

COUNTY GOVERNMENT OF NAKURU

NAKURU MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (2019-2023)



Towards a globally competitive and prosperous Nation

FOREWORD

Institutionalization of Nakuru Municipal Board (NMB) by Nakuru County Executive and County Assembly beckons a transformative commitment and dedication for urban development in Nakuru Municipality. Whereas the spatial planning for the municipality has been done to guide the physical form and design, as obligated by Urban Areas and Cities Act 2012, Nakuru Municipal board embarked on institutional planning through preparation of Nakuru Municipality Integrated Development Plan(NMIDeP)2019-2024 as a vehicle to commit public investment in the provision of infrastructure and supporting services.

NMIDeP complies with the constitution of Kenya 2010 requirement on public participation in public policy formulation. The participation process helped to capture development aspirations and priorities of all relevant stakeholders including the marginalized groups in the Municipality. Further, the document incorporates contemporary integrated urban development best practices and is linked to local, national, regional and global urban development frameworks.

In addition to the projects identified through public participation, the document summarizes details, plans, projects and other interventions under the following county sectors; Environment Protection, Water and Natural Resources; General Economic, labour and Commercial Affairs; Education; Social Protection, Culture and Recreation; Agriculture, Rural and Urban Development; Energy, Physical Infrastructure and ICT; Health and Public Administration and International/National Relations.

NMIDeP act as a roadmap that will guide the Municipality and development partners in all development engagements in realization of a resilience, safe, secure and inclusive Municipality. Noticeably, good governance, cooperation and support from urban residents and stakeholders forms an integral part in achievement of any social economic transformative development agenda.

On behalf of NMB, I affirm our dedication and devotedness as obligated by Nakuru Municipal Charter 2019 and other legislations to offer quality urban development and supporting services. The board will ensure monitoring and evaluation processes are adhered to for conformity, timely corrective measures and accountability purposes.

Signature.....

Date.....

Stella Wanjiru Karanja

AG, CHAIR NAKURU MUNICIPAL BOARD

ACKNOWLEDGEMENTS

This is the first generation of Nakuru Municipality Integrated Development Plan (NMIDEP) covering the period 2019-2023. It was prepared through an all-inclusive process incorporating; County Government departments, County National Government Agencies, Nakuru Municipal Board (NMB), Nakuru Municipality residents, Civil Society Organizations, Residents and Community Organizations among other relevant stakeholders.

I wish to thank the County Executive under the leadership of H.E the Governor Hon Lee Kinyanjui whose support and contribution was very instrumental in preparation of this crucial and important Municipal development policy document.

Special thanks go to the NMIDEP Adhoc Committee chaired by Esther Muthoni, a member of NMB. Other members included: Francis Mwangi-CECM LHPP, Judyleah Waihenya- CO LHPP, Joseph Inoti-member NMB, NMB Physical Planner Robert Kiprono, Ag Director Physical Planning Justine Mayaka, Ag Director of Economic Planning Cyrus M. Kahiga, Senior Economist Dorcas Nduta Mwangi, Gitau Thabanja-Urban Planner and Solomon Mbugua – GIS Specialist. I further recognize with appreciation the technical team comprising of; Luka Kipyegen- NMB Administrator, Edward Ngetich, Emma Angwenyi and Kerubo Moseti for their commitment and dedication throughout the preparation process of compiling, editing and formatting of this document.

Finally, I acknowledge the invaluable input through written memoranda, presentations and comments from Nakuru County departments, Nakuru Municipality stakeholders drawn from private sector, Civil Society Organizations, community organizations, public and Private Agencies and other representatives. This work would not have been accomplished without their contribution as required by Constitution of Kenya 2010 and Urban Areas and Cities Act 2012 and, in recognition of the critical role they play in the Municipality.

Any direct or indirect contribution not mentioned above is highly acknowledged and appreciated.

Thank you.

Signature Date.....

Gitau Thabanja

NAKURU MUNICIPAL MANAGER,

EXECUTIVE SUMMARY

This is the first Integrated Development Plan (IDeP) that has been developed for Nakuru Municipality. It is a 5-year plan intended to produce fundamental decisions and actions that will guide and shape development processes of the Municipality for the 2019 – 2023 planning period. It has analyzed the organizational dynamics that define the town as it is today, what it does, and how it does it. The IDeP has further identified strategic interventions and action framework to continue, support, and to initiate specific development programs intended to achieve sustainable growth of the town in line with the County and National Government's urban development policy.

The IDeP has adopted a holistic development strategy by tracing the town's historical growth, its functions, unique features, and locational advantages as baseline for future development planning. County Government departments provided data on the status and development programs in the various sectors. The public gave their views through targeted resource groups. This information has formed the foundation on which strategic development projects have been identified using a Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix, with emphasis on socio-economic and administrative impacts which manifest the values, mission and vision of the Municipality and the County Government of Nakuru.

The development programs have been identified through the following sectoral priorities:

a) **Urban agriculture:** This has been recognized as an important sector in the development of Nakuru Municipality, primarily as food security, environmental and ecological sustainability strategy. Substantial land within the Municipality is still under typical rural agricultural practice in conflict with urban land use. The sector lacks adequate guidelines on farming practices and the IDeP has proposed enactment of relevant laws and regulations that will control agricultural activities within the Municipality boundaries. The sector will be supported through training of small-scale farmers in horticultural and poultry farming, and through marketing promotions particularly by continuing and enhancing the annual ASK Show event. Typical rural agricultural practices are expected to phase out progressively as contiguous development expands outwards to the less developed areas of the Municipality. The sector has been allocated **2.6%** of the development budget for the period of this IDeP.

b) **Land Management:** Land is a primary factor in urban development and has been given prominence with 1.4% budgetary allocation to enhance spatial land use planning and development of an Integrated Land Information and Management System.

c) **Housing:** Demand for housing within Nakuru Municipality is largely met by individual and private developers but housing needs for low-cost housing has remained a challenge. This IDeP has addressed the widening low-cost housing deficit through a public housing renovation program in low-income residential areas with a 35% of the budget in this five-year development plan.

d) **Energy, Infrastructure, and ICT:** This sector comprises transport and its auxiliary infrastructure, public works, energy, and ICT. Nakuru is an important national convergence town for transport and a leading economic hub. These services are key ingredients for transport and socio-economic development of the Municipality and a budgetary allocation of 21% is expected to further expand and renovate the already existing facilities in transport, energy, and installation of modern ICT facilities.

e) **Health:** Nakuru Municipality's top priorities for health in the period of this IDeP is to reduce inequalities in healthcare services through improved health facilities and environmental health. These have been allocated 3% in addition to conditional grants and National Government's contribution through the Nakuru Level 5 Hospital.

f) **Education and Training:** The mandate of the County Government in this sector is limited to Early Child Development (ECD) and Vocational Training. The projects that have been identified for support in this IDeP are mainly in improvements of physical facilities and retention of children in the teaching centres. Vocational training centres have also been identified for improvement of facilities, equipment, and development of more relevant curriculums in line with the emerging requirements. The identified projects have been allocated 8% of the budget.

g) **Trade, Commerce and Human Resource:** Areas that were identified for support in this sector include support for continued growth of co-operatives and access to finance, trading and improvements of Municipal markets, industrialization and improvements of marketing strategies for tourism and new investors. The sector is critical for urban development and has been allocated 4.4% of the budget.

h) **Environment, Water and Natural Resources:** These resources require protection and preservation for sustainable development of Nakuru Municipality. Water and Sanitation are managed by NAWASCO on behalf of the County Government. Their budget for this planning period is Kshs. intended to rehabilitate and upgrade sewer treatment and piped water connectivity. In addition, the Board has set aside 13.2% of its development budget for this planning period for control of pollution in public places, waste management and greening and beautification of the Municipality.

j) **Social Protection, Culture and Recreation:** This is the sector that addresses issues that largely touch on youth affairs, the future of the Municipality. It has been allocated 6% of the budget to rehabilitate and develop sports and counseling & rehabilitation centres, to run economic empowerment programs for the youth and people living with disabilities.

k) **Public Administration and External relations:** This sector is comprised of the County executive and the legislature who define policies and approaches to governance. The two arms are panacea towards accelerated development of Nakuru Municipality. This IDeP proposes to allocate 5.4% of the budget to enhance service delivery and resource management for the benefit of the residents of the Municipality.

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ACRONYMS AND ABBREVIATIONS

ADC	Agricultural Development Corporation
ADR	Alternative Dispute Resolution
AGPO	Access to Government Procurement Opportunities
AMS	Agricultural Machinery Services
APHIA	Aids Population & health Integrated Assistance
ATDC	Agricultural Technology Development Centre
CBD	Central Business District
CGA	County Government Act
CIDP	County Integrated Development Plan
CSP	County Spatial Plan
CO	Chief Officer
CU	Community Unit
DANIDA	Danish International Development Agency
DHIS	District Health Information System
DPO	Disabled Persons Organization
ECDE	Early Childhood Development Education
ESP	Economic Stimulus Programme
FOSA	Front Office Services Activity
GBV	Gender Based Violence
GIZ	German Corporation for International Cooperation
HIV/AIDS	Human Immunity Virus / Acquired Immunodeficiency Syndrome
HQ	Headquarters
ICT	Information Communication & Technology
IDEP	Integrated Development Plan
ISUDP	Integrated Strategic Urban Development Plan
KALRO	Kenya Agricultural & Livestock Research Organization
KCC	Kenya Co-operative Creameries
KDHS	Kenya Demographic & Health Survey
KENHA	Kenya National Highways Authority
KEPHIS	Kenya Plant Health Inspectorate Service
KERRA	Kenya Rural Roads Authority
KMTC	Kenya Medical Training College
KNLS	Kenya National Library Services
KPHC	Kenya Population & Housing Census
KURA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
LPG	Liquefied Petroleum Gas
MCPR	Modern Contraceptive Prevalence Rate

MCPR	Modern Contraceptive Prevalent Rates
MES	Managed Equipment & Supplies
MT	Metric Tonnes
MTP	Medium Term Plan
NARIG-P	National Agricultural & Rural Inclusive Growth Project
NAWASSCO	Nakuru Water & Sanitation Services Company (Ltd)
NMP	National Municipal Programme
NMT	Non-Motorized Transport
OVCs	Orphans and Vulnerable Children
PBO	Public Benefit Organizations
PELIS	Plantation Establishment and Livelihood Improvement Scheme
PGH	Provincial General Hospital
PLUPA	Physical and Land Use Planning Act
PPCK	Pyrethrum Processing Company of Kenya
PSV	Public Service Vehicle
RVIST	Rift Valley Institute of Science & Technology
SACCOS	Savings & Credit Co-operative Society
SDG	Sustainable Development Goals
SGR	Standard Gauge Railway
STW	Sewerage Treatment Works
TRA	Tourism Regulatory Authority
TVETA	Technical and Vocational Education Training Authority
UACA	Urban Areas and Cities Act
UK-AID	United Kingdom AID
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific & Cultural Organization
URTI	Upper Respiratory Tract Infection
USAID	United States Agency for International Development
UTI	Urinary Tract Infection
WRA	Water Resources Authority

MUNICIPAL VISION AND MISSION

VISION: A MUNICIPALITY OF CHOICE TO VISIT, WORK, LIVE AND INVEST

MISSION: To formulate & implement citizen-oriented policies, sustainable socio-economic development and innovation, for improved quality of life and efficient services.

TAGLINE : The Municipality that cares

DRAFT

CHAPTER ONE

INTRODUCTION & BACKGROUND INFORMATION OF THE MUNICIPALITY

1.0 Introduction

This chapter provides an introduction of the Nakuru Municipal Board and the Municipality Integrated Development Plan (IDEP) 2019-2023, including the objectives of the IDEP, the scope, contents and the structure of an IDEP, and the preparation process of an IDEP. The chapter has also provided an outline of the chapters and the methodology employed in the preparation of this output.

1.1 The Nakuru Municipal Board

1.1.1 Background Information

The Municipal Board (hereafter referred to as the “Board”) is an institution that was established under the articles of the Urban Areas and Cities Act (2011), and is mandated with administration duties of the Municipality, as prescribed in schedule 11& 12 of UACA. The Board manages the affairs of the County in a Principal – agent relationship with the Nakuru County Government.

The Municipal Board of Nakuru was instituted in the month of May, 2019, through an induction ceremony that was presided over by the H.E Governor. The Board has 10 members that were drawn from various spheres as per the provisions of section 14 of the Urban Areas and Cities Act (UACA), 2011. The term of the Board is 5 years, from 2019, implying that it will transcend two general electoral cycles. Members of the Board serve on part time basis.

1.1.2 Structure of the Board

The board enjoys a bilateral principal-agent relationship with the county government, thus the administrative and management structure starts right from the Governor.

The County Governor- is the overall head of the County Government administration and the Municipal Board appointing authority.

The County Assembly- is the legislative arm of the county government which is responsible for county budget appropriation and legislation of enabling laws for the efficient functionality of the Municipality. Equally, the County assembly, may exercise oversight over the county executive committee and any other county executive organs, receive and

approve plans and policies for; the management and exploitation of the county's resources including at the Municipal level; and the development and management of its infrastructure and institutions.

County Executive- Shall be responsible for the supervision of the administration and delivery of services in the county and all decentralized units and agencies in the county. The executive will also monitor the process of planning, formulation and adoption of the integrated development plan by municipality, assist the municipality with the planning, formulation, adoption and review of its integrated development plan, facilitate the coordination and alignment of integrated development plans municipality and take appropriate steps to resolve any disputes or differences in connection with the planning, formulation, adoption or review of an integrated development plan. The county executive is accountable to the governor.

Municipal Board- The Board manages the affairs of the County at the Municipality level in a Principal-Agent relationship with the Nakuru County Government. It will undertake auditing of the Municipality functionals through monitoring and evaluation of projects in the Municipality.

Municipal Manager- Shall be the secretary of the board and an ex-officio member of the board. Also, the official shall be responsible for the implementation of the decisions and functions of the board, make reports and recommendations to the Board of the Municipality about the needs of the Municipality as well as the annual Municipality budget and be answerable to the board at all times.

Chief Administrative Officer- the officer shall be in charge of all the departmental staff of the Municipality and running of day-to-day operations of the Municipality.

Municipal Departments: The Nakuru Municipality shall be administrated under four main departments; Finance and administration, Environment and Public Health, Planning and Infrastructure, together with Trade, Tourism and Investment. The departments shall be headed by their respective competent heads and relevant staff that will help in performance of various functions under each department.

Figure 1 below representants the organogram of the Municipal board.

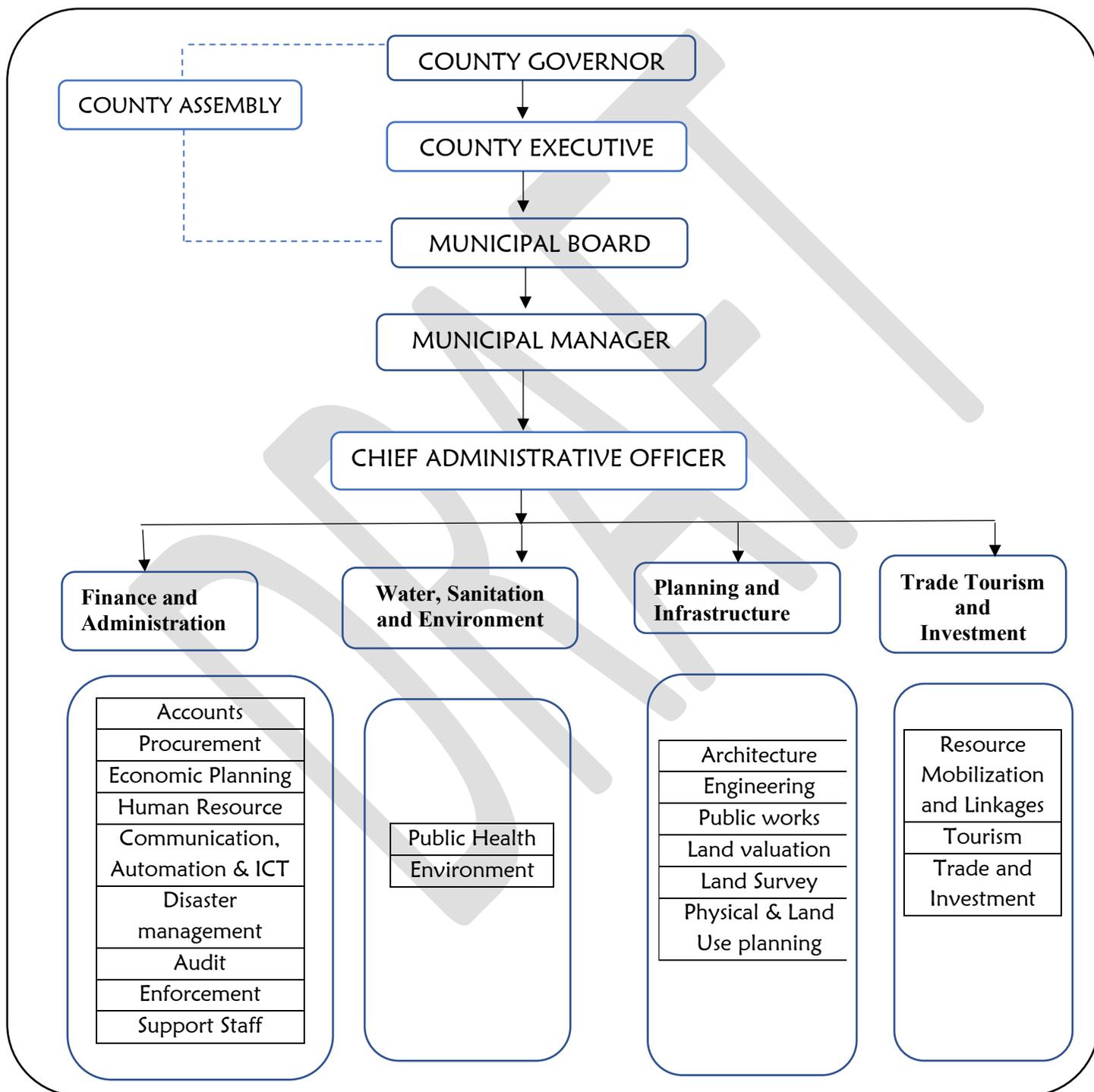


Figure 1.1: Nakuru Municipality Organogram

1.1.4 Functions of the Municipal Board

As earlier stated in section 1.2.1, the Board manages affairs of the municipality in a Principal - Agency relationship with the county government. The functions of the Board are stipulated under section 20 of the Urban Areas and Cities Act, 2011, and as seen from the list below, most of the functions are to be delegated by the county government. Oversight responsibilities accorded to the Board by the provisions of this Act, as well as formulation of an integrated development plan, are express provisions of the Act that do not require delegation. The functions of the Board are:

- a) Oversee affairs of the city or municipality;
- b) Develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services;
- c) Formulate and implement an integrated development plan;
- d) Control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the city or municipality as may be delegated by the county government;
- e) As may be delegated by the county government, promote and undertake infrastructural development and services within the city or municipality;
- f) Develop and manage schemes, including site development in collaboration with the relevant national and county agencies;
- g) Maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the board;
- h) Administer and regulate its internal affairs;
- i) Implement applicable national and county legislation;
- j) Enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written law;
- k) Monitor and, where appropriate, regulate city and municipal services where those services are provided by service providers other than the board of the city or municipality;
- l) Prepare and submit its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;

- m) As may be delegated by the county government, collect rates, taxes levies, duties, fees and surcharges on fees;
- n) Settle and implement tariff, rates and tax and debt collection policies as delegated by the county government;
- o) Monitor the impact and effectiveness of any services, policies, programmes or plans;
- p) Establish, implement and monitor performance management systems;
- q) Promote a safe and healthy environment;
- r) Facilitate and regulate public transport; and
- s) Perform such other functions as may be delegated to it by the county government or as may be provided for by any written law.

1.2 Overview of the IDeP

1.2.1 Introduction

Integrated development Planning is anchored under Part V of the Urban Areas and Cities Act (2011), of which section (1) states that every city and municipality established under the Act shall operate within the framework of integrated development planning.

Integrated development planning is a process through which efforts at national and devolved levels of government and other relevant public institutions are coordinated at local level, and through which economic, social, environmental, legal and spatial aspects of development are brought together to produce a plan that meets the need and targets set for the benefit of local communities as well as improve their quality of life. Section 20 (1)(c) of UACA gives city and municipal boards explicit mandates to formulate and implement an integrated development plan of their cities or municipalities.

The process of preparing this strategic document was initiated within the first year of institution of the Municipal Board. Section 39 (1) of the Act provides that a board or town committee shall, within the first year of its election, adopt a single, inclusive strategic plan for the development of the city or urban area for which it is responsible. The plan forms the development blue print of the Board for a period of 5 years, starting from 2019. This statutory period conforms with the tenure of the Board. Section 39 (2) states that an integrated development plan adopted by a board or town committee may be reviewed and amended during the term of the board or committee and shall remain in force until a new integrated urban area or city development plan is adopted by the succeeding board or town committee, but the incoming board or committee shall ensure that the viable projects are continued or completed.

1.2.2 Objectives of the IDeP

The Integrated Development plan for the Municipality will inform the activities of the Board for the next five years, with an intention of fulfilling the objectives provided under section 36 of UACA, including;

- a) Giving effect to the development of the municipality as required by this Act and any other written law;
- b) striving to achieve the objects of devolved government as set out in Article 174 of the Constitution;
- c) contributing to the protection and promotion of the fundamental rights and freedoms contained in Chapter Four of the Constitution and the progressive realization of the socio-economic rights;
- d) Be the basis for—
 - the preparation of environmental management plans;
 - the preparation of valuation rolls for property taxation;
 - provision of physical and social infrastructure and transportation;
 - preparation of annual strategic plans for the municipality;
 - disaster preparedness and response;
 - overall delivery of service including provision of water, electricity, health, telecommunications and solid waste management
 - the preparation of a geographic information system for the municipality;
 - nurture and promote development of informal commercial activities in an orderly and sustainable manner;
 - provide a framework for regulated urban agriculture; and
 - be the basis for development control.
 - Provide a guided platform for the expansion of the municipality boundaries
 - Aid in decision making on the municipality’s development priorities based on a detailed situational analysis
 - Provide a basis for mobilization and guided allocation of resources
 - Provide a tool to monitor and evaluate the performance of the Board
 - Provide a basis for a linkage, integration and coordination of sector plans

1.2.3 Tenure of IDePs

IDePs are prepared to serve for a period of 5 years with the following three parts:

- (i) An annual(performance-based) budget;
- (ii) Within a 3-year fiscal framework, to support;
- (iii) The five-year development plans.

Additionally, there are 10 year sectoral and spatial plans which become inputs to the core of an IDeP, when available. Once their 10-year cycles are in ‘full-swing’, they are reviewed every five years. Each review (including its decade roll-over) becomes the input to the core IDeP. Ultimately, the IDeP will form a building block or an important contribution to the county CIDP.

Whether viewed from a ‘top-down’ or ‘bottom-up’ perspective, the holistic concept of an IDeP, through the ‘urban management’ lens, involves a collaborated effort between governments, private sector and communities in the urban development process.

1.3 Methodology

The Integrated development plan for the municipality was prepared at a time when the country and indeed the municipality was facing the COVID 19 pandemic, which curtailed the activities on interactive stakeholder engagements. However, a number of methodologies were used to involve the stakeholders including invitation for written and oral submissions through the local dailies. Secondary data sources that were relevant to the municipality were also instrumental in preparation of this document. Table 1.1 below presents the methodology used in preparing the Integrated Development Plan (IDeP) for Nakuru Municipality including the stakeholders that were invited to participate in this process.

Table 1.1: Methodology used in Preparing the IDeP

No	Phases	Activities
1.	Phase 1 – Inception, Awareness Creation and Mobilization	<ul style="list-style-type: none"> a) Formation of the Adhoc Committee b) Mobilization of committee members c) Advertisement of the Planning process in the Local dailies d) Identification and analysis of stakeholders, data needs and data sources e) Preparation of a Workplan and Budget
2.	Phase 2: Public Participation	<ul style="list-style-type: none"> a) Orals and written submissions by the various county departments b) Invitation of the public to participate in the plan preparation through written submissions. The following interest groups were invited: <ul style="list-style-type: none"> – Associations such as residents, transport sector (bodabodas, matatus), PLWD, Jua Kali, religious, professional etc – Youth Groups – Professional associations – Business communities – Road agencies (KURA; KENHA) – Water and sewerage provision agencies (NAWASCO) – Governance institutions – NGOs and CBOs <p>A detailed list of stakeholders has been appended to this plan.</p>
3.	Phase 3- Data Mining	<ul style="list-style-type: none"> a) Data mining from both primary and secondary sources. This included the Nakuru structure plan, Nakuru ISUDP, CIDP, Kenya vision 2030; as well as various relevant legislations including the UACA, CGA, PLUPA, among others. The primary data sources included both oral and written submissions from the various stakeholders.
4.	Phase 4 - Situational Analysis	<ul style="list-style-type: none"> c) Analysis of the current situation of the municipality along the various thematic sectors including transport and infrastructural facilities; Environment, Housing,

No	Phases	Activities
		social facilities, trade commerce and industries; education; energy; public administration among others. This was critical to provide a better understanding of the developmental challenges, and their spatial implications.
5.	Phase 5- Preparation of the Draft Plan	a) Presentation of the Draft plan to the full Municipal Board b) Circulation of the plan to the various stakeholders for comments
6.	Phase 6 - Preparation of the Final Plan	a) Incorporation of comments obtained b) Preparation of the final plan c) Adoption of the Plan by the Board d) Advertisement of the plan
7	Phase 7- Adoption and Approval Procedures	Adoption and approval of the IDeP have been provided under section and shall be as follows: a) Adoption of the IDeP report by the full Full Board b) Submission by the Board Manager, a copy of IDeP report to the CECM in charge of Lands & Physical Planning within 21 days of its adoption by the Board c) The county executive committee shall, within thirty days of receipt of a copy of the plan: - consider the integrated development plan and make recommendations; and - submit the plan to the county assembly for its approval.

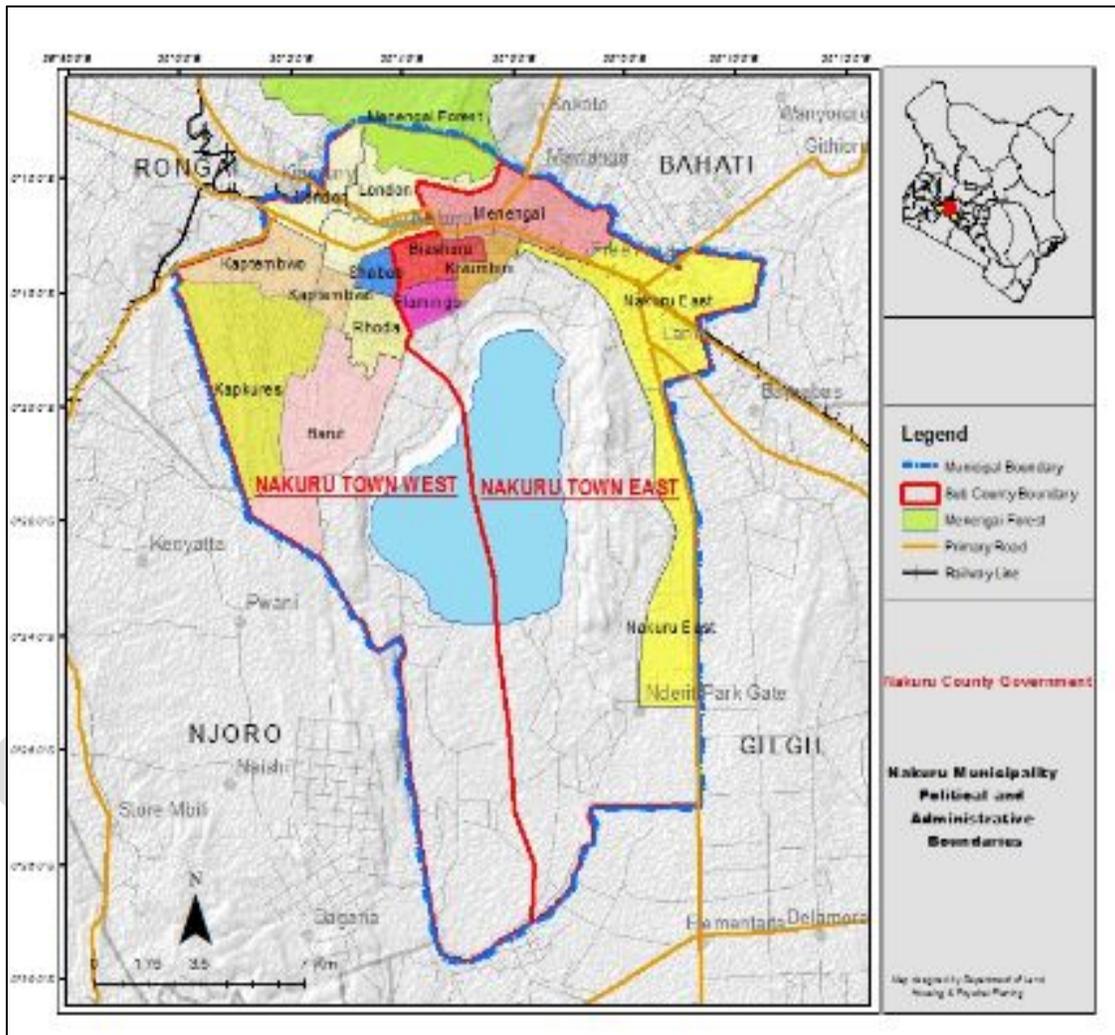
1.4 Outline of the IDeP Report

This report has been organized into the following six chapters. Chapter one is the introductory chapter introducing the Municipal Board; Provides an overview of the IDeP, preparation objectives & structure. The chapter also outlines the methodology employed in preparing the report; provides a synopsis of the Municipality background; outlines the legal framework upon which the report is anchored as well as linkages of the IDeP with other existing plans & policies. Chapter two details out the background information of the municipality and provides sectoral analysis of the existing situation. Chapter three covers synthesis of the situational analysis for each sector, while chapter four focuses on the proposed development strategies and interventions. Chapter five of the report focuses on resource mobilization and implementation framework, while chapter six presents the proposed monitoring and evaluation framework.

1.5 Municipality Overview

Nakuru Municipality was conferred its municipal status by H. E Governor Lee Kinyanjui, upon fulfilment of the qualifications provided for under the First Schedule of the Urban Areas and Cities Act, 2011. It is one of the 2 Municipalities in Nakuru County alongside Naivasha Municipality. The Municipal boundary (as provided for under the Municipal Charter) is synonymous to that of the former Nakuru Municipality that was constituted under the repealed Local Governments Act, CAP 265, which was dissolved with the

promulgation of the constitution of Kenya, 2010. The boundary spans across Nakuru East and Nakuru West Sub- Counties, covering 11 Wards namely; Nakuru East, Menengai, Flamingo, Kivumbini, Biashara all in Nakuru Town East; Shabab, London, Rhoda, Kapkures, Kaptembwo and Barut in Nakuru Town West. The total geographical area of the Municipality is approximately **302.8Km²**.



Map 1.1: Administrative Map of the Municipality

Historically, Nakuru Municipality existed pre-devolution as one of the four local authorities in Nakuru County. Others included Naivasha Municipality, Molo Town Council and Nakuru County Council. Nakuru Town also hosted the Rift-Valley provincial headquarters, before promulgation of the new Constitution in 2010, that bore the current devolution governance system.

The name Nakuru means ‘a dusty place’ in the Maasai language-in reference to frequent whirlwinds that engulf the area with clouds of dust. The emergence of Nakuru Town was shaped by the early white settlement schemes. Human settlement was shaped by major

transport infrastructure especially the railway and road network. The Municipality is one of the most cosmopolitan urban areas in the country, with a composite of ethnic communities from different parts of the country. The municipality is also characterized with a boom of economic activities, including manufacturing, trading, banking and financial services, hospitality and tourism among others.

According to the Kenya Population and Housing Census (KPHC) 2019, the two sub-counties that constitute the municipality had a population of **392,587** persons. According to the amended Urban Areas and Cities Act 2019, a City requires a population threshold of 250,000 residents whilst a municipality requires 50,000 people. As such Nakuru Municipality has already met the population threshold of a City. The process of conferring city status to the municipality has been commenced by the Board and it is at advanced stage.

Nakuru Town (which included both the urban core in the Municipality and close peri-urban residents in neighboring sub-counties as per 2019 census) ranks the third-most populous urban area in Kenya with 570,674 urban dwellers, after Nairobi and Mombasa. This implies that the town has a growing significance in the national socio-economic arena. Nakuru Town hosts 54.5 percent of Nakuru County's urban inhabitants, and 26.4 percent of the County's total population. Between years 2009 and 2019 when the last two national censuses were conducted, the town's population increased by 203,491 people, representing a 55 percent increment. Urban natural increase, and the cosmopolitan nature of the town has seen new inhabitants through inter-urban migration and rural-urban migration. The absorption of rural and peri-urban settlements to the town's spatial growth could also be a factor to the increase. The town's population has grown more rapidly compared to other urban areas such as Kisumu City and Eldoret Town, since the 2009 Census. This further depicts the fact that Nakuru Town has a relatively higher rate of urbanization.

According to the Kenya Integrated Household Budget Survey (KIHBS) 2015/16, the Nakuru County overall poverty level stood at 29.1%. Specific Municipality poverty rate has not been released after the 2019 Census.

CHAPTER TWO

LEGAL AND POLICY FRAMEWORK

2.0 INTRODUCTION

The Nakuru County Government, as established in the First Schedule of the Constitution of Kenya, under which the Nakuru Municipality falls, is the main public development entity. Therefore, it has the responsibility to facilitate, co-ordinate and guide planned developments to the desired level.

The Nakuru Municipality Integrated Development Plan (IDeP) preparation, is supported and linked to a set of policies, strategies, legal and institutional framework that guide key players in the development realization process of various international, regional, national and local development blueprints.

The IDeP links land use planning to allocation of financial resources and other support administrative costs. This is done through specific action-oriented proposals which have spatial reference, thus can be seen as a consolidated process that provides a framework for the planning of future development in the municipality as a whole.

The IDeP is anchored on several legal statutes which have a direct effect on its structuring and proposals thereof.

2.1 LEGAL FRAMEWORK

2.1.1 The Constitution of Kenya 2010

The Kenyan Constitution is the genesis of all legal statutes in the country. Parliament has enacted various acts to give effect to the provisions of the constitution for detailed guidance and implementation framework.

While article 1(4) recognizes two levels of governments; National level and County level, the Fourth schedule goes further to detail out functions bestowed upon each level of government. For the purposes of this plan, the functions delegated to the counties as outlined in Part 2 of the fourth schedule shall apply in the IDeP preparation. Such components for consideration include; county planning and development, county roads and transport, trade development and regulation, agriculture, public amenities (county health services, parks, pre-primary education, polytechnics) Public works (water supply, sanitation services and storm water management), firefighting services and disaster management, Implementation of specific national government policies on natural resources and environmental conservation.

However, it is notable that the Nakuru Municipality IDeP is being prepared in a set up where the national government has got some key installations such as the Regional headquarters, state lodge as well as key transportation corridors (A104, railway). The constitution in article 6(2) avers that the governments at the national and county levels

are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation. Therefore, for any proposals on how to allocate resources into improving the functionality and efficient service delivery in the IDeP, consultations did cut across the levels of government.

On the other hand, public participation as dictated in article 10, formed a key component in the Integrated Development Plan making. Since the development proposals are meant to improve service delivery to the people, they formed a critical aspect in prioritization of projects for implementation.

Ground transformation will definitely become a key indicator for determining the success rate of the IDeP proposals implementation. Therefore, the spatial framework has been factored in the constitution under article 66(1) on regulation of use of any land including land use planning. Therefore, the spatial location and distribution of the plan investments should be strategic. In respect with the objective of the IDeP to assign financial resources for implementation of various proposals, 66(2) stipulates that Parliament shall enact legislation ensuring that investments in property benefit local communities and their economies.

Article 175(b) requires county governments to have reliable sources of revenue to enable them to govern and deliver services effectively including IDeP budgeting.

2.1.2 The County Government Act, 2012

As noted earlier, Nakuru Municipality falls under the Nakuru County Government. Therefore, the CGA was legislated to give effect to the objects and principles of devolution as set out in Articles 174,175 and 176 of the Constitution. Article 176(2) in particular, states that every county government shall decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. In its effect, section 48(1)(A) and 49 of the CGA on Urban areas and cities structures; the structures and functions of urban areas and cities shall be as is provided for in the Urban Areas and Cities Act (under which the Municipal Board derives its mandates and preparation of the IDeP).

Section 111(2) provides that municipality plans shall be the instrument for development facilitation and development control within the respective municipality in this case the Nakuru Municipality.

Since IDeP is prepared on the background of other existing county plans, part XI of the CGA delves into County planning aspects from which the integrated development plan made several references. Section 104(2) stipulates that the county planning framework shall integrate economic, physical, social, environmental and spatial planning which is in tandem in preparation considerations for the IDeP. Section 104(1) of the act obligates the county government to plan for the county and states that no public funds shall be appropriated

outside a planning framework developed by the county executive and approved by the county assembly (CIDP). Further, section 108, requires preparation of the 5-year CIDP which largely acts as the budgeting tool for the county governments.

For Nakuru County, there is an existing CIDP for 2018-2022. This was closely referenced to establish the various proposals made within the Municipality boundaries and strategize their implementation framework for proper coordination and any other localized consideration.

Given that IDeP will involve commitment of resources for implementation of the proposed programs/projects, section 106(3) of the act requires that County plans shall take due cognizance of the financial viability of development programmes thus the crucial role the IDeP would play in prioritization of key proposals that would transform the Municipality and its sustainable development and basic delivery to the residents. Spatial integration shall be enhanced as well through consideration of the other relevant county plans such as the CSP and the sectoral plans in section 107(1) and subsection 2 requiring County plans to be the basis for all budgeting and spending in the county.

2.1.3 The Urban Areas and Cities Act, 2011 (amended, 2019)

This is an Act of Parliament enacted to give effect to Article 184 of the Constitution, with the main objectives being, to provide for the; classification, governance and management of urban areas and cities; to provide for the criteria of establishing urban areas, to provide for the principle of governance and participation of residents and for connected purposes.

This is the anchor legal statute that guided preparation of this IDeP. Conferment of the Nakuru Municipality status was based on its qualification based on the provided criteria outlined in section 9 of the act as well as the first schedule of the act. Part III of the act has further detailed the governance and management structures in municipalities. As pointed out in the preceding CGA review, the Nakuru Municipality and the respective county government are intertwined. Section 12 of UACA indicates that the management of the municipality shall be vested in the county government and administered on its behalf by a municipal board constituted under section 14. Sec. 28 of the act has stated that the Municipal Manager for the municipality shall implement the decisions and functions of the board and shall be answerable to the board.

Part of the functions of the board are listed in section 1(a)- oversee the affairs of the municipality; 1(b)- develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services; and 1(c) formulate and implement an integrated development plan.

The board having been constituted, it embarked in preparation of the Integrated Development Plan (IDeP) as outlined in section 36 of the act. The plan is prepared to provide an operational framework within which the Municipality will be managed under. In the backdrop of the existing County plans, the IDeP has been aligned to the development plans and strategies of the Nakuru county government as required in section 37 of the act.

Upon completion of the IDeP preparation, section 41 has detailed the **submission** to the H.E. Governor and **approval process**;

- i. the Municipal Manager shall submit the plan as adopted by board to the county executive committee within 21 days
- ii. within 30 days of receipt of a copy of the plan, the executive shall consider the integrated development plan and make recommendations; and submit the plan to the county assembly for its approval.

Section 42; Annual review of integrated development plan: the act stipulates that the municipal board shall review its integrated development plan annually to assess its performance in accordance with performance management tools set by and may amend the plan where it considers it necessary.

Contents of an Integrated Development Plan (IDeP)

In Preparation of the Integrated development Plan, the following contents have been considered in line with the provisions of the third schedule of the Urban Areas and Cities Act;

Table 2.1 : Contents of IDeP

No	Requirement under UACA	Reference Chapter in the Report
1.	Assessment of the current social, cultural, economic and environmental situation in the Municipality	Chapter 4 – situational Analysis
2.	A determination of community needs and aligning them to the requirements of the Constitution	Chapter 4 – situational Analysis & Chapter 5 on Development strategies and Interventions
3.	protection and promotion of the interests and rights of minorities and marginalized groups and communities	Chapter 4 – situational Analysis & Chapter 5 on Development strategies and Interventions
4.	a shared vision for its development and that of the county as a whole;	Chapter 1- Introduction
5.	An audit of available resources, skills and capacities	Chapter 6- Resource Mobilization and Implementation Framework
6.	Prioritization of the identified needs in order of urgency and long-term importance	Chapter 5 on Development strategies and Interventions

7.	Integrated frameworks and goals to meet the identified needs;	Chapter 5 – Development Strategies and Interventions
8.	Strategies to achieve the goals within specific time frames	Chapter 5 on Development strategies and Interventions & Chapter 6- Resource Mobilization and Implementation Framework
9.	specific implementation programmes and projects to achieve Intended goals	Chapter 7 – Monitoring and Evaluation Framework
10.	performance management tools to measure impact and make appropriate corrections	Chapter 7 – Monitoring and Evaluation Framework
11.	linkage, integration and coordination of sector plans	Chapter 3 on Legal and Institutional Framework and Chapter 4 on situational Analysis
12.	Development control; and	Chapter 5 on Development strategies and Interventions
13.	Other Matters	Chapter 2 - Background to the Municipality

2.1.4 The Public Finance Management Act (PFMA), 2012 (Revised 2019)

The PFM Act 2012 in line with Chapter 12 of the Constitution, provides a framework for effective and efficient management of public finances by the national and county governments, the oversight responsibility of Nakuru county assembly as well as responsibilities of government entities such as the Nakuru Municipal Board. The Board draws its running budgets from the county treasury. Consequently, the IDeP has committed budgetary finances for implementation of various proposal which would require commitment of public funds from the county. Therefore, provisions of this PFM act squarely apply in implementation of the IDeP.

