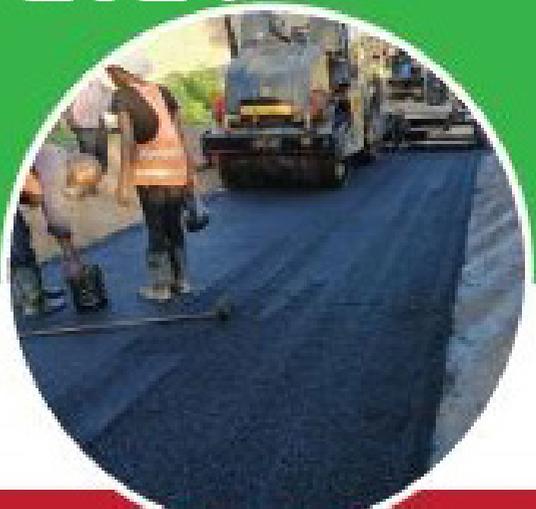




MUNICIPALITY OF KITUI



Strategic Plan 2020 -2024



Foreword

This strategic plan marks another milestone in the management of the Municipality of Kitui under the new legal dispensation spelt out by the Urban Areas and Cities Act of 2011 (Amended 2019). Its timely preparation, just after the Board of Municipality of Kitui has been inaugurated and inducted into its functions and operations will help the Board to steer the development of the Municipality in the right direction that the Act envisages. Whereas many development plans have been prepared for the County in general and the Municipality in particular, this current plan recognises the need to carefully prioritise the projects to implement given the limited resources if the Board is to create a tangible development impact at the end of its term. Moreover, there is a need to schedule the implementation of these projects so that those whose outcomes constitute an input for the subsequent ones are prioritised during implementation. Given these practicalities, this strategic plan will guide the Board to prioritise its efforts and focus on implementing development projects that will bear the most impacts over the period 2020 -2025. During the first two years of this period, the Board will focus its efforts on strengthening the organisational structure of the management of the municipality and positioning the municipality to harness its locational advantage for its socio-economic development. To this end, the Board will begin by institutionalising an efficient and effective management structure that can help it deliver on its mandate. This strategic plan comes at a time when the economy of the Municipality of Kitui has been significantly affected by the current restrictions on movements thanks to the Covid-19 pandemic. It is expected that the impacts of these restrictions will be felt most by the most vulnerable segment of our society. This includes women, the youth, the unemployed, and informal sector operators, just to name but a few. Upon adoption of this plan, therefore, the Board will prioritise the creation of an enabling business environment that allows this group to cope with the impacts of pandemic and continue contributing to the economy of the municipality. Other key projects that the Board plans after developing a clear organisational structure will include land banking to ensure that land is readily available for development in the future and a honey processing plant to tap on local honey and to add to the local employment opportunities. The Board also recognises that the responsibility to develop the municipality cannot be left to one individual institution alone. In this regard, it will reach out to other institutions such as the Non-Governmental Organisations, Universities and other research organisations that currently have isolated development efforts in the county and develop structured ways of collaborating with them for the benefit of the municipality. It is the belief of the Board that implementing these projects will lay the foundation for the development of the municipality under the current legal regime provided by UACA and as well position the municipality in the path of longer-term prosperity beyond the life-span of the current Board.

Musyimi Mbatia, PhD

Chair, Board of Municipality of Kitui

Acknowledgement

The successful completion of the preparation of the strategic plan is a land mark for the Municipality of Kitui. This Plan epitomizes the gains of participatory planning and communicates the vision of the people of Kitui town. The plan will be implemented in five years starting from 2020 and ending in 2024. This timeframe gives a window of formulation of policies and implementation of the plan.

The strategic plan 2020-2024 is a pioneer and will be very instrumental in setting the foundation for a thriving Municipality. It offers strategies that device new revenue streams as well as boasting the existing ones.

