNUAL ACTION PLAN & BUDGET

County: Makueni County FY: 2024/2025

Theme: *Operationalise the existing Wote and Emali-Sultan Hamud municipalities*

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
Section 2: Developing institutions for urban management	Recruit 1 No. director of municipal planning at and 3 municipal planners for each municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	10,066,680
	Recruit 3 No. building inspectors for each municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	3,177,720
	Recruit 1 No. engineer for Emali-Sultan Hamud Municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	798,252
	Recruit 1 No. municipal economist for each municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	5,277,168
	Recruit 2 No. GIS specialists for each municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	3,193,008
	Recruit 2 No. Environmentalists/ climate change specialists for each municipality													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	3,193,008
	Recruit all the other officers necessary for Wote and Emali-Sultan Hamud to execute the functions outlined in Section 2.3.1													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Salaries	30,000,000

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)	
	of their respective municipal charters																
	Orientation for Sultan-Hamud municipal board, new municipal staff, and the county staff on functions of the municipality and the relations between the CGM and the municipalities												External consultants to be hired	- Consultancy fees - Meeting costs - Per diems for travel - Local travel costs - Office equipment (for municipal office) - Training materials	5,000,000		
Total annual budget																60,705,836	
Resources																	County contribution
																	Other budget contributions (including UIG)
																	Total resources

County: Makueni County FY: 2025/2026

Theme: Creating and operationalising 3 additional municipalities, and delineating all municipal boundaries

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
Section 2: Developing institutions for urban management	Identify three urban centres with potentials and capacities to be upgraded to municipalities													Ad-hoc committee and in-house county government staff to be used	<ul style="list-style-type: none"> - Meeting costs - Per diems for travel - Local travel costs - Office equipment 	2,000,000
	Draw up municipal charter for 3 new municipalities													In-house county government staff to be used	<ul style="list-style-type: none"> - Meeting costs - Per diems for travel - Local travel costs - Office equipment 	3,000,000
	Select and appoint municipal board members for 3 new municipalities													In-house county government staff to be used	<ul style="list-style-type: none"> - Advertisement of positions - Cost of interviews - Local travel cost 	3,000,000
	Select and appoint municipal manager for 3 new municipalities													In-house county government staff to be used	<ul style="list-style-type: none"> - Advertisement of position - Meeting costs - Local travel costs - Office equipment 	10,000,000
	Orientation for 3 municipal boards, 3 municipal managers													External consultants to be hired	<ul style="list-style-type: none"> - Consultancy fees - Meeting costs - Per diems for travel - Local travel costs - Office equipment (for municipal office) - Training materials 	5,000,000
	Establish 3 municipal offices and 15 town offices													In-house county government staff to be used	<ul style="list-style-type: none"> - Renovation costs 	90,000,000
	Staff the three municipalities to enable them implement their charter															100,000,000
	Initiate the process of delineating the municipal boundaries and second the staff to carry out the process in accordance with the provisions of Section 4 of the UACA 2011 (Rev. 2019)														<ul style="list-style-type: none"> - Consultations with CS responsible for urban development - Costs connected to the process of boundary delineating that shall be met by the county government 	90,000,000
Total annual budget																303,000,000
Resources																
County contribution																
Other budget contributions																

County: Makueni County FY: 2026/2027		(including UIG)	
		Total resources	

Theme: Sustaining accountability to the citizens

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
Section 2: Developing institutions for urban management	Formation and sensitisation of a standing committee to advise on the need for new municipalities and towns													In-house county government staff to be used	<ul style="list-style-type: none">- Meeting costs- Per diems for travel- Local travel costs- Office equipment (for municipal office)- Sensitisation materials	1,000,000
	Automation of municipal services, including revenue management and development plan applications													External consultants to be hired	<ul style="list-style-type: none">- Consultancy fees- Meeting costs- Per diems for travel- Local travel costs- Office equipment (for municipal office)	10,000,000
	Municipal and town population headcount to enable accurate basis for planning													In-house county government staff to be used	<ul style="list-style-type: none">- Advertisement of positions- Cost of interviews- Local travel cost	20,000,000
	Liaise with the Kenya National Bureau of Statistics to collect urban-specific population data for its subsequent national housing and population census													In-house county government staff to be used	<ul style="list-style-type: none">- Communication cost	0
	Enacting and enforcing a law that requires mandatory registration of new residents with the municipalities and towns (including registration of change of residential neighbourhoods)													In-house county government staff to be used	<ul style="list-style-type: none">- Meeting costs- Per diems for travel- Local travel costs- Office equipment (for municipal office)- Drafting- Debate in the assembly	2,000,000
Total annual budget															33,000,000	
Resources															County contribution	
															Other budget contributions (including UIG)	

Total resources	
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County: Makueni County FY: 2027/2028**Theme: Creating and operationalising Towns and reclassifying municipal boundaries to include only urbanised areas**

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
Section 3: Developing institutions for urban management	Create 15 towns															
	Select and appoint town committees for 15 towns													In-house county government staff to be used	- Advertisement of positions - Cost of interviews - Local travel cost	3,000,000
	Select and appoint town administrators for 15 towns													In-house county government staff to be used	- Advertisement of position - Meeting costs - Local travel costs - Office equipment	26,000,000
	Establish 15 town offices													In-house county government staff to be used	- Renovation costs	90,000,000
	Reclassify and delineate the boundaries of Emali-Sultan Hamud Municipality into two separate municipalities that do not sprawl into agricultural areas.													In-house county government staff to be used with the help of an external consultant	- Stakeholder consultation - Consultancy fees - Meeting costs - Per diems for travel - Consultations with CS responsible for urban development	15,000,000
		Total annual budget												Total annual budget	134,000,000	
		Resources													County contribution	
															Other budget contributions (including UIG)	
													Total resources			

Attachment 4: Urban centres in Makueni County