Section 104 of the act delegates that the CECM-treasury shall prepare the annual budget for the county and coordinating the preparation of estimates of revenue and expenditure of the county government, coordinating the implementation of the budget of the county government, mobilizing resources for funding the budgetary requirements of the county government and putting in place mechanisms to raise revenue and resources etc. This implies that financial obligations in the IDeP, shall be factored in the county budget thus requiring budgetary appropriations. Article 125 of the Act spells out the budget process for government agencies in any financial year. This is to consist of integrated development planning process, both long term and medium-term planning, as well as financial and economic priorities for the agency over the medium term. Articles 126 of the Act obligates each County Government to prepare an Integrated Development Plan that includes strategic priorities for the medium term that reflect the county government's priorities and plans, a description of how the county government is responding to changes in the financial and economic environment; and, programmes to be delivered.

Section 104(k) requires that the county treasury monitor the county government's entities to ensure compliance with this Act and effective management of their funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds as will be proposed in the plan.

The Municipality of Nakuru Integrated Development Plan (IDeP) is prepared in compliance with the requirements of the PFM Act 2012 with a municipal financial plan, which must include a budget projection for at least the next one to five years.

2.1.5 The Physical and Land Use Planning Act 2019

The Physical and Land Use Planning Act is the principal law that guides planning activities in Kenya. Part III of the act delves into the various types of plans and respective procedures for their preparation. Specifically, from section 36 on County Physical and Land Use development plan (10 years), section 45 on Local physical and land use plan, section 52 on declaration of special planning area. Preparation of Nakuru Municipality IDeP has incorporated existing and previously done Nakuru County Physical and Land Use Development Plans. The act can be applied for any detailed aspects that would require detailed plans to guide their implementation

2.1.6 National Land Commission Act, 2012

Section 5 (2) of this Act gives the National Land Commission the responsibility of managing and administering all unregistered trust land and unregistered community land on behalf of the County government. The commission is supposed to ensure that all unregistered land is registered within ten years from the commencement of the Act. The Commission will also form County Land Management Boards to manage public land within the counties. This means that the National Land Commission will have active presence in every County and is thus an important stakeholder in all land related matters within the municipality.

2.1.7 Environment Management and Co-ordination Act (EMCA), 2016

The Environmental Management and Co-ordination Act (2016) is the legislation that governs the management of environment in the country. It upholds the importance of environmental protection.

Section 58 of the act recommends that an EIA be undertaken for every development that is likely to have an impact on the environment. The EIA should be submitted to NEMA for approval before the development is undertaken regardless of other licenses. The Second Schedule of the Act also requires that any activity that is out of character with its surroundings, or that leading to major changes in land use, as well as any structure of a scale not in keeping with its surroundings, undergo an EIA.

This Act establishes an independent body, the National Environment Management Authority (NEMA) to ensure effective enforcement and implementation of its provisions.

The Act also provides for public involvement in any major development decisions, which have an environmental bearing. The public shall have recourse to law and shall be involved. The Act also has provisions for addressing environmental offences and establishes a tribunal to deal with such offences.

2.1.8 The Water Act, 2016

This is an Act of Parliament to provide for the management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water. The Act further provides for the regulation and management of water supply and sewerage services. It also provides guidelines for establishment and running of institutions which are involved in the management and provision of water services.

2.1.9 Public Health Act, Cap 242

The Public Health Act makes provision for securing and maintaining the health of the public. It provides standards and guidelines to clean environment, effective ventilations and liveable developments in an area. Occupational licenses are basically given under these provisions.

2.1.10 The Forests and Conservation Act, No. 7 of 2016

It provides for the establishment, development, sustainable management, conservation and rational utilization of forest resources for the socio-economic development of the country. It recognizes that forests play a vital role in the stabilization of soils and ground water, thereby supporting the conduct of reliable agricultural activity, and that they play a crucial role in protecting water catchments in Kenya and moderating climate by absorbing greenhouse gases. It further recognizes that forests provide the main locus of Kenya's biological diversity and a major habitat for wildlife. The northern municipal boundary is covered by Menengai Forest.

2.1.11 Land Registration Act (No. 3 of 2012)

The Act gives the process of land registration for the different land categories. It gives the process for establishment of land registration units and for the establishment of land registries. Public land within the municipality require to be secured through acquisition of ownership documents.

2.2 Linkages with Policies/Plans

Nakuru Municipality IDeP besides complying with existing legislations discussed above, seeks to have nexus with other related local, regional and international development plans.

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

The Kenya Vision 2030 is the country's long term development blueprint after the National Spatial Plan, covering the period from 2008 to 2030. The vision acknowledges that Kenya will be a predominantly urban country by 2030 (following the prevailing population and demographic trends, and that more than half of our nation's population is likely to be residing in urban areas at that time). Therefore, Vision 2030 was a key consideration in the preparation of the IDeP.

Vision is anchored on three key pillars (economic, social and political):

i. Economic Pillar

The Economic Pillar aims to achieve an average Gross Domestic Product (GDP) growth rate of 10 percent per annum and sustain the same till 2030 in order to generate more resources to bolster the economy to meet its envisaged goals and aspirations. The key sectors in economic pillar include tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing (BPO), financial services, oil and mineral resources. The municipality will work towards ensuring a double digit national economic growth by: Revitalization of industrial zones; Promote fair trade practice and increase competitiveness of its industrial crops such tea and coffee.

ii. Social Pillar

The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors include education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture. In ensuring a just and cohesive society, the municipality will: ensure optimal exploitation of surface and ground water to ensure food security; Development of appropriate building materials and technologies to reduce the cost of construction and provide better standards of houses for the community; developing youth talent in sports.

iii. Political Pillar

Political Pillar aims at realizing a democratic political system founded on issue-based politics that respect the rule of law and protects the fundamental rights and freedoms of every individual in the Kenyan society. In attainment of its agenda, the municipality will ensure that it works closely with the two levels of government in cooperation and consultation on all development matters. The municipality will promote and ensure adherence to the rule of law in its operations. It will also endeavor to ensure peaceful coexistence among the residing communities in the municipality.

The Kenya Vision 2030 is implemented through successive five-year Medium-Term Plans. The third medium term plan span from 2018 to 2022 to which county governments

must align their Integrated Development Plans in order to realize the aspiration of Kenya Vision 2030. The MTP III prioritizes the development of infrastructure and creation of an enabling environment to ensure realization of the goals of the three pillars of Vision 2030. Nakuru Municipality will align itself with the vision 2030 and Medium-Term Plans to achieve their aspirations.

2.2.2 Linkages with Sustainable Development Goals (SDGs)

In September 2015, United Nations (UN) member countries adopted the 2030 Agenda for Sustainable Development comprising of 17 Sustainable Development Goals and 169 targets. It builds on the principle of “leaving no one behind” and emphasizes on a holistic approach to achieving sustainable development for all. As part of implementing the SDGs, the government of Kenya published and launched its Road Map to achieving SDGs. The Road Map envisages strategic partnership with all stakeholders as well as building capacity for devolved governments and structures to implement the SDGs.

Municipality of Nakuru has identified SDG goals based on their relevance and the devolved mandate of Municipality Boards. In this regard, Nakuru Integrated Development Plan takes cognizance of SDGs and mainstream both proposed projects and programmes to the Sustainable Goals. This plan principally aligned to SDG 6, 9,11,13 and 17 which are relevant to county governments and urban and cities areas.

Much prominence is given to goal 11 that calls for Promotion of livable cities and sustainable human settlements. This IDeP will ensure that SDGs are integrated through development of programs that address each of the relevant Goals to the Municipality.

2.2.3 Public Private Partnerships Act No. 15 of 2013

Public private partnerships, which are generally referred to as PPPs are arrangements between a contracting authority and a private entity. In such an arrangement, the private entity undertakes to perform a public function or to provide a service on behalf of the contracting authority at an agreed cost. PPP helps to attract investors in bankable, viable and sustainable projects in either national or county government.

Nakuru Municipal Board as guided by section 20(j)of UACA, 2011 will enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of it functions. In so doing, NMB will comply with dictates of Public Private Partnerships Act No. 15 of 2013 as a contracting unit under the county government of Nakuru.

2.2.4 Linkage with Sendai Framework of Action

The Sendai Framework for Disaster Risk Reduction 2015-2030 outlines seven clear targets and four priorities for action to prevent new and reduce existing disaster risks: (i) Understanding disaster risk; (ii) Strengthening disaster risk governance to manage disaster risk; (iii) Investing in disaster reduction for resilience and; (iv) Enhancing disaster

preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction. It aims to achieve the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries over a period of 15 years starting 2015 to 2030.

During the medium-term plan period, Nakuru Municipality has aligned its priorities, intervention and programmes to facilitate the realization of four areas in the Sendai framework. Special focus will be given to the review of Municipality disaster management policy so as to address the rise cases of disaster vulnerability such as rising water levels around Lake Nakuru to residential areas and sinking grounds caused by tectonic forces along a fault line cutting across some parts of the Municipality.

2.2.5 Linkage with the “Big Four” Agenda

The Government of Kenya is currently implementing the Big Four transformation agenda for the Nation which identifies Four Priority initiatives to be implemented between 2017-2022. The Big Four Agenda initiatives are: Food security, manufacturing (mainly focusing on job creation in this area), affordable universal health care and affordable housing.

This plan has identified programmes aligned to the big four agenda such as affordable housing spearheaded by the State Department of Housing and Urban Development as well as Nakuru Municipality seeking partnership with different stakeholders at the National Government in the realization of these transformation agenda.

2.2.6 Housing policy Sessional paper 3. Of 2004

Improvement of housing for the Kenyan population is a major concern to the Government. This concern has been influenced by the fact that the improvement in housing stock is a strategically important social and economic investment. In addition, well-planned housing and infrastructure of acceptable standards and affordable cost when combined with essential services affords dignity, security and privacy to the individual, the family and the community as a whole. This IDeP has outlined the strategies that would be applied to achieve better houses in the Municipality.

2.2.7 Linkage with County Integrated Development Planning (CIDP)

Integrated development planning in the County takes two perspectives of county-wide 5-year Integrated Development Planning (CIDP) and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF).

2.2.8 Linkage with the Integrated Strategic Urban Development Plan (ISUDP)

The County Government of Nakuru has prepared the Integrated Strategic Urban Development Plans (ISUDP) for Nakuru through support from Kenya Municipal Programme (KMP). The ISUDP is a 20-year period plan (2014-2034), with the vision “*to be a well-planned cosmopolitan, clean and environmentally friendly city*”. The plan is meant to provide detailed land use planning and well-structured implementation framework for the various proposals generated as well as be used for development control.

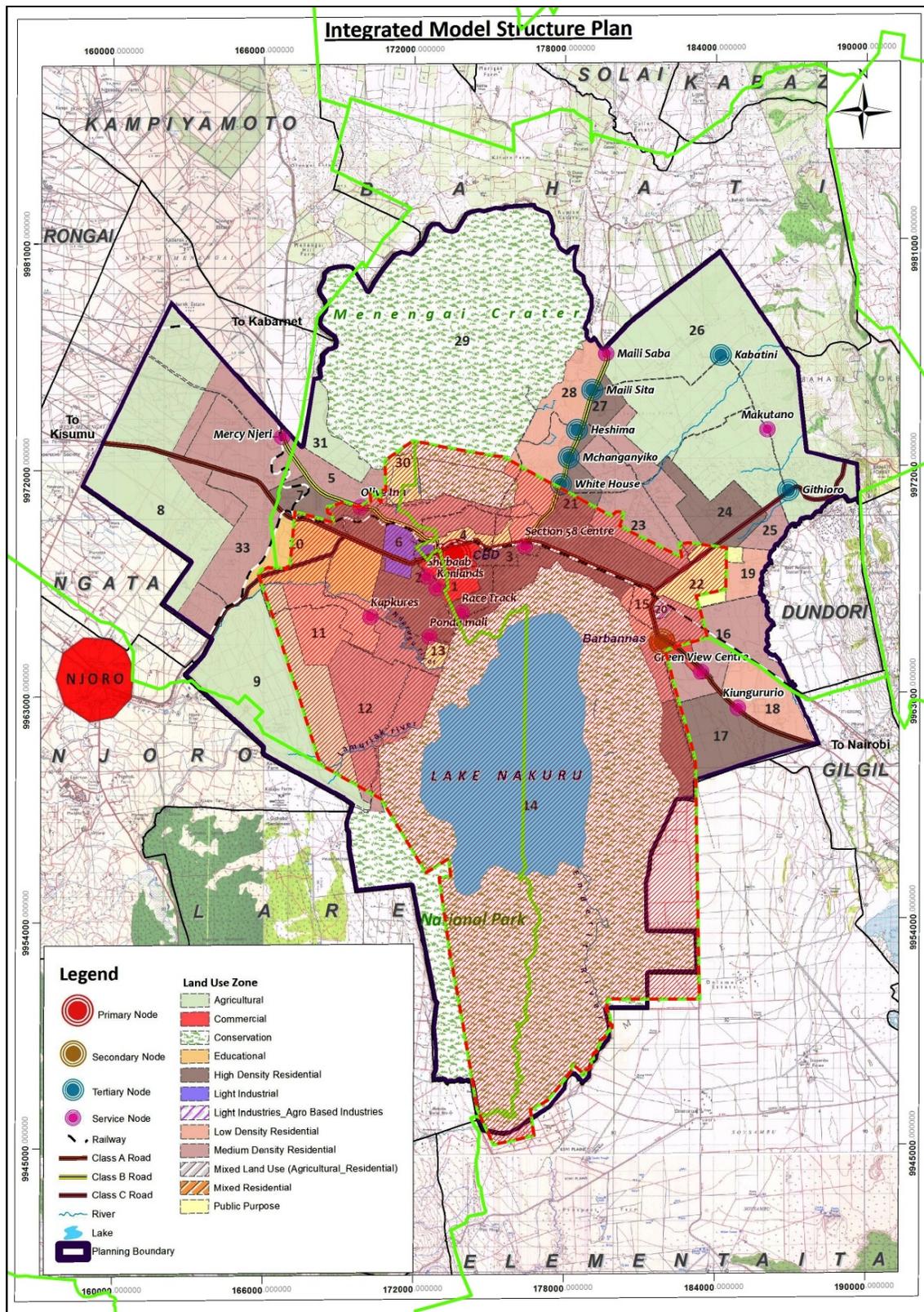
The preparation of the plan was based on the various legal auspices which included; the Constitution of Kenya (2010), the Physical Planning Act 1996 (Cap 286)-*now repealed*, the Urban Areas and Cities Act (No. 13 of 2011)-*Revised 2019*, the County Governments Act (2012) among other legal statutes.

Key planning challenges the plan sought to address included;

- Lack of an elaborate development control framework
- Inadequate social facilities
- Inadequate provision of water and sewerage systems
- Congestion especially in the Central Business District
- Congestion on the roads within the Central Business District
- Lack of alternative land for relocation of the dumpsite.

The ISUDP planning area covered 613 Km² being the entire former Municipality and adjacent peri-urban areas which were within the defunct Nakuru County Council. The sub-counties covered included Nakuru East, Nakuru West while Bahati, Rongai, and Gilgil were partially covered. The municipality area accounted for about 64% of the planning area.

The ISUDP detailed out land use plan with proposals on land use zones, proposed density, minimum plot sizes, permitted developments, plot ratios, plot coverage and other relevant details per zone, refer to figure



Map 2.2: Structure Plan

Source: Integrated Strategic Urban Development Plan (2014 – 2034)

The ISUDP has not yet been approved and was used as an information document in the preparation of the IDeP. However, the approval process is at advanced stage at the county assembly. Due to lengthy period that has been taken for approval of the plan, it will be prudent to updated the baseline data to the current status.

2.2.9 Linkage with the County Spatial Plan (CSP)

Nakuru County Government is mandated through the County Government Act of 2012 to prepare a GIS-based County Spatial Development Plan covering a period of 10 years (2015 to 2025), which will serve as a broad framework for organizing and distributing activities in the County in order to achieve both national and county development objectives. The preparation process of that plan is informed by past plans and sectoral documents that lack clear spatial details. Most of these past plans, documents and policies are lacking in implementation framework, and are not in line with the current Constitution – The Kenya Constitution (2010).

The County Spatial Plan identifies programs and projects on land use and development. It designates urban areas, delineates sensitive areas that require conservation, and at the same time integrates those sectors that have special natural resource and environmental characteristics. It stipulates the direction for the county economy, agriculture, human settlements, transport and infrastructure.

The CSP identified several institutions that will play key roles in the successful implementation development strategies. These include various departments/ministries that the County Government will have to work closely with other respective agents of the central government, private and non-governmental organizations within the County.

2.2.10 Linkage with the Strategic Structure Plan

The overall goal of the structure plan was to guide urban development in Nakuru up to the year 2020. The plan aimed at integrating social and economic developmental activities, together with investments in the support infrastructure facilities and services, with environmental considerations - for sustainable development. The planning area was based on a functional relationship with Nakuru town area and not a reference to the administrative boundaries of the then council (existing or proposed). Planning Area therefore included areas covered by then existing municipal boundaries, together with peri-urban areas.

The structure plan proposed several interventions on challenges that are still inherent today in the preparation of the IDeP (2019-2023). Such included; continued population increase stretching the infrastructure and service provision, establishing of proper NMT infrastructure and support facilities, enhancement of municipal transport system through construction of link roads, bypasses and interchanges, replanning and redesigning the one

main matatu terminus, construction of alternative parking spaces through silos or in building basements, revitalize usage of the rail transport, improvement on the existing markets, accommodation of informal economy through redesigning the street scape and inside termini, exploitation of the tourism potential, unplanned development expansions to be regularized, densification to increase housing supply through redevelopment and renewal, regularize tenure security for public facilities and their fencing, lay elaborate line infrastructure reticulation system (water, sewer and drainage), separation of storm water drainage from the sewer network, expansion of the health facilities in capacity and equipment, enhancement of the fire station capacity, detailed rehabilitation and maintenance of the existing recreational structures and facilities as well as establishing new ones in densely populated areas, and environmental conservation. Public participation through education and awareness was emphasized during the implementation of various proposals.

The Municipal structure was deemed to potentially expand on the east-west side along the A104 corridor. The main constraints were by the Menangai crater to the North and L. Nakuru & park to the south.

2.2.11 Linkage with Urban IDeP handbook

The Urban IDeP handbook prepared in 2018 by the State Department of Housing and Urban Development, under the national Ministry of Transport, Housing and Urban development, is a tool that comes in handy in giving guidance towards integrated development planning for urban areas. The handbook introduced the urban management model of the urban “challenge” and the institutional response; the urban challenge being the multi-faceted developmental challenges faced by an urban area, whereas the institutional response in this case being the IDeP. The urban challenge is to a great extent documented by an urban spatial plan. The handbook portrays the urban IDePs as action-oriented plans that provide a road map and associated resources for implementation of projects, aimed at resolving the “urban challenge”. In this respect therefore, the IDeP should be regarded as a living document, and should be reviewed regularly to remain responsive to the ever-changing urban environments.

CHAPTER THREE

BACKGROUND INFORMATION AND SITUATIONAL ANALYSIS

3.0 Introduction

This chapter gives the background information on location of the municipality, demographic statistics and an exposition of the sectoral and thematic situational analysis of the existing socio-economic, spatial development structure dynamics as well as the summary of the key emerging issues in the Municipality. The sectoral analysis had been undertaken under the following planning sectors;

- Agriculture, Rural and Urban Development
- Energy, Infrastructure and ICT
- Health
- Education and Social Protection
- General Economic, Commercial and Labour Affairs
- Physiographic Characteristics, Natural Resources and Environmental Protection
- Public Administration and Internal/National Relations

The data that was used on the background information and analysis in this chapter was obtained from both secondary and primary data sources including the Nakuru structure plan, ISUDP, CIDP, KNBS data as well as from oral and written submissions from the county's line departments and key stakeholders.

3.1 Geographic Location and Demographics

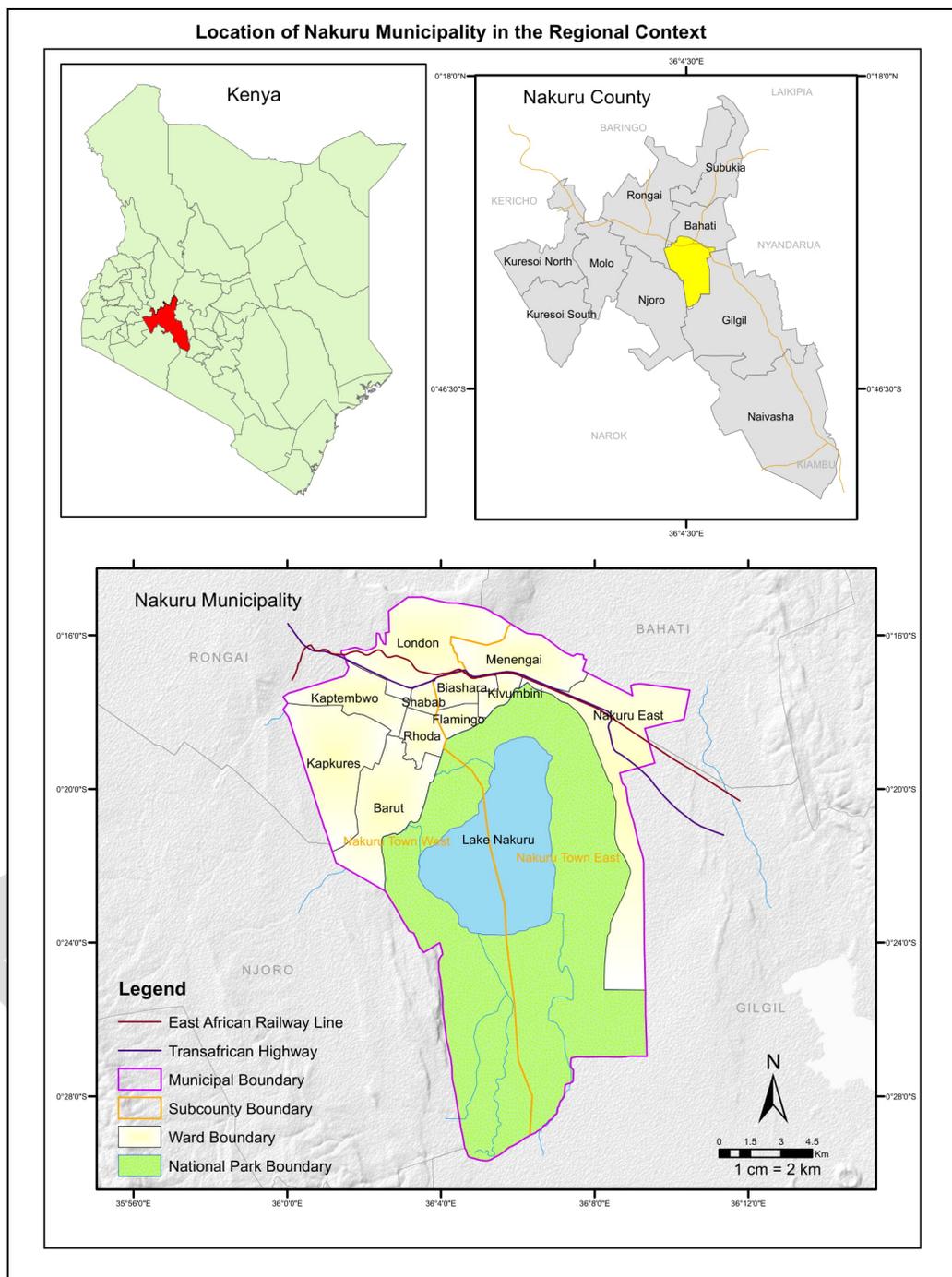
3.1.1 Location and Size of the Municipality

Nakuru Municipality is located 160 km North West of Nairobi City along Nairobi - Eldoret Highway in Nakuru County. It lies on the floor of the Rift Valley between latitudes 0°15' - 0°31'S and longitudes 36°00' - 36°12'E at an average elevation of 1850 metres above sea level. It is centrally located within Nakuru County.

The Municipality hosts the Nakuru County headquarters and the Rift Valley Regional Headquarters. It borders four Sub-counties; Njoro to South and West, Gilgil to the East, Bahati to the North and Rongai to the North West.

The Municipality is comprised of Nakuru East and Nakuru West Sub-Counties and 11 Wards namely; Nakuru East, Menengai, Flamingo, Kivumbini, Biashara all in Nakuru Town East; Shabaab, London, Rhonda, Kapkures, Kaptembwo, Barut in Nakuru Town West. The Municipal boundaries are depicted in Map 2.1 below;

Politically, the Municipality falls under two (2) Constituencies, namely; Nakuru Town East and Nakuru Town West.



Map 3.1: Nakuru Municipality Location

3.1.2 Administrative Units by National Government structure

The Municipality falls under two administrative Sub-Counties/Districts namely; Nakuru East and Nakuru West with 6 divisions, 16 locations and 38 sub-locations.

Table 3.1: Area by Sub Counties, Divisions, Locations and Sub-Locations

Sub-County	Area in Km ²	No. of Divisions	No. of Locations	No. of Sub-Locations
Nakuru West	71.9	3	9	22
Nakuru East ¹	230.9	3	7	16
TOTAL	302.8KM²	6	16	38

Source: Kenya National Population and Housing Census 2019

3.1.3 Population and Demography

The Municipality's population according to the 2019 National Population and Housing Census was 392,587. This comprise of 194,753 males and 197,814 females with a sex ratio of 0.98:1, and 20 intersex persons. The distribution of population and densities by Sub counties is shown in Table 3.2 below.

Table 3.2: Population by Sub county, households, and density

SUB-COUNTY	Population				Households	Land area in Sq. Km	Pop. Density
	Male	Female	Intersex	Total			
Nakuru East	92,956	100,960	10	193,926	61,398	230.9	840
Nakuru West	101,797	96,854	10	198,661	64,481	71.9	2,764
Total	194,753	197,814	20	392,587	125,879	302.8	1,802

source: KPHC 2019

Population density and distribution

The average population density in the Municipality is 1802 people per square kilometer. Nakuru West Sub-county has the highest population density with 2764 persons per square kilometer, while Nakuru East Sub County has a density of 840 persons per square kilometer. Areas classified as informal settlements contribute to the highest densities.

Population Projections by Age Cohort

Population growth projections have been projected using 2009 growth rate which stood at 2.9 percent yearly, since the 2019 KPHC county level growth rate report has not been released by KNBS.

The population is expected to grow from 392,567 in 2019 to 440,124 in 2024, depicting an increase of close to 50,000 people, assuming a growth rate of 2.9% p.a.

The Municipality has a big youthful population, with over 75 percent being between 0-34 years. There also exists a high dependency rate, with 55 percent of the population lying 0-24 years. The age cohorts are shown in Table 3.3 below;

Table 3.3: Population by Age Cohort

Age cohort	Municipality 2019 (Census)			2021 (projections)			2023 (projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	24,392	24,007	48,399	25,827	25,420	51,247	27,347	26,915	54,262
5-9	20,889	20,813	41,702	22,118	22,038	44,156	23,420	23,334	46,754
10-14	20,014	20,730	40,744	21,192	21,950	43,141	22,439	23,241	45,680
15-19	18,405	19,776	38,181	19,488	20,940	40,428	20,635	22,172	42,806
20-24	21,345	25,018	46,363	22,601	26,490	49,091	23,931	28,049	51,980
25-29	20,999	22,967	43,966	22,235	24,318	46,553	23,543	25,749	49,292
30-34	18,658	20,039	38,697	19,756	21,218	40,974	20,918	22,467	43,385
35-39	14,359	13,745	28,104	15,204	14,554	29,758	16,099	15,410	31,509
40-44	11,432	9,879	21,311	12,105	10,460	22,565	12,817	11,076	23,893
45-49	8,268	6,913	15,181	8,754	7,320	16,074	9,270	7,750	17,020
50-54	5,807	4,893	10,700	6,149	5,181	11,330	6,510	5,486	11,996
55-59	4,277	3,525	7,802	4,529	3,732	8,261	4,795	3,952	8,747
60-64	2,519	2,171	4,690	2,667	2,299	4,966	2,824	2,434	5,258
65-69	1,626	1,354	2,980	1,722	1,434	3,155	1,823	1,518	3,341
70-74	957	871	1,828	1,013	922	1,936	1,073	977	2,049
75-79	385	464	849	408	491	899	432	520	952
80+	415	649	1,064	439	687	1,127	465	728	1,193
Not stated	0	0	6	-	-	6	-	-	7
Total²	194,747	197,814	392,567	206,206	209,454	415,666	218,339	221,778	440,124

Source: KNBS 2019 Census, KNBS -2020 Projections

Population projection for special age groups

Table 3.4 below shows the population projections by selected special age group categories. These age groups are important because of their potential contribution and impact on the socio-economic development of the Municipality. The data for the different age groups aids in determining the needs of each population, sectors of investment beneficial to the age group and planning for future since the age group population is used in forecasting for future trend in population.

The land area for Nakuru East include 184Km² that is occupied by the Lake Nakuru National Park.

Table 3.4: Population Projection by Special Age Groups

Age Group	Municipality 2019(Census)			Projections 2021			Projections 2023			Proportion of population
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
< 1 Year	5,121	5,126	10,247	5,422	5,428	10,850	5,741	5,747	11,488	3%
ECD (4-5 years)	8,808	8,630	17,438	9,326	9,138	18,464	9,875	9,675	19,551	4%
<5 Years	24,392	24,007	48,399	25,827	25,420	51,247	27,347	26,915	54,262	12%
6-13 (Primary)	32,888	33,414	66,302	34,823	35,380	70,203	36,872	37,462	74,334	17%
14-17 (Secondary)	15,038	15,761	30,799	15,923	16,688	32,611	16,860	17,670	34,530	8%
15-35 Youth	83,355	91,645	175,000	88,260	97,037	185,297	93,453	102,747	196,200	45%
(15-49) Female reproductive Age	0	118,337	118,337	-	125,300	125,300	-	132,673	132,673	30%
15-64 (Labour Force)	126,069	128,926	254,995	133,487	136,512	269,999	141,342	144,545	285,886	65%
65+The aged	3,383	3,338	6,721	3,582	3,534	7,116	3,793	3,742	7,535	2%

Source: KNBS 2019 Census; KNBS -2020 Projections

Under One (0-1 years) infants

The infant population in the 2019 Census was at 10,247 representing 3 percent of the population. Concerted efforts need to be geared towards immunisation, advocacy for skilled deliveries and sensitization on infant health and nutrition programmes, to prevent infant mortality. This helps in ensuring that mothers and parents are aware of matters concerning infant health so as to reduce both perinatal and neonatal deaths and eventually reducing infant mortality rates.

Pre-primary group (4-5)

The pre-primary or Early Childhood Education population stood at 17,438 representing 4 percent of the population. Need for improvement of infrastructure and staffing are paramount to the County government.

Primary School going age (6-13)

The primary school age population stood at 66,302 during the 2019 Census comprising of 32,888 boys and 33,414 girls. This represents 17 percent of the population. Investments in educational facilities and personnel by relevant institutions should be of key focus, to improve access and enhance quality of education.

Secondary School going age (14-17)

The secondary school going age population stood at 30,799 in 2019, comprising of 15,038 boys and 15,761 girls representing 8 percent of the Municipality's population. In this regard there should be increased investment in educational facilities, staffing and subsidised cost of schooling including bursaries to enhance enrolment completion rates. The recent government policy on 100 percent transition from primary to secondary school calls for increased investment for infrastructure for secondary education. In addition, this category will require interventions geared towards hygiene improvement, sex education, guidance and counselling.

Youth Population (15-35 years)

This age bracket accounts for 45% percent of the population at 175,000. This population has varied concerns ranging from those still continuing with education, others are seeking employment opportunities and others in employment. With the high rate of unemployment, majority of the members of this age bracket are likely to engage in vices such as drug and alcohol abuse and petty crimes in the urban areas. Programmes supporting the youth to engage in income generating activities and development of technical skills e.g. expansion of Technical and Vocational Education and Training (TVET) institutions to empower youths with technical skills and create a competitive labour force should be explored. Investment in incubations hubs will also go a long way in nurturing business ideas and innovations

Female Reproductive Age (15-49 years)

The female population in the age bracket of 15-49 constitutes the reproductive age. This population stood at 118,337 in the 2019 Census, representing 30% of the Municipality's population.

According to the Kenya Demographic and Health Survey 2014 (KDHS), Nakuru recorded a modern contraceptive prevalence rate (MCPR) of 54 percent i.e. percent of currently married women age 15-49 using any modern method of contraception. However, contraceptive prevalence rates of any family planning method is about 57 percent as per KDHS 2014. Currently teenage pregnancy rates stand at 18.4 percent slightly above national figure which is at 18 percent.

Investments towards strengthening reproductive and maternal health facilities, family planning and more so youth friendly services to improve uptake and reduce unplanned pregnancies should be given prominence. Advocacy through the community units (CU) to create awareness on the benefits of free maternity programme to ensure that all pregnant mothers are attended to by skilled health care providers to reduce maternal mortality should be explored.

Labour force Age (15-64) years

The labour force stood at 254,995 people representing 65% of the Municipality's population. This group represents close to two thirds of the total population despite unemployment rates being relatively high. Nakuru County attracts high rates of external and internal migrants further aggravating the unemployment issue. This calls for the provision of support to this population such as capacity development aimed towards self-employment, giving of short-term loans to promote start-up business opportunities as well as providing a good business environment for new investors to set up new businesses and industries thus creating employment opportunities for this population. Support to the local industry by the County Government can be accorded by giving priority to local suppliers and contractors through the Access to Government Procurement Opportunities (AGPO). Further, the County government will seek to attract investors to the County especially those dealing with production and value addition. This initiative will be underpinned with the availability of abundance of cheap labour in the County.

Population of persons with disabilities (Aged 5 Years and Above)

According to the 2019 Census, the number of persons with disabilities aged 5-years and above was 4772 in the Municipality constituting of 3026 from Nakuru East and 1746 from Nakuru West. This represents 1.8 percent and 1 percent of the population in Nakuru East and West respectively. The data also shows that visual disability is most prevalent, followed by mobility disability. This implies the need to design PWD compliant programs, adoption and promotion of inclusive policies as cited in the UN Convention on Rights of Persons With Disabilities – 2008; removal of architectural design barriers; adoption of affirmative action strategies that include PWDs in the mainstream of education, vocation, jobs, political and recreational activities; and support for and constructive engagement with Disabled Persons Organization (DPOs) in the provision of cost effective assistive / support devices, and assistive technology at all levels.

The description of types of disabilities for people aged 5 years and above in the Municipality is given in Table 3.5 below, as at 2019.

Table 3.5: People Living with Disability by Type (Multiple disabilities are included in the data)

Type of Disability	Nakuru East			Nakuru West			Municipality		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Visual	528	827	1355	306	389	695	834	1216	2050
Hearing	159	146	305	105	102	207	264	248	512
Mobility	439	744	1183	300	336	636	739	1080	1819
Cognition	228	268	496	108	124	232	336	392	728
Selfcare	191	222	413	131	116	247	322	338	660
Communication	214	153	367	137	101	238	351	254	605
Total	1759	2360	4119	1087	1168	2255	2846	3528	6374

Source: Kenya Population and Housing Census, 2019

3.2 Background Information and Situational Analysis by Sectors

3.2.1: Agriculture and Urban Development Sector

This sector is comprised of Agriculture, Livestock and Fisheries, Lands, Housing and Urban Development subsectors.

3.2.1.1 Agriculture, Livestock and Fisheries Subsector

The municipality falls within the medium potential area as per the agro-ecological zones. For optimum agricultural production, the recommended land size should be 5 acres (2ha) and above. However, with the rapid development of the municipality, agricultural production is quickly diminishing. Land sizes have significantly reduced from between 0.8ha and 10 ha in the last 10 years to between 0.045ha to 1 ha on average due to massive sub-divisions. Agricultural production is therefore primarily undertaken for subsistence (home consumption) with limited commercial production. Small pockets of land that is considered rural within the municipality, are found in Barut, Kapkures, Pipeline, Soilo, Kiratina, Ndege Ndimu and Mwariki 'B' (MzeewaNyama).

The former Nakuru municipality (that existed prior to the promulgation of the 2010 constitution) had developed by -laws that guided and controlled development activities within the Municipality, some of which, are still in use. Key to this sector, is the prohibition of keeping livestock within the municipality boundaries apart from chicken. Food crops should equally not be grown beyond the permitted 1m in terms of height. There is therefore a need for the Municipal Board to review and harmonize the bylaws in line with existing national and county legal, policy and regulatory framework.

The major role of the municipality as far as agriculture is concerned is to provide ready market for agricultural produce and processing of farm produce from the hinterland and the neighbouring counties. It also provides storage facilities. The Municipality has one private silo and a cereal store owned by the National Cereals and Produce Board. There are about 80 warehouses privately owned by traders/millers. There is still a shortage of

storage facilities especially for horticultural crops, as the municipality receives produce from within and from other counties.

Additionally, there is a big shortage of market space thus a great need for expansion of existing spaces and construction of more. Table 2.6 below provides a summary of emerging issues in the sector.

With the increase in population as highlighted in Chapter 2, there is a shortage of market space thus a great need for expansion of existing spaces and construction of new markets is essential. Planning standards dictate that for a population of 5,000 people, a market with a minimum of 1 acre should be provided. Nakuru municipality requires about 80 acres of land for the establishment of markets.

Urban Agriculture

This refers to all agricultural activities within the urban centers and their surroundings. Urban agricultural activities that would boost food security among the urban dwellers, should be permitted within a set of policy and regulatory framework. As per the provisions of UACA, the Board has a significant role in ensuring that this subsector is well regulated. Such activities include;

- Aquaculture in tanks, ponds and rivers
- Livestock (especially micro-livestock) raised in backyards, along roadsides, within utility right -of-way, in poultry sheds and piggeries.
- Orchards, including vineyards, street trees and backyard trees.
- Vegetables and other crops grown, in backyards, in vacant lots of industrial estates, along canals on grounds of institutions, on roadsides and in many suburban small farms.

Main livestock breeds and facilities

The Municipal by-laws (prepared by the formerly Nakuru municipality), do not permit the keeping of livestock apart from chicken. However, livestock production within the Municipality is still practiced albeit at a subsistence level. The main livestock include; dairy cattle, poultry, sheep, goats, rabbits and snail farming. The Municipality hosts major milk processing companies that purchase milk directly from the farmers' co-operatives in other sub-counties. The companies include Kenya Cooperative Creameries (KCC) and Brookside which collects bulked and chilled milk. Other processors in the municipality include Happy Cow Ltd. Additionally, the municipality continues to support the quality of meat products through renovation of existing slaughter slabs, meat inspection, disease surveillance and control. In the base line year 2019, the municipality produced 12.5 million litres of milk, 351,656 trays of eggs, 589 MT of meats (chevon, mutton, pork, rabbit and poultry meat) and 29,927 hides and skins.

Apiculture (Bee keeping)

In addition to contributing directly to household incomes, bees play an important role in plant pollination. Due to urbanization there is low investment in the bee keeping. Bee keeping is practiced in the municipality on small scale by individual farmers. In the baseline year 2019, the municipality produced 8MT of honeys. However, there is high potential for honey production especially in low population areas in Nakuru West.

Fisheries Resource Management and Development

The main fisheries activities being promoted in the municipality includes; fish marketing and urban aquaculture in small scale. Aquaculture is practiced in small kitchen garden ponds or raised ponds. The kind of fish traded is Nile perch, tilapia, catfish and protopterus which are either traded fresh, sun dried or smoked.

Main sources of traded fish is from lake Naivasha, Victoria, Baringo, Turkana and local dams and ponds. During the year 2019, 246,479 kgs of fish was traded in Nakuru municipality valued at Kshs. 79, 813,690. Aquaculture production has an estimated 30 ponds which contributed the fish supply by producing 290kgs which valued at Kshs. 58,100.

To promote fish trade in the municipality, the department conducts extension service and empowers traders and farmers on safe fish handling, hygiene, production and trade through Markets and farm visits. About 156 market and farm visits were conducted within the municipality areas of ukulima fish market, Kaptembwo, Pondamali, Weavers' market and the farmers.

Extension Services

The County department of Agriculture, Livestock and Fisheries spearheads agricultural extension services. Other extension and research institutions that offer services to the farmers include; Egerton University, Mt. Kenya University, KALRO (Lanet.) Lanet ADC Beef Research Centre, Pyrethrum Processing Company of Kenya (PPCK), Nakuru Agricultural Training Centre, Agricultural Technology Development Centre (ATDC), Agricultural Machinery Services (AMS), Rift Valley Institute of Science and Technology (RVIST), KEPHIS, Kenya Seed, Farming Systems Kenya, Nakuru Community Child Fund, APHIA Plus, Agricultural Society of Kenya.