The plan is set on ensuring that Sustainable urbanization is achieved while revolutionizing how the major sectors that drive the municipal economy exist symbiotically. The economic viability of the plan will therefore ensure that the potential investors have a blueprint for development. This will be realized by the viable strategies for sustainable development such as land banking in order to ensure that future endeavors such as large scale farming, industrialization, and social housing can be realized.

The successful preparation of the strategic plan was as a result of concerted efforts and inputs from various individuals;

I would like to thank Eng. Jacob Kakundi, County Executive Member for Lands, Infrastructure, Housing and Urban development for his visionary leadership and unwavering support.

My gratitude also goes to the technical working team that worked towards realization of this strategic plan led by Pln. Sammy Kathike. The team comprised of officers drawn from The Municipality of Kitui and other departments. Special appreciation to Pln. Grace Kiburio, Robert Sivi, Julietta Nzioka and Joseph Kilonzi for their commitment to the process.

I appreciate the technical assistance offered by Pln. Nichodemus Mbwika (Council of Governors) Dr. Walter Alando (Maseno University) and Mr. Festus Mutiso (SEKU) for their constant help and professional input to realize the completion of this plan.

Job Muisyo,
Municipal Manager,
Municipality Of Kitui.

MUNICIPALITY OF KITUI LEADERSHIP

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Planning, Development control, Transport and Infrastructure



JULITAH NZOKA

Environment, Recreation and Social Services



JOSEPH MAKAU

Trade and Industrialization

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Executive summary

This strategic plan has been prepared to strategically position Municipality of Kitui to realise the ambitions set forth by its existing plans by isolating priority projects which will yield the highest impacts while at the same time allowing the Municipality to remain on the development course already charted by these existing plans. It covers the period 2020 – 2025 and comes at a time when the County Government of Kitui has prepared a number of development plans in its bid to deliver its mandate to the citizens of the County. Among these plans are the County Integrated Development Plan, 2018-2022; The Integrated Development Plan, 2020-2025, and the Kitui Vision 2025. These plans not only give effects to the Governor’s Manifesto; they also domesticate other national and international development agenda contained in the Kenya Vision 2030, the Big Four, the New Urban Agenda, and the Sustainable Development Goals, just to name a few. An underlying characteristic of these existing plans is that both their substance and timespan are rather broad, posing a challenge in terms of how to prioritise the projects to implement with the available scarce resources.

The plan is prepared to help the Board of Municipality of Kitui to deliver on its mandate as provided for under the Urban Areas and Cities Act of 2011 (Amended 2019). This Act provides for the creation of Board of Municipalities that are charged with the responsibility of governing and managing urban areas in line with the provision of Article 184 of the Constitution. A number of functions are spelt out for the Board under Section 20 of this Act. In order to successfully execute these functions, the Board needs to position its efforts strategically so that it can focus on implementing projects that generate the biggest impacts while at the same time creating an enabling environment for other investors to generate multiplier effects by tapping on these strategic projects.

Considering that the Board is still fairly new and that the County Government is still in the process of transferring the functions to it, this strategic plan recommends that the Board should majorly concentrate on establishing sound institutional structure and only implement a few strategic infrastructure projects that are within its current capacity. Guided by the vision of realising a functional, competitive and sustainable municipality, the Board will endeavour to promote the sustainable urbanisation of Municipality of Kitui through good governance, quality service delivery, efficient infrastructure, and interlinkage with the rest of the County. The Board recognises the need to be transparent, accountable, creative, and innovative in order to accomplish this mission. At the same time, it must recognise and respect professionalism, the need for social inclusivity in its development efforts as well as equity and diversity.