There are several agrochemical/ seed companies operating the Municipality. They include; Osho Kenya Limited, Bayer Crop Science Syngenta, Pioneer, Monsanto, Syngenta and Western seed Company

Emerging Issues on Agriculture and Urban Development Sector

Table 3.6 below provides a summary of emerging issues in the sector.

Table 3.6: Summary of Emerging Issues in Agriculture

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> ▪ Extension services to farmers available ▪ Establishment of Nakuru Call Centre to enhance E-extension services delivery ▪ Disease surveillance and supervisory visits ▪ Opportunities for urban agriculture 	<ul style="list-style-type: none"> ▪ Climate change leading to unpredictable weather ▪ Competing land uses (Diminishing agricultural land within the municipality) ▪ Diseases outbreaks ▪ Inadequate markets and market infrastructure ▪ Poor agricultural waste management system ▪ Lack of agricultural policies to guide agricultural development and related business activities ▪ Inadequate research and development
Key Areas of Interventions	
<ul style="list-style-type: none"> i. Changes in urban agricultural technologies (domestic agriculture, fish farming, etc) ii. Establishment of modern markets (equipped with market infrastructure) for farm produce iii. Establishment of food processing and storage factories iv. Development of Municipal by laws to guide agricultural activities within the municipality v. Investments in research and development on urban agriculture 	

Source: *IDeP Committee Analysis*

3.2.1.2 Lands, Housing and Urban Development Sector

Urban development incorporates all types of land uses and spatial developments. They include residential, industrial, educational, recreational, public purpose, commercial, public utility, transportation, undefined/deferred, urban agriculture and conservation.

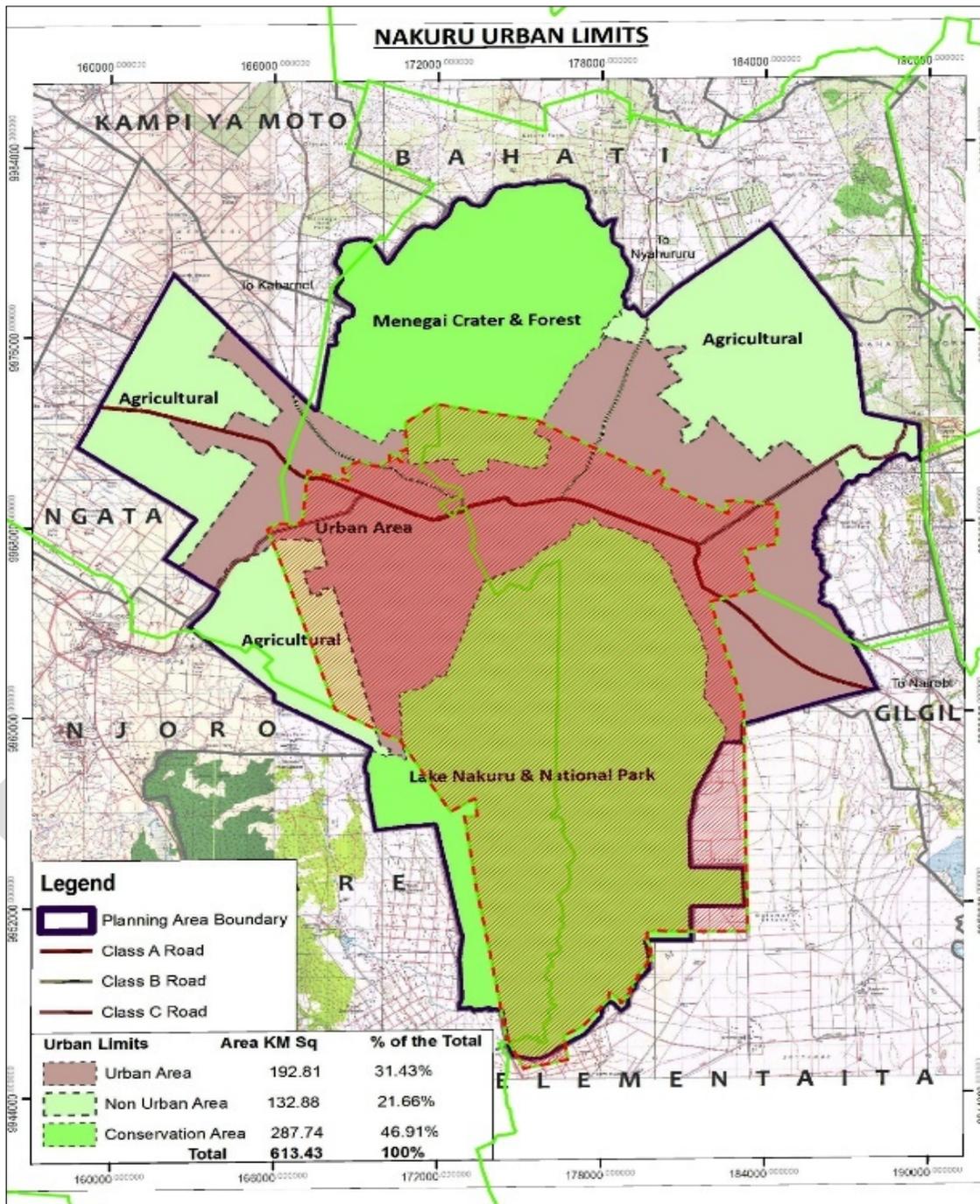
Land and Land Use: Most of the land in the Municipality is for residential and commercial uses. However, there exists pockets of farming lands in the periphery areas such as Kiratina and Ndege-Ndimu in Nakuru East, and Kapkures and Barut in Nakuru West.

Analysis of Urban Development

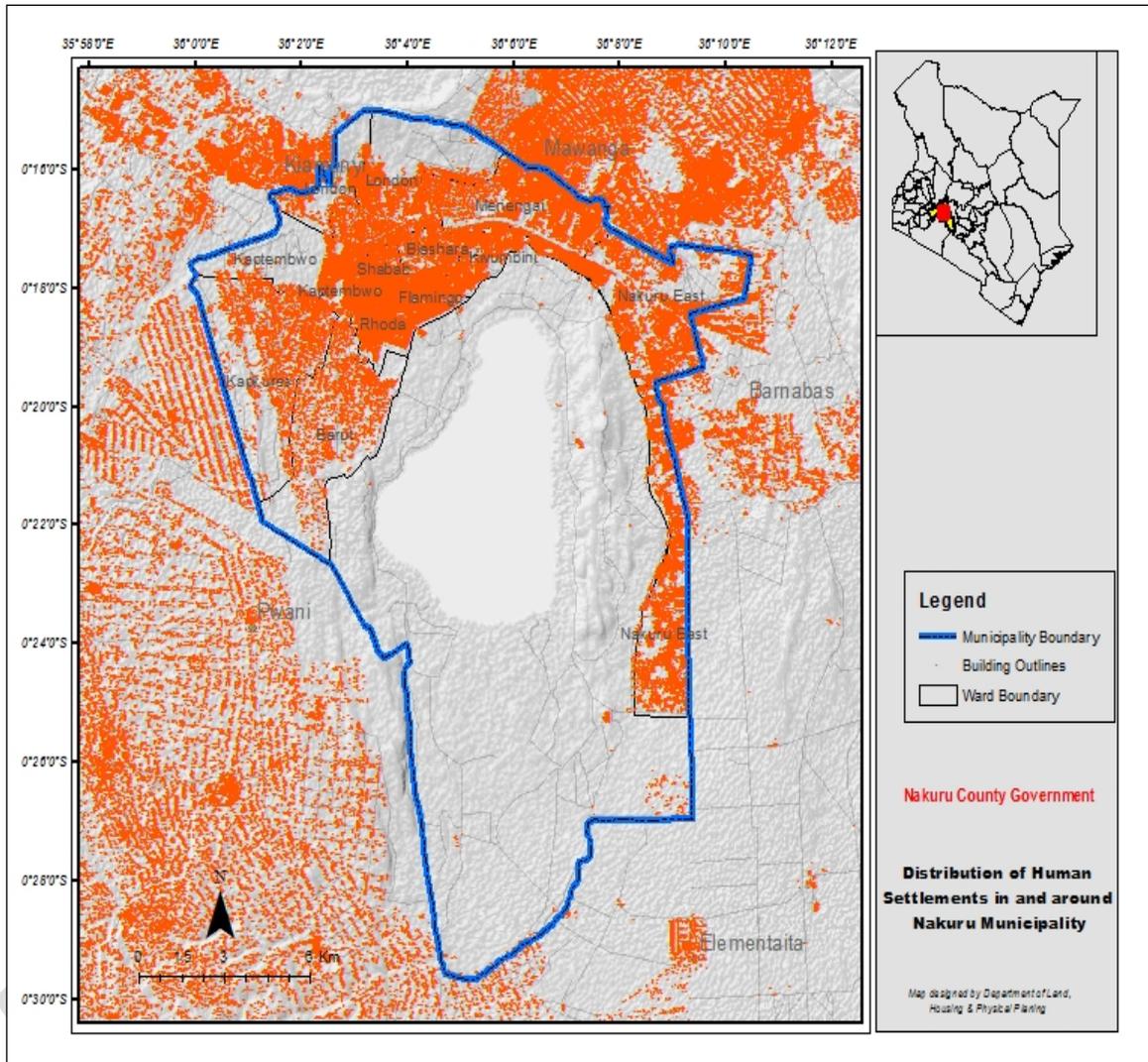
Most land in Nakuru Municipality falls under both categories of leasehold or freehold. Most land in the Nakuru CBD is leasehold land while land in residential area is freehold. A few parcels of land are public land especially those housing the government institutions, open parks, road reserves and the County housing estates

Generally, the municipality has a relatively small developable foot print, considering that more than 60% of the municipality's coverage is occupied by natural features including Lake Nakuru National Park. Naturally, these natural features prohibit urban developments and act as physical barriers to boundary expansion (refer to map 3.2 below). The limited space is expected to accommodate competing interests that contribute towards urban development, and therefore necessitating adoption of best approaches for optimum and best uses of land. Map 3.3 below represents the development status of the municipality, as analyzed from the built-up versus unbuilt up areas, and as it can be seen from the analysis, there is need for expansion of the Municipality Boundaries. This IDeP report

provides an opportunity for the Board to embark on the process of expanding the municipality boundaries to accommodate future growth.



Map 3.2: Urban Limits
 Source: Nakuru ISUDP, 2015-2025



Map 3.3: Development Status of the Municipality – Built-up
Source: Nakuru ISUDP, 2015-2025

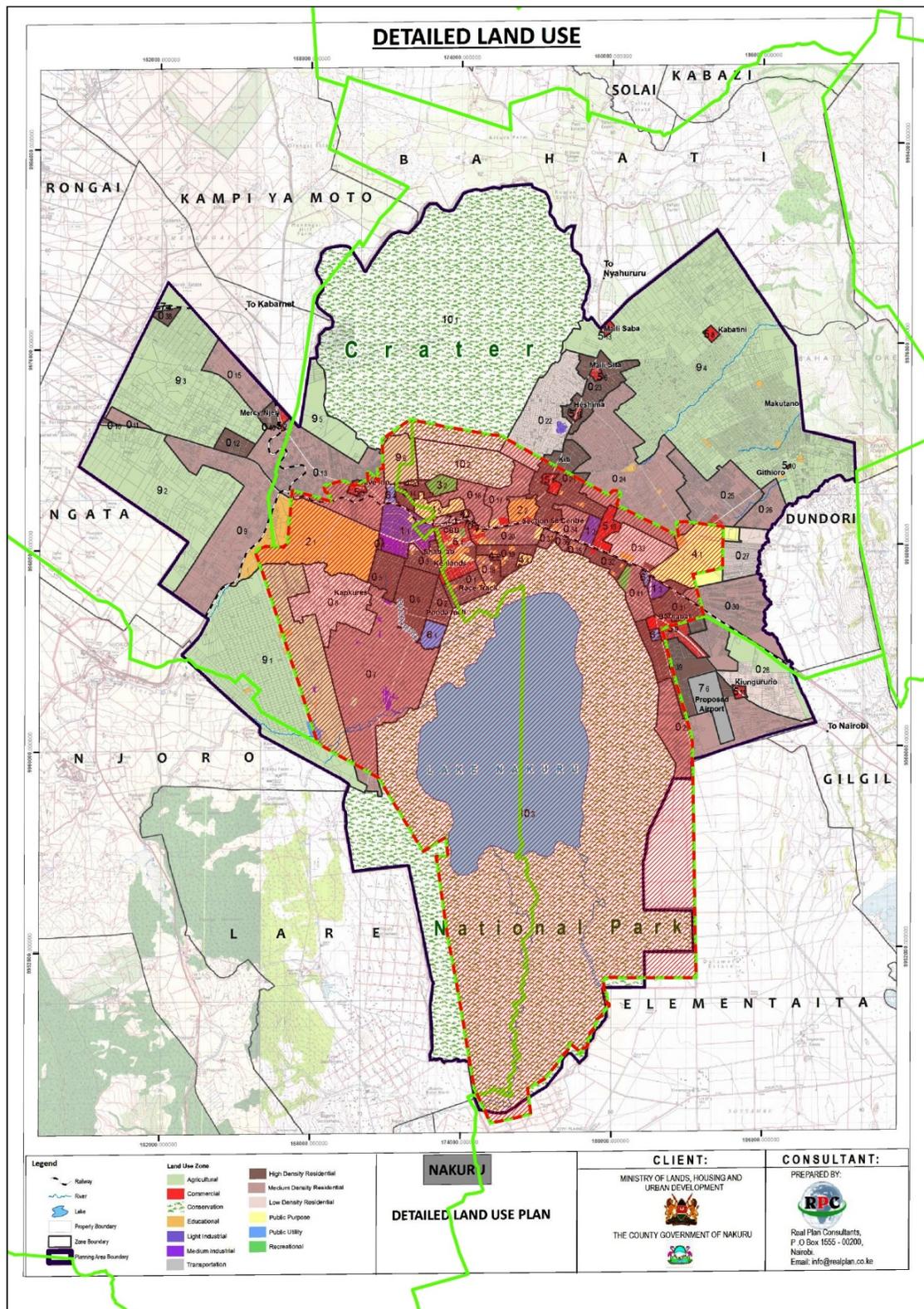
Land Use Analysis

- (i) **Residential developments** are provided by public and private entities and are well distributed within the Municipality. They are classified as high, medium and low density each with specific user requirements. The county estates are characterized by old houses occupying prime space close to the CBD. These estates include Flamingo, Moi Flats, Abongoloya, Kimathi, Kivumbini, Lumumba and Ngala. Most roads in these residential zones are in poor conditions and are unpaved. Redevelopment of these estates through densification will release land for other complementary land uses such as ECDEs, recreational parks, playfields, markets and commercial facilities.
- (ii) **Industrial:** There exists an industrial zone that is west of the CBD, measuring approximately 40Ha with no provision for expansion. Any further expansion for

industrial development will be done outside the current municipal boundary. A number of roads in the industrial area are in poor conditions and this is coupled with underutilization of the railway line. This makes transportation a challenge.

- (iii) **Educational facilities** are relatively well distributed in the municipality with a total of about 500 facilities in existence out of which about 277 are ECDEs, 155 primary schools, 46 secondary schools and 13 Tertiary institutions. With population increase and limited land for expansion, vertical developments will be explored.
- (iv) **Recreational facilities** are grossly inadequate with only one stadium at Afraha, 5 playgrounds at Kamukunji, Teachers, St. Theresa, Shabaab and ASK Showground; and 2 gardens namely Nyayo and Lions. Residential neighbourhoods require recreational facilities but with limited land, the redevelopment of county estates will cede land for such. Further analysis is presented in section 3.2.4.2 of this report.
- (v) **Public Purpose uses** include administration buildings, medical facilities, fire station, security facilities, social halls, library, cemetery/crematorium and religious institutions. The municipality has one fire station and the construction of the second one is ongoing.
There are two social halls and one library. The public cemetery is full and acquisition of land for another facility has been faced with challenges due to unwillingness of land owners to sell land specifically for that purpose.
- (vi) **Commercial land use** is a thriving activity in the municipality especially within the CBD and commercial nodes. Some of the key challenges include existing low density/horizontal developments; high demand for space; traffic congestion and limited public land for extension of markets. Even though vertical developments are an inevitable development scenario, expansion of the CBD has to be explored to accommodate projected pressure upon conferment of city status to the municipality. Decentralization of markets away from the CBD and establishing them in residential estates and satellite centres is also inevitable.
- (vii) **Public utilities** incorporate water, sewerage, solid waste and energy. The provision of water and sewerage network is inadequate whereas solid waste management faces challenge in its location as explained in section 3.2.2.3 of this report. The analysis on energy is presented in section 3.2.2.1.
- (viii) **Transport infrastructure** encompasses roads, bus/matatu parks, bus/matatu stops, bodaboda sheds, parking yards, railway, airport/airstrip, NMT, footbridges, pedestrian crossings storm water drains and other terminal facilities. The municipality has not made adequate provisions for bodaboda sheds, pedestrian crossings and footbridges and public transport terminal facilities. In addition, traffic congestion is a big challenge currently affecting the areas of the CBD and immediate environs. Further analysis is presented in section 3.2.2.2.

- (ix) **Deferred/Undefined land** does not exist in the municipality since all the public land has definite uses. Obtaining land for future uses through land banking has been hampered by high costs and poor suitability.
- (x) **Urban Agriculture** is practiced in small scale within municipality and includes crop cultivation, horticulture, livestock rearing and poultry keeping, inter alia. Further analysis is presented in section 3.2.1.1 of this report.
- (xi) **Conservation** is another critical land use activity in the municipality. Lake Nakuru, national park, Hyrax Hills and the neighbouring Menengai Crater are conservation areas. The lake has been facing challenges of pollution and in recent times the water levels have been rising to the extent that some developments were submerged. Menengai forest have perennially been threatened by fire outbreaks and encroachment. These sites are associated with tourism. Map 3.4 below show the detailed land use activities in the municipality



Map 3.4: Land use Map of the Municipality and immediate Environs
 Source: Draft Final Nakuru ISUDP, 2014-2034

Table 3.7 below presents a summary of emerging issues in the sector.

Table 3.7: Emerging Issues in Urban Development

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> • Draft Nakuru ISUDP to guide urban redevelopment/renewal • Existing county estates are prime sites for redevelopment • Tourism potential and recreation in some conservation areas • Municipality has some NMT facilities in some sections • County is linked with national transport corridors i.e. road and railway • The Board has an opportunity to explore expansion of the Municipality boundary 	<ul style="list-style-type: none"> • Underutilization of public land especially County Estates • Development going ahead of planning • Continued subdivision of land parcels into almost uneconomically developable units. • Land/Land use conflicts • Limited use of railway line • Limited land for expansion (Menengai Crater and Lake Nakuru and the National park constrict expansion of the Municipality) • Uneven distribution of ECDE facilities • Inadequate/ Poor state of recreational facilities • Existing cemeteries are full and difficulty in acquiring land for cemetery • Inadequate social facilities e.g. social halls, homes etc. • Only one fire station serving the municipality • Existing low density/horizontal developments • Limited public land for extension of markets • Inadequate supply of water • Only about 29% of the population is served by sewerage network and few streets have public ablution blocks • Inappropriate location of waste disposal site and difficulty in getting alternative waste disposal site • High population density of 1802 persons per square kilometre • Traffic congestion • Poor road conditions and connectivity, encroachment of road reserves and narrow roads (6m) in some estates • Inadequate terminal facilities (Public Service Vehicle park/stops, boda boda sheds) • Lack/inadequate provision of NMT facilities in the CBD; pedestrian crossings and footbridges • Lack of/Blocked storm water drains • Encroachment on ecologically fragile land such as riparian reserves, wetlands • High rate of urbanization leading to informal settlements and encroachment on agricultural land • Limited public awareness on land policy, laws and regulation and poor legislative regime • Political interference • Lack of effective development control • Inadequate markets and market infrastructure • Low funding from exchequer release • Lack of technical/professional staff
Key Areas of Interventions	
<ul style="list-style-type: none"> • Expansion of the Municipality Boundaries • Protection of environmentally fragile areas • Expansion of the Sewer reticulation network • Redevelopment of County Estates • Development of a transportation master plan for the municipality • Mapping of all social and recreational facilities 	

- Identification of suitable land for development and redevelopment
- Detailed planning of the municipality to be carried out to aid development control
- Have a structured Urban planning section with adequate staff to undertake research, strategic planning, development control and enforcement

Source: IDeP Committee Analysis

3.2.2: Energy, Infrastructure and ICT

Introduction

This sector is divided into three subsectors: Energy, Infrastructure and ICT. The sub-sector on Infrastructure is constituted by transport infrastructure (roads, railway, airport and storm water drains), Public Works, Street lighting and Firefighting services. Kenya's Vision 2030 identified infrastructure as an enabler and foundation for socio-economic transformation. The Municipality's infrastructure facilities include road network, rail network, an airstrip, ICT, line utilities among others.

3.2.2.1: Energy

Electricity is the main source of energy for lighting in the Municipality with over 92% of households in both sub-counties using it for lighting. Generally, overhead electricity supply cables are common in the municipality. LPG is the predominant cooking fuel, followed by charcoal though with varying percentages (KPHC 2019). Other renewable sources like solar and biogas accounted for less than 1 percent. Table 3.9 below shows the energy usage per household.

Table 3.8: Percentage distribution of conventional households by main energy type

Cooking fuel type	Nakuru East	Nakuru West	Lighting fuel type	Nakuru East	Nakuru West
	Percentage Distribution of Conventional Households by Main Type of Cooking Fuel			Percentage Distribution of Conventional Households by Main Type of Lighting Fuel	
Electricity	0.9	1	Electricity	95.4	92.1
Paraffin	8.9	14.1	Paraffin Pressure lamp	0.2	0.2
Gas (LPG)	61.1	43.3	Paraffin Lantern	1.2	2.1
Biogas	0.5	0.6	Solar	0.6	1.5
Firewood	3.6	7.7	Torch/ Spotlight-Solar Charged	0.2	0.6
Charcoal	25	33.2	Torch/ Spot light-Dry cells	0.1	0.2
Solar	0	0	Candle	1.5	1.6

Source: KPHC 2019

The adjacent Menengai Crater area is also a potential source for geothermal energy, with several explorations ongoing at the site. It has the potential to complement the provision

of alternative sources of energy in addition to biogas which can be sourced from the waste disposal site in Gioto.

Street Lighting

A number of streets and estates have street lights. The major highway is lined with street lights which were installed more than 15 years ago. High mast security lights have also been installed in a number of roads and residential estates.

The ongoing efforts of provisions of street lighting has helped improve both the business hours and security in the Municipality. While the provision of street lighting and high mast security lights (*mulika mwizi*) is inadequate, the on-going efforts need to be enhanced in order to cover the entire municipality.

Emerging Issues of the Energy Sub- sector

There is over-reliance on electricity for lighting. Even though more than 50% of the households use LPG for cooking, the continued use of charcoal is not sustainable.

The table below addresses a summary of emerging issues.

Table 3:9: Summary of Issues on Energy

Summary of Emerging Issues	
Pros	Cons
Energy and lighting <ul style="list-style-type: none"> ▪ Availability of electricity (Over 92% of households use electricity for lighting) ▪ Availability of LPG (51% use of as cooking fuel) ▪ Streetlighting infrastructure available, though inadequate ▪ Potential for geothermal power 	<ul style="list-style-type: none"> i. Overhead electricity supply cables are not ideal within the CBD ii. Outages and high maintenance costs, including high electricity bills iii. Inadequate provision of street lighting
Key Intervention Areas	
<ul style="list-style-type: none"> i. Install street lights and high mast floodlights in strategic locations ii. Initiate use of solar energy as an alternative source for energy iii. In consultation with the national government, negotiate for power sharing from the geothermal project at Menengai 	

Source: IDeP Committee Analysis, 2020

3.2.2.2: Roads, Transport and Public Works

Road network

The road network in the Municipality is a mix of tarmacked and earthen roads. The Municipality has a total road network of about 816km out of which 117km is paved and about 698km is unpaved. Road network that is proximal to the Central Business District is mostly tarmacked or paved. Away from the CBD towards the residential areas, the bulk of the road network are unpaved. Some Wards in the Municipality have in the recent past

been beneficiaries of Road tarmacking programmes funded by the World Bank. These include roads in Shabaab, London and Kaptembwo in Nakuru West.

Wards such as Menengai and Nakuru East in Nakuru East Sub County, Kapkures and Barut in Nakuru West sub counties have over 90 percent of the roads being in earthen condition. The table below shows the distribution of roads by type, class and distance.

Table 3.10: Roads by Type, Class and Distance

Sub-county	Paved				Unpaved				Total Road Network
	Classified	Special Roads	Unclassified	Total	Classified	Special Roads	Unclassified	Total	
Nakuru East	25.6	8.7	50.2	84.4	11.8	3.6	346.2	361.6	446
Nakuru West	11.2	1.5	20.7	33.4	15.2	28.3	293.7	337.2	370.6
Municipality Total	36.8	10.2	70.9	117.8	27	31.9	639.9	698.8	816.6

Source: County Statistical Abstract, 2015

Construction and maintenance of roads in the Municipality fall both under National and County Governments. The Kenya Roads Board entities such as KURA, KENHA and KERRA have jurisdiction over most of the major roads in the Municipality. The County government has jurisdiction over the link and feeder roads, especially in the residential areas. The construction and maintenance of the drainage system has also been given focus by the County government in the recent past. However, proper classification of the roads in this area is required, as overlaps have been cited in the past.

Notably, the proposed dualling of the Nairobi- Nakuru Highway will ease traffic on the A104 road since this is a major highway connecting Kenya to Uganda, Rwanda, South Sudan and Democratic Republic of Congo (DRC). A proposed 20-km bypass under the MTP 3 would also improve interconnectivity in the Town while diverting traffic from the Road A104.

Road Classification

The municipal road network is classified under primary roads, distributor roads, local distributor or feeder roads, access roads, loop street and service lanes. In the less urbanized parts of the municipality unclassified roads are the major means of transportation with road reserves of even 5m.

(a) Primary distributors are sometimes referred to as arterial, major or urban freeway roads. They form the primary road network for an urban area as whole. All external through traffic movement to, from and within the urban area are channeled to the primary distributors, which are intended for free flow of traffic. The road reserves range from 30-

60m. Among the roads under this category are Geoffrey Kamau way, Oginga Odinga, Mburu Gichua and West road.

(b) Distributor roads are also referred to as collector or minor roads. They distribute traffic within residential, industrial and central business districts of the urban area. They form the link between primary network and various neighbourhoods and localities. The road reserve is 25m and they include KANU street, Flamingo road, Menengai Drive, Shadrack Kimalel, Ronald Ngala, Baringo road and Maragoli Avenue, among others.

(c) Local Distributors or Feeder Roads distribute traffic within neighbourhoods and localities. They form a link between major distributors and access roads. The road reserves range from 18-25m. These roads include Tom Mboya, Mashindano, Biashara and Kirinyaga, among others.

(d) Access Roads give direct access to buildings and land within neighbourhoods and localities. They include Cul-de-Sac or Dead-end Streets and are meant to eliminate through traffic in a cluster of houses. Loop Street or Crescent is a variation of the Cul-de-Sac but eliminates the necessity of dead-end and therefore provide continuous circulation in the residential cluster and ensure easy accessibility to properties without road frontage.

(e) Service Lane: this is a road parallel to main access road to buildings provided for parked loading or off-loading of goods. The road reserve is 6m.

Traffic congestion is a common occurrence especially within the CBD affecting roads such as Kenyatta Avenue, Mburu Gichua, A104 (Geoffrey Kamau), and Oginga Odinga, among others. Construction of by-passes will reduce the problem and enhance transportation function within and outside the Municipality.

Urban road reserves require more generous space provision because of additional street furniture and infrastructural facilities that have to be provided. The roads have to accommodate multiple functions that have to be independently provided in design. Way leaves for trunk services such as water and sewerage, underground telephone cables and high voltage power lines, when provided along road reserves require additional provision.

Further, the role of the informal sector in job creation in urban areas has now been recognized. Most of the informal activities are footloose and heavily dependent on passing trade. Some roads within the municipality may be reserved on specific days to facilitate informal sector trading activities.

Public transport terminal facilities: The municipality has one designated public service vehicle terminus serving both internal and external traffic hence its congestion. There are several bus stops spread across various streets in the municipality. A few motorcycle/bodaboda sheds have also been established.

The existing terminal facility is significantly inadequate and at least two additional terminal facilities for public service vehicles are required. The temporarily established Ziwani stage should be permanently established as an alternative bus/matatu park together with another one at ASK showground/ KFA Area.

NMT: Provision for NMT is an essential part of municipal infrastructure. Roads that have provision for NMT include Oginga Odinga, Moi road, Ronald Ngala and Kariba street, among others. There is provision of a cyclist lane on Oginga Odinga and Moi roads with a reserve of 2m. The provision of NMT facilities is inadequate and more need to be provided in all primary and distributor streets in the municipality with a minimum width of 2 metres.

Parking: Nakuru CBD does not have sufficient parking space or a central parking area. For every 100m² of land in the central Business District a minimum of 1.5 parking space is required, except where basement parking is provided. Commercial developments are currently being required to provide parking within the buildings. Parking facilities should be related to the level of commercial activities created. Similarly, there is no provision for parking for heavy commercial vehicles.

Rail Network

The East African Railway line traverses through the County to Uganda, which transports cargo mainly from the port of Mombasa to Malaba border, and has a station at Nakuru Town. The railway line has witnessed declining traffic volumes over time and is now almost none existent.

With the Standard Gauge Railway (SGR) which has Dry port terminal at Mai Mahiu (Naivasha), the proposed rehabilitation of Nakuru-Kisumu rail-line combined with the functional Nakuru-Malaba line, the revival of the rail transport is imminent, making the Nakuru Railway terminus a busy station in the future.

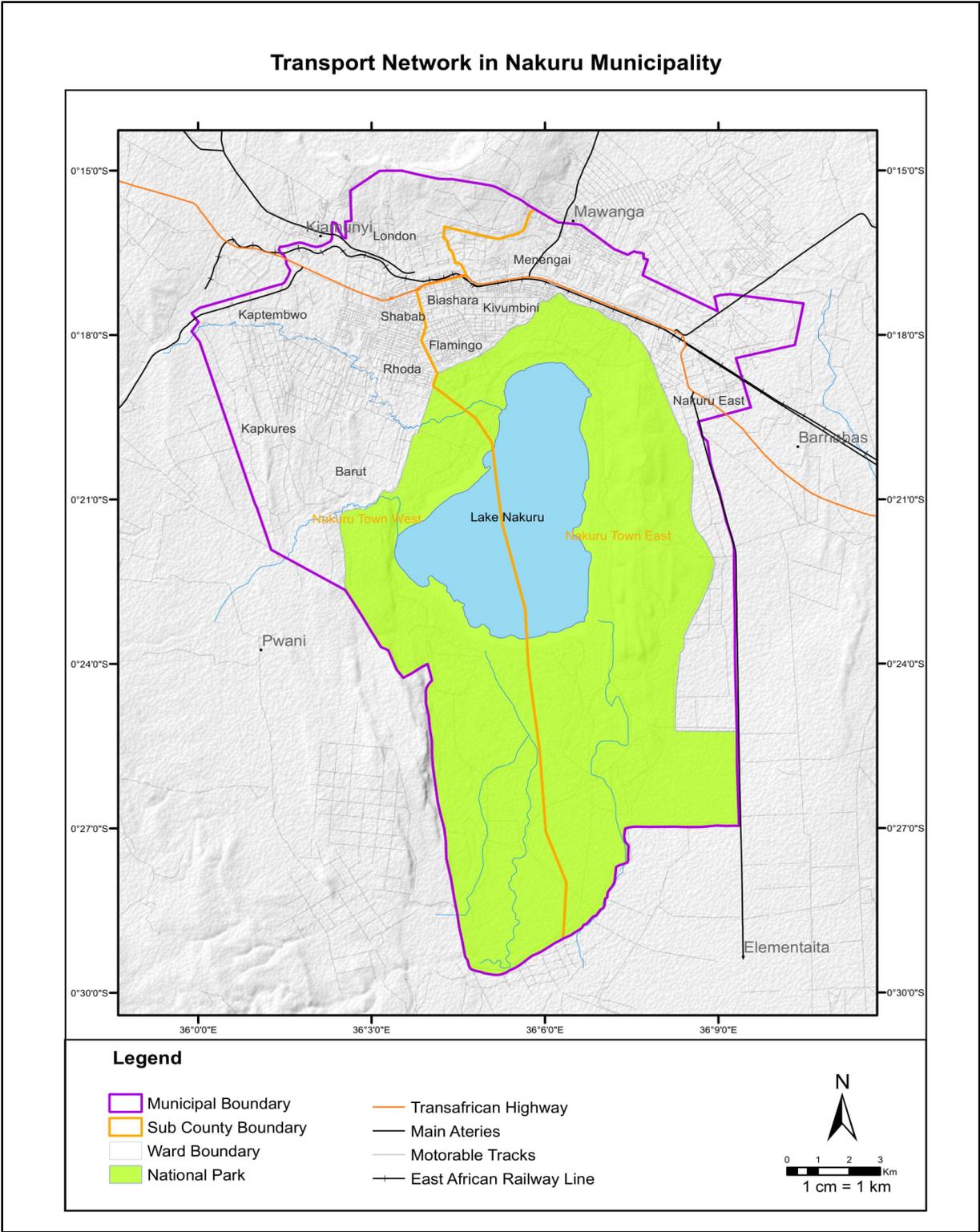
Airport/Airstrip

Currently, the Municipality does not have an existing airport. However, plans for expansion of the airstrip at Lanet Military Base for commercial services are on course. This will improve economic integration with the rest of the nation and open international

market for products within the County including direct export of horticulture and floriculture. At the time of preparation of this report, the contract for the construction of the Airstrip had already been awarded, with commencement of works expected within a short time.

Map 3.5 below represents the transportation network in the Municipality.





Map 3.5: Transportation Network in the Municipality

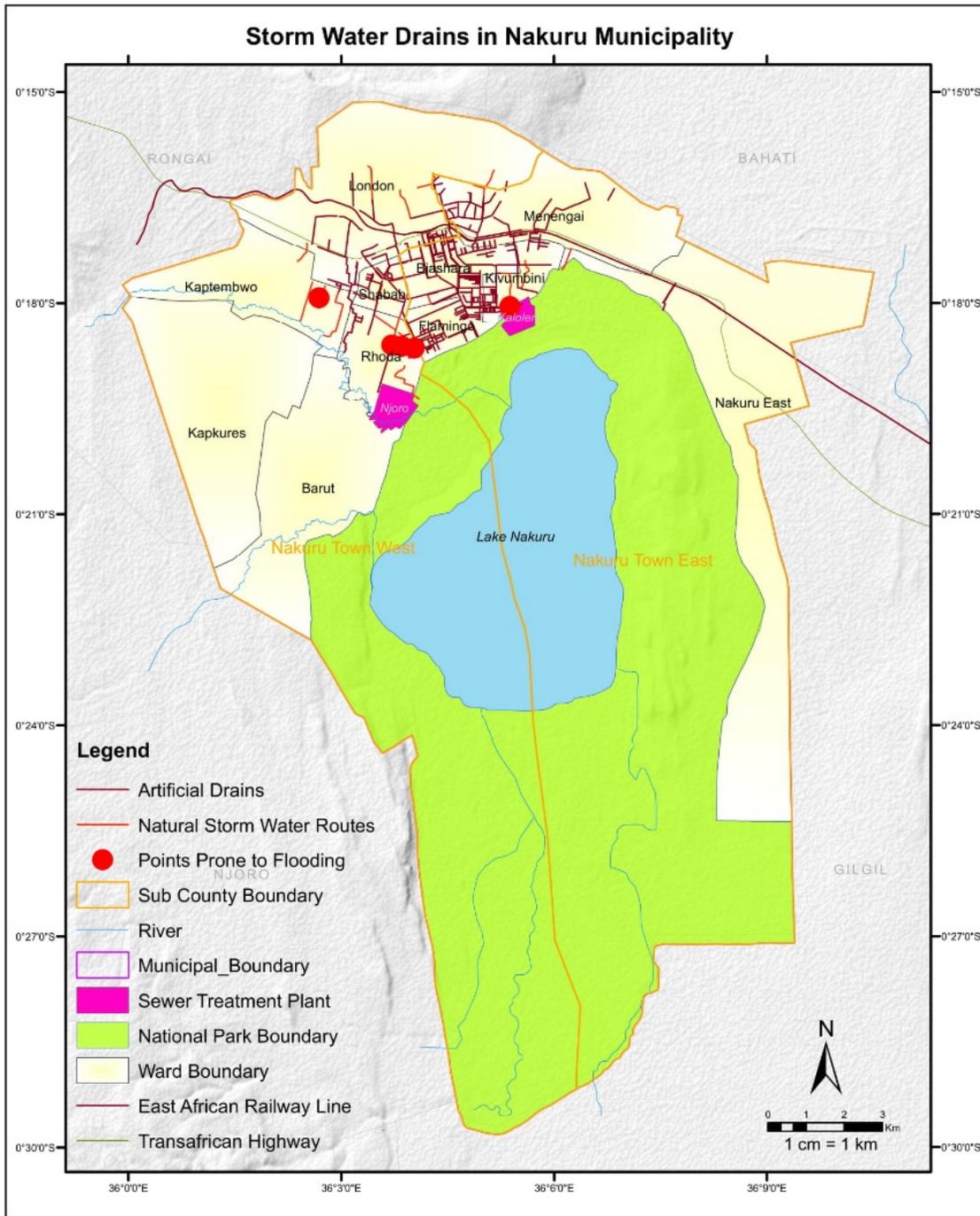
Fire Fighting Station

The municipality's firefighting stations are inadequate. Currently, the Municipality has one fire station and a second one under construction. The Physical Planning Handbook provides that for a population of between 50,000 to 100,000, there should be at least one fire station. A total of at least 4 fire stations with land requirements of 0.24 hectares to accommodate the station, staff accommodation and drilling area are required. A fire station would require 1 fire engine and at least 30 staff members.

Storm Water Drainage

The steep slope of the Menengai Crater (1750m - 2100m) gives rise to intense and fast-moving surface run-off during the rainy seasons. During the heavy rains, surface runoff is discharged to the lake through artificial and natural drains. Part of it is also discharged to underground reservoirs through normal seepage and through the geological faults. Man-made storm water drains are found mainly in the CBD.

While physical development has complicated the storm water drainage situation by reducing the amount of ground for normal seepage, artificial drains are inadequate, poorly developed and poorly maintained. In many instances surface run-off runs directly into physical developments. This creates numerous drainage problems. Such problems are common mainly in the low-income settlements in the periphery of the municipality where artificial drainage system does not exist.



Map 3.6: Storm Water Drainage in the Municipality
 Source: Draft Nakuru ISUDP, 2015-2035

Emerging Issues of the Roads, Transport and Public Works

Table 3.11 below gives a summary of issues in the infrastructure sub-sector.

Table 3.11: Summary of Transport and Public Works sub-sector Issues

Summary of Emerging Issues	
Pros	Cons
Roads <ul style="list-style-type: none"> • Interconnectivity of the existing roads enhances accessibility and connectivity within the Municipality • Proximity to the railway and A104 road corridors • Suitable terrain for road construction • Availability of building materials 	Roads <ul style="list-style-type: none"> • Congested roads (traffic, pedestrians) • Delay in road construction processes. • Poor road conditions characterized by mud, dust, potholes and poor signage especially for feeder roads • Congested public service vehicle parks and stops • Lack of parking for heavy commercial vehicles • Informal business encroachment onto roads • Poor prioritization in funds allocation for road construction • Long procurement process • Lack of capacity by contractors • Inadequate finances. • Weather interference • Understaffing/ lack of specialists such as road surveyors, road inspectors etc. • Limited provision of NMT facilities • Inadequate road reserves
Railway <ul style="list-style-type: none"> • Existing Standard Gauge Railway line • Connection to SGR 	Railway <ul style="list-style-type: none"> • Declining use of the railway line • Dilapidated lines
Airport Expansion of Lanet Airstrip Availability of land in Lanet	Airport <ul style="list-style-type: none"> • Viability due to its closeness to JKIA and Wilson airports • Existing high-rise developments on the adjacent land
Storm water Drainage <ul style="list-style-type: none"> • Some parts of the Municipality rely on natural drainage thus would only require channelling of the storm water along the roadside drainages 	Storm water drainage <ul style="list-style-type: none"> • Low capacity storm water drains • Blocked drains • Lack of storm water drains • Flooding in the CBD when it rains
Fire Station <ul style="list-style-type: none"> • On-going construction of a second station 	Fire station <ul style="list-style-type: none"> • The existing provision is inadequate
Key Areas of Intervention	
i. Preparation of a transportation master plan that will guide in: <ul style="list-style-type: none"> • Upgrading of all roads to gravel and bitumen standards within the Municipality • Integration of the NMT infrastructure on all primary, distributor and local distributor roads • Establishment of alternative termini outside the CBD at Ziwani and ASK Showground/ KFA Area 	

- Construction of bypasses to filter traffic not terminating in the CBD
 - Planning and redesigning of the existing Matatu termini
 - Transport segregation between vehicular, cycling and pedestrian lanes
 - Acquisition of adequate road reserves
- ii. Formulation and implementation of storm water drainage master plan
 - iii. Unblock the roadside drainage channels
 - iv. Incorporate the provision of rain harvesting and storage facilities in building plans approvals
 - v. Factor proper space sharing design of the transport corridors
 - vi. Use ecologically viable surfaces i.e. allowing water seepage into the ground through creation of soft ground and permeable pedestrian walkways

Source: IDEP Committee Analysis

3.2.2.3 Solid waste management facilities

There is one designated solid waste disposal site situated at Gioto, Nakuru West. This dumpsite serves a large catchment area, since there is no other site in the Municipality and the surrounding sub-counties. The major sources of solid waste are the markets and the residential estates. About 60% of the waste is organic in nature.

Waste management in the Nakuru CBD is undertaken by the county Government, while other areas within the Municipality have been zoned. Prequalified private garbage collectors have been contracted to undertake collection, sorting, treatment, transportation and disposal in the zoned areas. There is a strong need to formulate and implement a Waste Management Master Plan in the municipality.

Table 3.12: Mode of solid waste disposal (%)

Solid Waste disposal										
Mode of Solid Waste Disposal (%)	Collected by County Gvt	Collected by CBOs	Collected by private company	Dumped in the compound	Dumped in the street/ Vacant plot/ Drain	Dumped in the Latrine	Burnt in open	Buried	Compost pit	Burnt in a pit
Nakuru East	21.4	9.7	42.6	1.7	1.1	1	13.4	0.3	1.9	6.8
Nakuru West	32.9	16.3	27.5	1.5	1.6	2	9.9	0.4	2.6	5.3
Municipality Average	27.15	13	35.05	1.6	1.35	1.5	11.6	0.3	2.25	6.0

Source: KPHC 2019

Most solid waste is collected by prequalified private companies, followed by County government especially for markets and low-income settlements.

Table 3.13 below shows the emerging issues of waste management

Table 3.13: Mode of solid waste disposal (%)

Summary of Emerging Issues	
Pros	Cons

i. Solid waste can be used to generate biogas	i. Population pressure leading to strain on services including waste management facilities as well as available resources ii. Location of the current dumpsite is not compatible with the surrounding areas iii. Limited land for expansion of the dumpsite
Interventions	
i. Encourage waste recycling, recovery and re-use strategies ii. Improvement on solid waste management system including finding alternative land for land infill/dumpsite (relocate Gioto dumpsite)	

3.2.2.4 Water and Sanitation

Achieving SDG six on ensuring availability and sustainable management of water and sanitation for all by the year 2030, requires investment in adequate water infrastructure and provision of sanitation facilities at all levels.

Water and sewerage infrastructure and supply is undertaken by the Nakuru Water and Sanitation Services Company (NAWASSCO) Ltd.

Water resources; The main sources of water for Nakuru Municipality are surface water and ground water. Surface water is mainly sourced from Rivers Malewa, Mereroni and Turasha accounting for 10%, while groundwater is sourced from 24 boreholes, contributing 90% of the current production. Other private boreholes supplement water supply especially in areas not served by NAWASSCO piped water. Notably, the production of the rivers decreases during the dry season.

Water supply; The daily water supply is 40,000 m³ against a demand estimated at 70,000 m³ /day. This deficit of 30,000m³/day is partly met by private water suppliers. Access of piped water to the Municipality residents' stands at around 74 percent, but lower coverage has been experienced in informal settlements. This include water piped into dwelling units, piped water to yard/plot and public tap or standpipe. Water rationing is a common phenomenon with some areas in the Municipality getting supply only twice a week.

Table 3.14: Households (%) by Main Source of Drinking Water

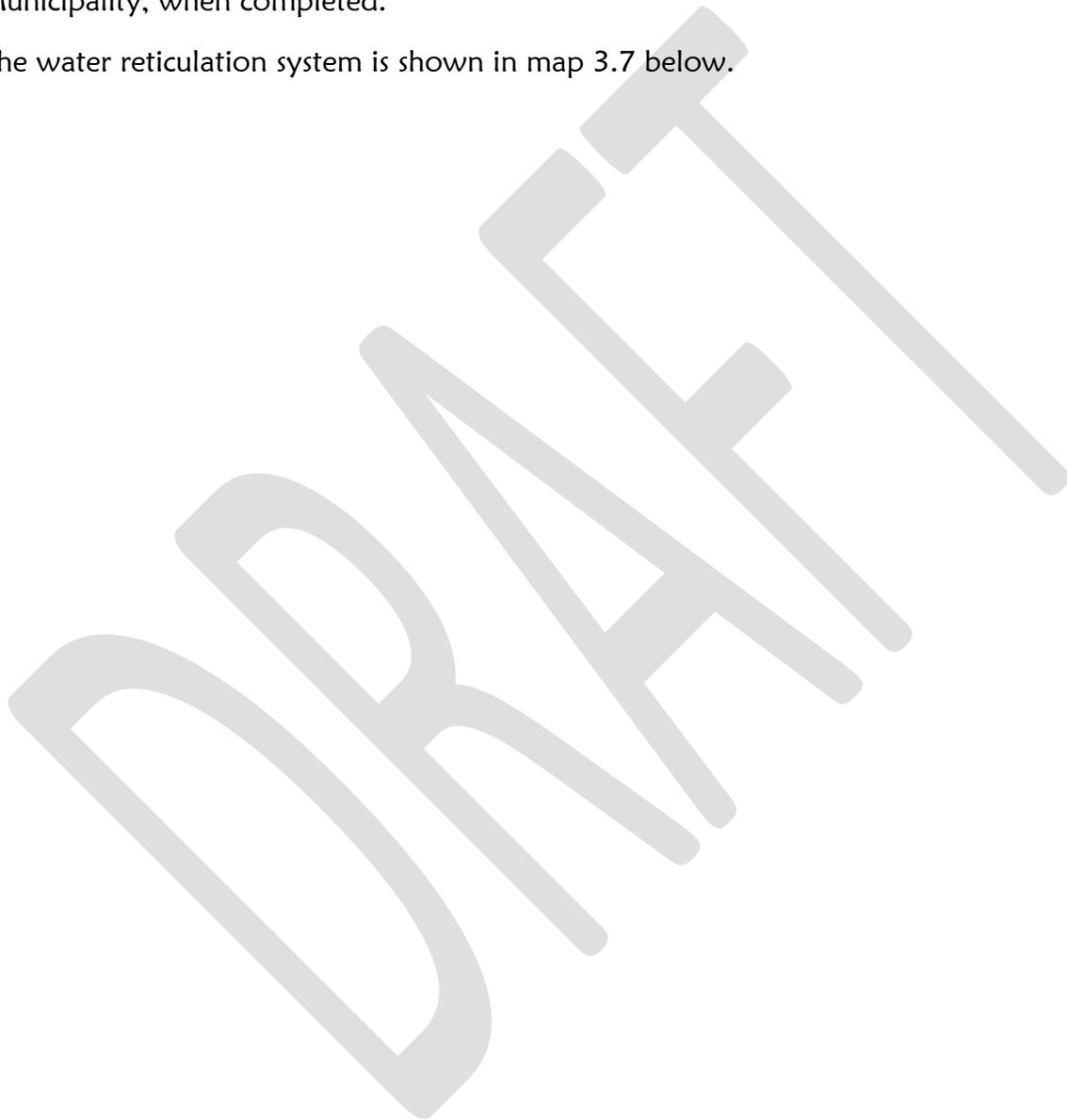
	Dam/river/ spring/well	Borehole/ Tube well	Piped into dwelling	Piped to yard/ Plot	Bottled water	Rain/ Harvested water	Water Vendor	Public tap/ Standpipe
Nakuru East	0.2	5.4	29.1	30.6	9.7	6	8.7	10.3
Nakuru West	2.5	5.3	14.5	48.9	2.9	1.9	7.9	16
Municipality	1.35	5.35	21.8	39.75	6.3	3.95	8.3	13.15

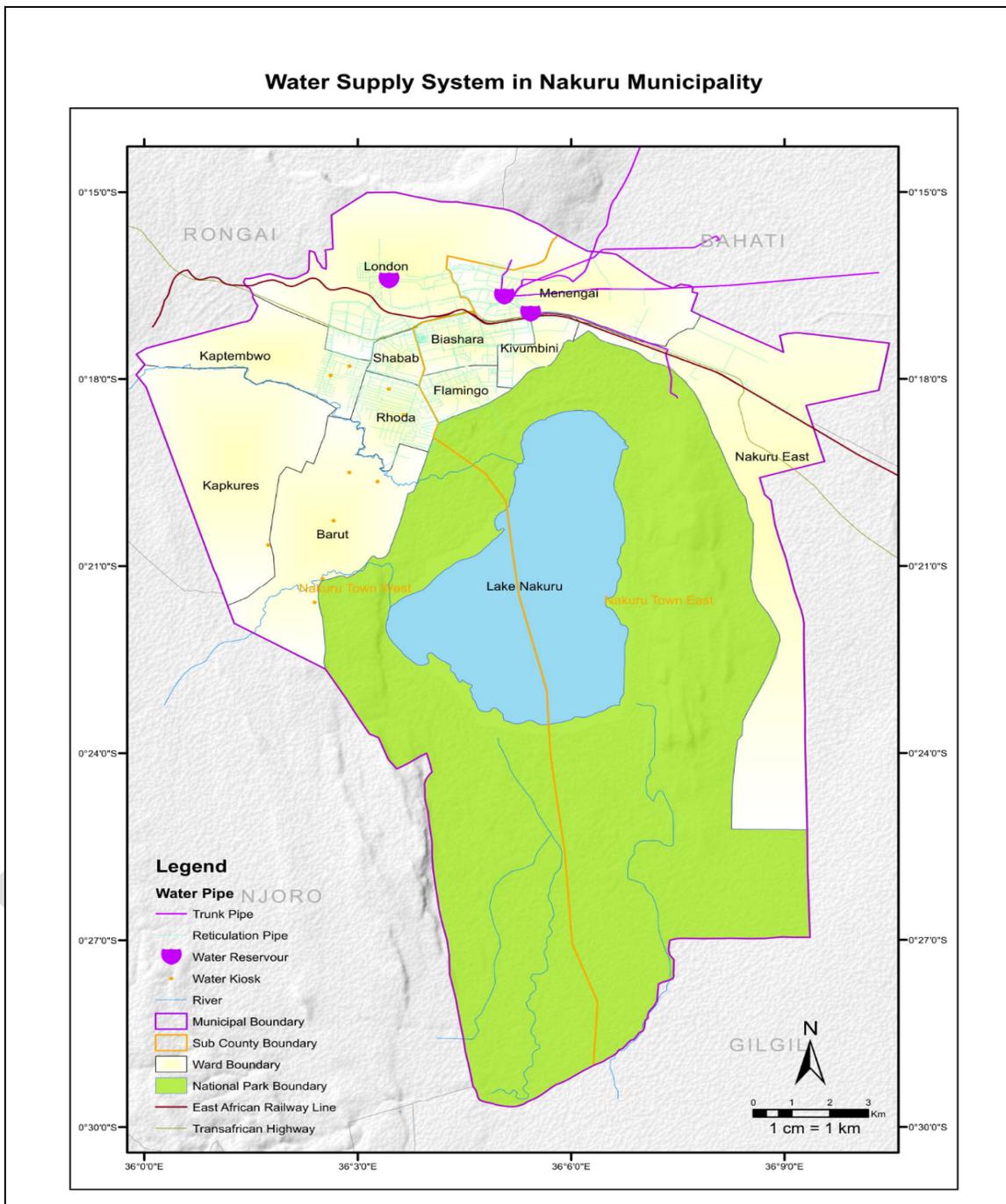
Source: KPHC 2019

About 90 percent of the population in Nakuru Municipality has access to improved/ treated water which is either piped, rain water, borehole, protected well and protected spring.

In order to address the perennial water rationing, the proposed Itare Dam would have been very useful, but it has since stalled. The dam would have injected 70,000m³ into the Municipality, when completed.

The water reticulation system is shown in map 3.7 below.





Map 3.7: Water Supply network in the Municipality
 Source: Draft Nakuru ISUDP, 2015-2035

Water management

The County water resource management and regulatory services are offered by Water Resource Authority (WRA) and Rift Valley Water Services Board respectively. Further the Municipality has NAWASSCO as the water service provider.

Sanitation

According to the Census 2019, most of the Municipality households dispose human waste through covered pit latrine at 30.8 percent, 29.6 percent are connected to sewer, 20 percent have septic tanks while 14.5 percent have VIP latrines. Incidences of open defecation was minimal at 0.1 percent.

Table 3.15: Mode of Human waste disposal (%)

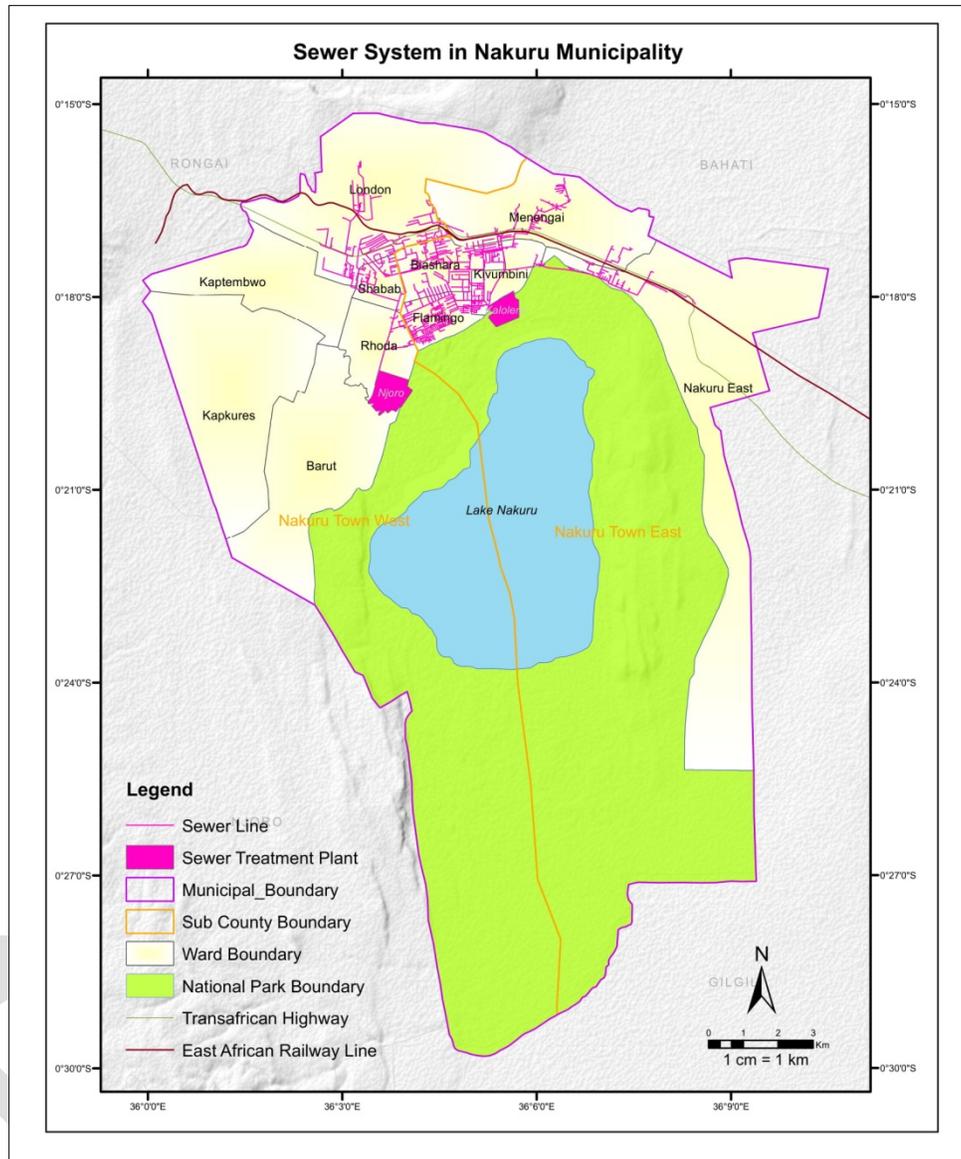
Human Waste disposal									
Mode of Human Waste Disposal (%)	Main Sewer	Septic tank	Cess pool	VIP Latrine	Pit latrine covered	Pit Latrine uncovered	Bucket latrine	Open / Bush	Bio-septic tank/ Biodigester
Nakuru East	40.1	21.1	0.3	13.3	22.2	2.3	0.3	0.1	0.2
Nakuru West	19	19	0.6	15.7	39.4	4.8	1.1	0.1	0.4
Municipality Average	29.55	20.05	0.45	14.5	30.8	3.55	0.7	0.1	0.3

Source: KPHC 2019

Sewerage coverage network in the municipality is low with only about 29% of the population being covered by 17,000 connections. This is alluded to low reticulation of the trunk sewer, leading to underutilization of sewerage treatment plants. Treatment of collected waste water requires improvement, so as to protect the sensitive environment of Lake Nakuru, and conserve the biodiversity of the Lake Nakuru Park.

Poor wastewater collection and treatment in and around the Municipality has been cited, with a huge amount of polluted wastewater being discharged to the lake prior proper treatment. There are 2 waste treatment facilities. The Town STW has been under high risk of flooding as a result of rising lake levels. The Njoro STW is currently underutilized, and requires rehabilitation and upgrading. This will lead to partial decommissioning of activities in the Town STW, and improving capacity and efficiency at Njoro STW. An efficient wastewater treatment technology is essential to ensure compliance with Kenyan discharge standards, and to protect Lake Nakuru. Availability of land is very limited for expansion of existing treatment plants; hence the existing sites need efficient utilization. The wastewater collection rate requires to be increased significantly for optimal utilization of existing STWs.

Map 3.8 below shows the sewer network coverage and location of the treatment plants in the municipality.



Map 3.8: Sewerage network coverage in the Municipality
Source: Department of Lands, Physical Planning and Housing

Analysis on Water and Sanitation

The provision of water is premised on the catchment population to be served and the per capita consumption in relation to the available water. The daily water demand is estimated at 70,000 m³ /day against supply of 40,000m³ depicting a significant shortage of 30,000m³/day. This deficit is partly met by private water suppliers. Access of piped water to the Municipality residents' stands at around 74 percent, but lower coverage has been experienced in informal settlements.

Ground water reserves require buffer zones of a minimum of 10m but the ideal buffer zone is about 100 meters (for bore holes). Surface water reserves equally require a minimum of 10 metre buffer zone to limit pollution. This condition has not been taken into consideration in the municipality with a density of 1802 people per square kilometre characterized by high demand for land.

Urban redevelopment or renewal should take into consideration the need to harvest rain water. All new buildings are therefore required to install rain water harvesting and storage facilities within the premises. This will limit flooding in the municipality. In addition, future municipal boundary expansion should incorporate acquisition of land for water lagoons to tap storm/rain water.

The location of Gioto waste disposal site within the municipality is not compatible with the adjacent developments since no buffer zone of 100m-protection belt is provided. It is also located on a higher ground which may lead to waste being spread to the adjacent low-lying areas. With the continued rise in land values in the municipality such a facility constricts high value investments.

Modern waste management practices such as sorting at source, treatment, recycling and waste recovery have not been fully adopted in order to reduce the volumes at the dumping site.

The low sewerage coverage network at only 29% whereas the use of pit latrines which stand at 30% in dense urban settlements is unsustainable. Pit latrines poses a health hazard when flooding occurs and potential ground water pollution. Given the increasing densification in the municipality and with limited land for expansion, use of pit latrines is untenable.

Similarly, public ablution facilities are inadequate yet the requirement is that they be provided on every major street. In slums/informal settlements, 1 ablution block is required for every 100m of street length.

Sand harvesting in some parts of Barut and Mwariki 'B' has caused environmental degradation and it must be regulated.

The table below presents a summary of issues on the water and sanitation.

Table 3.16: Emerging Issues on Water and Sanitation Sub sector

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> ii. Access to improved treated water stands at 90% iii. Solid waste can be used to generate biogas iv. 	<ul style="list-style-type: none"> i. Population pressure leading to strain on services including sewerage and water networks, waste management as well as available resources ii. Water rationing iii. Underground water having high fluoride

	<ul style="list-style-type: none"> iv. Underutilized Njoro STW v. Use of pit latrines in urban areas is not sustainable vi. Limited land for expansion of the STW and dumpsite vii. Location of the current dumpsite not compatible with the surrounding areas
Interventions	
<ul style="list-style-type: none"> i. Increasing piped water reticulation and supply ii. NAWASSCO to explore installation of extra water treatment plants to augment water supply iii. Overhaul/expansion of the sewerage connectivity within the municipality iv. Incorporate water harvesting facilities in buildings v. Rehabilitation of the underutilized STW vi. Mapping out areas for future urban development of the municipality for proper planning 	

Source: IDeP Committee Analysis, 2020

3.2.2.3: Information and Communication Technology (ICT)

The rapid uptake of ICT has seen a significant rise in investment of ICT infrastructure across the County and particularly in Nakuru Town. According to the 2019 Census, 40 percent of households in Nakuru East and 25.9 in Nakuru West had access to internet as shown below;

Table 3.17: Percentage of households with ICT equipment/service

Type of ICT asset/service	Nakuru East	Nakuru West
	% of households with ICT equipment/service	
Stand-alone Radio	53.5	57.4
Desk Top Computer/ Laptop/ Tablet	23.9	11.4
Functional Television*	76.2	62
Analogue Television**	9.4	6.9
Internet	46	25.9

Source: KPHC 2019

There has been significant penetration of cabled internet in the CBD and the medium-income estates, from major service providers such as Safaricom, Faiba, Telkom, and Zuku among others.

The Nakuru post office has also contributed to information and communication flow.

Analysis of ICT Sub-Sector

The expansion of ICT network has caused continuous disruption of NMTs and roadside medians during installations by the cabled internet providers. The provision of a common trunk channel should be pursued.

The post office is facing fierce competition from other courier service providers as well as services provided by Public Service Vehicles (PSVs) in the CBD.

Presented below on table 3.17 is the highlight in issues in ICT subsector.

Table 3.18: Summary of ICT sector Issues

Summary of Emerging Issues	
Pros	Cons
i. There is increasing mobile telephony penetration ii. With more than one service provider, there will be an alternative to choose the network to use iii. Adoption of ICT would enable instant updating of records, searching and retrieval of documents as well as easier analysis of any departmental component	i. Late disbursement of funds ii. Slow adoption of ICT systems iii. Lack of sufficient coverage of ICT infrastructure iv. Lack of transport
Interventions	
i. Designation of ICT hubs in each ward ii. Installation of CCTV surveillance system at the County headquarters and County offices at the Regional Co-coordinator's building iii. Implementation of a revenue management system – ZIZI iv. Installation and configuration of Local Area Networks (LAN) at the County headquarters and all sub counties offices v. Installation and configuration of Wide Area Network (WAN) at the County headquarters, Governor's office – Milimani, Department of Environment, Water, Energy & Natural Resources and ICT offices at Regional Co-ordinator's building vi. Implementation of an assets management system vii. Decentralization of ICT functions within the County departments	

Source: *IDeP Committee Analysis*

3.2.3 Health Sector

Health Access and Nutrition

Kenya's vision for health sector is "to provide equitable and affordable health care at the highest affordable standards" to all citizens.

Distribution of Health Facilities in the Municipality

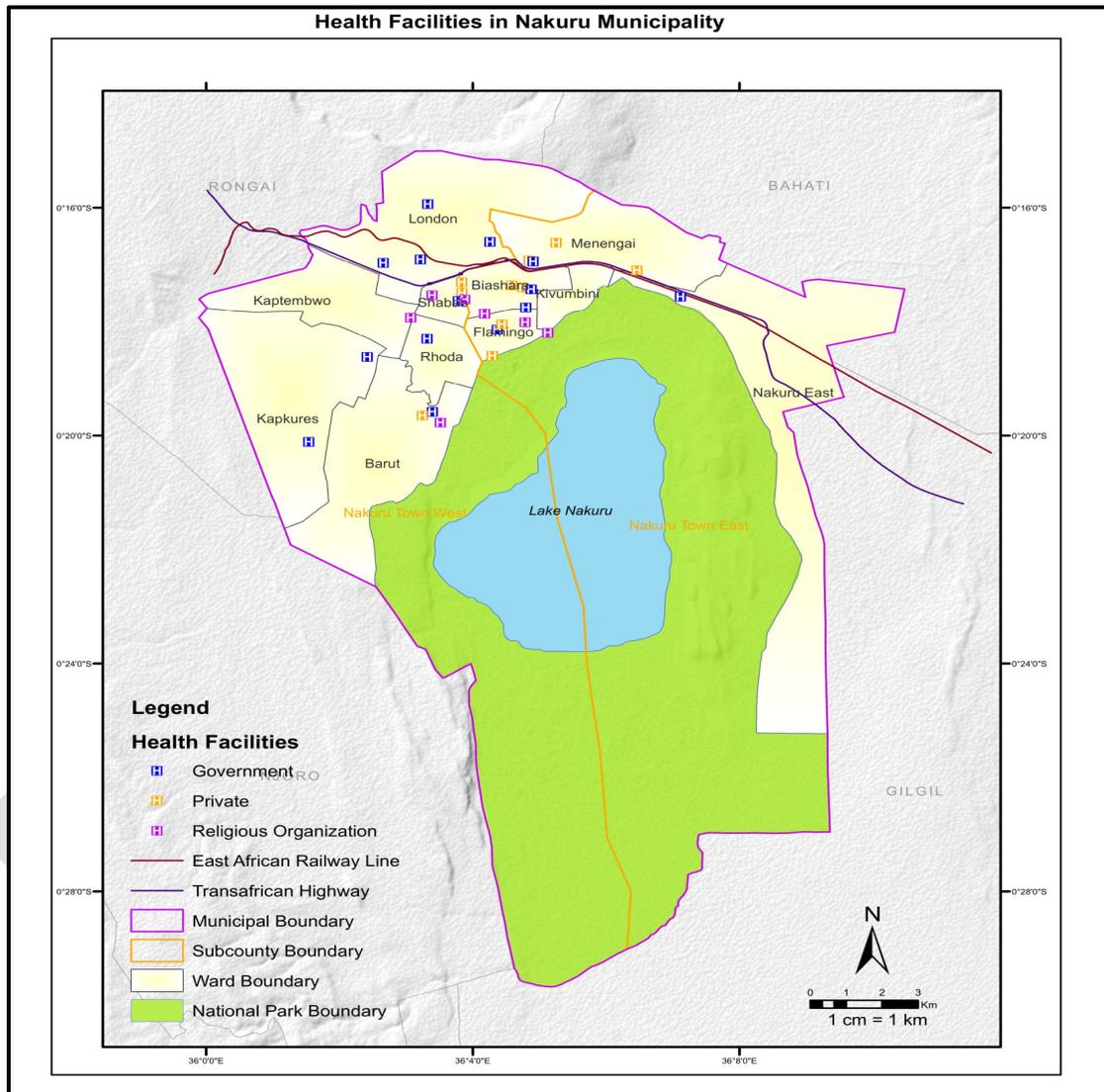
There is a total of 104 health facilities spread across the Municipality. The municipality also host the only level 5 hospital in the County- Nakuru Provincial General Hospital (PGH) that serves Nakuru, Baringo, Nyandarua and Laikipia counties. The Nakuru PGH benefitted from state-of-the-art equipment under the Managed Equipment and Supplies programme (MES). Table 3.18 shows the various levels/categories of health facilities.

Table 3.19: Levels of Health Facilities

Level of care	Public	FBO/NGO	Private	Total	Bed Capacity
Level V-County referral hospital	1	-	-	1	522
Level IV- Sub-County hospitals	4	1	15	20	163
Level III – Health Centres	5	16	37	58	34 (Public)
Level II – Primary care facilities	10	10	77	97	-
Level I – Community units	33	-	-	33	-

Source: *Department of Health June 2020, County Government of Nakuru*

Map 3.9 below shows the distribution of some of the health facilities in the municipality. It is notable that all wards have access to a government health facility with an exception of Kaptembwo. London has the highest number of government facilities.



Map 3.9: Distribution of Health Facilities within the Municipality
Source: Draft Nakuru ISUDP, 2015-2035

Morbidity: Five most common diseases in order of prevalence

The five most common diseases are: Upper respiratory tract infections, skin diseases, diarrheal diseases, pneumonia and ear infection for the population under five years and URTI, Ear Infection, skin diseases, Eye infection and Pneumonia for the population over five years. Table 3.20 below shows the top-ten diseases in the municipality. Efforts are in place to ensure that the prevalence rates of the above diseases are reduced.

Table 3.20: Outpatient Top-ten Diseases for under five and over five years within Municipality

	Diseases /Condition	No. of cases in Under 5	Diseases /Condition	No/ of cases in over 5
1	U.R.T. I	29,787	U.R.T.I	47,745
2	Ear infection	18,482	Diseases of skin	35,717
3	Diseases of skin	9,893	Ear infection	25,017
4	Diarrhoea	8,110	Eye infection	18,150
5	Pneumonia	6,189	Diabetes	12,789
6	Tonsillitis	3,452	Hypertension	12,343
7	Eye infection	3,202	Pneumonia	10,467
8	Intestinal worms	2,151	U.T.I	8,178
9	Confirm malaria	1,513	Diarrhoea	7,921
10	Road Traffic Accidents (RTA)	631	Confirm malaria	3,452

Source: Department of Health - 2020

Nutritional status (prevalence of stunting and wasting in children under 5 years: height-for-age, weight-for-height, weight-for-age)

In relation to nutritional status of children in the Municipality, 2,499 children under five years were stunted in the year 2019 compared to 2543 cases in 2018, (DHIS2 2019).

The sector will strive to promote nutrition education and strengthen the Community Units to offer broad based services in order to eliminate malnutrition cases.

Immunization coverage

Immunization is a key component towards reducing child mortality and achieving *SDG 3 'Ensure healthy lives and promote well-being for all at all ages'*. Immunization is a proven tool for controlling and eliminating life threatening infectious diseases and is one of the most cost-effective health investments. According to District Health Information System (DHIS) 2019, immunization coverage in the municipality stands at 91 percent. This implies that there is a percentage of children under five years who don't get full immunization hence putting them at risk of contracting illnesses. The Municipality will address this through strengthening of the community units and carrying out mobile clinics.

Maternal health care (maternal deaths, number of mothers delivering in hospital, ante-natal and post-natal care)

According to KDHS 2014 report, the County had a Maternal Mortality rate of 375 deaths per 100,000 live births. Percentage of deliveries conducted by skilled health workers was at 69.5 in 2019 in the municipality. This increase has been mainly attributed to the free maternal care healthcare policy introduced in June 2013. Going forward the Municipality will continue to promote the uptake of free maternal healthcare programmes and subscription to the NHIF services in order to help attain universal health care.

Access to family planning services/Contraceptive prevalence

Married women age 15-49 using the modern method of contraception stands at 26,067 new cases and 27, 846 revisits in 2019 compared to 30,628 new cases and 25,077 revisits in 2018. This has translated to a Modern Contraceptive Prevalent Rate (MCPR) of 56.8 percent for the Municipality.

However, incidences of early or teenage pregnancies have been very prevalent especially in Nakuru West. In the period July 2019-June 2020, 400 pregnancy cases of adolescents aged between 10-14 years were reported, and 37 in Nakuru East, accounting to 47 percent of County reported cases. Further, under the ages of 15-19, 1183 cases from Nakuru West and 733 in Nakuru east were reporting, accounting to 13.7 percent of County cases.

The Municipality will need to continue to invest in family planning services and more so youth friendly services to improve uptake of family planning commodities.

HIV and AIDS prevalence rates and related services

The HIV prevalence for the municipality stood at 3.4 percent in 2018 with an incidence of 1,186. (*Kenya HIV Estimates Report 2018*). The Municipality will continue to put in place programmes aimed at a reduction of HIV/AIDS disease burden based on emerging issues as envisages in the County Aids Strategic Plan.

Analysis of the Health Sector

The location of health facilities is determined by accessibility especially by an ambulance and provision of basic infrastructural services. Dependent on the level of health service, land for future expansion and for public cemeteries need to be taken into consideration.

A referral hospital requires at least 20 hectares, level V 8 hectares, level IV 8 hectares, level III 4 hectares level II 3 hectares and other levels a minimum of 0.1 hectares.

The municipality has 3 sites set aside for the cemetery: Nakuru North cemetery which is full, Nakuru south cemetery which is almost full (for both muslims and none muslims) and the Hindu crematorium. Even though there are no provisions for the size of land required and given the fact that not all those who die are buried within, the municipality should purchase land not less than 100 acres for use in the next 5 years.

Table 3.21 below gives a summary of issues in the health sector.

Table 3.21: Summary of Emerging Issues on Health

Summary of Emerging Issues	
Pros	Cons
i. A total of 189 facilities (53 public, 26 under NGOs and 110 private) ii. Facilities are accessible iii. Presence of development partners' support	i. Delays in implementation of projects ii. Inadequate funding to the sector iii. Lack of ownership documents for some of the health facility land- some have been encroached iv. Aging Human Resource for Health v. Increased health infrastructure without commensurate increase in human resource for health

	<ul style="list-style-type: none"> vi. Lack of a laboratory for food quality control services vii. Lack of a vehicle for Public health activities- enforcement and samples delivery to Government Chemist-Nairobi viii. Lack of internet services in offices & ICT equipment ix. Filled up cemeteries and lack of land for new cemeteries x. Poor infrastructure in the informal settlements xi. Inadequate and old sanitary blocks in some estates e.g. Kivumbini & Bondeni, (some still use pit latrines which are in deplorable state) xii. Increased constructions by some developers which are not approved
Key Intervention Areas	
<ul style="list-style-type: none"> i. Construction of Margret Kenyatta Mother Baby Wing at Nakuru Level 5 Hospital ii. Construction and operationalization of Oncology centre at Nakuru Level 5 Hospital iii. Construction of Laboratory at Nakuru West Health Centre iv. Renovation of Bondeni Health Centre v. Construction of patient wards in Rhonda and Kapkurescentres vi. Supply of medical equipment to low level facilities vii. Construction of a modern OPD at PGH (on-going) viii. Establishment of alternative cemetery and dumpsites ix. Integration of ICT connection to interlink the various public health facilities within the municipality x. Rehabilitation of Lanet and Miruki Kariuki health facilities xi. Survey and Registration of all land for health facilities 	

Source: IDEP Committee Analysis

3.2.4: Education and Vocational Training

This sector deals with pre-school education and vocational training, at the County Level. However, data on other levels of education is also described here below.

3.2.4.1: Education and Vocational Training

Pre- School Education (Early Childhood Development Education)

The ECDEs are preparatory schools where children between 4-5 years are taught prior to joining primary schools. They may be attached to existing primary schools. It is desirable that a nursery school is attached to every primary school for ease of transition.

The Municipality has 67 public ECDEs and 210 private ECD Centres. Bondeni ECDE is a standalone public ECDE Centre in Nakuru East while Nakuru West Sub-County has Tulwet, Gk prison and Kapnandi as standalone ECDs. Due to dense population in the Municipality, the Teacher: Pupil ratio in ECD stands at 1: 50 in public and 1:30 in private institutions.

The 2020 enrolment in the ECDE centres in Municipality is 5,981 pupils in public and 8,254 in private totaling to 13,235.

Primary Education

There are 94 Primary schools in Nakuru East consisting of 53 Private primary schools and 41 public primary schools; and 61 schools in Nakuru West consisting of 22 public and 39 private schools.

Table 3.22: Number of Schools and Enrolment by sub-county

Sub County	No. of schools		Totals	Enrolment		Totals
	Public	Private		Boys	Girls	

Nakuru East	41	53	94	23,130	23,502	46,632
Nakuru West	22	39	61	15,123	14,695	29,818
Total	63	92	155	38,253	38,197	76,450

Source: Sub-county Education Offices (2020)

As shown in table 3.20, the total pupil enrolment for the Municipality in 2020 stood at 76,450 pupils consisting of 38,253 (boys) and 38,197(girls).

Secondary Education

There are 47 secondary schools in the Municipality, consisting of 20 public and 27 private. Of the total number of schools 30 are in Nakuru east and 16 in Nakuru west. The total enrolment stood at 26,315 students in which 13,331 are boys and 13,184 are girls as shown in table 3.23.

Table 3.23: Number of schools and Enrolment by sub-county

Sub County	No. of schools		Totals	Enrolment		Totals
	Public	Private		Boys	Girls	
Nakuru East	11	19	30	8,928	9,297	18,225
Nakuru West	9	8	17	4,403	3,887	8,090
Total	20	27	47	13,331	13,184	26,315

Source: Sub-county Education department

Youth polytechnics

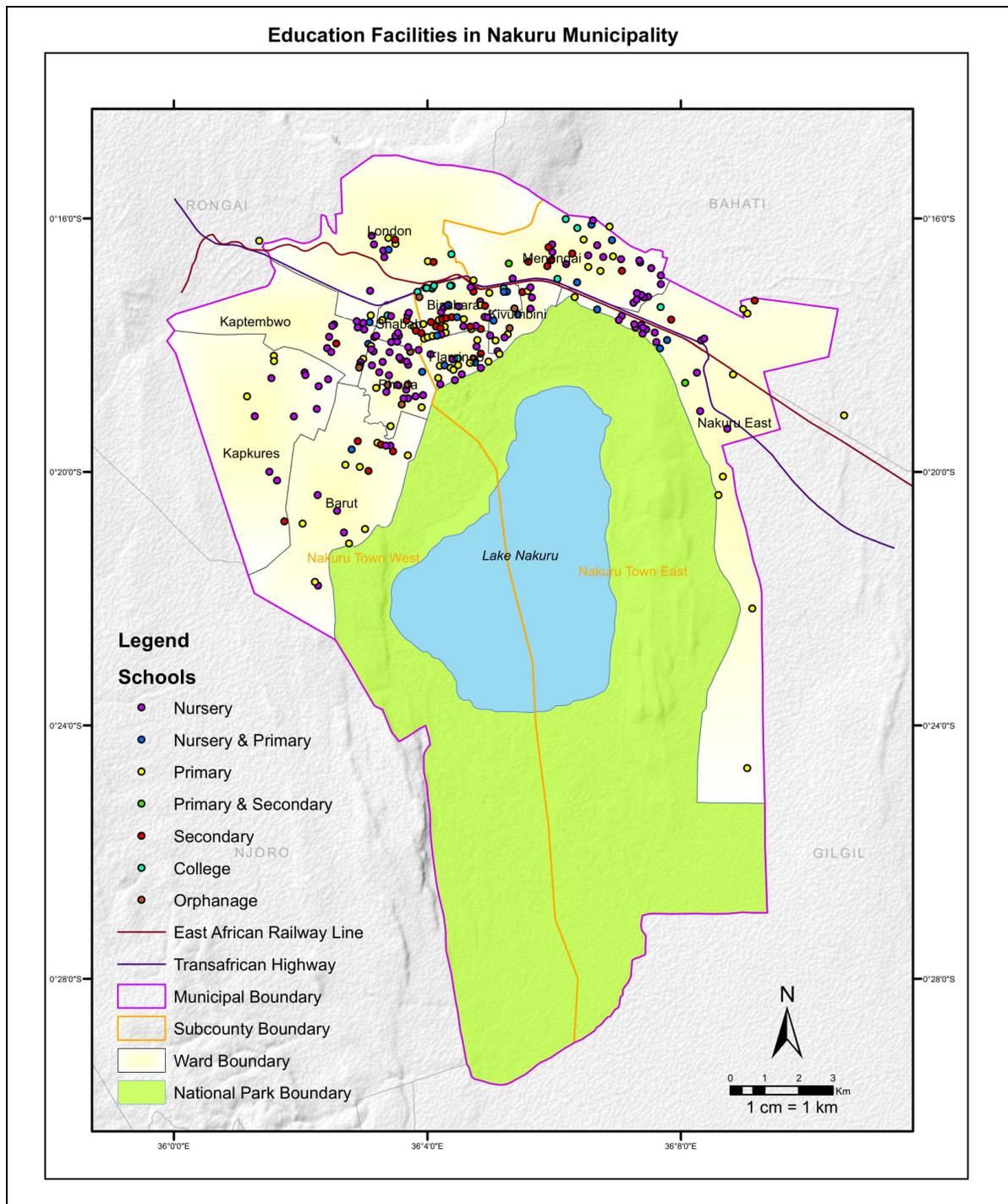
Within the municipality there are two vocational Training centres (Nakuru and Barut) fully registered with Technical Vocational Education and Training Authority (TVETA) with approved programs. Most of the trainees come from the eleven wards within the municipality and beyond.

Tertiary Education

The Municipality hosts 13 university campuses. There are also Institutes of Technology and Technical Training Institutes within the Municipality. The Kenya Medical Training Centre (KMTC) Nakuru Campus offers training on Medical courses up to Higher Diploma Level.