Given the strengths, weaknesses, opportunities, and threats facing the municipality, this strategic plan identifies a number of projects that the Board should priorities for it to lead the Municipality into realising its vision. Some of the key strengths include: favourable environment for donor and development partners support; vast land for future expansion; existing plans and policies - ISUD, IDEP, Municipal Charter, CIDP and sectoral plans; existing developments and assets inherited from the headquarters of the former Kitui District and Municipality of Kitui; the fact that the Board has been legally

constituted to manage the municipality; and an elaborate organisational structure of the Municipality. The strategic plan uses these as assets that the Board should harness for the development of the Municipality. Similarly, the plan also recognises other assets that come from outside the framework of the Board. These include: the presence of universities and other research institutions in the county e.g. SEKU, KMTC; undeveloped public land in the municipality; vibrant operations of NGOs in the area e.g. the CARITAS, SNV, and the World Vision; the strategic location on the Kitui-Kibwezi-Bondoni transport corridor; vast opportunities for partnership and borrowing given that the Board is a legal entity; global interest in the support of municipalities through grants; supportive mother Ministry (Lands, Infrastructure, Housing and Urban Development); political goodwill and support from the County Government; and increased awareness of urban development matter among the citizenry realized through citizen fora. In spite of these assets, there however exist both the internal weaknesses and external threats that the Board has to temper in order that they do not negatively impact its development efforts. Among the weaknesses are: overdependence on donor funding; limited development partners; sub-optimal execution of good governance; inadequate budgetary allocation; and administrative structure that is thin on mid-level management. Added to these are the threats emanating from uncertain funding sustainability beyond current donor support; uncertainties posed by post-Covid-19 pandemic; population pressure and uncontrolled urbanization posing pressure on existing serviced land, infrastructure and services; the fact that the Board is not fully autonomous as envisaged by the UACA, 2011; political interference; and lack of proper unbundling of functions between the Board and the County departments (funding, staffing, and other resources).

Given the above circumstances that surround the operations of the Board, it will focus on six key areas over the next five years:

- i) Consolidating the legal and policy basis for the operations of the Board
- ii) Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate
- iii) Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality
- iv) Positioning Municipality of Kitui to use its locational advantage for its development
- v) Strengthening partnerships and collaborations with existing organisations for the development of the Municipality/
- vi) Venturing into other sources of funding to sustain development funding beyond current donor support

Various projects are expected to be implemented under the above broad foci. These are summarised in the table below:

Strategic areas of focus	Activities
Consolidating the legal and policy basis for the operations of the Board	<ul style="list-style-type: none"> i) Full implementation of the Municipal Charter ii) Agreeing on additional functions that can be delegated to the Board and transfer them
Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate	<ul style="list-style-type: none"> i) Transfer of functions described in Sections 20b, c, d, g, i, j, k, l, o, p, q, r, and s of UACA from the County Executive departments to the Boar of Municipality of Kitui ii) Revising the current organisational structure to create room for mid-level management iii) Setting up a department responsible for disaster policy formulation, preparedness and response iv) Setting up a Town Planning and Architecture Department with forward planning, research, development control, inspectorate, GIS, Architecture, and informal settlements divisions v) Carrying out a staffing requirement assessment and recruit departmental heads for each department created above and at least two staff members to run the divisions where there is a lack of capacity
Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality	<ul style="list-style-type: none"> i) Designating sections within the Municipality where informal trade is to be permitted ii) Implementing market sheds at Kalundu market iii) Redesigning the markets to allow for public health standards recommended by WHO iv) Identifying additional market spaces to support the demand for space after redesigning the existing ones
Positioning Municipality of Kitui to use its locational advantage for its development	<ul style="list-style-type: none"> i) Carrying out future land demand assessment from the ISUD, CIDP, and other existing plans ii) Undertaking land banking for systematic release to the market when needed in future iii) Aggressive marketing Kitui as an alternative route from Mombasa to Meru, Isiolo and other towns