Libraries /information documentation centres/Citizen service centres

The municipality hosts one Kenya National Library Services (KNLS) that serve the residents of the whole County. The distribution of Educational facilities is shown in Map 3.10 below;



Map 3.10: Distribution of Educational Facilities in the Municipality

Source: Draft Nakuru ISUDP, 2015-2035

Analysis of Education and Vocational Training

An ECDE is required for a catchment population of 4,000 with a walking distance of between 300-500meters and land requirement of 0.15-0.25hectares. With the municipal population standing at 392,000, a total of 100 ECDEs are required with land requirements

of between 15 hectares and 25 hectares. Even though the provision of ECDEs is adequate, there is need to provide more public facilities especially during the redevelopment of the County estates.

Concentration of facilities is noted in the areas of Biashara ward, Shabaab, Kivumbini Flamingo, Rhonda, and upper sides of Menengai, while the peripheral areas of Kaptembwa, London and Kapkures have much less facilities.

The teacher pupil ratio in ECDEs stands at 1: 50 in public and 1:30 in private institutions. This will require the recruitment of a least 440 teachers in public institutions.

Since the pupils will proceed to primary and secondary schools, adequate provisions need to be provided. A total of 112 primary and 49 secondary schools are required. There are 155 primary schools, comprising of 63 public and 92 private ones. Similarly, there are 47 secondary schools comprising of 20 and 27 public and private ones respectively. This calls for a need to provide more public facilities.

There are only 2 vocational training centres in the municipality to serve the same population. For a population catchment of 8,000 a training centre is required hence the need to have at least 50 facilities. Table 3.24 summarizes the emerging issues in the subsector.

Table 3.24: Summary of Issues on Education and Vocational Training

Summary of Emerging Issues	
Pros	Cons

Key Areas of Interventions	<ul style="list-style-type: none"> i. Inadequate funds to cater for all ECDE activities including transport and capacity building ii. Untimely release of funds using the Financial Year Calendar (June-July). iii. Inadequate ECDE facilities- Classrooms, toilets, play equipment, furniture and water tanks iv. Lack of working tools for ECDE officers e.g. laptops and other information and technology accessories v. Mushrooming of Sub-Standard ECDE Centres that are not registered especially in the informal settlements. vi. Inadequate programmes for vulnerable children and those in difficult situations e.g. large population of children in dumpsite (Gioto) vii. Uncoordinated approach to project implementation leading to gaps in the projects and stalling of some. viii. Inadequate Quality Assurance services by the Ministry of Education in the ECDE Centres. ix. Inadequate vocational training centres with only 2 being available x. Uneven distribution of educational facilities in the peripheral wards xi. Teacher: pupil ratio of 1:50 instead of 1:30 in public schools xii. Limited Land for expansion
Key Areas of Interventions	
	<ul style="list-style-type: none"> i. Construction of 80 new ECDE Classrooms and 67 ECDE Toilets ii. Induction of 900 ECDE Teachers on current trends on ECDE Education e.g. Pre-Primary Education Policy of 2017, Competency Based Curriculum iii. Supply of furniture, instructional materials and equipment to 20 ECDE Centres iv. Recruitment of additional ECDE teachers v. Fair distribution of educational facilities in the peripheral wards vi. Investment in education sector by offering ECDE training vii. Provision/ Construction of more technical colleges

Source: IDeP Committee Analysis

3.2.4.2: Social Protection

This sub-sector deals with the analysis of subsidiary infrastructure facilities that are critical for the human settlement in the municipality. They include recreational areas, social facilities and stadia.

Social Protection

Social protection interventions aim at achieving sustainable and equitable socio-cultural and economic empowerment to all Citizens. The relevant sub-components are analysed below;

a) Number of Orphans and Vulnerable Children (OVCs)

As shown in Table 3.25, the Municipality has been recording quite a high number of cases of vulnerable children both boys and girls. In 2017, more girls than boys' cases were recorded, and these numbers are likely to have changed to the higher side by year 2020.

Table 3.25: Number of Orphans and Vulnerable Children

NO	Sub County	Boys	Girls	Total
1	Nakuru (East and West)	1131	987	2298

Source: Nakuru County Children Department 2017

Cases of street children

The exact number of street children in the Municipality remains unknown since it is a dynamic occurrence. During the 2019 Census, the County recorded 629 cases of outdoor sleepers. The bulk of this number were found in Nakuru CBD.

Child care facilities and Institutions

There was a total of 38 child care facilities spread across the Municipality with 23 registered and 15 not registered, in 2017.

Table 3.26: Number of Child Care Facilities and Institutions

No	Sub County	Registered	Not Registered	Total
1	Nakuru (East and West)	23	15	38

Source: Nakuru County Children Department 2017

The Municipality also has a Children’s office, and hosts two Borstal institutions i.e. Girls Probation and Nakuru Children’s remand home.

b) Gender Based Violence (GBV) Centres and cases

The Municipality has five (5) GBV Centres, Four in Nakuru East and one in Nakuru West. All of them are privately owned and solely rely on donor support. Construction of a county shelter and day care centre are therefore recommended.

In the period July 2019-June 2020, 511 sexual and gender violence cases in Nakuru East and 144 in Nakuru West were reported. The two sub-counties accounted for 38 percent of total county cases.

c) Culture and Gender

Culture and gender mainstreaming are key components of modern-day life. The male population in the municipality stood at 194,747 whereas that of females stood at 197,814, depicting a ratio of 1:1.1, according to *KNBS 2019 Census*.

Culture can be enhanced through the provision of facilities where cultural exhibitions are undertaken. Nakuru municipality has only one theatre known as the Nakuru Players Theatre which is inadequate to serve a population of more than 390,000 residents.

Hyrax Hills Museum is the only gazetted museum in the Municipality. It is a historical and cultural site dating back to the 1920’s. The municipality also host the Sirikwa caves. The Old Town Hall and Nakuru Players Theatre are monumental buildings in the CBD, among others.

d) The Elderly

Provision of care, protection and support to vulnerable elderly members of the society in the municipality is crucial. There is only one such facility known as the Alms House.

e) People Living with Disabilities

According to the 2019 Census, the number of persons with disabilities aged 5-years and above was 4772 in the Municipality constituting of 3026 from Nakuru East and 1746 from Nakuru West.

Community centres enhance social interaction, networks and offer relaxation from normal day-to-day activities.

f) Youth

According to the demographic statistics, the Municipality has a big youthful population, with over 75 percent being between 0-34 years. There also exists a high dependency rate, with 55 percent of the population lying between 0-24 years. The youth require educational and training facilities, recreational facilities and employment opportunities.

In 2019, slightly above half of the Municipality's population was in the labour force bracket at 55 percent. 45 percent was economically inactive while 47 percent were working. The economically inactive include: full-time students, home makers, the retired, incapacitated persons and those who are either too young or too old to work.

g) Talent Academies

There is one County Music Academy which situated at Regional Commissioner's HQs. The academy offers music classes to interested participants.

h) Sports and Recreation facilities

The Municipality has one stadium namely- Afraha Stadium. Other public sports facilities include; Kamukunji Grounds, Teachers Playfield in Menengai Ward, St Theresa ECD Sports Complex in Kivumbini, ASK Showground and Shabaab Social-hall Playfield.

There are 2 gardens namely Nyayo and Lions.

Analysis on Social Protection

The municipality has only one library and 2 social halls, and one theatre. The municipality should have community centres which will provide facilities including library/resource centre, social hall and an amphitheatre. Community Centres should be provided in the ratio of 1 facility for population catchment of 20,000. A total of 20 facilities are required, which will require 5 hectares of land.

The municipality has a total of 6,721 (65 years and above) representing 2% of the population. At least two other facilities should be provided.

Provision of complementary facilities for the vulnerable children and those people living with disabilities in existing institutions such as education and vocational training, *inter alia*, should be enhanced as a policy issue.

Similarly, eight percent of the labour force bracket were actively looking for work, depicting the levels of unemployment. The unemployment figures stand at about 53% of the population whereas the dependency rate stand at 55%. Creation of job opportunities should therefore be envisaged both in the formal and informal sectors at least at the rate of 8% every year.

These are not adequate to meet the demands of the residents of the municipality. A number of these facilities are in poor state due to lack of perimeter walls, lack of /poor drainage, inadequate/lack of shades, lack of greenery and standard racing tracks. Each residential neighbourhood should have at least 1 recreational facility with a minimum land size of 0.4 hectares.

The Planning Standards stipulates that for a population of 10,000 residents, a recreational facility of 1.2 hectares is required. The municipality therefore requires about 40 facilities with a total land requirement of about 50 hectares.

The subsector summary of issues is presented in table 3.26 below.

Table 3.27: Summary of Issues on Social Protection

Summary of Emerging Issues	
Pros	Cons
Culture and Gender i. Existing cultural centre and a Players Theatre ii. Existing cultural sites like Hyrax Hill, Sirikwa caves	Inadequate social infrastructures such as museums, theatres, GBV centres
Social Services iii. Two Borstal institutions for Girls Probation and Nakuru Children's remand home. iv. Existence of homes for the vulnerable	Social services i. Inadequate social infrastructure such as social halls, homes, etc. ii. Inadequate funding for departmental programmes. iii. Inadequate working environment, equipment and tools iv. Inadequate and aging work force v. Upsurge of number of children living in the streets vi. Inadequate resources to attend to elderly clients in the Alms House in terms of medication, low number of staff in the Alms House for provision; counselling, cooking and general cleaning duties and vehicle to carry out daily duties

	<ul style="list-style-type: none"> vii. Lack of resources to undertake comprehensive data of PWDs across the county viii. Youth unemployment
<p>Sports and Recreation</p> <ul style="list-style-type: none"> i. Existence of some recreational facilities, albeit the fact that they are inadequate ii. Ongoing Refurbishment of sport facilities (Afraha Stadium is currently undergoing refurbishment by the Board) iii. Greening 	<ul style="list-style-type: none"> i. Inadequate public recreational facilities especially in residential areas ii. A number of these facilities are in poor state due to lack of perimeter walls, lack of /poor drainage, inadequate/lack of shades, lack of greenery and standard racing tracks.
Key Interventions	
<p>Gender issues</p> <ul style="list-style-type: none"> i. Prevention and response to GBV ii. Advocating for women Participation in Leadership and decision making iii. Women Economic Empowerment iv. Sexual Reproductive Health Education for Adolescents & Youth and support. v. Mainstreaming Gender in County Departments vi. Development of a County Gender policy. vii. Establishment of a Gender Based Violence Rescue Centre <p>Culture</p> <ul style="list-style-type: none"> i. Digital platform for artists to showcase their talents ii. Signing of an MOU with the National Museums of Kenya for the use of Hyrax Hills museum to empower artists and cultural practitioners. iii. Rehabilitation of Nakuru Players Theatre <p>Social services</p> <ul style="list-style-type: none"> i. Liaison with the State Department of Children and also National Council for Persons with Disability (NCPWD). ii. Secured budgetary allocation for construction of social halls and expansion of new infrastructure at Alms House. iii. Provision of PWD fund after complying with the controller of budget requirements. <p>Youth affairs</p> <ul style="list-style-type: none"> i. Training of youth in areas such as entrepreneurship, health, ICT and agribusiness ii. Offering linkages, partnership and mainstreaming opportunities to youth. <p>Sports</p> <ul style="list-style-type: none"> i. Establishment of a sport fund to support local games teams and nurture talents ii. Refurbishment of Afraha stadium is set to commence iii. Establishment of a sports centre at St. Teresa Primary School iv. Refurbishment of Kamukunji playground <p>Recreational</p> <ul style="list-style-type: none"> i. Greening and beautification in the Municipality (currently on-going) ii. Provision of recreational facilities within residential estates iii. Rehabilitation of existing recreational facilities 	

Source: IDeP Committee Analysis

3.2.5 General Economic, Labour and Commercial Affairs

The sector is composed of Trade, Industrialization, Cooperatives and Tourism Management. The Municipality is characterized with vibrant commercial enterprises, service industry as well as fresh produce market.

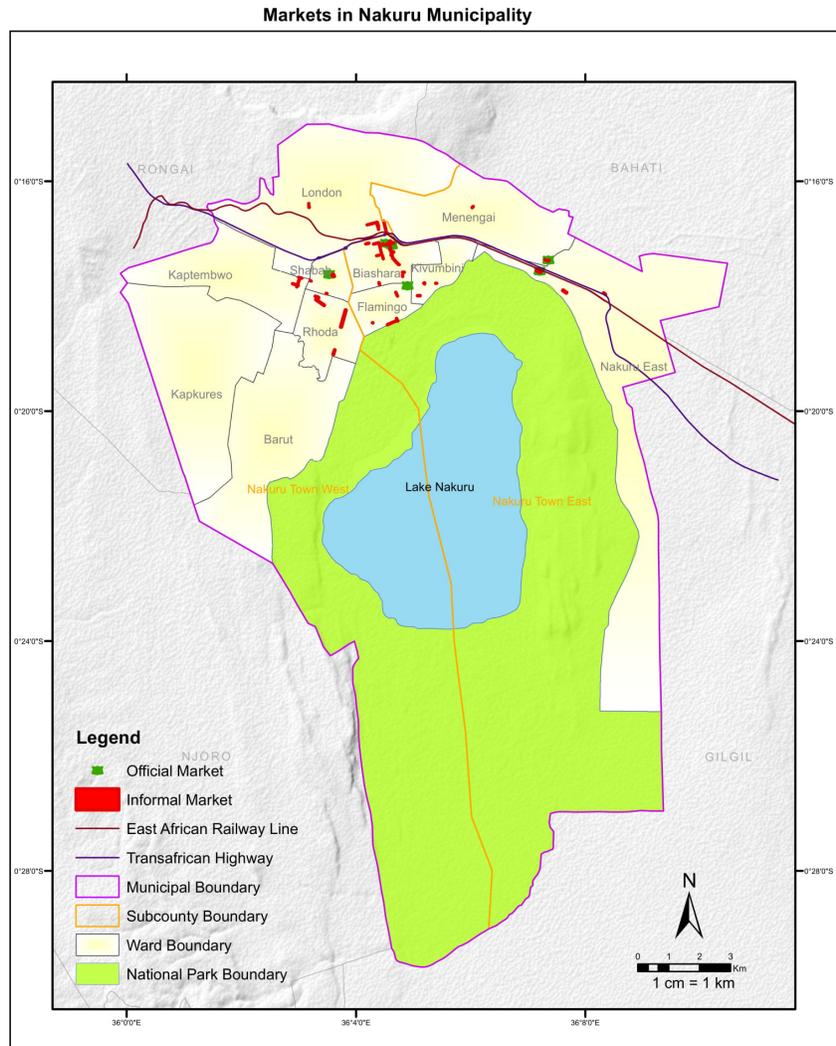
Industry and Trade

Markets: The Municipality has a main market (Wakulima Market) where trading of farm produce takes place. The market functions as a wholesale market for Nakuru County and other neighbouring counties i.e. Nyandarua, Laikipia, Baringo and Narok counties.

The County has constructed a hawker's complex which accommodates small scale traders in Nakuru Town. There are other satellite markets within the municipality such as Free Area, Rhonda and Kiratina, among others.

The County inherited a stalled Economic Stimulus Programme (ESP) market at Free Area. This market has been currently put to use after the onset of Covid-19, which required enforcement of social distancing measures in all public places. Further the County will focus on improving market use delivery services through rehabilitation, maintenance and construction of new the markets.

The map 3.11 below shows the distribution of existing markets.



Map 3.11: Distribution of Markets in the Municipality
Source: Draft Nakuru ISUDP, 2015-2035

Industries

The Municipality has hosted a wide range of industries in the past years having set aside an industrial zone. However, some have been closing down. Industries play a key economic role for local communities in terms of provision of employment opportunities, translating to improved livelihood status. In addition, the municipality would gain investors' confidence which will equally translate to other related economic advantages such as rates and levies collection.

There are various industries that drive the economy of Nakuru County as well as offer employment opportunities. They include; animal feeds production companies, agricultural inputs e.g. Syngenta, engineering works, manufacturing industries e.g. Menengai Oil Refineries, canners, dairy products, bakery and hotel industry.

Agroforestry and value addition activities for timber products are mainly carried out in the Industrial Area in Shabaab, where there are major milling companies are found. Other small scale exists throughout the other Wards.

Nevertheless, investment opportunities still exist in the Municipality since its centrally located to agricultural rich areas. These include revival of Pyrethrum processing among other agro based industries.

Commerce: Commercial activities are determined by geographical centrality, accessibility to vehicles and pedestrians and availability of ample parking space. The ease of conducting thriving commercial activities is enhanced through separating pedestrians from vehicles, removal of through traffic by constructing a by-pass or relief roads; interrupting continuity of streets within the centre by bollards or other means; removing vehicles from street and providing vehicular access and parking at rear of buildings; and provision of vertical separation of vehicles and pedestrians by constructing roads and pedestrians' ways at different levels. This situation is however, not reflected in Nakuru town as is highlighted in section 2.2.2.2 of this report.

Types of businesses

A significant number of people rely on business income to support their livelihoods. Most of the businesses in the Municipality fall under the micro, small, or medium level enterprises. The retail business has the lion share of registered businesses (County Statistical Abstract, 2015).

Financial services

Financial services in the County are offered by; banks, Micro finance institutions, mobile money agents and SACCOs that offers back office and Front office service activities.

Number of banks, Micro finance institutions, mobile money agents and SACCOs with FOSAs.

The Municipality is served by major financial institutions. A total of 40 bank branches exist within Nakuru town. The banks include; Kenya Commercial Bank (KCB), Co-operative Bank of Kenya, Standard chartered Bank, Equity Bank, Barclays Bank, Family Bank, Diamond Trust Bank, Commercial Bank of Africa, National Bank, ECO Bank, NIC Bank, Sidian Bank and Transitional Bank. In addition, the Municipality is served by 17 micro finance institutions namely; Faulu Kenya, Kenya Women Finance Trust, Musoni, Small and Micro Enterprise Programme (SMEP), Rafiki Micro finance among others.

The Municipality has many SACCOs that provide Front Office Service Activities (FOSA).

Table 3.28: Distribution/coverage of financial services in Nakuru Municipality

Sub-county	Bank branches	SACCOS	Insurances	Micro finance
Nakuru East and West	40	130	31	8

Source: Nakuru CIDP 2018-2022

Tourism and Wildlife

Nakuru County is among the counties with a large inflow of tourists from within and outside Kenya. The county boasts of major flora and fauna that attract tourists. Lake Nakuru National park is the only wildlife conservation area within the Municipality and occupies an estimated 188 KM². The park is a designated RAMSAR site by UNESCO.

Nakuru Municipality has 100 Hotel Establishments with Bed Capacity of 5000 and 3000 rooms. This provides employment opportunities to a number of residents.

Main tourist attractions and activities

The Municipality hosts the Lake Nakuru National park, a major tourist destination in the County, by both foreign and local tourists. Other tourist sites include; Menengai Crater and Hyrax hill prehistoric site. The main tourist attractions in the Park flamingos the Greater and Lesser Flamingos; about 450 bird species, 56 different mammals including the Big 4, three viewpoints, three hills and Makalia Waterfall. The Park has Unique vegetation of about 550 different plant species including the unique and biggest euphorbia forest in Africa, Picturesque landscape and yellow acacia woodlands. Tourists' activities include; game drives, bird watching, picnics, excursions.

Main Wildlife

Black and white rhinos thrive within Lake Nakuru national park, which also has its fair share of Cape buffalos, African wild dogs, Zebras, Elands, Waterbucks, Baboons, Velvet Monkeys, Columbus Monkeys, Impalas, Thomson Gazelles, Bush Bucks, Reed Bucks, Warthogs, Lions and flamingos (greater and Lesser) on the shores of Lake Nakuru. Several bird species are also found within the national park.

Classified /major hotels

The Tourism Regulatory Authority (TRA) categorises hotel establishments into five categories namely; town hotels, lodges and tented camps, vacation hotels, villas cottages and apartments. Nakuru Municipality has 100 Hotel Establishments with Bed Capacity of 5000 and 3000 rooms.

Labour force:

In 2019, slightly above half of the Municipality's population was in the labour force bracket at 55 percent. 45 percent was economically inactive while 47 percent were working. Similarly, 8 eight percent of the labour force bracket were actively looking for work,

depicting the levels of unemployment. Employment opportunities need to be created in both the formal and informal sectors;

The economically inactive include: full-time students, home makers, the retired, incapacitated persons and those who are either too young or too old to work. Similarly, eight percent of the labour force bracket were actively looking for work, depicting the levels of unemployment.

Table 3.29: Distribution of Population Age 5 Years and above by Activity Status

	Total Population Aged 5 Years and above	Persons in the Labour Force		Persons outside the Labour Force/ Economically inactive	Not Stated
		Working	Seeking Work/No Work Available		
Nakuru East	167,065	78,274	11,886	76,849	56
Male	78,937	39,960	6,025	32,921	31
Female	88,120	38,310	5,861	43,924	25
Nakuru West	169,831	78,472	16,137	75,216	6
Male	86,448	45,338	8,386	32,721	3
Female	83,373	33,130	7,749	42,491	3
Total	336,896	156,746	28,023	152,065	62
% of total population 5+ years	100%	47%	8%	45%	0%

Source: KPHC 2019

Wage earners

Majority of wage earners are in the private sector mainly business and trading -wholesale and retail trade, construction, academic institutions, public transport, hotels and restaurants and *jua kali* sectors. Most of these wage earners comprise of the youth, some of whom have no relevant vocational or professional training and therefore have limited chances to fully participate in the Labour market and are involved in small enterprises and hawking.

Analysis of the General Economic, Labour and Commercial Affairs

The existing sites for markets within the municipality is less than 40 acres. Due to high population of more than 392,000 people demand for land for the expansion of the market is high. Planning standards dictate that for a population of 5,000 people, a market with a minimum of 1 acre should be provided. Nakuru municipality requires about 80 acres of land for the establishment of markets. However, with the constraints on availability of land, densification of the available markets through vertical expansion can be explored.

With some industrial land having changed use currently, there is limited land for industrial expansion within the municipality. A total of between 500-1200 acres for a major industrial area is required for a population of between 200,000 and 500,000. This would

in turn provide between 20,000 and 50,000 jobs, based on an average industrial density of 40 workers per acre.

Industrial vibrancy is heavily dependent on transport, both road and rail for the supply of materials and distribution of finished goods. A number of roads in the industrial area need rehabilitation to ease movement of goods. Currently, the railway line is underutilized/non-functional within the industrial area. With the construction of SGR to the Dry Port in Mai Mahiu, there is a growing need to revitalize the old railway line and connect it to the SGR network.

The Municipality hosts the Lake Nakuru National park, Menengai Crater and Hyrax hill prehistoric site. The potential for tourism cannot be overemphasized. This contributes to the creation of job opportunities both directly and indirectly.

Statistics show that 8 percent of the labour force are actively looking for employment opportunities. The table below presents a summary of issues in the sector.

Table 3.30: Summary of Emerging Issues on General Economic, Labour and Commercial Affairs

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> i. Thriving business and industrial activities ii. Tourism potential in Lake Nakuru and the park, Hyrax Hill pre-historic site and Menengai Crater iii. More than 190 cooperative societies with an annual turnover of 2.7b shillings and 6.1 b shillings deposit iv. Strategically located in proximal to key transport corridors (A104 and the railway) v. Availability of skilled labour 	<ul style="list-style-type: none"> i. Lack of land for expansion of the market in the CBD ii. Limited land for industrial expansion iii. Underutilization of the railway line as an economic enabler iv. Lack of Integrated Transport System (for both vehicular and NMT) v. Underutilization of market space in Rhonda and Kaptembwa/Githima vi. High dependency rate of 55% vii. Unemployment figures stand at 53% viii. Encroachment of informal settlements along transportation wayleaves
Key Intervention Areas	
<ul style="list-style-type: none"> i. Enhancing ease of doing business in the municipality ii. Creation of employment opportunities through engagement of the locals for labour services iii. Decongesting of the CBD market by developing alternative markets in the commercial nodes and estates (Rhonda, Ziwani, Kiratina, Kaptembwa/Githima, ASK Showground/ KFA, County estates) iv. Implementation of the integrated Transportation system (as proposed in the ISUDP) v. Alternative trade and business activities vi. Densification of developments through vertical expansion in strategic locations vii. Development of modern markets 	

Source: IDEP Committee Analysis, 2020

3.2.6: Physiographic Characteristics, Natural Resources and Environment Introduction

This subsection highlights various key physiographic characteristics, natural resources and environmental aspects of the Municipality and in the immediate surrounding including the general challenges faced, the impacts, opportunities as well as the intervention potentials.

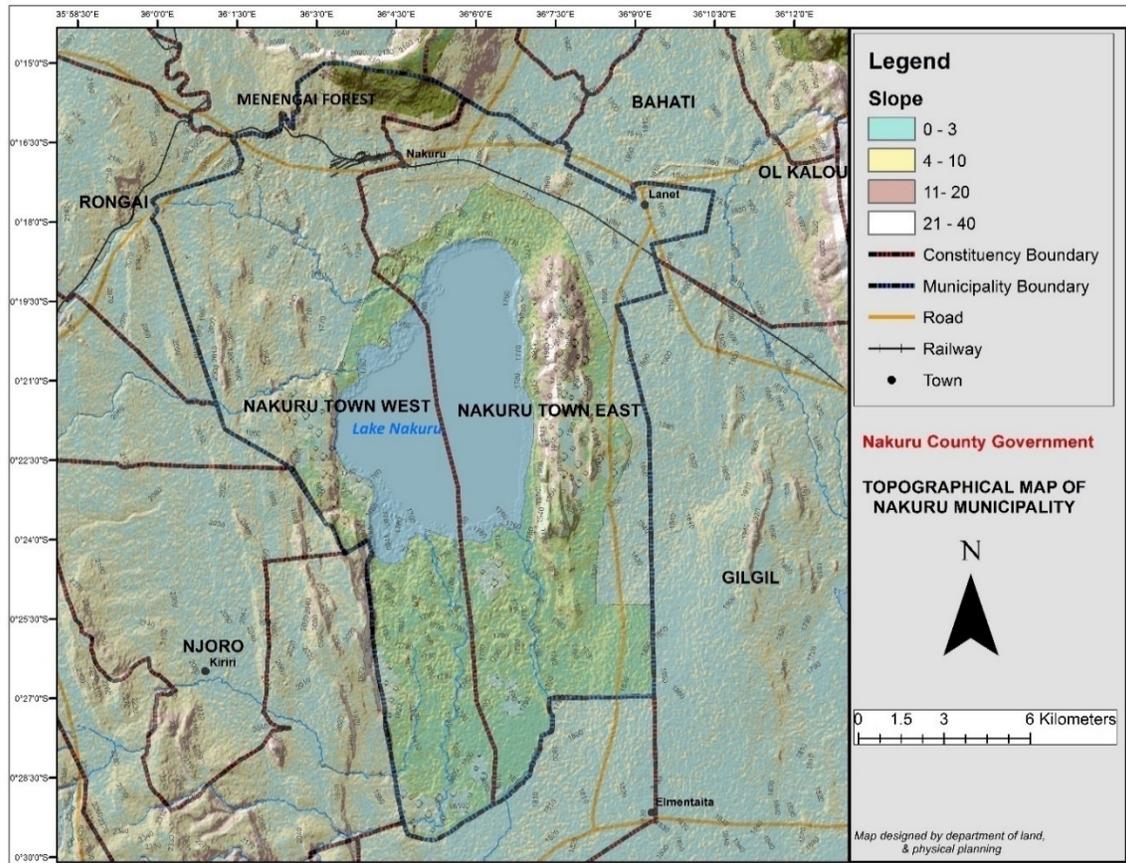
3.2.6.1 Physiographic Characteristics

Topography

Nakuru Municipality has a varied topography ranging from the steep slopes of the Menengai Forest to the gentle slopes in the CBD and surrounding areas. The lowest area is the Lake Nakuru's floor at 1759m above sea level. The Menengai Forest slopes has the highest point peak at 2160m above sea level. Lake Nakuru is an inland lake on the floor of the Rift Valley drained by Rivers Njoro and Makalia, Enderit and Lamuriak The Lake is located inside Lake Nakuru National Park, a national tourist destination. The topographical features provide an interesting niche for research as well as great tourist attraction sites.

The slope character offers varied potential for spatial development and opportunities for urban development. The favourable climate and fertile loam soils, which are predominant in the town, support agricultural activities. The town however has geologically unstable areas(faults) that cut across the Western part. These faults have been associated with sinkholes that have been occurring around Shabab, Kaptembwo and adjacent areas according to a recent Geotechnical Investigation report, 2020.

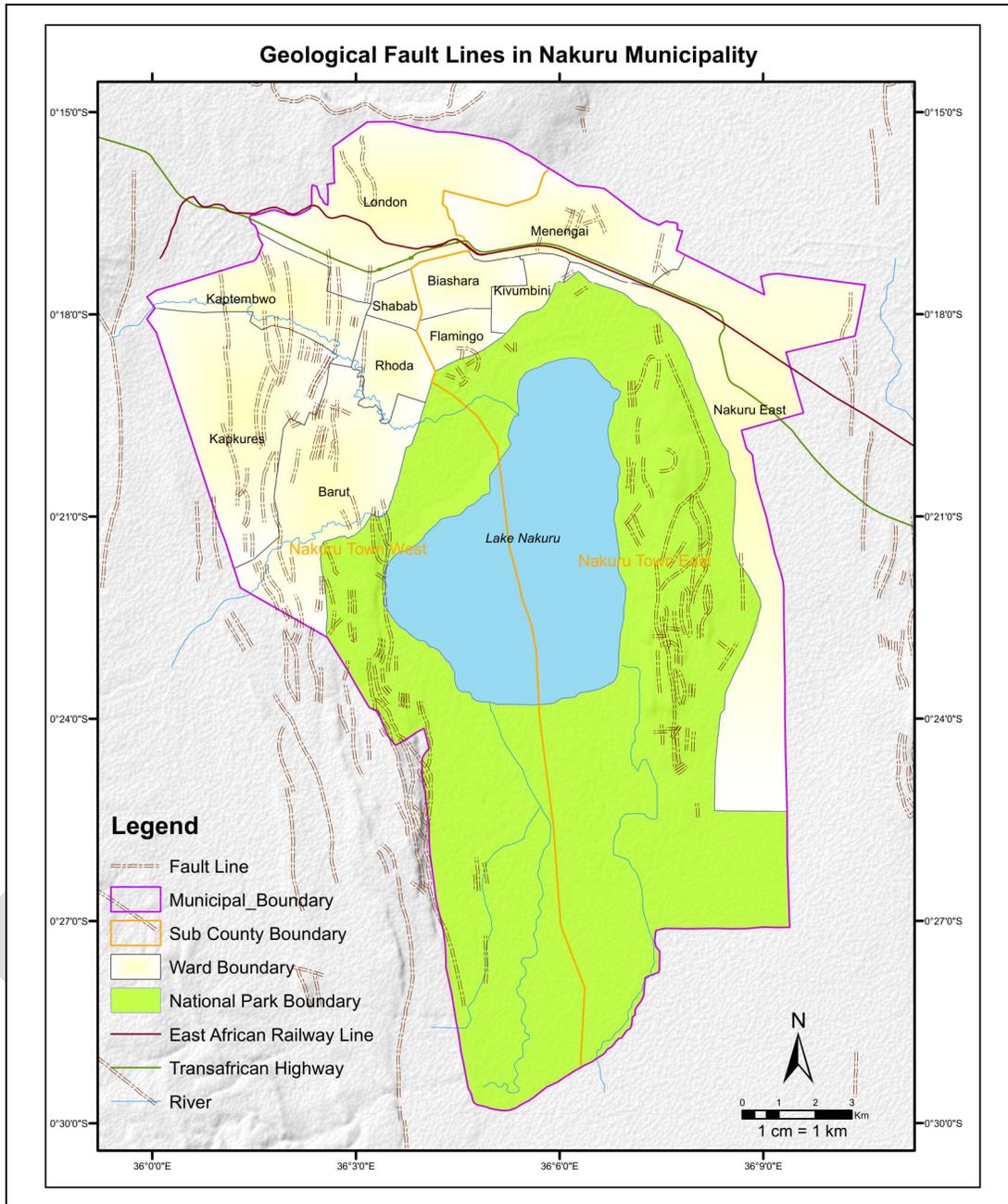
Development in hilly areas requires several physical criteria that must be observed not to endanger stability, balance and harmony of the natural environment. Hilly areas should be conserved especially those with more than 25-degree slope that should only allow for vegetative cover (see slope map 3.12 below). On the other hand, the crater slopes are natural assets that can be developed as tourist attractions sites under strict development regulations. However, this does not necessarily indicate suitability in the underlying geological formations.



Map 3.12: Topo-map of the Municipality

Geological Features

The Rift Valley formation is characterized by volcanic activities and its accompanying geological instability. Natural areas that have scientific and historical values such as natural lakes should be preserved, including Lake Nakuru, Game Park and Hyrax Hills, among others. Green networks with a minimum of 10m buffers should be established along rivers to act both as recreational belts and for conservation of these fragile habitats. The areas that have geological fault lines are marked in Map 3:13 below.



Map 3.13: Geological Fault Lines in the Municipality

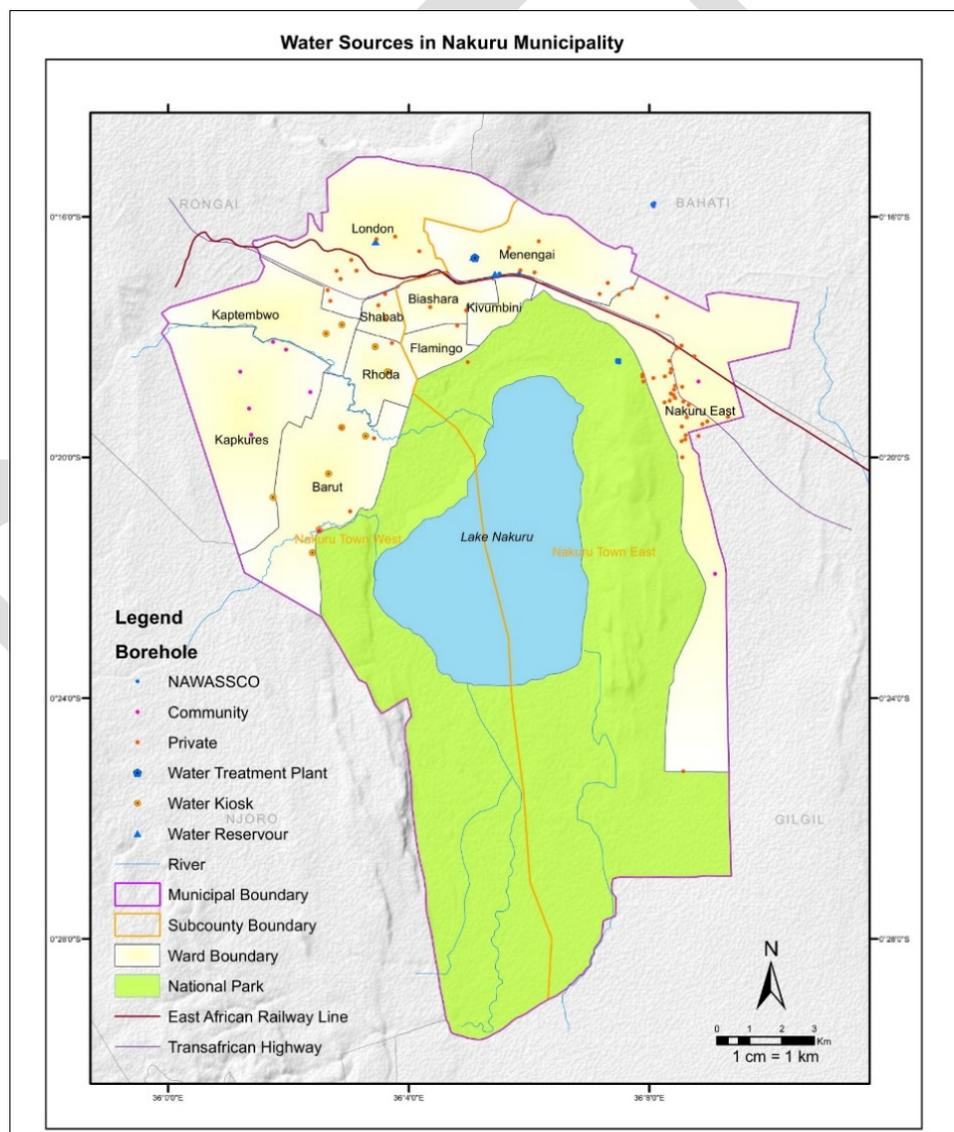
Climate

Generally, Nakuru Municipality experiences a warm temperate climate due to its high altitude and location within the Rift Valley floor. The rainfall is moderately high with mean annual rainfall ranging between 950 -1500 mm per annum.

Water Bodies

The Municipality also harbours key water bodies such as lake Nakuru and the rivers that drain into it. Natural flow of rivers and its tributaries are proposed for preservation as green networks with a buffer zone of upwards of 10m from the highest watermark depending on the size of the river to control development encroachment into water bodies, pollution and surface erosion. Only compatible uses such as water supply, drainage, power generation, flood prevention and recreation are permissible. Njoro/ Ndarugu, Enderit and Lamuriak rivers are some of major water sources found in the municipality.

Map 3.14 below shows the location of water resources and catchment areas within the municipality.



Map 3.14: Water resources and catchment areas within the Municipality

Source: Draft Nakuru ISUDP, 2015-2035

Forest and Vegetation cover

Forests and related forestry activities contribute to forest cover, protection of water catchment areas and provide raw material for the timber industry. The current forest cover for Nakuru County is approximately 9.2 percent.

Within the Municipality, Forested areas include Menengai Forest and within the Lake Nakuru National Park. Agroforestry and value addition activities for timber products are mainly carried out in the Industrial Area where major milling companies are found. Other small scale exists throughout the other Wards.

The main vegetation cover is found in the National Park and consists of natural marsh and grasslands alternating with a stretch of acacia, woodland and Euphorbia. Much of the higher southern slopes of the Menengai overlooking the downtown area is dominated by exotic plant species, combined with artificial plantations practiced under Plantation Establishment and Livelihood Improvement Scheme (PELIS).

In the built-up urban areas, exotic vegetation such as the Jacaranda, Grenville, and Acacia species are common. Crop vegetation is common in the peri-urban areas where subsistence agriculture is practised.

Hydrology

The town's hydrology is dominated by Lake Nakuru, with a lowest water mark of 1759m and highest water mark of 1970m approximately. Rivers Njoro (Ndarugu), Enderit and Lamuriak also drain into the lake. The lake is saline and generally shallow. It is located within the lake Nakuru National Park which is a protected area. More recently, like other lakes in the Rift Valley, the lake water levels have risen significantly affecting buildings and vegetation around the shores.

3.2.6.2 Natural Resources

The Municipality has no known mineral resources. However geothermal deposits are found in the adjacent Menengai Crater area. Sand harvesting is undertaken in Barut area in Nakuru West and Mzee Wanyama area in Nakuru East Ward.

3.2.6.3 Environment

Environment and Climate Change

Nakuru County is synonymous with the Rift Valley formation. As a result of its formation, key environmental features were formed including escarpments, Menengai crater (which abuts the municipality on the northern side), and L. Nakuru, located on the southern side of the municipality.

Environmental Degradation

Environmental degradation in Nakuru Municipality is mainly as a result of inappropriate farming methods in upstream areas, effects of climate change, poor solid waste and liquid waste disposal, inadequate sanitary facilities, encroachment of forest reserves, and conversion of land from agricultural use. In addition, lack of physical planning, quarrying activities, pollution and toxic from agro-chemicals also contribute to environmental degradation.

Major degraded areas include the Barut sand quarries. Water pollution is present in River Njoro from farming activities upstream. The lake is likely to be also polluted from storm water and effluent discharge from the town dwellings. Increased silting in the Lake is also inevitable, given the upstream activities.

The major environmental threats in the Municipality include; climate change threats, deforestation at Menengai Forest, pollution, drought, flooding, and rising lake water levels.

Environmental pollution through littering and indiscriminate waste disposal is a common occurrence in the municipality. There is a strong need to enforce the EMCA Act, Physical and Land Use Act and the Municipal by-laws, among others to address environmental pollution.

Analysis of the Physiographic characteristics, Natural Resources and Environmental Protection

The Rift Valley formation gave rise to Menengai crater and L. Nakuru which are key tourist attraction sites. However, these natural features are major structuring elements of the Municipality and dictates the direction of developments and boundary expansion. With an exception of the areas covered with the natural resources, most of the developed areas are within an acceptable range of terrain (slope of less than 20%) that is suitable for development. Menengai Crater has experienced encroachment through removal of vegetation cover, animal grazing and numerous fire outbreaks leading to its degradation.

Environmentally hazardous areas are a danger to human life due to geological instability, hydrological phenomena and sometimes environmental pollution (air, water, land). Urban development in some sections of the municipality has been curtailed by geological instability. Fault lines are common in some sections of London, Shabaab, Kaptembwa, Soilo, Rhonda and Kiamunyi.

Geotechnical surveys should be carried out in the fragile areas within the municipality to guide development regulations in terms of building densities. All new buildings especially with multiple storeys must undertake geotechnical surveys before construction, particularly

in areas with geotechnical instabilities. General surveys need to be carried out periodically at intervals of not more than five years.

Njoro/ Ndarugu, Enderit and Lamuriak rivers have been encroached on with developments and quarrying activities. Only compatible uses such as water supply, drainage, power generation, flood prevention and recreation are permissible.

Lake Nakuru, like other lakes in the Rift Valley, has experienced an increase in water levels which have significantly affected buildings and vegetation around the shores.

The relatively good climate is suitable for agricultural production and creates a good and conducive environment for human settlement. Flood prone areas especially in the lower part of the municipality towards the lake are equally a danger to human life and mapping and creating a buffer zone of such areas is crucial.

Much of the natural vegetation cover in the municipality with the exception of Lake Nakuru national park has been replaced by foreign invasive species.

Table 3.31: Summary of Issues on Physical Characteristics, Natural Resources and Environment

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> i. Potential for urban agriculture due to good soils and climate ii. Gentle topography of most parts of the municipality is suitable for urban development iii. Potential for tourism iv. Favourable Climatic conditions v. Existence of diverse water bodies 	<ul style="list-style-type: none"> i.The lake and the crater constrict the urban structure and possibility of expanding the municipality southwards and northwards respectively for future developments. ii.Pollution of the lakes and rivers iii.Environmental degradation iv.Flooding of the lower parts of the town towards the lake side v.Encroachment onto the ecologically sensitive areas (crater and lake sides) vi.Geological instability in some parts of the Municipality restricts urban development vii.Replacement of indigenous vegetation with exotic invasive species viii.Population pressure leading to strain on available resources ix.Indiscriminate channelling of wastewater to water bodies x.Climate change xi.Flooding in parts of the municipality
Key Intervention Areas	
<ul style="list-style-type: none"> i. Protection of the natural ecosystems ii. Controlled development on areas with geological instabilities iii. Control of excessive vibration from quarrying activities iv. Mapping out areas for future urban development of the municipality v. Establishment of green networks along rivers and their tributaries vi. Mapping out areas experiencing flooding and development of flood management strategy vii. Development of Climate change adaptation mitigation measures 	

Source: IDeP committee Analysis, 2020

3.2.7: Public Administration, and Internal/National Relations

Public administration includes administrative centres, Police facilities, judiciary/Law courts, Prisons and the County Assembly.

Administrative Units: This include the office of the Governor at the County level and that of Regional Coordinator at the national level. Minimum land requirements for the seat of the Governor is 1.2 hectares and County Halls is 1.2 hectares.

The office of the Governor leads the executive arm of the County Government and is instrumental in the implementation of strategic development interventions through the various departments. It co-ordinates the formulation of policies and legislative framework which are key in projects and programmes circles.

The Regional Co-coordinator's office provides the link between the county and national governments departments and strategic partners with regard to development strategies in the municipality and the county at large.

Security, Law and Order

This sector plays a critical role in ensuring other sectors run smoothly, businesses and citizens are protected. The vision of security sector in the Kenya Vision 2030 is "a society free from danger and fear".

There are several police stations and police posts spread across the Municipality. Each police post has a working community policing unit under it that works closely with the police to report crimes.

There have been incidences of criminal gangs especially in informal settlements that will require to be dealt with going forward.

Judiciary

The municipality houses the Judiciary with various levels of courts including the High court and Magistrates Court. Alongside the high court level of cases, matters on environment and land, employment and labour relations, as well as succession and probate are dealt with by specific sittings at the high courts. The lower courts have specific sittings on a variety of issues, including children matters. A Court of Appeal circuit sittings also happen in regular intervals, within Nakuru High court premises.

The judiciary enhance law enforcement through sanctions and judicial interpretations and facilitates compliance. This partly ensures that operations of the municipality, especially projects and programmes implementation meet the legal thresholds.

The land requirements for a Higher court is 2 hectares, Lower court is 1 hectare and District Magistrates' Court is 1.0 ha.

Prisons Services and Probation services

The Municipality houses the two prison facilities in the County that serve as correctional facilities. These are Nakuru main prison and Nakuru women prison. Prisons are big land consumers and therefore not suited for location in urban areas. They should be located on the urban fringes particularly in areas where urban expansion would not be unnecessarily curtailed. A minimum of 16 hectares should be reserved for this user. Juvenile homes are also considered and a minimum of 2.0 hectares proposed.

Public Prosecution offices

The Municipality hosts an Office of Director of Public Prosecution. The office institute and undertake criminal proceedings against any person before any court (other than a court martial) in respect of any offence alleged to have been committed; take over and continue any criminal proceedings commenced in any court (other than a court martial) that have been instituted or undertaken by another person or authority, with the permission of the person or authority; and discontinue at any stage before judgment is delivered any criminal proceedings instituted by the Director of Public Prosecutions or taken over by the Director of Public Prosecutions.

Police Stations

The locations of police stations depend on their functional requirements. There are 8 police stations and 4 police posts in the municipality. The Municipality also hosts the regional Police Headquarter and Criminal Investigation Department.

The primary role of the police service is to provide security for the residents and investments which will in turn leads to socio-economic vibrancy within the municipality.

Land requirements for a police station is a minimum of 3 hectares, patrol base 0.2 ha and a police post is 1000m³ (0.1 ha). Planning requirements state that 1 police station is required for a catchment population of 20,000 people. The municipality therefor requires a total 20 police stations.

Police stations may also be located within large commercial/industrial areas and large institutions. The location of these facilities reflects unfair distribution given that not all neighborhoods are covered. Planning considerations require that each neighbourhood has at least a police post.

Community policing activities

The community policing programme commonly known as “*NyumbaKumi*” and spearheaded by administrators under the Ministry of Interior and Government Coordination, has enhanced partnership between the public and security agencies in combating crime related incidences. Each police post has a community policing unit that works in collaboration with the security agencies in order to detect and deter crimes.

Alternative Dispute Resolutions Mechanisms (ADR)

There are various mechanisms in alternative dispute resolution (ADR). These are; negotiation, conciliation, mediation and arbitration. Such cases in the Municipality are related to payments of taxes, levies and charges, land allotments and disputes, among others. This has been achieved with the help of both the National government and County government administrative structures.

Immigration facilities; There is one immigration office based at Regional Commissioner’s Office block that serves the South Rift Region. The services offered in this facility include issuance of passports and temporary travel documents.

County Assembly

The County Assembly is housed in the municipality and forms the legislative arm of the County Government. The County Assembly is expected to pass legislation and appropriate resources that facilitate the implementation of strategic development interventions as highlighted in the various sectors of this document.

Table 3.32: Summary of Emerging Issues on Public Administration

Summary of Emerging Issues	
Pros	Cons
<ul style="list-style-type: none"> i. Two levels of government/ public administration operate in the municipality (National and County) ii. Judiciary with various levels of courts iii. Existing security facilities (police stations and police posts) iv. Existence of Two Borstal institutions for Girls Probation and Nakuru Children’s remand home. 	<ul style="list-style-type: none"> i) Limited land for expansion of facilities ii)Limited provision at neighbourhood level iii)Bureaucratic processes in getting services iv) inadequate police stations v) Unfair distribution of security installations especially in the neighbourhoods
Intervention Areas	
<ul style="list-style-type: none"> i. Rehabilitation/refurbishment of the existing facilities ii. Ensuring all public administration facilities are accessible to people with disabilities iii. Establishment of more security facilities 	

Source: IDEP Committee Analysis, 2020

3.3 Conclusion

The analysis of the municipality background and the existing situation reveals varying development challenges and opportunities that need to be taken into account in making development proposals for the Municipality. Sustainable resource management is encouraged to promote sustainable land use practices, including development control.

In addition, the ever-increasing demand for infrastructure, services, consumer products, employment opportunities and housing need to be met through strategic decision making in order to strike a balance between demand and supply.

CHAPTER FOUR

DEVELOPMENT STRATEGIES AND INTERVENTIONS

4.0 Introduction

This chapter provides the proposed development interventions and strategies expected to bring about transformative change within Nakuru Municipality in the 2019-2023 plan period. These interventions have been selected in line with the priority issues analyzed and gaps identified in chapter four of this IDEP. Further, the chapter provides a selected urban transformative/flagship projects that will lay the foundation for the future Nakuru City. The selection of priorities is aligned to other existing National and County development plans as well as applicable international commitments. These include the following Kenya Vision 2030 and its 3rd Medium Term Plan 2018-2022, the Governor's Manifesto, relevant SDGs, and the CIDP 2018-2022.

Additionally, the Urban Spatial Development framework has been prepared & presented along the themes of the National Spatial plan (2015-2045), ISUDP (2014-2044) and the NCSDP (2015-2025). See illustration in Table 4.1.

The Municipal functions have been collapsed into planning sectors based on the Classification of Functions of Government (COFOG). These include the following; (a) *Agriculture*, (b) *Urban Development*; (c) *Energy, Infrastructure and ICT*; (d) *Health Services*; (e) *Education*; (f) *Social Protection, Culture & Recreation*; (g) *General Economic Commercial and Labour Affairs*; (h) *Environment Protection, Water and Natural resources*, (j) *Public Administration and Relations*.

4.1 Spatial Development Framework

Table 4.1.1 provides the spatial development strategies by thematic areas proposals (as outlined in the National Spatial plan 2015-2045) within which the development projects and programmes will be implemented.

Table 4.1: Municipal Spatial Development Strategies by Thematic Areas

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
Agriculture and Urban Development	Agriculture	Potential for urban agriculture	Formulation of policy framework on Urban Agriculture	Barut, Kapkures, Pipeline, Soilo, Kiratina, NdegeNdimu and Mwariki 'B' (MzeewaNyama)	Department of Agriculture, Nakuru Municipal Board
		Diminishing agricultural land in the municipality & peri-urban areas	Support the adoption of modern methods of production and technologies		
		Income constraints limit household's ability to feed themselves.	Promote small scale gardening as income supplement for households.		
		Regulation of agricultural activities through legislation.			
	Urban Development	40% of the county's population resides in the municipality	Urban renewal/ redevelopment	Entire Municipality	CGN, PPPs, Development Partners, State Department of Housing, County Department of Land, Housing and Physical Planning, Nakuru Municipal Board
		Rapid urbanization		Entire Municipality	
		Inadequate housing	Construction of new housing stock under PPP arrangement Promotion of appropriate building technologies.	County Estates	
Proliferation of Informal settlements		Redevelopment/Rehabilitation of County Estates. Approval and Implementation of Nakuru ISUDP 2015-2035 and County Spatial Plan 2015-2025. Implementing the KUSP projects on infrastructure. Implementing KISIP projects in Informal settlements Strategic planning and effective development control	CBD		
Energy, Infrastructure & ICT	Energy	Renewable Energy Potential- geothermal, wind and biomass.	Promotion of renewable energy sources including wind energy, solar energy, bio-energy and hydro-energy	Menengai Crater for geothermal	GDC, KenGen, Nakuru Municipal Board

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
			Provision of incentives to investors to establish waste-to-energy infrastructure	Gioto Dumpsite for biogas	Department of Energy, Water and Sanitation
	Infrastructure a) Roads, Storm Water Drains and Public Service Vehicle Termini	Congested roads and streets (traffic, pedestrians)	Opening of new roads Provision of NMT facilities and/pedestrianization of some roads in the CBD Construction of by-passes	Olive Inn area, Mwariki (MzeeWaNyama)	County Government, KURA, Nakuru Municipal Board Department of Roads and Public Works
		Inadequate finances/Poor prioritization in funds allocation for road construction		Mashindano, Muhoro (KITI-Mawanga), Mwariki- Baringo Road (Mbugua Mbugua), Landhies-Ronald Ngala street, Kipchoge/ Lower Tom Mboya, Mwariki-Sewage, Rhonda market-Kapkures, Free Area Loop road,	
		Delay in road construction/ lengthy procurement processes		All roads serving industrial, commercial and residential areas All roads within the municipality	
		Poor road conditions characterized by mud, dust, potholes and poor signage especially for feeder roads Lack of capacity by contractors Limited number or lack of specialist such as road surveyors, road inspectors.	Provision of road signages Rehabilitation/Widening of roads to accommodate all road users	Southern Inner Bypass (from Lanet-Oginga Odinga street-A104 at KFA roundabout) Northern Inner by pass (from A104 at Kunste -B5-Maragoli road-Stanley Mathenge road-A104 at Total roundabout	
		Congested public service vehicle parks and stops	Provision of alternative parking zones outside CBD Construction of alternative Public Service vehicle termini		
		Lack of parking for heavy commercial vehicles	Acquisition of land for parking		
		Informal business encroachment onto roads	Closure of some streets on specific days for informal trading activities		

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
				Northern Innermost bypass (A104 near Nakuru War Memorial hospital-B4-A104 at the KFA roundabout)	
		Uncontrolled/unregulated traffic Traffic accidents	Traffic lights for control of motorized and non-motorized traffic	Mburu Gichua, Oginga Odinga, Moi road and Kenyatta avenue linkages.	KENHA, KURA, Department of Roads and Public Works, Regional Traffic Police Service
	Storm water Drainage	Street flooding Flooding in estates/neighbourhoods	Construction of storm water drains Unblocking of existing storm water drains Upgrading of existing drains to increase capacity	All major roads in the municipality CBD	Department of Roads and Public Works, NMB, KURA
	Railway	Underutilization of the existing rail	Rehabilitation of rail transport Expansion of SGR through Nakuru city	Operationalization of Nakuru-Kisumu railway line along with Eldoret-Malaba railway Construction of SGR to Nakuru city	Kenya Railways
	Airport	Lack of an airport	Construction of an airport	Lanet Airstrip	KAA
	Water Supply	Population pressure leading to strain on services water networks, Underground water having high fluoride	Upgrading and expansion of existing infrastructure Increasing piped water reticulation and supply NAWASSCO to explore installation of extra water treatment plants to augment water supply Ensuring that developers incorporate rain water	Entire Municipality	CGN, NAWASSCO, Development Partners, PPPs, Nakuru Municipal Board

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
			harvesting and storage facilities in their buildings		
	Sewerage and waste water	Dilapidated sewerage network system	Overhaul/expansion of the sewerage connectivity within the municipality	Entire Municipality	CGN, NAWASCO, Development Partners, PPPs, Nakuru Municipal Board
		Underutilized Njoro STW	Rehabilitation/ Upgrading of the underutilized STW		
		Indiscriminate channeling of wastewater to water bodies	Encourage waste recycling, recovery and re-use strategies		
		Use of pit latrines in urban areas is not sustainable			
		Limited land for expansion of the STW			
	Solid Waste	Poor solid waste management	Implementation of Integrated Solid waste management plan Waste segregation at source for easier management	Entire Municipality	CGN /Environment Department, NEMA
		Location of the current dumpsite not compatible with the surrounding areas	Finding alternative land for land infill/dumpsite (relocate Kioto dumpsite)		
	ICT	Lack of sufficient coverage of ICT infrastructure	Establishment of ICT hubs in each ward Installation and configuration of Local Area Networks (LAN) Installation and configuration of Wide Area Network (WAN)	Nakuru East, Menengai, Flamingo, Kivumbini, BiasharaShaabab, London, Rhonda, Kapkures, Kaptembwo, Barut County headquarters and County offices at the Regional Co-ordinator's building sub-County HQs	CGN/Department of ICT, NMB
		Slow adoption of ICT systems	Decentralization of ICT functions Implementation of a revenue management system – ZIZI Implementation of an assets management system		

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
		Late disbursement of funds	Installation of CCTV surveillance system		
		Lack of transport			
Health	Health	Health infrastructure does not fully address the needs of the growing population to achieve universal healthcare services. On referral services the County currently has a fleet of 24 basic life support ambulances.	Implementation of the of the National Agenda on universal healthcare	Construction of Margret Kenyatta Mother Baby Wing at Nakuru Level 5 Hospital	Department of Health Services, Nakuru Municipal Board
			Upgrading of health facilities in the municipality	Construction and operationalization of Oncology centre at Nakuru Level 5 Hospital Construction of Laboratory at Nakuru West Health Centre Refurbishment of LangaLanga Health centre Renovation of Bondeni Health Centre Construction of patient wards in Rhonda and Kapkurescentres Rehabilitation of Lanet and Miruki Kariuki health facilities	
Education & social Protection	Education	Inadequate ECDE facilities- Classrooms, toilets, play equipment, furniture and water tanks	Construction of 80 new ECDE Classrooms and 67 ECDE Toilets	All public ECDE facilities	Department of Education and Vocational Training, Nakuru Municipal Board
		Inadequate funds to cater for all ECDE activities	Induction of 900 ECDE Teachers on current trends on ECDE Education e.g. Pre-		

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
		including transport and capacity building	Primary Education Policy of 2017, Competency Based Curriculum		
		Untimely release of funds using the Financial Year Calendar (June-July).			
		Lack of working tools for ECDE officers e.g. laptops and other information and technology accessories	Supply of furniture, instructional materials and equipment to 20 ECDE Centres		
		Mushrooming of Sub-Standard ECDE Centres that are not registered especially in the informal settlements.			
		Inadequate programmes for vulnerable children and those in difficult situations e.g. large population of children in dumpsite (Gioto)			
		Uncoordinated approach to project implementation leading to gaps in the projects and stalling of some.			
		Establishment of Board of Management for Pre-Schools is a challenge			
		Inadequate Quality Assurance services by the Ministry of Education in the ECDE Centres			
	Vocational Training	Inadequate vocational training centres with only 2 being available	Construction and equipment of additional facilities in each ward	Nakuru East, Menengai, Flamingo, Kivumbini,	Department of Education and

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
				BiasharaShaabab, London, Rhonda, Kapkures, Kaptembwo, Barut	Vocational Training, Nakuru Municipal Board
	Social Protection	Inadequate provision and funding for social infrastructure such as social halls, homes, museums, rescue centres etc.	Rehabilitation of Nakuru Players Theatre Expansion of new infrastructure at Alms House, Construction of social halls Digital platform for artists to showcase their talents Use of museum to empower artists and cultural practitioners.	Nakuru Alms House Each ward HQ Nakuru East and Nakuru west HQs Nakuru Players Theatre Hyrax Hill Existing public facilities such as ECDEs	Department of Culture, Gender, Youth and Social Services, Nakuru Municipal Board
		Upsurge in the number of vulnerable children	Establishment of more facilities vulnerable children	Nakuru East and Nakuru west HQs	
		Upsurge in the number of PWDS	Establishment of more facilities for PWDS,	Afraha Stadium	
		Increase in GBV	Establishment of a Gender Based Violence Rescue Centre	St. Teresa Primary School	
		Lack of resources to undertake comprehensive data of PWDS across the county		Kamukunji, Teachers and Shabaab	
		Inadequate public recreational facilities especially in residential areas	Refurbishment of stadium Establishment of a sports centre Refurbishment of playgrounds Provision of recreational facilities within residential estates Rehabilitation of existing recreational facilities Provision of recreational facilities during	Entire municipality Entire municipality	

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
			redevelopment of County Estates		
General Economic, Commercial & Labour Affairs		Lack of land for expansion of the market in the CBD	Decongesting of the CBD market by developing alternative markets in the commercial nodes and estates)	Entire municipality with special focus on Rhonda, Ziwani, Kiratina, Kaptembwa/Githima, ASK Showground/ KFA, County estates CBD and Commercial	CGN, Departments of Trade, Public Service Management, NMB, Nakuru Investors/ Business Community
		Limited land for industrial expansion			
		Underutilization of the railway line as an economic enabler			
		Lack of Integrated Transport System (for both vehicular and NMT)	Implementation of the integrated Transportation system (as proposed in the ISUDP)		
		Underutilization of market space in Rhonda and Kaptembwa/Githima	Densification of developments through vertical expansion in strategic locations		
		High dependency rate of 55%	Alternative trade and business activities		
		Unemployment figures stand at 53%	Creation of employment opportunities through engagement of the locals for labour services Creation of jobs in both formal and informal sectors Enhancing ease of doing business in the municipality		
Environment, Water and Natural Resources		Lake and the Crater constrict the urban structure and the possibility of expanding the municipality southwards and northwards	Expansion of the municipality boundaries and mapping out areas for future urban development	Entire Municipality	Department of Environment, Water and Sanitation, NMB, Department of Land, Housing and Physical Planning
		Pollution of the lake and rivers			

Sector	Sub-Sector	Development Issues	Development Strategies	Area/Location	Lead Agents
		Encroachment onto the ecologically sensitive areas (crater and lake sides)	Establishment of green networks along rivers and their tributaries and Menengai Crater		
		Environmental degradation	Protection of the natural ecosystems		
		Flooding of the lower parts of the town towards the lake side	Construction of high capacity storm water drains		
		Geological instability in some parts of the Municipality restricts urban development	Controlled development on areas with geological instabilities Control of excessive vibration from quarrying activities and enhancement of environmental protection		
		Replacement of indigenous vegetation with exotic invasive species	Greening and beautification in the Municipality		
Public Administration, Inter County Relations and International Relations		Limited land for expansion	Rehabilitation/refurbishment of the existing facilities	Entire Municipality	CGN, NMB, County Assembly, Ministry of Interior
		Bureaucratic processes in getting services	Establishment of efficient and practical service charters Ensuring all public administration facilities are accessible to people with disabilities		
		Unfair/Uneven distribution of security installations especially in the neighbourhoods	Establishment of more security facilities		

4.2 Departmental Programmes, Key Outcomes and Key Performance Indicators

4.2.1 Agriculture, Livestock and Fisheries

Introduction

The Agriculture Subsector at the county level comprises of four (4) sub-sectors namely: Department for Agriculture; Department for Livestock; Department for Fisheries and the Blue Economic. Most of these activities are however practised outside the municipality.

Vision

A food secure and wealthy nation with sustainable management and utilization of land and the blue economy.

Mission

To improve the livelihoods of Kenyans through attainment of food security, utilization of blue economy and sustainable land management.

Strategic Goal

The overall goal of the sector is to attain national food security and sustainable management of land and the blue economy.

Table 4.2.1 presents the Key sector programmes, expected outcomes, outputs in the Agriculture sub-sector in the Municipality IDEP for the period 2019-2023.

Table 4.2.1: Agriculture, Livestock and Fisheries Programmes, Key Outcomes and Key Performance Indicators

Programme: Development of Urban Agriculture									
Objective: To regulate and enhance crop production for enhanced food security, employment creation, income generation and poverty reduction									
Outcome: Improved Urban Livelihood									
Sub- programme	Key Output	Key Performance indicators	Baseline	Planned targets					Total Budget
				Year	Year	Year	Year	Year 5	
Agriculture Extension and Research training	Enhance extension service provision to the farmers	Participation in Annual Nakuru ASK show	1	1	1	1	1	1	15,000,000

Development of Policy on Urban Agriculture	Enhance regulated urban farming practice	Draft Urban Agriculture and Farming Practice Bill Operationalising By-laws/Regulations	-	-	-	1				50,000,000
Farmers' Support Programs	Enhance Productivity and Value Addition	Percentage growth in yields and income								704,365,000
										769,365,000

4.2.2 Lands, Housing and Physical Planning

The table details key programmes, outcomes, KPIs and yearly targets for the planning period for Lands, Housing and Physical Planning subsector. The three areas of focus include Land use planning and management, Land information management system, and development and management of Housing.

Table 4.2.2: Lands Housing and Physical planning Programmes, Key Outcomes and Key Performance Indicators

Sub-programme	Key Output	Key Performance Indicator	Baseline	Planned targets					Total Budget
				Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Programme: Land use planning and management									
Objective: To provide a spatial framework to guide land use planning and development									
Outcome: Professionally planned and surveyed human settlement for socio-economic development									
Sub-programme	Key Output	Key Performance Indicator	Baseline	Planned targets					Total Budget
				Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Municipal land use planning	Improved Spatial development planning for the Municipality	Guidelines for land use planning	-	-	1	-	-	-	270,000,000
		Percentage implementation of spatial development plan	-	-	10	20	30	50	
		Percentage implementation of ISUDP plans							
Land Information management system	Integrated Land Information System in place	Land Information System in place	0	1 pilot	20%	60%	80%	100%	200,000,000
		Electronic register of public land in place	-	-	-	-	by 2020	-	
		No. of development applications processed							
		No. of Municipal estates surveyed							
Programme Name: Housing Development and Management									
Objective: To ensure development of housing in the most affordable and sustainable methods									
Outcome: i. Improved house fabric									
Maintenance of county estates	housing units renovated	No. of units renovated	1,704	200	200	200	200		120 M
	Toilets renovated/constructed	No. of Toilets renovated/constructed	858	150	150	150	150		24 M

Sub-programme	Key Output	Key Performance Indicator	Baseline	Planned targets					Total Budget	
				Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5		
	Kms of sewer line upgraded	No. of Kms of sewer line upgraded	1,441	400	450	450	450		28 M	
Development of housing infrastructure	kms of sewer line laid	No of km of Sewer line laid	1,500	1,500	1,500	1,500	1,500		80 M	
Development of new (Affordable) housing stock under the Big 4 Agenda	New housing Units	No. of New Housing Units Constructed	0	Flagship Project on a PPP Estates Targeted are: Kimathi, Flamingo, Moi and Ngala=3,700 Units						10 B

4.2.3 Infrastructure

This subsector's mandate is the maintenance of Roads and Transport infrastructure including Municipal roads, public terminus and street parking, maintenance of streetlights and the Municipal public works, maintenance of Municipal vehicles and other machineries, and day to day management of the Municipal mechanical and transport unit.

Table 4.2.3 presents the Key sector programmes, expected outcomes, outputs in the Infrastructure sub-sector in the Municipality IDEP for the period 2019-2023.

Table 4.2.3: Infrastructure Programmes, Key Outcomes and Key Performance Indicators

Programme Name: Infrastructure development and maintenance									
Objective: To develop, maintain and rehabilitate road network, and transport facilities.									
Outcome: Professionally designed infrastructure and improved accessibility of feeder roads.									
Sub Programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned Targets					Total Budget (Kshs.)
				Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Construction, Rehabilitation and Maintenance of roads, drainages, and bridges.	Improved road network and infrastructure	Km of tarmacked roads	5.62	4	4	4	4	4	1,000,000,000
		Km of graveled roads	32	35	35	35	35	175,000,000	
		No. of motorable bridges constructed	1	-	1	1	1	400,000,000	
		No. of traffic lights installed	0	-	-	-	-	20	100,000,000

Rehabilitation and maintenance of transport infrastructure	Improved transport terminus	No. of bus parks constructed	2	1	1	1	-	-	600,000,000
		No. of lorry parks constructed	0	-	-	1	1	-	200,000,000
		No. of boda-boda sheds constructed.	40	21	21	21	21	21	31,500,000
		No. of bus parks rehabilitated	1	-	-	1	1	1	15,000,000
Public works	Enhanced storm water management	Storm water master plan and policy	1	1	-	-	-	-	50,000,000
		Km of drainage network maintained	5.8	4.8	4.8	4.8	4.8	4.8	24,000,000
		Km of new drainage network	8.8	6.0	6.0	6.0	6.0	6.0	1,200,000,000
Installation, rehabilitation, and maintenance of street lighting facilities	Improved street lighting infrastructure	Number of streetlights maintained	115	50	50	50	50	50	25,000,000
		Number of streetlights installed	358	100	100	100	100	100	250,000,000
Programme Name: Fire Fighting and Disaster Management									
Objective: To enhance the level of fire safety and response to disaster within Nakuru Municipality.									
Outcome: Improved disaster preparedness and well-equipped firefighting Department.									
Sub Programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned Targets					Total Budget (Kshs.)
				Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Fire fighting	Enhanced disaster preparedness	No. of fire stations constructed	1	-	1	-	1	-	300,000,000
		No. of 5,000 ltr and 10,000 ltr capacity fire engines acquired	1	-	1	1	1	1	400,000,000
		Underground storage water tank constructed	0	-	-	-	-	1	250,000,000
		Number of fire fighters recruited	25	-	-	10	10	10	14,500,000

4.2.4 ICT and e-Government

The sub-sector is responsible for; developing and implementing ICT policy guidelines, strategies and project plans for the County, providing technical and operational support for systems and infrastructure, development of connectivity infrastructure, provision of public relations services, and dissemination of information on County governments operations.

Table 4.2.4 (b): ICT and e-Government Programmes, Key Outcomes and Key Performance Indicators

Programme Name: Administration and Planning Services									
Objective: To improve efficiency in service delivery in Nakuru County.									
Outcome: Improved service delivery									
Sub-programme	Key Outcome	Baseline	Key performance indicator	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
<i>SP 1.1</i> ICT Support & Human Resource	Improved human resource productivity	30,618,858	Annual estimates for employee compensation	3,061,885	3,214,980	3,375,729	3,544,515	3,721,741	16,918,850
		5	No. of staff trained	3	3	3	3	3	1,690,000
		-	No. of staff recruited	1	1	1	-	-	300,000
<i>SP 1.2</i> Administration & Support Services	Efficient & effective service delivery	-	No. of vehicles purchased	2	1	-	-	-	15,000,000
		-	No. of ICT Consultancy services procured.	1	1	1	1	1	35,000,000
Programme Name: Information and Communication Service									
Objective: To promote digital literacy among the residents of the Municipality.									
Outcome: Increased digital literacy									
Sub-programme	Key Outcome	Baseline	Key performance indicator	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
<i>SP 2.1</i> Public Communication and Media Services	Improved access to e-Government services.	2	No. of digital centres established	-	-	2	2	2	150,000,000
		-	No. of piloted digital centres	-	2	-	-	-	-
		40	No. of free Wi-Fi hotspots established	10	10	10	10	10	50,000,000
		-	No. of e-signage boards installed	3	5	7	-	-	50,000,000

		-	Percentage of county assets branded	-	20%	30%	20%	30%	
	Improved information and communication services	-	Media Centre	-	-	-	-	By June 2022	20,000,000
		-	Call centre	-	-	-	By June 2021	-	30,000,000
Programme Name: ICT Infrastructure Development and e-Government Services									
Objective: To improve connectivity in Nakuru County to enhance e-Government services and to automate all county government services for efficient service delivery.									
Outcome: Improved infrastructure and increased number of automated services.									
Sub-programme	Key Outcome	Baseline	Key performance indicator	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP 3.1 Network Infrastructure	Improved efficiency of operations and security of county assets	2	No. of sites installed with CCTV cameras	-	-	-	1	1	300,000,000
		0	Feasibility report		2	-	-	-	
		1	No. of new sites connected with LAN.	3	7	10	8	7	30,000,000
		-	Percentage of sites interconnected with WAN	10%	20%	20%	10%	10%	65,000,000
		-	Percentage of sites installed with internet	10%	20%	20%	10%	10%	200,000,000
		-	Percentage establishment of the data centre	-	40%	20%	20%	20%	300,000,000
		70	No. of offices equipped with Internet Protocol (IP) phones	-	50	35	20	10	10,000,000
		-	Feasibility study report	-	By 2019	-	-		5,000,000

4.2.5 Health Services

Vision

A Healthy Municipality

Mission

We provide integrated quality health services for all.

Sector Objectives / Goal

The sector overall goal is to reduce inequalities in health care services and reverse the downward trend in health-related outcomes in the county.

The sector objectives are equitable access to health services, improve quality and quick response to emergency services, to have effective and efficient service delivery, fostering of partnerships and improve funding for the health service delivery.

The county health sector goal is guided by national and county plans and policies such as the County Integrated Development Plan- CIDP (2018-2022) NHSSPIII (National health sector strategic plan III) 2013-2018, Constitution of Kenya 2010, Vision 2030, sustainable development goal 3, the Abuja Declaration and other international goals.

Planned Departmental Interventions for the 2019-2023 Period

In the plan period 2019-2023, the Health sector will focus on completing and equipping the ongoing projects, while expanding and intensifying the level of services being offered in existing facilities. New facilities will only be constructed where there is serious need to improve access to health care. Operationalizing theatre facilities and youth friendly services in subcounty hospitals will also be area of focus. Under public health and sanitation, there is need to improve sanitation facilities in markets, highway, and Municipal estates. There is also need to acquire land for a cemetery.

Table 4.2.5 presents the Key sector programmes, expected outcomes, outputs for Health Services in the Municipality IDEP for the period 2019-2023.

Table 4.2.5: Health Services Programmes, Key Outcomes, KPI and yearly targets for the period 2019-2023

Programme Name: Programme: Administration and Planning for Health Services									
Objective: To implement and enact evidence-based policies that relate to resource mobilization, planning and strengthening health care									
Outcome: Effective and efficient health service delivery									
Sub programme	Key Output	Key Performance Indicators	Baseline 2019	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP: Health Infrastructure development	Increase access to health care services	Rate of completion and equipping of OPD Complex at PGH	60%	85%	100 %	-	-	-	275,372,831
		Completion rate of Dental unit at PGH Annex	0	-	100 %				3,500,000
		Completion and equipping of Health Centers	5	10	8	6	6	6	250,000,000
		Purchase of land for health expansion of health centres	1	2	2	1	1	1	60,000,000
		Construction of toilets / and sanitary blocks at health facilities / and housing estates	2	1	2	1	2	1	30,000,000
Programme 2: Preventive and Promotive Health Services									
Objective: To reduce disease burden associated with environmental health risk factors and unhealthy lifestyle.									
Outcome: Reduction in susceptible conditions and lifestyle diseases									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP 1 Primary health care	Improved maternal health services	Percentage of pregnant women attending at least 4 ANC visit within Municipality	44	50	55	58	62	68	5,000,000
		Percentage of deliveries conducted by skilled health workers within Municipality	67	68	71	75	78	80	
	Increase population under 1 year protected from	Percentage of fully immunized children in the Municipality	91	92	93	94	95	96	

	immunizable conditions								
SP2: Environmental and Sanitation programme	Increased access to decent sanitation	Percentage of household with functional toilets	95	96	97	98	98	99	120,000,000
		Percentage of schools with functional hand washing facilities	50	55	60	65	70	80	
		No. of public toilets constructed in the markets, highway and CBD	2	1	1	1	1	1	
	Improved medical and general waste management	Percentage of health facilities using non-burning technology in medical waste management	1	10	36	48	60	75	
	Increased access to cemetery services	Acreage of land acquired	-	-		100	-		
SP3: Disease surveillance and emergency response	Increased case detection and response	Percentage of cases detected and investigated	100	100	100	100	100	100	5,000,000
SP4: Health Promotive service	Reduced stigma and discrimination and enhance uptake of health services	No. of clubs created for PLWHAs per ward	0	-	1	1	-	-	5,000,000
	Increase case findings of TB and HIV in the community	Percentage of congregate setting groupings screened for both TB and HIV	0	2	2	3	4	5	
Programme 3: Curative and Rehabilitative services									
Objective: To provide essential quality health services that are affordable, equitable, accessible, and responsive to client needs									
Outcome: Improved quality of healthcare in the County									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP1: Provision of essential services in all levels	Increased access to surgical services	No. of functional theatres in sub-county hospitals	2	1	1	1	1	1	20,000,000

	Increased uptake of PMTCT services	Percentage of HIV positive pregnant Mothers on PMTCT services	95	96	97	98	98	98	
SP2: Elimination of Communicable and Non-communicable diseases	Viral suppression	Viral suppression in people living with HIV (%)	80	85	87	90	92	94	30,000,000
	Improved cure rate among TB patients in County	Percentage of patients cured of TB	85	88	90	92	95	95	
	Increased uptake of oncology services	Percentage of women of reproductive age screened for cervical cancer	13	18	30	40	50	60	
		Completion rate of PGH oncology centre	20	50	100		-	-	
Increased uptake of Family Planning services	Increased uptake of Family Planning services	Percentage of women of reproductive age receiving family planning commodities	50	50	55	60	65	70	10,000,000
	Increased uptake of health services by youth	No. of Youth Friendly Centres established in Sub County hospitals	1	2	1	1	1	1	
	Increased uptake of services by sexual and gender-based violence survivors	No. of gender-based violence centres established in health facilities	0	1	-	1	-	1	
Totals									83,872,830

4.2.6 Education and Vocational Training

Introduction

The Education at the Municipality level comprises provision of ECDE and vocational training services.

Vision

A globally competitive education, training, research and innovation system for sustainable development.

Mission

To provide, promote and coordinate quality education and training for sustainable development.

Sector Goal

The sector aims to provide quality education, training, science, and technology to all.

Table 4.2.6 Education and Vocational Training Programmes, Key Outcomes, KPI and yearly targets for the period 2019-2023

Programme Name: Promotion of Early Childhood Development and Education									
Objective: To provide access to quality Early Childhood Development and Education									
Outcome: Improved access to quality Early Childhood Development and Education									
Sub Programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Year1	Year2	Year3	Year4	Year5	
Promotion of Early Childhood education and development	Improved access and quality of infrastructure	No. of ECD classrooms	20	40	40	28	20	6	14,472,000
		No. of classrooms	80	14	10	10	10	10	64,800,000
		No. of Centres of	0	1	1	1	1	0	120,000,000
		No. of ECD toilet blocks constructed	67	37	36	36	36	36	109,800,000
		Amount of funds allocated for Free	0	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	41,250,000
	Improved Retention rate	No. of ECD Centres under school feeding programs	0	67	67	67	67	67	120,312,500
	Improved Quality of education	No of teachers recruited	40	30	30	30	30	23	350,621,7003
		No of schools supplied with fixed play	8	15	15	15	10	4	3,540,000
		No. of ECD centres participating in co-	10	67	67	67	67	67	10,000,000
		No. of Teachers / Officers inducted on the proposed new curriculum and in-service Training.	1275	1275	1275	1275	1275	1275	9,562,500
No. of schools benefiting through Provision of instructional learning materials		67	67	67	67	67	67	14,132,500	

		M&E reports	4	4	4	4	4	4	600,000
		Percentage of ECD database updated	85	90	92	94	96	97	225,000
		No. of schools equipped with ICT Facilities and	0	15	15	15	15	7	55,000,000
		No. of school buses	0	1	1	1	1	0	32,000,000
		No. of learners benefitting from purchase of ICT	0	1200	1200	1200	1200	700	
Bursaries	Improved quality of Education	Amount of bursary funds budgeted In (Ksh)	22M	22M	22M	22M	22M	22M	110M
		Number of bursary	5065	5000	5000	5000	5000	5000	25,000

Vocational Training and skills upgrading										
Programme Name: Vocational Training and skills upgrading										
Objective: To provide quality Vocational training services to the trainees										
Outcome: Provide quality training services to the trainees.										
Programme :1	Key Output	Key Performance Indicators	Baseline (2019)	Planned targets						Total Budget (Ksh.)
				Year 1	Year 2	Year 3	Year 4	Year 5		
Vocational training	Improved quality training and skills upgrading	No. sensitizations held	4	4	4	4	4	4	4	3.0m
		No. of renovations done and branded	1	1	-	2	-	2	2	15.0m
		No. of quarterly M&E reports	4	4	4	4	4	4	4	0.6m
		No. of VTC graduates enrolled	330	483	655	750	850	1020		
		No. of trainers recruited for quality service delivery	13	4	6	8	8	10		75.6m
		No. of institutions participating in co. curricular activities.	23.	2	3	3	3	3		15.0m
		County VTC Fund	6m	7.23m	10.9m	12m	12.9m	15.3m		58.33m
		National Government Capitation grant	5.13m	7.23m	10.9m	12m	12.9m	15.3m		58.33m
Programme Name: Vocational Training and skills upgrading										
Objective: To provide quality Vocational training services to the trainees										

Outcome: Provide quality training services to the trainees.													
Sub programme:2	Key Output	Key Performance Indicators	Baseline (2019)	Planned targets									
				Year 1	Year 2	Year 3	Year 4	Year 5	Total (Ksh.)	Budget			
	Development (Revitalization of VTCs)	Improved infrastructure	no. of county vocational training centres of excellence of Nakuru municipal	0	2	2	2	2	2	2	2	500m	
No. of renovations done and branded			1	2	2	3	2	3	12m				
No. of workshops constructed			8r	2	2	2	2	2	125m				
No. tutorial rooms constructed			2	2	3	2	2	2	50m				
No. of administration offices constructed			1	1	1	-	-	-	3m				
Purchase of land for extension (Barut vtc)			-	1	1	-	-	-	25m				
No. of hostels in VTC			-	2	2	-	-	-	126m				
No. of Dining halls constructed.			-	2	-	-	1	-	90m				

4.2.7 General Economic, Commercial and Labour Affairs (GECLA)

Introduction

The sector comprises of Trade, Tourism, Cooperatives Development and Marketing, Industrialization, Labour and Research development.

Vision

The sector vision is: A globally competitive economy with sustainable and equitable socio-economic development.

Mission

The sector mission is: To promote, co-ordinate and implement integrated socio-economic policies and programs growth of a viable cooperatives sub-sector for a rapidly industrializing economy.

Sector Goals

The GECA Sector works towards achievement of creating conducive environment for the development and growth of trade and industrialization, Cooperatives and Tourism.

Markets sub-sector is mandated to develop market physical infrastructure and create conducive environment for business activities through rehabilitation/maintenance of existing markets, construction of new markets as well as provision of market user delivery services. Prerequisite basic requirements of market establishment and operations include the following functional public toilets, perimeter fence, adequate water, adequate street lighting, effective & efficient waste collection system, and market administration offices.

Trade sub-sector is mandated to enhance the growth and development of enterprises through business counselling, business training and formation of business linkages.

Tourism subsector is mandated to facilitate Tourism Development and Promotion through provision of tourism information, tourism marketing and promotion of local tourism.

Co-operatives subsector is mandated to facilitate the growth and development of Co-operatives in the County through empowering of SACCOs, training on Cooperative leadership and governance.

Weight and Measures sub-sector is mandated to promote fair trade practices and enforce consumer protection through conducting of annual and selected spot checks weighing scale calibration as well as sensitization of the traders and consumers.

Table 4.2.7 presents the Key sector programmes, expected outcomes, outputs in the GECLA sub-sector in the Municipality IDEP for the period 2019-2023.

Table 4.2.7: GECLA Programmes, Key Outcomes and key Performance Indicators

Programme Name: Cooperative Management									
Objective: To promote co-operative development and management									
Outcome: Strengthened and vibrant cooperative societies									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Sacco Empowerment	Increased financial access by citizens	No. of workshops done on development of new savings and credit products	30	10	5	5	15	15	40,800,000
		No of capacity building forums on enterprise development	100	30	25	25	60	60	
		No. of business and strategic plans developed	15	20	20	20	20	20	
		Establishment of cooperative development/Revolving fund	-	1	-	-	-	-	
		No. of Cooperatives funded		30	30	50	50	70	
Corporate Leadership & Governance	Improved governance and professionally managed co-operatives	No of Cooperative members' trainings done	160	50	50	50	75	75	79,250,000
		No of Cooperative Board of Directors training held	58	15	15	20	50	50	
		No of Field Visits/Exchange done	3	5	7	8	5	5	
		No of Ushirika day celebrations/Trade Fairs/Shows participated in	8	7	7	7	8	8	
		No. of Co-op Societies Audited	105	115	125	135	145	150	
Strengthening of housing	Improved management of	No. of spot checks conducted	300	200	250	300	350	400	56,700,000

and investment cooperatives and extension services	housing and investment cooperatives	No of capacity building forums done	10	10	15	15	20	20	
		No. of stakeholder forums done	1	4	4	4	4	4	
Programme name: Commerce and Enterprise									
Objective: To enhance growth and development of enterprises									
Outcome: Create conducive business environment for enterprises									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Business development services for SMEs	Increased access to financial services to SMEs	No. of interactive & sensitization forums for creating awareness	5	15	15	18	20	20	70,471,641
		No. of Approved successful loan applicants	90	150	200	225	250	275	
		No. of SMEs funded	90	-	150	170	200	250	
		Amount disbursed to SME's	11	-	2.75	2.75	2.75	2.75	
	Improved SMEs productivity	Training needs assessment report	-	1	1	1	1	1	52,389,240
		No. of SMEs trained	120	90	400	600	800	1000	
		Quarterly Monitoring and Control reports	-	4	4	4	4	4	
Producer Business Groups (PBGs)	Improved productivity and access to markets	No. of trainings held to train members on group dynamics and cohesiveness	2	30	55	85	100	130	65,696,070
		No. of Groups registered	3	30	55	85	100	130	
		No. of value addition trainings	5	30	55	85	100	130	
		No. of marketing linkages created	10	10	15	20	25	25	
		No. of conferences & Exhibitions	9	10	11	16	11	11	
		County investment profile in place	-	-	1	-	-	-	

		County Investment Policy in place	-	-	1	-	-	-	100,000,000
Consumer protection	Improved fair trade practices and consumer protection	No. of Weighing machines calibrated	10,000	10,500	11,000	11,500	12,000	12,500	88,664,481
		No of premises inspected	200	300	500	800	1,000	1,500	
		No. of working standards & tools purchased	1	15	20	20	25	30	27,556,951
		No of supervisory vehicles purchased		1	1				
Programme Name: Market rehabilitation and development									
Objective: To create a conducive environment for business activities									
Outcome: Improved service delivery in County markets									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Market Rehabilitation	Improved service delivery in existing markets	No. of markets rehabilitated	4	10	10	3	5	12	276,713,436
Development of new markets	Improved access to market services	No. of new markets constructed	2	3	3	1	1	2	300,000,000
market user delivery services	Improved waste management in markets	No. of garbage trucks (Skip Loader) acquired	1	-			-	-	
		No. of garbage skips acquired	2	-			-	-	
		No. of vehicle acquired	-	-	-	1	2	-	24,000,000
Programme Name: Tourism promotion and marketing									
Objective: To promote local tourism and market Nakuru County as a destination of choice									
Outcome: Improved domestic tourism in Nakuru County									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Promotion of local tourism	Increased number of local tourists	No. of tourist sites mapped		-	5	5	5	5	20,500,000
		No. of local tourists recorded	10,000	15,000	20,000	20,000	20,000	15,000	
		No. of tourism products uploaded in the County	100	200	300	400	500	600	18,635,000

		tourism website www.visitnakuru.com							
		No. of Nakuru County Miss Tourism auditions held	2	-	2	2	2	2	25,000,000
		No. of cultural events held			1	1	1	1	
		No. of supervisory vehicle purchased	-	-	1	-	-	-	8,000,000
Establishment & operationalize Municipal Tourism Information centres	Increased access to tourism information	No. of tourism information centres established	1	1	-	1		-	25,663,926

4.2.8 Environmental Protection, Water, Sanitation and Natural Resources

Vision

A self-reliant, secure, and quality life.

Mission

To conserve environment, provide potable water and sustainable energy.

Strategic Goals/Objectives of the Sector

To improve environment, natural resource management, water, sanitation, and sewerage services and enhance green energy solutions within the county.

Sector Mandate

The mandate of the sector is derived from Governor Executive order No. 1 of November 2017 and this include:

- Development of bills and policies
- Greening and beautification
- Solid waste management
- Enforcement of environment, water and energy policies, standards, and regulations
- Pollution control on public nuisance, air, land, water, noise, and excessive vibrations
- Natural resources management including Water catchments conservation, and riparian land protection and regulation
- Climate change mitigation and adaptation
- Conservation of County Parks, gardens, open spaces, beaches, and recreation facilities
- Promotion of alternative green energy solutions
- Promotion of green economy initiative
- Water sources identification, protection, and management
- Water and sanitation service provision
- Wastewater treatment and disposal

Table 4.2.8 presents the Key sector programmes, expected outcomes, outputs in the ENREW sector in the Municipality IDEP for the period 2019-2023.

Table 4.2.8: ENREW Programme, Key Outcomes, KPI and yearly targets for the planning period

Programme 1: WATER & SEWERAGE MANAGEMENT									
Objective: Increase water supply coverage, improve water quality and disposal of sewage									
Outcome: Increased provision of potable water and improved sanitation within the county									
Sub-Programme	Key Outputs	Key performance indicators	Baseline 2019	PLANNED TARGET					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP 2.1 Water Services Provision	Increased water supply, improved water quality and coverage	No of boreholes identified	6	1	1	1	1	1	1,000,000
		No of boreholes drilled	5	1	1	1	1	1	25,000,000
		No of rehabilitated water projects	5	1	1	1	1	0	2,000,000,000
		No of new water pipeline extension	5	1	1	1	1	1	70,000,000
	Enhance water Use efficiency in urban and Rural areas	County water Bill developed	0	1	0	0	0	0	2,000,000
Proportion of Non-Revenue water		45	40	35	30	25	20	-	
SP 2.1 Sewerage services provision	Expand and upgrade Sewerage infrastructure	No. of sewer systems upgraded	0	2	2	2	2	2	800,000,000
		No. sewerage rehabilitated	1	1	1	1	1	1	25,000,000
		No of new households connected to the sewer network	50	300	350	350	400	500	25,000,000
Subtotal									2,228,000,000
PROGRAM 2: ENVIRONMENTAL MANAGEMENT									
Objective: To plan, conserve and protect environment via best environmental practices									
Outcome: Sustainable Environment									
Sub-Programme	Key outputs	Key performance indicators	Baseline 2019	Planned Targets					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP 3.1: Pollution Control	Pollution control	Equipping pollution and quality control laboratory in Nakuru	1	1	1	1	1	1	10,000,000.00

	&compliance enhanced								
SP 3:2 Solid Waste Management	Solid Waste Management Enhanced	No. of Skip loaders (Truck) purchased	2	1	1	1	1	1	40,000,000.00
		No. of Skips purchased	10	5	5	5	5	5	12,500,000.00
		No. of waste trolleys purchased	0	25	25	25	25	25	6,250,000.00
		No. of Litter bins procured (Duplicate)	60	100	100	100	100	100	25,000,000.00
		Sanitary landfill	0	0	1	0	0	0	150,000,000.00
		No of commercial incinerators purchased	0	0	1	0	0	0	100,000,000.00
		Waste Resource Recovery Plant established	0	0	1	0	0	0	200,000,000.00
		Rehabilitation of Disposal sites	1	1	1	1	1	1	50,000,000.00
Environmental Education and awareness on SWM	No. of environmental education and awareness Workshops/Seminars held	7	5	5	5	5	5	10,000,000.00	
SP3.3: Greening and Beautification	Climate Change Mitigation and adaptation	No. of Climate Change awareness forums undertaken	1	5	5	5	5	5	10,000,000.00
	Greening and beautification in urban, peri-urban and market sites	Number of sites beautified	15	15	15	15	15	15	20,000,000.00
	Establishment and rehabilitation of existing Recreational Parks	Number of recreational sites Established/ rehabilitated	2	1	1	1	1	1	150,000,000.00
	Desilting of Storm Retention Pond	No. of Desilted ponds	1	1	1	1	1	1	25,000,000.00

	Annual Tree planting month	No. of Wards tree planting activities are undertaken during the month	7	5	5	5	5	5	20,000,000.00
SP 3.4: Regulation and protection of riparian land	Regulated riparian sites	No. of riparian areas regulated	3	1	1	1	1	1	6,000,000.00
SP 3.4: Regulation of mining	Mapped quarrying and mining sites	No of sites mapped	2	1	1	1	1	1	1,000,000.00
		No. of Quarry areas rehabilitated	2	1	1	1	1	1	100,000,000.00
PROGRAM 4; COUNTY ENERGY PLANNING, REGULATION, OPERATION & DEVELOPMENT									
Objective: To enhance County Energy planning alternative clean energy use and development									
Outcome: Enhanced County Energy Reticulation									
Sub Programme	Key outputs	Key performance indicators	Baseline 2019	Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Total Budget (Ksh.)
SP 4.1: Physical planning, relating to energy	Adoption of green energy	No. Energy policy and sustainable energy action plan developed	2	0	1	1	0	0	2,000,000.00
SP 4.2: Establishment of energy centres for promotion of renewable Energy technologies	Green energy management	No. of Established Alternative Clean Energy centers	0	0	1	0	1	0	10,000,000.00
Sub-Total									947,750,000.00
Sector Total									3,175,750,000.00

4.2.9 Public Administration and Internal / National Relations (Pair) Sector

Introduction

The sector comprises of the following sub sectors Office of the Governor and Deputy Governor, County Assembly, the County Treasury, County Public Service Board and Public Service Management.

Vision

Excellence in public policy and human resource management, resource mobilization, governance and national relations

Mission

To provide overall policy, leadership and oversight in economic and, public service delivery and resource mobilization.

Sector Goals

1. Provide overall leadership and County policy direction for growth and development;
2. Promote prudent economic, financial and fiscal management for growth and economic stability;
3. Promote good governance and accountability in the management of public affairs at the Municipality;
4. Provide quality, efficient, effective, results based and ethical public services.
5. Strengthen legislation and oversight over public agencies and promote good governance.

Table 4.2.9: PAIR Programme, Key Outcomes, KPI and yearly targets for the planning period

Programme Name: Management of Municipal Affairs									
Outcome: Enhanced Service delivery									
Sub programme	Key Output	Key Performance Indicators	Baseline	Planned Targets					Total Budget
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Office of the Governor and Deputy Governor									
Objective: To promote effective and efficient running of County affairs	Enhanced service delivery	No. of Municipal bills assented	31	5	5	6	6	8	
	Improved disaster preparedness and coordination	Disaster coordination unit established	0	0	1	0	0	0	
		Emergency fund (Millions Ksh)	45	70	77	85	93	102	
Municipal Treasury Services									
Programme Name: Administration, Planning and Support Services									
Objective: To provide efficient and effective support services									
Outcome: Effective and efficient support services									
SP 1.3Financial Services	Improved financial reporting	Automation of Municipal financial systems	54	54	70	80	90	100	50,000,000
	Increased revenue mobilization	Municipal Revenue automation system acquired	-	-	-	1	-	-	
Municipal Public Services									
Programme Name: Human Resource Management and Development									
Objectives: To enhance human resource management systems and structures									
Outcome: Improved human resource productivity									
Performance Management	Improved performance	Number of staff trained on performance management and contracting	5	100	200	150	100	50	25,000,000
		Performance managements systems implemented	-	1	1	1	1	1	
		Performance management unit established	-	1	-	-	-	-	

		Staff appraisal tool implemented	-	1	1	1	1	1	
Coordination of special programmes (Including workplace HIV/AIDS and Alcohol and Drug Abuse)	Enhanced disaster preparedness	Number of staff trained on disaster preparedness	2	2	6	10	4	3	10,000,000
	Enhanced communication	No. of customer care staff trained in sign language	0	10	10	10	10	10	
	Reduced incidences of Drug and Substance abuse	No. of surveys on Alcohol and Drug Abuse (ADA) amongst employees	0	0	1	0	0	1	
		No. of sensitization fora held on ADA prevention	0	1	1	1	1	1	
		No. of sensitization fora held on HIV/AIDS	55	1	1	1	1	1	
County Treasury									
Programme Name: Public Finance Management									
Objective: To promote prudent financial management and internal controls									
Outcome: Improved public finance management									
SP 2.1 Budget Formulation, Coordination and Management	Improved quality of key budget documents and compliance to legal budget timelines	No. of Municipal budget public participation fora held	3	3	3	3	3	3	55,000,000
		No. of Municipal public participation reports prepared	4	4	4	4	4	4	
		Finance bill submitted	30 th Sept						
SP 2.2: Resource Mobilization	Improved Municipal Own Source Revenue.	Amount of Revenue collected (Billions Ksh)							936,000,000
		Percentage of Revenue sources mapped	0	50	60	75	90	100	
		Percentage rate of automated revenue sources	20	20	50	75	80	100	

		Number of Revenue Bills passed	7	5	5	5	5	5	
SP 2.3 Internal Audit	Improved internal audit controls	No. of Municipal audit reports	4	4	4	4	4	4	194,000,000
SP 2.4 Procurement	AGPO implemented	No. of AGPO sensitization for special groups held		4	4	4	4	4	208,800,000
		Rate of compliance to AGPO (30%)	100	100	100	100	100	100	
	Enhanced compliance with PPADA (2015)	Municipal Annual procurement plans	30 th Sept						

Public Service Training and Devolution									
County Coordination, Compliance and enforcement	Improved compliance	Number of enforcement officers deployed	50	20	20	20	20	20	
		Number of uniforms acquired	265	350	350	350	350	350	
		Compliance and enforcement survey report	-	1	1	1	1	1	
		No of assorted equipment acquired	0	180	180	180	180	180	
Public Participation	Increased participation of the people in public policy formulation and governance	No. of participants involved in public participation for a	2200	2800	3200	3600	4200	5000	
		No. of citizen participation reports prepared	-	1	1	1	1	1	

Provision of Legal services	Enhanced legal policy formulation and advisory services	Number of legal officers recruited and trained	5	5	5	5	5	0	
		No. of sensitization fora held on alternative dispute resolution mechanisms	0	1	1	1	1	1	
		No. of new laws formulated	31	5	5	6	6	8	
		No. of pending cases fully settled	239	100	100	100	100	100	

4.2.10 Social Protection

Introduction

The sector comprises of Culture, Gender, Sports and Youth sub-sectors.

Vision and Mission

Vision

A productive workforce, vibrant sports and recreation industry, equitable and resilient society.

Mission

To promote sustainable employment; harmonious industrial relations; sports; gender equity; empower communities and vulnerable groups; nurture diverse heritage and arts.

Strategic Goals

The strategic goals of the sector include:

- i. To promote sporting and recreation activities for National identity, pride, integration, and cohesion.
- ii. To harness, develop, preserve, and promote Kenya's heritage, reading culture and the arts.
- iii. To provide care, support and build capacities of individuals, vulnerable groups and communities for equity and self-reliance.
- iv. To promote gender equality and empowerment of women and girls and enhance inclusion and participation of youths and Persons with Disabilities in socio-economic development

Table 4.2.10: Social Protection Programme, Key Outcomes, KPI and yearly targets for the planning period

Programme Name: Management and development of sports, Recreation, and sports facilities.									
Objective: To showcase, nurture and develop sports talents to foster national unity									
Outcome: Sports talents developed and nurtured.									
Sub programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned targets					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
International standard Stadium	1 international stadium in place	1 international standard stadium in place	0	-	-	-	-	1	750,000,000
International standard gymnasium	1 international standard gymnasium	1 international standard gymnasium	0	-	-	-	-	1	300,000,000
Modern equipped gym	1 Modern equipped gym at Menengai Social Hall	1 Modern equipped gym	0	-	-	-	-	1	250,000,000
Sports academies	2 modern sports centres in Nakuru East and Nakuru West	2 modern sport academies	0	-	-	-	-	2	150,000,000
Programme Name: Youth Safety Health and Rehabilitation									
Objective: To Enhance mental, reproductive and wellbeing for youth									
Outcome: A well rounded youth									
Sub programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned targets					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Rehabilitation center	Complete and functional rehabilitation centre	1	0	0	0	0	0	1	70,000,000
Programme Name: DISABILITY MAINSTREAMING									
Objective: To Enhance Social Wellbeing									
Outcome: Enhanced Mobility, Empowered Persons with Disability									
Sub Programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned Targets					Total Budget (Ksh.)

				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Issue of mobility and assistive devices	Reduced dependency on caregivers and enhanced mobility	No. of devices issued	393	393	393	393	393	393	121M
Issue of tools of trade	Established / expanded SMEs	No. of tools disbursed per ward	286	286	286	286	286	286	
Group economic empowerment	Established SMEs	Amount of money disbursed	3.3M	3.3M	3.3M	3.3M	3.3M	3.3M	16,500,000
Community Drift store	Established PWD drift store	No of drift store established	0	0	0	1	1	1	7,000,000
PROGRAMME NAME: Social Protection									
OBJECTIVE: To Enhance Social Wellbeing									
OBJECTIVE: Care and support for the elderly									
Sub Programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned Targets					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
Care and support for the elderly	Enhanced social well being	No. of new admission	11	11	11	21	27	27	23,000,000
Programme Name: Development of socio-cultural diversity, socio economic empowerment, promotion of gender equality and responsible gaming									
Objective: To develop and promote socio cultural diversity, socio economic empowerment and responsible gaming									
Outcome: Improved cultural diversity, responsible gaming and achieve socio economic empowerment.									
Sub programme	Key Output	Key Performance Indicators	Baseline (2019)	Planned Targets					Total Budget (Ksh.)
				Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
SP2.1 Cultural development activities	Artists Capacity built	Number of Visual Artist Identified and Trained	8	22	22	22	22	22	
		Number of performing Artists Awarded scholarships	6	11	11	11	11	11	
	Cultural heritage promoted and conserved	Number of community cultural festivals, events, exhibitions, and workshops organized	2	2	2	2	2	2	

		Number of art groups funded	0	11	11	11	11	11	
	Cultural heritage promoted and conserved	Number of heritage sites identified and mapped	0	4	4	4	4	4	
		Number of herbalists registered and trained practitioners	6	11	22	33	44	55	
	Peace and cohesion promoted through Art	Number of National days celebrations and public functions organized	5	5	5	5	5	5	
	Artists Economically Empowered	Number artist trained in creative economy	1	1	0	0	0	0	
	Artists Capacity built	Number of Visual Artist Identified and Trained	22	33	44	55	55	77	
		Number of performing Artists Awarded scholarships	0	11	22	33	44	55	
Promotion of gender equality and women empowerment	Increased participation of women in leadership	Number Capacity building workshops	0	2	2	2	2	2	
		Number of women capacities built	0	33	44	55	55	77	
	Development of a County Gender Policy framework	Number of policies developed	0	1	0	0	0	0	
	Prevention and response to sexual and gender-based violence	Number of sub-county GBV clusters formed	2	2	0	0	0	0	
		Number of Community sensitization meetings and awareness creation on S/GBV forums & campaigns	0	11	11	11	11	11	
		Number of Sub county GBV clusters capacity built	0	2	2	2	2	2	
		Number of Sub- County GBV clusters Meetings Supported	9	4	4	4	4	4	

		Number of schools Sensitized on sex and reproductive health	0	22	22	22	22	22
	Women Economically empowered Women Economically empowered	Number of women groups identified and trained	0	11	22	33	44	55
		Number of Women Trained	0	330	440	550	660	770
	Capacity Building for gender mainstreaming focal points	Number of persons capacity built	0	12	24	36	48	60

4.3 Nakuru Municipal Board Flagship Projects

The following section outlines flagship projects proposed for implementation as identified by the Nakuru Municipal Board. The projects are geared towards transforming service delivery, enhancing and upgrade existing infrastructure and public facilities.

4.3.1 Agriculture, Rural and Urban Development

Table 4.3.1: Agriculture, Rural and Urban Development

Project Name	Location	Objective	Output /Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Nakuru municipality boundary resurvey	Municipality	To establish Nakuru Municipality boundary.	New boundary to guide on policy and development decisions in the Municipality.	Nakuru Municipal map	2021/22	Nakuru Municipal Board	50

4.3.2 Energy, Infrastructure, and ICT

Table 4.3.2: Energy, Infrastructure, and ICT

Project Name/Location	Objective	Output /Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Kipchoge Keino/ Lower Factory Road, Tom	To connect West Road to Moses Mudavadi Road	To serves major landmark buildings with huge investments such as	Length of road in Km (1.7km tarmac road)	2020/21	Nakuru Municipal Board	85

Mboya street/ Crater Climb/ Nakuru East	from Valley Hospital to High Court of Nakuru	KWFT ¹ , Cathay and Bontana hotels, Players Theatre, High Court and Valley Hospital, Menengai crater				
Mashindano/ Nakuru East	To connect Kariba Street to KANU Street and beyond up to Eldoret Avenue in Racetrack	A road that strategically serve developed buildings such as Deliverance Church, Genevieve, Leopards Hotel, Golden Palace these hotels provide accommodation to tourists and other guests), Eclipse, Langa Langa Health Centre	Length of road in Km (0.51km tarmac road)	2020/21	Nakuru Municipal Board	25.5
Free Area Loop/ Nakuru East	To serve the existing market along the loop road and serve the large catchment population	Tarmac the road Off Oginga Odinga Avenue and the link road to Oloika and Aphil Medical facility and Daily Mart supermarket	Length of road in Km (1km tarmac road)	2020/21	Nakuru Municipal Board	50
Muhoro/ Nakuru East	To connect Bahati Road next to KITI to Kiratina estate through Eastmore. To open up the area for commercial investments.	A 2.8km stretch road serving the area huge population and institutions that include; Grace Bible College, Nakuru Blankets' Flower farms, NATEWA High School, KITI primary schools, St Francis Catholic Parish Church and New Covenant Disciples Church.	Length of road in Km (2.81km tarmac road)	2020/21	Nakuru Municipal Board	140.5
Mwariki Mbugua Mbugua/ Nakuru West	To Serves the nearby refurbished Mwariki Primary	A road connecting Ponda Mali and Mwariki estates and	Length of road in Km (1km tarmac road)	2020/21	Nakuru Municipal Board	50

	<p>&Secondary schools</p> <p>To open up the area to the adjacent estates and ease access to the CBD and markets such as Rhonda.</p>	through Baringo street to West Road up to the Town centre				
Mwariki Mbugua Mbugua Storm water drainage/ Nakuru West	To limit flooding which is occasionally experienced	Storm water drain covering the road that connects Ponda Mali and Mwariki estates and through Baringo street to West Road up to the Town centre. It will improve sanitation and hygiene since wastewater will be channeled to the disposal site without getting into individuals' developments	Length of drainage system in Km 1km Storm water drainage	2020/21	Nakuru Municipal Board	40
Kipanga Way Storm water drainage/ Nakuru East	To limit occurrences of flooding of business and residential premises	Storm water drain connecting town centre to Ponda Mali through Baringo road. It will serve prime developments such as C.K. Plaza	0.8km Storm water drainage	2020/21	Nakuru Municipal Board	32
Flamingo Road Storm water drainage/ Nakuru East	To limit flooding of the estates	-Storm water drainage connecting to Moi road which is a primary access to the CBD to Lake Nakuru National Park	2.6km Storm water drainage	2020/21	Nakuru Municipal Board	104

		<p>-It will improve the aesthetic value of the road to a major tourist destination site in the Park</p> <p>Limit flooding of the estates in the lower parts of the town including Flamingo and Kimathi estates and parts of Kivumbini</p>				
Upgrade of CBD Fire Station/ Nakuru East Upgrade Bondeni Fire Station/ Nakuru East	<p>-To Improve on emergency services</p> <p>-To modernize forestations equipment and facilities</p>	<p>-Provide modern firefighting equipment</p> <p>-Training of firefighter personnel</p> <p>-Construction and upgrading of the fire stations</p>	<p>-Number of firefighting equipment procured.</p> <p>-No of fire fighters trained</p> <p>-No of new facilities constructed</p>	<p>2021/22</p> <p>2021/22</p>	<p>Nakuru Municipal Board</p> <p>Nakuru Municipal Board</p>	<p>70</p> <p>100</p>
Bus/Matatu Parks and stalls/ Nakuru east and west	<p>Provide two bus/matatu terminals</p> <p>Provide stalls to traders</p>	<p>Development of terminal facilities at Ziwani and Show Ground and accompanying stalls</p>	<p>-Area in square meters developed</p> <p>-No of accompanying business stalls constructed</p>	<p>2021/22</p>	<p>Nakuru Municipal Board</p>	<p>200</p>
Boda Boda sheds/ Nakuru east and west	<p>Establish bodaboda sheds outside CBD for decongestion purposes.</p>	<p>Establish parking spaces outside CBD:</p> <ul style="list-style-type: none"> • War Memorial junction, • Afraha Stadium, 	<p>-No of bodaboda sheds constructed</p>		<p>Nakuru Municipal Board</p>	<p>8</p>

		<ul style="list-style-type: none"> • Railway land near KFA, • Ziwani, 				
Private parking yards/ CBD	<p>-To decongest CBD by providing private parking</p> <p>-To promote people-centric CBD</p> <p>-To promote walking culture in the CBD</p>	Construction of private parking at Railway ground and at Matatu Park at Station Road	<p>-No of private parks</p> <p>-Area in square meters developed into park.</p> <p>-No of parking slots</p>		Nakuru Municipal Board	600
Non-Motorized Transport/ All municipal Urban roads	<p>-Promote a walking culture in the municipality.</p> <p>-Decongest main roads from human and vehicle traffic</p> <p>-Prevent road accidents in the municipality</p>	Provision of NMT facilities in all major streets-Kenyatta Avenue, Moi Road, East Road	No of kilometers constructed.	2021/22 2022/23	Nakuru Municipal Board	100
Pedestrian Crossings/ All municipal Urban roads	<p>-To prevent urban pedestrian accidents</p> <p>-Enable guided and safe flow of human traffic</p>	Establishing strategic pedestrian crossings in all roads in the municipality.	<p>No of number of roads earmarked for Pedestrian Crossings.</p> <p>No of Pedestrian Crossings marked</p>	2021/22 2022/23	Nakuru Municipal Board	7

Bus Rapid Transport (BRT)/ Nakuru East and West	-To provide a reliable and affordable urban mobility	Establish BRT circuit from Showground Ravin Road, A108, FreeArea, Section 58, Oginga Odinga, Kinuthia Mbugua, Ziواني Bus park Shadrack Kimalel, Ronald Ngala St, West Road, General Kago Rd, Ravine Rd (see appendix ...)	BRT kilometers and accompanying number of bus stops	2021/22 2022/23	Nakuru Municipal Board	500
Central Square upgrading/CBD	To upgrade Central Square as a major municipal landmark and make it usable for different activities.	Upgrade Central Square -Holding of various urban activities	Square metres upgraded	2021/22	Nakuru Municipal Board	40
Streetlights/CCTV/Traffic lights/CBD	To provide streetlights for security purposes To provide CCTVs for security and monitoring purposes To provide traffic lights to control traffic in the municipality	Installation of street and traffic lights and CCTVs at designated areas and points within CBD.	No of streetlights No of CCTV No of traffic lights	2021/22	Nakuru Municipal Board	80
Upgrade of London garage	To improve the working condition To construct lockable garage rooms	-Improve garage drainage -upgrade the ground to prevent it turning muddy during rain seasons -To improve security	-Size in square meter of the surface upgraded -No of garage rooms	2021/22	Nakuru Municipal Board	40

4.3.3 Health Services

Table 4.3.3: Health Services

Project Name/Location	Objective	Output /Outcome	Performance Indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Upgrade of health facilities Langalanga Health Centre Mithonge Health centre Shabaab Health centre/ Nakuru East and West	To improve emergency services -Improve infrastructure -Improve on service delivery	-Upgrade Langalanga Health Centre as an emergency unit -Upgrade Mithonge Health centre -Upgrade Shabaab Health centre	- No. of completed/equipped and operationalised health facilities	2022/23	Nakuru Municipal Board	100
Rehabilitation of Cemetery/ Crematorium/ South Cemetery and Muslim Cemetery	To Preserve cemeteries for proper use	-Proper use of cemetery space. -upgrading of washrooms. -construction of service bays	No of washrooms constructed No of service bays constructed	2021/22	Nakuru Municipal Board	50
Abattoir upgrade/ Nakuru West	To improve on the abattoir hygiene	-Improved handling of meat in the abattoir -Reduce health related cases brought about by improper handling of meats -Increase and improve serve delivery	No of new constructed stations	2021/22	Nakuru Municipal Board	100

4.3.4. General Economics, Commercial and Labour Affairs

Table 4.3.4: General Economics, Commercial and Labour Affairs

Project Name/ Location	Objective	Output/Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Construction and upgrade of; Open Air Markets Vaulted Markets Wholesale Markets/ Nakuru East and West	To promote trade within the municipality -Increase trading space -Promote better trading environment	<u>Upgrading of</u> -Wakulima market -Top market <u>Construction of</u> -Central market	No of markets constructed No of lockers in each market No of market stalls constructed	2021/22 2022/23	Nakuru Municipal Board	1.6bn

	-Trade promote urban economy	-Non-food market -Show ground market -Ziwani Market -Annex/Afraha Market				
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4.3.5 Environmental Protection, Water and Natural Resources

Table 4.3.5: Environmental Protection, Water and Natural Resources

Project Name	Objective	Output /Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Rehabilitate Lion's Gardens	Improve on garden status Make the garden more friendly for use	To construct resting benches -Construct water points	No of benches constructed. Length of paths upgraded to cabro status.	2021/22	Nakuru Municipal Board	50
Upgrade of Sewerage system/ Municipality	Promote good sanitation and hygiene	Upgrading of the existing sewerage sytem and creating new links.	length of sewerage system upgraded	2021/22	Nakuru Municipal Board	800
Public Ablution Blocks/ Nakuru east and west	Promote good sanitation and hygiene	Provide ablution blocks in Ziwani, Showground Bus/Matatu Parks and all sites set aside for markets	No of ablution blocks constructed	2022/23	Nakuru Municipal Board	80
Policies to conserve ecologically sensitive sites/-Menengai Crater and Forest, -Lake Nakuru, -Lake Nakuru National park, -Hyrax Hills, -Sirikwa caves	To conserve ecologically sensitive sites	Preparation, adoption and implementation of policies on conservation of ecologically sensitive sites	A policy document	2021/22	Nakuru Municipal Board	8

4.3.6 Social Protection

Table 4.3.6: Social Protection

Project Name/location	Objective	Output /Outcome	Performance Indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Afraha Stadium/ Nakuru East	To upgrade the stadia	-Modernize sport facilities - improved tracts -	-One Aquatic centre -No of Stadia sheds constructed -Length and number of tracts constructed	2021/22	Nakuru Municipal Board	200
Kisulisuli playfield/ Nakuru East		-Upgrading of playgrounds	-No of changing and washrooms constructed	2021/22	Nakuru Municipal Board	25 25

Project Name/location	Objective	Output /Outcome	Performance Indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Shabab playfield/ Nakuru West Kamukunji Playfield/ Nakuru East	To rehabilitate the playfields	-Construction of changing and washrooms	-Playground area in square metres upgraded			25
Hyrax Museum upgrade/ Nakuru East	To upgrade the museum To attract more tourist	Rehabilitate and upgrade Hyrax Hill museum Increase revenue through tourism	No of facilities renovated and upgraded - Area in square meters upgraded to cabro	2021/22	Nakuru Municipal Board	100
Upgrading Social Halls Menengai Social Hall/ Nakuru East -Rehabilitate Old Town Hall -Upgrade of Nakuru Players Theatre -Upgrade Kyoto/London Social Hall -Shabaab Social Hall/ Nakuru East and West	To promote social activities in the municipality	-Better and modern social hall facilities - Keep youth busy through social activities thus fighting social vices.	No of social halls renovated No of items procured to equip social halls.		Nakuru Municipal Board	50

Project Name/location	Objective	Output /Outcome	Performance Indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. millions)
Upgrade Nakuru Library/ Nakuru East	To promote learning culture in the Municipality	-Updated and variety book stock -Suitable study furniture -engaging Youth in education matters.	No books procured No of shelves constructed	2021/22	Nakuru Municipal Board	15

CHAPTER FIVE

RESOURCE MOBILISATION AND IMPLEMENTATION FRAMEWORK

5.0 Introduction

This chapter explains implementation framework that shall guide effective coordination during the implementation of the IDEP 2019-2023. Nakuru Municipality will rely on the experience of the County Government in decentralizing the services from County Headquarters to the Municipality. Both National and Sub National agencies shall play critical part in institutional arrangements and linkages necessary for successful achievement of the planned development interventions. Additionally, this chapter provides the estimated projected revenues (based on the 2018/2019 baseline receipts to the current Municipality Boundaries) as well as the estimated cost of proposed programme / project interventions over the course of the plan period.

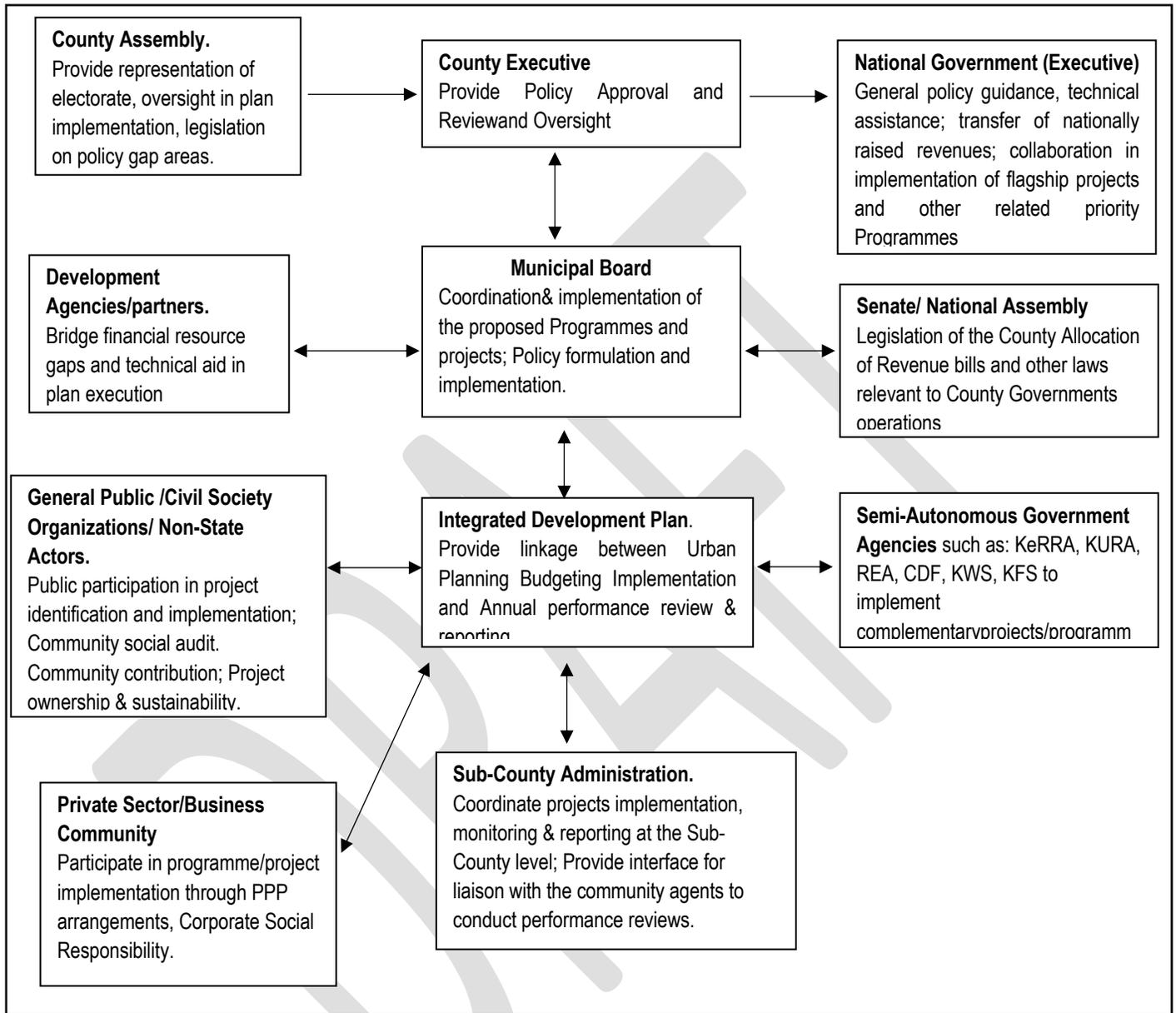
5.1 Implementation Framework

The implementation of the IDEP 2019-2023 will require active participation of all agencies and stakeholders in the urban functions as outlined in Urban Areas and Cities Act 2011. Nakuru Municipal Board shall play the lead role in the finalization, approval, implementation, and regular reporting of the progress / milestones achieved. The operations of the Board shall be operationalized through a phased delegation and transfer of functions from the County Executive. Further the Board shall provide the necessary internal, external linkages and interfaces between municipality and its stakeholders. These stakeholders shall include the County Executive, Donor partners, Private Sector, non-state actors and any other interested stakeholder.

As guided in the Urban Areas and Cities Act, 2011, the Municipal Board shall mobilize both financial and non-financial resources needed to implement the IDEP partly through entering into agreements with external non-state parties and private sectors, among others. The County Executive shall continue to provide necessary policy direction and guidance to the municipality during the course of implementing the IDEP 2019-2023. Further the Municipality shall strengthen the linkages with other Government agencies at both National and County level as well as non-state actors to improve coordination in development and further eliminate duplication in project implementation.

On an annual basis the Municipal board shall prepare the Annual Investment Plan and contribute to the Annual Development Plan to operationalize implementation of the 5 year IDEP 2019-2023, and further provide linkages between planning and budgeting as envisaged in the Programme Based Budgeting (PBB) approach.

Figure 5.1: IDEP 2019-2023 Implementation Organogram



Source: Adapted from CIDP 2018-2022

5.2 Municipality Resource Requirements by Sector

The estimated resource requirements for the 2019-2023 plan period have been analyzed and summarized in line with the development strategies in chapter four of this Integrated Development Plan. During the period 2019-2023 the Municipality will spend Ksh. 29.4 Billion to bring about the expected transformative outcomes. Table 5.1 illustrates estimated proposed budget for planned programmes/projects based on the prioritised sectors applicable to urban functions.

Table 5.1: Summary of Proposed Budget by Sector

Source: IDEP 2019-2023 Projections.

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5.3 Municipality Resource Mobilization Framework.

Nakuru Municipality has identified the possible revenue streams that shall fund the implementation of the prioritised development interventions in the period 2019-2023. Among other key revenues streams shall include the following Municipality Own Source Revenues (OSR), allocations from national equitable share as well as conditional grants, director National Government funding.

Table 5.2: Revenue Projections for the Period 2018-2022.

Type of Revenue	FY 2018/2019 (Base Year)	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	Total	Percent of Total Collection
a) County Own Source Revenues	996,448,592	1,066,199,993	1,140,833,993	1,220,692,372	1,306,140,839	4,733,867,197	32%
AIA (Facility Improvement Fund)	623,798,764	654,988,702	687,738,137	722,125,044	758,231,296	2,823,083,180	19%
b) Equitable Share of National Revenue	450,000,000	472,500,000	496,125,000	520,931,250	546,977,813	2,036,534,063	14%
Conditional Fund -Leasing of Medical Equipment	66,010,639	66,010,639	66,010,639	66,010,639	66,010,639	264,042,554	2%
Conditional Grant for Level 5 Hosp.	373,872,832	373,872,832	373,872,832	373,872,832	373,872,832	1,495,491,328	10%
Road Maintenance Levy Fund	62,874,890	62,874,890	62,874,890	62,874,890	62,874,890	251,499,560	2%
Kenya Urban Support Programme	740,767,800	740,767,800	740,767,800	740,767,800	740,767,800	2,963,071,200	20%
Conditional Allocation for Development of Youth Polytechnics	18,885,000	18,885,000	19,829,250	19,829,250	19,829,250	78,372,750	1%
Conditional Allocation to Compensate Forgone user fees	6,166,465	6,271,765	6,271,765	6,271,765	6,271,765	25,087,060	0%
Donor Grant (DANIDA)	4,678,989	2,414,799	2,414,799	2,414,799	2,414,799	9,659,195	0%
Public Private Partnerships						-	0%
Total	3,343,503,971	3,464,786,420	3,596,739,105	3,735,790,641	3,883,391,922	14,680,708,087	100%

Source: IDEP 2019-2023 Projections.

5.4 Estimated Resource Gap and Measures of Addressing the Deficit.

The implementation of the IDEP 2019-2023 requires an effective and efficient orientation of the projected municipality receipts to the prioritised expenditure as illustrated in this chapter. Table 5.1 and Table 5.2 on receipts and expenditure respectively have compiled the fiscal framework for plan period 2019-2023. Overall Nakuru Municipality shall require Kshs. 34.5 billion in order to actualise the goal of successful achieving the results over the period 2019-2023 against an estimated revenue projection of 14.6 billion. This therefore implies the Municipality will have fiscal deficit of Ksh.19.9 billion. Mobilisation of financial resources from external sources shall be central to successfully achieve the desired outcomes.

5.5 Measures for Addressing Resource gaps.

- i. In order to make realign the County revenue sharing formula based on the volume of services, Nakuru Municipality will (through the County Treasury) initiate the process of revision of revenue sharing formula contained in the County Revenue Allocation Act 2018. This will provide the help free up resources generated within the Municipality to finance municipal services for a growing Urban Population.
- ii. To further maximise on the potential of the Municipal internal revenues, Nakuru Municipality will develop the Own Source Revenue Enhancement Strategy that will focus on reducing the inefficiencies in revenue mobilisation as well expanding the revenue base for municipality in line with the national and County policy on revenue enhancement;
- iii. The urban Areas and Cities Act 2011 has created the Municipalities as a legal entity capable of entering into bilateral/multilateral contracts that may facilitate direct resource mobilisation from external sources. Therefore, Nakuru Municipal Board will embark on building strategic partnerships for external Resource Mobilisation to finance selected development interventions in this IDEP.
- iv. Public Private Partnerships are means to project financing in the public sector. In this regard the Municipal Board will identify bankable projects for consideration and possible financing within the 2019-2023 medium term planning period.
- v. Currently Nakuru Municipality is receiving a performance grant Donor grant from the World Bank namely the Kenya Urban Support Project. Going forward the Municipal Board will leverage on the gains made in implementation of the current KUSP programme to lobby for consideration and development financial support upon after the end of 5-year current programme;
- vi. The Public Finance Management Act 2012 provides for issuance County Government Securities that may include Treasury bill, Treasury bond, Treasury note, government stock and other debt instrument. To this end, the Municipal board will

explore ways of developing applicable debt instruments that may include Municipal Bonds to further finance strategic development interventions.

- vii. To further achieve economy and efficiency in resource use and increase available for development budget allocation, Nakuru Municipality will further continue to promote expenditure rationalisation and elimination of non-core expenditure in line with the principles of public finance management.

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CHAPTER SIX

MONITORING AND EVALUATION FRAMEWORK

6.0 Introduction

This chapter illustrates the Municipality strategy for monitoring and Evaluation (M&E) of the IDEP 2019-2023 implementation. The Municipality M&E frameworks and its institutional arrangement shall be guided by the existing County Integrated Monitoring and Evaluation System (CIMES). The focus shall be to track the realisation of expected outcomes at the end of the plan period based on the execution of the selected interventions in chapter four of this IDEP. Further this chapter documents the performance indicators as well as expected target milestones at the mid-year (2021) and at the end of the plan (2023) period that will be realised as a result of implementing the selected development interventions.

Data Collection Techniques Analysis and Reporting

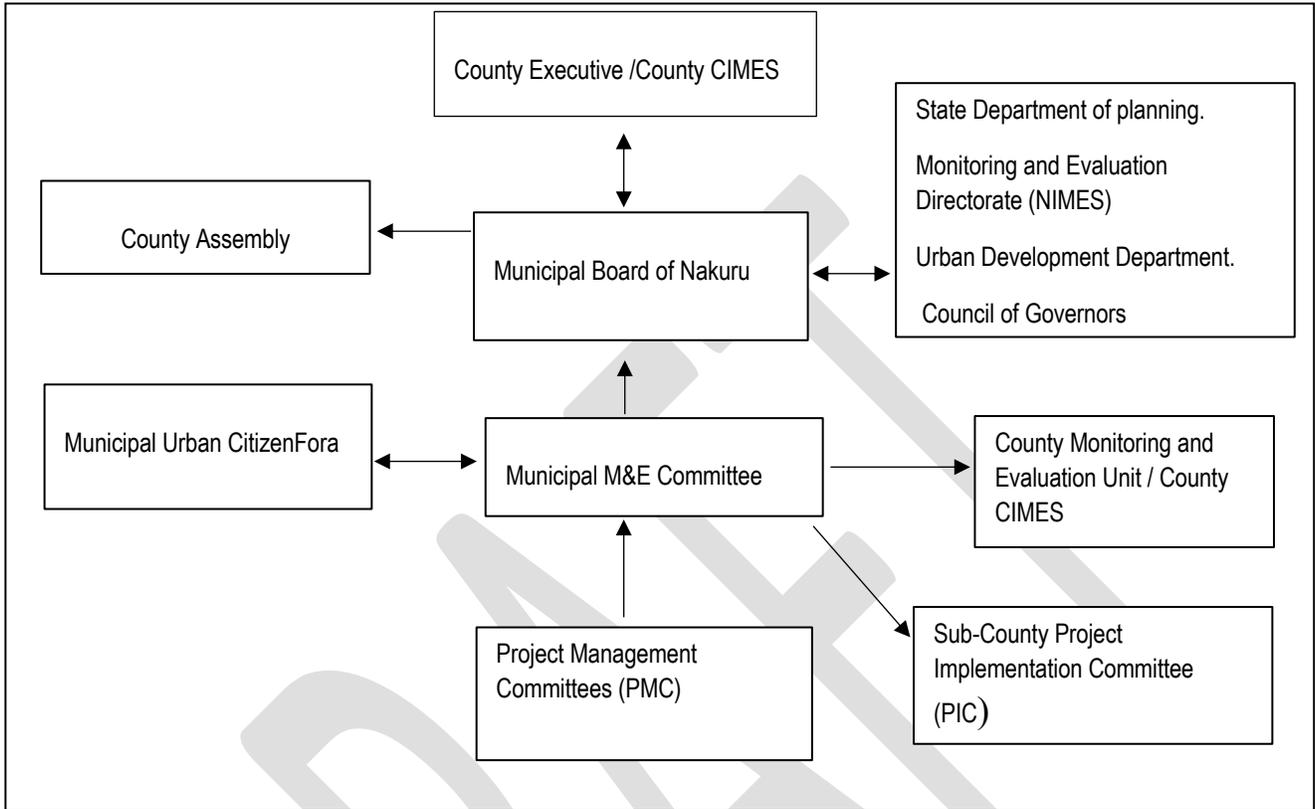
In order to track the implementation of the Municipality IDEP 2019-2023, the Municipal will collect data through the available primary and secondary data sources. The sources of primary data source will mainly come from M&E activities, direct interact with project beneficiaries through the Municipal urban fora's and other public participation platforms. Secondary data will be sourced from other existing project/Sector reports and statistical abstracts. Further data analysis will be done through application of available qualitative and quantitative methods.

Based on the matrix provided in Table 6.1 the Municipal will track its data through outcomes of the IDEP based on the period of evaluation of the results being achieved from the Baseline through to the Mid-Term reviews and End of Term Reviews. Observations made at each stage of programme / project evaluation will form the basis for decision of future design variations and projections.

6.1 Institutional framework for M&E

In order to actualise the effective and efficient M&E process for IDEP 2019-2023 Nakuru Municipality will set up institutional framework for Municipal M&E based on the guidelines for County Information Monitoring and Evaluation Systems (CIMES). A committee of the Municipal Board will be set up to coordinate M&E activities with the Municipality and facilitate linkages with the County M&E Committee (COMEC). Further the Municipal Committee will provide reporting structures to COMEC and County Executive. Platforms will be made to facilitate data collection and report sharing by engaging relevant internal and external stakeholders. Annual progress reports of the IDEP 2019-2023 will be achieved through consolidation of regular Quarterly M&E reports. A summary of Institutional arrangement for M&E has been summarised in Figure 6.1.

Figure 6.1: Municipality Monitoring and Evaluation Institutional Framework



6.2. Monitoring and Evaluation Outcome Indicators for Flagship Projects

6.2.1 Agriculture and Urban Development

Table 6.2.1: Land Housing and Physical Planning Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Nakuru Municipality boundary resurvey	A Nakuru Municipality map	-	-	1 survey map developed	-	Planning department	Nakuru Municipal Manager

6.2.2 Energy, Infrastructure, and ICT

Table 6.2.2: Infrastructure Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Kipchoge Keino/ Lower Factory Road Tom Mboya Street/ Crater Climb	Length in Km of road done	-	-	1.7km	-	KURA	Nakuru Municipal Manager
Mashindano road	Length in Km of road done	-	-	0.51KM	-	Roads dept	Nakuru Municipal Manager
Free Area Loop	Length in Km of road done	-	-	1KM	-	Roads dept	Nakuru Municipal Manager
Muhoro road	Length in Km of road done	-	-	2.81	-	Roads dept	Nakuru Municipal Manager
Mwariki Mbugua Mbugua road	Length in Km of road done	-	-	1	-	Roads dept	Nakuru Municipal Manager
Mwariki Mbugua Mbugua Storm water drainage	Length in Km of drainage system done	-	-	1	-	Roads dept	Nakuru Municipal Manager
Kipanga Way Storm water drainage	Length in Km of drainage system done	-	-	0.8	-	Roads dept	Nakuru Municipal Manager

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Flamingo Road Storm water drainage	Length in Km of drainage system done	-	-	2.6	-	Roads dept	Nakuru Municipal Manager
Afraha Stadium Upgrade	-No of Stadia sheds constructed -Length and number of tracts constructed -No of facilities constructed	1	1	1	1	Planning dept	Nakuru Municipal Manager
Bus/Matatu Parks	-No of bus/matatu parks developed -Area in square meters developed -No of accompanying business stalls constructed	3	3	2	1	Roads dept	Nakuru Municipal Manager
Boda Boda sheds	No of bodaboda sheds constructed	-	-	----	----	Road Dept	Nakuru Municipal Manager
Private parking yards	-No of private parks -Area in square meters developed into park. -No of parking slots	-	-	1	2	Road Dept	Nakuru Municipal Manager
Non-Motorized Transport	- No of kilometers constructed.	-	-	2	4	Road Dept	Nakuru Municipal Manager
Pedestrian Crossings	-No of number of roads earmarked for Pedestrian Crossings. -No of Pedestrian Crossings marked	-	-	---	---	Road Dept	Nakuru Municipal Manager

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Bus Rapid Transport (BRT)	BRT kilometers and accompanying number of bus stops	-	-	2 routes/circuits	5 routes/circuits	Road Dept	Nakuru Municipal Manager
Central Square upgrading	-Area is square metres upgraded	-	-	Whole square Done	Whole square Done	Dept of physical planning	Nakuru Municipal Manager
Streetlights/CCTV/Traffic lights	No of streetlights/cctv/traffic lights installed -Number of streets covered	-	-	-150 streetlights -20 CCTV Cameras -20 traffic lights	-250 streetlights -50 CCTV Cameras -30 traffic lights	Dept road	Nakuru Municipal Manager
Upgrade of London garage	Area is square metres upgraded	1	1	1 (upgraded)	1	Dept of physical planning	Nakuru Municipal Manager

6.2.3 Health Services

Table 6.2.3: Health Services Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Upgrade of health facilities	No. of completed/equipped and operationalised health facilities	3	3	3	3	Health Dept	Nakuru Municipal Manager
Rehabilitation of Cemetery/ Crematorium	No of cemeteries rehabilitated No of washrooms constructed No of service bays constructed	2	2	2	2	Health Dept	Nakuru Municipal Manager
Abattoir upgrade	No of new slaughtering point No of water points constructed	-	-	1	1	Health Dept	Nakuru Municipal Manager

6.2.4 General Economics, Commercial and Labour Affairs

Table 6.2.4: General Economics, commercial and Labour affairs Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Construction and upgrade of Markets	-No of markets constructed -No of lockers in each market -No of market stalls constructed	-	3	5	7	Dept of Trade	Nakuru Municipal Manager

6.2.5 Environmental Protection, Water and Natural Resources

Table 6.2.5 Environmental Protection, Water and Natural Resources Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Rehabilitation of Lion's Garden	-No of water points constructed. -No of resting benches	-	1	1	1	Environ Dept	Nakuru Municipal Manager
Upgrade of Sewerage system	length of sewerage system upgraded	-	1	1	2	Environ Dept	Nakuru Municipal Manager
Public Ablution Blocks	No of ablution blocks constructed	-	----	----	----	Environ Dept	Nakuru Municipal Manager
Policies to conserve ecologically sensitive areas	A policy document	-	-	1	1	Environ Dept	Nakuru Municipal Manager

6.2.6 Social Protection

Table 6.2.6 Social Protection Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
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Upgrade Afraha stadium	No of new sport facilities constructed No of Stadia sheds constructed -Length and number of tracts constructed	1	1	2	2	Dept of sports	Nakuru Municipal Manager
Upgrade playfields	-No of playfields upgraded - square meters rehabilitated	3	3	3	3	Dept of sports	Nakuru Municipal Manager
Upgrade of Social Halls	-No of social halls renovated -No of items procured to equip social halls.	6	6	2	4	Social Services Dept	Nakuru Municipal Manager
Upgrade of Nakuru Library	-No books procured -No of shelves constructed -Square meter of renovation done	-	1	1	1	Dept of education	Nakuru Municipal Manager
Hyrax Museum upgrade	No of facilities renovated Area in square metres upgraded	-	1	1	1	Dept of tourism	Nakuru Municipal Manager

6.3 Monitoring and Evaluation for Departmental Projects

6.3.1 Agriculture, livestock and Fisheries

Table 6.3.1: Agriculture, Livestock and Fisheries Monitoring and Evaluation Outcome Indicators

Programme	Outcome Indicators	Baseline	Situation in 2019	Mid-term target (2021)	End term target (2023)	Source of Data	Reporting responsibility
Livestock Resource Management and Development	Annual milk yields (litres)	12.5M	12.5M	12.75M	13.0M	Director Livestock	Chief Officer Agriculture, Livestock and Fisheries
	Annual meat yields(kg)	589MT	589MT	600MT	600Mt		
	Annual honey yields (Tons)	8MT	8MT	8MT	8MT		
	Annual poultry yields-Eggs	105M	105M	110M	115M		
	Acreage under fodder production(Ha)	10	10	14	15		
	Percent reduction of animal disease prevalence	3.7	3.3	3.0	2.7		
	Value of livestock products traded	683M	638M	601M	716M		
Fisheries Develop	Number of hatchery set	0	0	1	1	Director Fisheries	
	Annual fish traded in Nakuru Market	250T	250T	300T	363T		

Programme	Outcome Indicators	Baseline	Situation in 2019	Mid-term target (2021)	End term target (2023)	Source of Data	Reporting responsibility
ment	(Tones)						
	No. of farmers trained in fish farming	36	36	36	36		
	County revenue forecast from fisheries subsector (Ksh)	100,000	100,000	133,000	161051		
	Fish market constructed	0	0	2	2		
	Fish traders training	20	20	36	36		
	Number of, markets, processors and fish feed manufactures inspected	20	100	100	100		
	Value of fish products traded in Nakuru Market (Ksh)	80M	80M	97M	115M		
Crop Development	Maize yields(Kg/ha)	3780	3780	3800	3850	DirectorAgriculture	
	Beans yields(Kg/ha)	180	180	225	240		
	Potatoes (Tones/ha)	10	10	12.5	12.5		
	Cabbages (Tons/Ha)	60	60	62	63		
	Kales (Tons/ha)	50	50	51.5	53		
	Tomatoes (Tons/ha)	20	20	21	22		
	Acreage under irrigation(Acres)						
	Percentage of farmers using appropriate fertilizer and manure.	50	50	60	80		
	Percentage of farmers using organic manure	30	30	35	50		
	Number of greenhouses installed	6	6	9	15		
	Number of horticultural farmer groups adopting SHEPP approach	2	4	12	20		
	Number of farmers practicing climate smart agriculture	100	300	500	900		
	Percent Incidence of crop diseases	20	15	10	10		
	Number of Agro-processing technologies promoted	2	2	3	4		
	No. of Fresh Produce stores constructed	0	0	1	4		
	No. of on-farm trees planted and nurtured	6700	6700	8000	9000		
	Number of urban farmers adopting the technology	0	200	600	1000		

Programme	Outcome Indicators	Baseline	Situation in 2019	Mid-term target (2021)	End term target (2023)	Source of Data	Reporting responsibility
	Number of water pans constructed	1	1	1	3		
	Amount of revenue collected from ATC	450,000	950,000	2,150,000	3,700,000		

Table 6.3.2: Lands, Housing and Physical Planning Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Land use planning, management, and Development	Rate of implementation of Spatial Plan (%)	0	-	25	50	DHLPP	Department of Land, Housing and Physical Planning
	Number of LPDPs approved	0	-	3	5		
	Rate of implementation of ISUDPs (%)	0	-	15	30		
	Land Information System in place	0	1 pilot				
	Amount of Revenue from land rates and development control	223,029,186	223,029,186	234,180,645	245,889,678	County Treasury	
	Number of development applications processed	1200	1300	1700	2500		
Development and management of Housing	Number of new households connected to sewer line	0	-	2000	4000		
	Number of new housing units constructed	0	-	2220	3700		
	Length of sewer line upgraded	-	450	1350	2250		
	No. of Toilets renovated	858	150	450	750		
	No. of estates rehabilitated	1,704	200	600	1000		

6.3.4 Infrastructure

Table 6.3.4: Infrastructure Monitoring and Evaluation Outcome Indicators

Programme	Outcome Indicators	Baseline	Situation In 2019	Midterm Target (2021)	End Term Target (2023)	Source of Data	Reporting Responsibility
	Km of graveled roads	32	32	70	175		
	Km of roads tarmacked	5.62	5.62	8	20		

Infrastructure development and maintenance	Km of roads tarmacked (flagship projects)	22	22	-	-	Director Roads and Transport	Chief Officer Roads, Transport and Public Works
	Number of motorable bridges constructed	1	1	1	4		
	No. of traffic lights installed	0	0	-	20		
	No. of streetlights maintained	115	115	100	200		
	No. of streetlights installed	358	358	200	500		
	No. of solar-powered/LED streetlights installed	104	104	-	-		
	Km of drainage network maintained	5.8	5.8	9.6	24		
	Km of new drainage network constructed	8.8	8.8	12	30		
	No. of bus parks constructed	2	2	2	3		
	No. of lorry parks constructed	0	0	0	2		
	No. of fire stations constructed	1	1	1	1		
	No. of fire engines acquired	1	1	1	4		
	Underground storage water tank constructed	0	0	0	1		
	No. of fire fighters recruited	25	25	0	30		

6.3.5 ICT & E-Government

Table 6.3.5: ICT and E-Government Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicators	Baseline	Situation in 2019	Midterm target (2020)	End term target (2022)	Source of Data	Reporting responsibility
Administration & Planning Services	No. of staff trained	11	5	1	3	Director ICT	Chief officer ICT
	Annual estimates for employee compensation	30,618,858	30,618,858	1,020,000	3,060,000		
	No. of staff recruited	5	0	1	3		
	No. of vehicles purchased	2	1	1	1		

Programme	Outcome indicators	Baseline	Situation in 2019	Midterm target (2020)	End term target (2022)	Source of Data	Reporting responsibility
	No. of ICT consultancy procured	1	0	1	5		
Information & Communication Service	No. of piloted digital centres	0	0	2	2		
	No. of digital centres established	0	2	2	6		
	No. of sited with free Wi-Fi hotspots established	10	5	20	50		
	Media Centre established	0	0	0	1		
	Call centre established	0	0	0	1		
	No. of digital boards installed	10	0	0	5		
	Percentage of county assets branded	0	0	70%	100%		
ICT Infrastructure Development & e-Government Services	No. of sites installed with CCTV cameras	3	0	1	2		
	Feasibility study of urban centres conducted	0	0	2	2		
	No. of new sites connected with LAN cabling	17	2	20	35		
	Percentage of sites interconnected with WAN	10%	0	50%	70%		
	Percentage of sites connected to internet	10%	0	50%	70%		
	Percentage establishment of the data centre.	0	10%	60%	100%		
	No. of offices equipped with internet protocol (IP) telephones	30	0	85	115		
	Feasibility study report	0	0	1	1		
	No. of ICT hardware equipment distributed to offices.	200	50	550	650		
	ERP procured	0	0	1	1		

6.3.6 Health Services

Table 6.3.6: Health Services Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Targets (2021)	End-term Targets (2023)	Source of data	Reporting responsibility
Administration and Planning- Health Infrastructure development	Completion rate of OPD complex at PGH	60	85	100	100	Director Administration and Planning	Chief Officers: Medical Services.
	No. of completed/equipped and operationalised health facilities	5	5	18	36		
	Parcels of land purchased	1	1	5	8		
	No. of sanitary facilities completed in health facilities	2	2	3	7		
Preventive and Promotive Health Services	Percentage of pregnant women attending at least 4 ANC visit within Municipality	44	44	58	68	Director Public Health	Public Health
	Percentage of deliveries conducted by skilled health workers within Municipality	67	67	75	80		
	Percentage of fully immunized children in the Municipality	91	91	94	96		
	Percentage of household with functional toilets/human waste disposal facilities	95	95	98	99		
	Percentage of schools with functional hand washing facilities	50	55	65	80		
	No. of public toilets constructed in the markets, highway, and urban areas	2	3	5	7		
	Percentage of health facilities using non-burning technology in medical waste management	1	10	48	75		
	Acreage of cemetery land acquired	0	0	100	100		
	Percentage of disease cases detected and investigated	100	100	100	100		
	No. of clubs created for PLWHAs per ward	0	0	1	2		
	Percentage of congregate setting groupings screened for both TB and HIV	0	2	7	16		
	Curative and Rehabilitative services	No. of functional theatres in sub-county hospitals	2	2	5		
Percentage of HIV positive pregnant Mothers on PMTCT services		95	95	98	98		

Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Targets (2021)	End-term Targets (2023)	Source of data	Reporting responsibility
	Viral-suppression in people living with HIV (%)	80	85	92	95		
	Percentage of patients cured of TB	85	88	92	95		
	Percentage of women of reproductive age screened for cervical cancer	13	18	40	60		
	Completion rate of PGH oncology centre	20	50	100	100		
	Percentage of women of reproductive age receiving family planning commodities	50	50	60	70		
	No. of Youth Friendly Centres established in Sub County hospitals	1	3	5	7		

6.3.7 Education and Vocational Training

Table 6.3.7: Education and Vocational Training Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Target 2020	End-term Target 2023	Source of Data	Reporting responsibility
Promotion of Early Childhood Education and Development	Gross enrolment rate for ECDE	85	90	92	94	Director Education CIDP ADP Sector reports	Chief Officer, Education & Vocational Training
	Number of teachers recruited	40	30	30	30		
	No. of Centres of Excellence constructed	0	0	2	2		
	No. of classrooms constructed	80	14	10	10		
	No. of ECDE Classrooms equipped	20	40	40	28		
	Proportion of ECD teachers with Minimum qualifications	80	85	90	95		
	Transition rate to primary	96	100	100	100		
	Teacher pupil ratio	1:70	1:60	1:50	1:40		
	No. of ECD classrooms equipped	10	10	25	25		
	Single sex toilet-pupil ratio	1:50	1:45	1:40	1:35		
	Percent of ECD Centres under school feeding programs	0	0	67	67		

	No of schools supplied with fixed play equipment	8	8	15	15		
	No. of Teachers/Officers inducted On the proposed new curriculum and in-service Training.	1 0 0 0	1275	1275	1275		
	Percent of ECD centres participating in co-curricular activities	15	30	30	25		
	No. of schools equipped with ICT Facilities and e-learning toys	0	0	15	15		
	No. of Teachers/Officers inducted on the proposed new curriculum	1275	1275	1275	1275		
	No. of schools benefiting through provision of instructional learning materials	67	67	67	67		
	Amount of funds allocated for Free ECD Education	0	0	8,250,000	8,250,000		
	No of school buses acquired	0	0	32,000,000	32,000,000		
Bursaries	Amount of bursary funds budgeted	22M	22M	22M	22M		
	Number of beneficiaries	5065	5000	5000	5000		
Vocational Training Monitoring and evaluation outcome indicators							
Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
Vocational Training and skills upgrading	No. of youth enrolled in VTC's	330	483	655	1020	Directorate of vocational training	Chief officer, Education
	Proportion of VTC graduates link to job market (%)	10	15	17	19		
	Percentage of VTC's revitalized	30	30	20	20		
	No of instructors	12	12	26	33		
	Capitation disbursed	9,442,750	9,442,750	9,825,000	15,300,000	Directorate/county treasury	

6.3.8 General Economics, Commercial and Labour Affairs

Table 6.3.8: General Economics, commercial and Labour affairs Monitoring and Evaluation Outcome Indicators

Sector	Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Target (2021)	End-term Target (2022)	Source of Data	Reporting responsibility
General Economic, Commercial and Labour Affairs (GECLA)	Cooperative Management	No. of dormant cooperative societies revived	5	3	8	12	County Commissioner for Cooperatives	Chief Officer Trade, Tourism and Cooperatives
		Annual turnover of cooperatives (Billions Kshs)	2.5	2.8	3.2	3.4		
		Sacco Members deposits (billions Kshs)						
		No. of market linkages created	4	12	12	20		
		No. of new savings and credit products developed	15	20	60	100		
		No. of business enterprises developed	50	60	80	100		
		Establishment of cooperative development/Revolving fund	-	1	-	-		
		No. of Cooperatives funded	-	30	110	230		
		Percentage level of compliance to cooperatives regulations	60%	65%	80%	90%		
		No. of Cooperative Certification Audits done	300	130	400	700		
		No. of housing cooperatives using alternative building technologies	-	3	6	10		
	Commerce and Enterprise	No. of SMEs funded	90	-	270	400	Director Trade	Chief Officer Trade, Tourism and Cooperatives
		Amount disbursed to SME's (Millions Kshs)	15	-	40	72		
		SME turnover (Billions Kshs)	110	120	165	220		
		No. of Producer Business Groups registered	20	2	50	100		
		No. of marketing linkages created	200	347	50	100		
		No. of Producer Business Groups (PBGs) doing value addition	10	3	15	20		

Sector	Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Target (2021)	End-term Target (2022)	Source Data	of	Reporting responsibility
		Percentage of weighing machines calibrated	60%	70%	75%	95%			
		Percent of premises inspected	70%	85%	87%	90%			
		No. of new businesses established from incubation centres	-	-	50	100			
		No of new jobs created from incubation centres	-	-	250	500			
		Amount of investment (Ksh)							
	Market Rehabilitation and Development	No. of wholesale traders	1,000	1050	1150	1250	Principal Markets Officer	Chief Officer Trade, Tourism and Cooperatives	
		No. of retail traders	25,000	25,125	25,375	25,625			
		No. of customers served	550,000	577,500	636,000	700,000			
		Amount of revenue generated (Millions Kshs)	55	60	77	100			
	Tourism promotion and marketing	No. of local tourists recorded	10,000	15,000	20,000	23,000	County Tourism Department	Chief Officer Trade, Tourism and Cooperatives	
		No. of tourism products uploaded in the County tourism website www.visitnakuru.com	100	200	300	500			
		No. of tourism information centres to be established	1	1	2	3			
		Amount of revenue generated (bed levy) in millions Ksh	15	20	25	30			

6.3.9 Environmental Protection, Water and Natural Resources

Table 6.3.9: Environmental Protection, Water and Natural Resources Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicators	Baseline	Situation in 2019	Mid-term Targets (2021)	End-term Targets -2023	Source of data	Reporting responsibility
Provision of Water and Sewerage Services	Percentage of households with potable water	90	90	94	97	Directorates	Chief Officer
	Percentage of households with water tapped into dwellings or plot/yard	61	61	64	70		
	Proportion of Non-Revenue water	45	40	30	20		
	Percentage of households connected to main sewer line (Town)	29	29	35	40		
Environmental Management	Pollution control unit in place	-	-	1	-		
	No of waste management equipment operationalized	104	150	1000	1580		
	No of waste disposal sites rehabilitated	-	1	2	3		
	No. of waste recovery / recycling projects initiated	1	2	10	15		
	No of waste transfer stations acquired and operationalized	1	2	5	8		
	No of sanitary landfill /waste treatment site acquired and operationalized	0	0	1	2		
	No. of trees planted and nurtured	100,000	500,000	2,500,000	5,000,000		
	Nakuru Town County forest cover (percent)	9.2	9.2	9.8	10.7		
	Km of road median beautified	4	5	8	10		
No of parks rehabilitated	1	1	4	5			
County Energy Planning, Regulation, Operation and Development	No. of new households using renewable energy sources (biogas, wind and one-tier clean energy alternatives)	-	200	1700	5000		

6.3.10 Public Administration and Internal/International Relations (PAIR)

Table 6.3.10: Public Administration and National/ Inter county relations Monitoring and Evaluation Outcome Indicators

Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
Office of the Governor and Deputy Governor							
Management of County Affairs	Disaster coordination unit established	0	0	0	0		
	Emergency fund (Millions Ksh)	45	70	85	102		
	No. of Municipal bills assented	31	5	6	8		
County Assembly							
Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
County legislation, representation and oversight	No. of Open days held	-	1	1	1		
	No. of Municipal laws and policies enacted	25	5	5	5		
	Public gallery constructed	-	-	-	-		
Municipal Treasury Services							
Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
	Automation of Municipal financial systems	54	54	80	100		
	Municipal Revenue automation system acquired	-	-	1	-		
Public Finance Management Administration, Planning and Support Services	Number of trainings conducted on budgetary process		1	3	5		
	No. of Municipal budget public participation fora held	3	3	9	12		
	No. of Municipal public participation reports prepared	4	4	4	4		

Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
	Finance bill submitted	30 th Sept	30 th Sept	30 th Sept	30 th Sept		
	Amount of Revenue collected (Billions Ksh)						
	Percentage of Revenue sources mapped	0	50	75	100		
	Percentage rate of automated revenue sources	20	20	75	100		
	No. of staff trained	20	50	50	50		
	Number of Revenue Bills passed	7	5	5	5		
	No. of ZIZI system power backup	-	3	15	15		
	No. of Municipal audit reports	4	4	4	4		
	No. of supply chain staff trained	-	45	45	45		
	Rate of compliance to AGPO (30%)	100	100	100	100		
	Municipal Annual procurement plans	30 th Sept	30 th Sept	30 th Sept	30 th Sept		
	Quarterly Municipal financial reports prepared and submitted	4	4	4	4		
	Annual Municipal financial statements prepared	30 th Sept	30 th Sept	30 th Sept	30 th Sept		
	Percentage of implementation of the asset management system	20	20	60	100		
	Debt resolution amount (Millions Ksh)	147	400	400	400		
County Economic planning and	Annual Investment Plans	1	-	1	2		
	Annual progress review reports	-	1	3	5		

Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
coordination of policy formulation	IDEP mid-term review report	1	-	1	1		
	IDEP End term evaluation report	1	-	-	1		
	Municipal M&E Committee established	-	1	1	1		
	Municipal M&E Unit work plan	-	1	3	5		
	Municipal Quarterly M&E reports	4	4	4	4		
	Production of the Municipal Disaggregated Statistical Abstract	1	1	3	5		
Municipal Public service							
Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
Human Resource Management and Development	Number of staff trained on performance management and contracting	5	100	450	600		
	Performance managements systems implemented	-	1	3	5		
	Performance management unit established	-	1	1	1		
	Staff appraisal tool implemented	-	1	3	5		
	Number of staff trained on disaster preparedness	2	2	18	35		
	No. of customer care staff trained in sign language	-	10	30	50		
	No. of surveys on Alcohol and Drug Abuse(ADA) amongst employees	-	-	1	2		
	No. of sensitization fora held on ADA prevention	-	1	3	5		

Programme	Outcome Indicators	Baseline	Situation in 2019	Midterm target (2021)	End term target (2023)	Source of Data	Reporting responsibility
	No. of sensitization fora held on HIV/AIDS	55	1	3	5		
	Number of enforcement officers deployed	50	20	60	100		
	Number of uniforms acquired	265	350	350	350		
	Compliance and enforcement survey report	-	1	3	5		
	No of assorted equipment acquired	-	180	180	180		
	No. of participants involved in public participation for a	2200	2800	3600	5000		
	No. of citizen participation reports prepared	-	1	3	5		
	Number of legal officers recruited and trained	5	5	5	5		
	No. of sensitization fora held on alternative dispute resolution mechanisms	-	1	3	5		
	Legal library constructed	-	1	1	1		
	No. of new laws formulated	31	5	16	30		
	No. of pending cases fully settled	239	100	300	500		

6.3.12 Social Protection

Table 6.3.12: Social Protection Monitoring and Evaluation Outcome Indicators

Programme	Outcome indicator	Baseline	Situation in 2019	Mid-term target (2021)	End-term target (2023)	Source of data	Reporting responsibility
Development of sports Infrastructure.	Sports stadia facilities developed/rehabilitated	3	-	80% complete	100% complete and handed over to the user department and the stakeholder	-Directorate workplan Procurement office -Public works department	County Director of Sports
Generation of Descent wealth for the youth.	Economically Empowered youths	0	0	30 M	100 M	Budget and estimates	Director Youth Affairs.
Youth Safety Health and Rehabilitation	A well-rounded youth	0		30M	70M		
Generation of Descent wealth for the youth.	Economically Empowered youths	0	0	30 M	100 M	Budget and estimates	Director Youth Affairs.
Youth Safety Health and Rehabilitation	A well-rounded youth	0		30M	70M		
Disability mainstreaming	Enhanced mobility		27.5M	55M	137.5M	Budget and estimates	Director social services
	Empowered persons with disability	679					

APPENDICES:

Annex 1: Agriculture, Livestock and Fisheries

Ward	Project	Year	Cost	Remarks
Kapkures, Barut, London and Nakuru East	Maize and Beans subsidy- Post Covid- 19 recovery	1	5,000,000	500 vulnerable farmers assisted with inputs for 1 acre
Kapkures, Barut, London, Menengai East, Kaptembwa and Nakuru East	Promotion of Avocado	2	1,200,000	400 farmers supported with seedlings
Menengai East, Nakuru East, Kaptembwa, Kapkures and Barut	Promotion of smart agriculture technologies- Green houses	2-5	20,000,000	20 green houses constructed, 1 per ward per year for four years
Barut	Promotion of smart agriculture technologies- Water pans	3 and 4	4,000,000	1 water pan for water harvesting for animals and vegetable production
London ward	Establishment of Multipurpose pack House at ATC	2-5	100,000,000	To be done in phases for value addition of horticultural produce.
Menengai East (Kiratina)	Establishment of cold storage facility for fresh produce	3	70,000,000	To be done in phases for value addition of horticultural produce and livestock products.
London ward	Climate smart agriculture-Procurement of a backhoe for the AMS	2	10,000,000	For construction of soil and water conservation structures
Kivumbini, Flamingo, Rhoda, Kaptembwa, Menengai East, London and Nakuru East	Promotion of urban agriculture technologies	1-5	5,000,000	100 Mandala gardens, 100 Hanging gardens, 100 multi-storey gardens, 100 kitchen gardens per year
Menengai East, Nakuru East, Kaptembwa, London	Promotion of value addition of milk	1-4	7,000,000	10 milk dispensers for groups
		1-4	3,000,000	1 pasteurizer (500 lt capacity) per ward
Nakuru East	Upgrading of existing slaughterhouse	2	3,000,000	
Nakuru East	Construction of kitchen slaughterhouse	3	7,000,000	
Menengai East	Promotion of honey value addition	1	250,000	1 honey extractor for a group in Menengai East
Nakuru East, Menengai East, Barut, Kapkures, London	Upgrading of local poultry	1-4	10,000,000	40 Selected groups provided with improved kienyeji chicks

Ward	Project	Year	Cost	Remarks
Nakuru East, Menengai East, Barut, Kapkures, London	Promotion of Dairy goat breeding and milk production	1-4	15,000,000	500 breeding goats for selected groups
Nakuru East, Menengai East, Barut, Kapkures, London	Promotion of emerging livestock- snail farming	2	1,000,000	Establish a demo unit at ATC for training of farmers

Annex 2: Health Services

ITEM	Project Name	Location	Approximate Cost
1	Construction and equipping of dental lab at PGH Annex	PGH Annex	3,500,000
2	Completion of OPD Complex and equipping	PGH- London Ward	275,372,831
3	Completion and equipping of health facilities	Various	250,000,000
4	Purchase of land for expansion of health centres	Various	60,000,000
5	Construction of toilets/sanitary blocks in health facilities/housing estates	Various	30,000,000
6	Construction of public toilets in the markets, highway and urban areas	Various	25,000,000
7	Acquisition of cemetery land	<i>To be identified</i>	80,000,000
8	Construction and completion of theatre facilities in Sub-county hospitals	Sub-county Hospitals	20,000,000
9	Completion and operationalisation of PGH oncology centre	PGH- London Ward	15,000,000
10	Establishment of Youth Friendly Centres in Sub County hospitals	Sub-county Hospitals	4,000,000
11	Establishment of gender-based violence centres in Sub-county hospitals	Sub-county Hospitals	4,000,000
	Total		766,872,831

Annex 3: Environment Energy and Natural Resources

Water reticulation		
Item	Project	Approximate Cost
1	Kabatini Line	53,589,120
2	Mzee Wanyama	26,432,055
3	Raw Water re-routing	106,327,650
4	Mwariki East	26,868,600
5	Lanet/Mwariki Boreholes revival	8,850,000
6	Barnabas Estate	10,710,600

7	County Estate Extension	14,995,200
8	Soilo Estate	959,520
9	Naka Estate	9,600,000
	Total	258,332,745
Solid waste Management		
Item	Project	Approximate Cost
1	Pollution Control Laboratory	10,000,000
2	Solid Waste Management	643,750,000
3	Greening, Climate Change and Mitigation and Adaptation	226,000,000
4	Mapping, Regulation and Rehabilitation of quarry areas	101,000,000
5	Promotion of Green Energy	12,000,000
	Total	992,750,000

Annex 4: NAWASSCO's prioritised investment / Projects for the period 2019/20-2021/22 within Nakuru Municipality

Sub-Programme/Project	2019/20 (Amount in Kshs)	2020/21 (Amount in Kshs)	2021/22 (Amount in Kshs)
Water Network Extensions			
Pipeline extensions at Koinange and environs	-	19,901,830	-
Mwariki East water network extension and metering	-	-	9,677,469
Automation of boreholes	8,309,685	1,818,049	8,042,617
Purchase and installation of complete pump sets and equipment	10,799,000	10,799,000	10,799,000
Sewer Network extensions			
Nakuru Teachers through Kiratina, across Highway Railway, Railway, Oginga Odinga to Free Area	17,187,300	17,187,300	17,187,300
Mountain view, Block 17, Part of block 16, Workers, Parts of Engashura	63,366,000	-	-
Mediheal, Nakuru blanket across Nairobi highway, Oginga Odinga, Naka Estate		85,396,600	
Section 8, Mama Ngina III, Dog section, and adjoining Unsurveyed areas			68,094,000

Sewer Treatment Plants: Nakuru town & Njoro	-	-	5,300,000,000
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Annex 5: Urban Development

PROJECT/ ACTIVITY	TIME FRAME	ACTOR
Fast-tracking approval of the County Spatial Plan	6 months	CECM Land and Physical Planning
Approval of the Nakuru ISUDP	6 months	CECM Land and Physical Planning
Review of the ISUDP to reflect the current challenges	2 years	CECM Land and Physical Planning
Approval of the valuation roll to ensure all properties pay land rates to boost urban revenue	1 year	CECM Land and Physical Planning
Development of an integrated infrastructure development and management plan for key and essential urban physical infrastructure. This plan will bring together key national and county governments department and agencies in roads, water, drainage, and energy.	Within 2 years	Municipal Board
Strengthening/capacity building of the physical and land use planning institutions both at the municipality and the county level	Within 5 years	Municipal Board CO Lands and Physical Planning
Enactment into law of specific urban planning and management bills by the county assembly: outdoor advertisement, traffic management, land management	Within 5 years	CECM Land and Physical Planning Municipal Board County Attorney County Assembly
Public sensitization of laws and by laws on land use planning, urban management, and development	Within 5 years	CECM Land and Physical Planning Municipal Board County Attorney County Assembly
Securing and titling of public spaces and public land within the municipality	Within 5 years	CECM Land and Physical Planning Municipal Board County Attorney County Assembly
Improving mobility of urban people by expanding walkways and cycle lanes across the municipality		
Development of Nakuru municipality traffic master plan	2 years	Municipal Board
Automation of development applications	2 years	CECM Municipal Board

PROJECT/ ACTIVITY	TIME FRAME	ACTOR
Improving urban safety through street lighting, street naming and coding of buildings	5 years	Municipal Board
Zoning regulations – review and enforcement of zoning regulations to boost sustainable neighbourhoods	2 years	CECM
Enhancing urban aesthetics – adoption of standard buildings colour codes, greening and beatification of streets and public spaces	5 years	Municipal Board
Accommodation of urban informal activities in our streets and public spaces	2 years	Municipal Board
Urban conservation and heritage – identification of key areas, activities, and buildings for conservation with a view of documenting our heritage	3 years	Municipal Board National Museums of Kenya