	<ul style="list-style-type: none"> iv) Tree plantation along riparian reserves v) Removal of encroachment along riparian reserves vi) Establishing a mini park at Kitui stadium next to Kalundu river vii) Reclamation of river Kalundu viii) Construction of solid waste transfer stations and installation of skips at strategic markets and street ix) Promoting local processing and value addition
<p>Strengthening partnerships and collaborations with existing organisations for the development of the Municipality/ Venturing into other sources of funding to sustain development funding beyond current donor support</p>	<ul style="list-style-type: none"> i) Carrying out an inventory of all possible institution that the Municipality can collaborate with ii) Signing and implement MoUs for research collaborations with SEKU and other research organisations that work in the area iii) Creating and operationalising a forum for joint engagement with organisations that fund and implement various projects in the Municipality

Monitoring and evaluation of this strategic plan is expected to follow the framework developed by the Government of Kenya. Specifically, the Government of Kenya has developed a framework for carrying out monitoring and evaluation, which links to the performance contracts which are carried out by the line ministries. In addition, the framework contemplates that performance contracting shall be cascaded down to the individual departments and finally, individual staff. All staff will collectively contribute to the final success of the strategic plan.

List of acronyms

BMK	Board of Municipality of Kitui
CARITAS	Churches Around Richmond Involved To Assure Shelter
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
CSP	County Spatial Plan
GIS	Geographic Information System
GK	Government of Kenya
IDEP	Integrated Development Plan
ISUD	Integrated Strategic Urban Development (Plan)
LAPSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
KMTC	Kenya Medical Training College
MLIUD	Ministry of Land, Infrastructure and Urban Development
NGO	Non-Governmental Organisation
NLC	National Land Commission
SEKU	South Eastern Kenya University
SNV	The Netherlands Development Organisation
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UACA	Urban Areas and Cities Act
WHO	World Health Organisation

1. Introduction

This strategic plan identifies the priority projects that should be implemented by the Board of Municipality of Kitui in order to achieve the highest development impact over the next five years and to set the pace for the subsequent development of the Municipality. It comes at a time when the County Government of Kitui has prepared a number of development plans in its bid to deliver its mandate to the citizens of the County. Among these plans are the County Integrated Development Plan, 2018-2022; The Integrated Development Plan, 2020-2025, and the Kitui Vision 2025. These plans not only give effects to the Governor's Manifesto; they also domesticate other national and international development agenda contained in the Kenya Vision 2030, the Big Four, the New Urban Agenda, and the Sustainable Development Goals, just to name a few. An underlying characteristic of these existing plans is that both their substance and timespan are rather broad, posing a challenge in terms of how to prioritise the projects to implement with the available scarce resources. It is with this reality in mind that the current strategic plan is prepared to strategically position Municipality of Kitui to realise the ambitions set forth by these existing plans by isolating priority projects which will yield the highest impacts while at the same time allowing the Municipality to remain on the development course already charted by the existing plans. The plan does this by first carefully crafting a vision and the mission of the Municipality and tethering the development of the Municipality to these. While the former describes what the Municipality wants to achieve, the latter on the other hand defines its purpose for existence over the next five years. The plan then identifies the key values that the Municipality will need to adopt in order to pursue the strategic objectives that would help it realise its mission and work towards realising vision.

This plan is prepared one year after the Board of Municipality of Kitui has been inaugurated. It therefore comes at an opportune time when the Board has received adequate orientation and induction on its responsibilities to its citizens as spelt out by the the Constitution, the County Government Act, 2012, the Urban Areas and Cities Act, 2011 (Ammended 2019), and even the Kitui Municipal Charter. These legal provisions define the functions of the County Government and expressly bestow upon the Board of Municipalities the responsibility to manage the Municipalities. Chapter eleven of the Constitution generally provides for the objects and principles of devolved governments, the county governments, and the functions and powers of the county governments. Schedule IV distributes powers and functions between the national and county governments. The functions of the county governments that are spelt out in Schedule IV, Part 2 are particularly relevant because they inform the other legal provisions in defining the functions of the Board. With specific reference to urban areas, Article 184 of the Constitution provides that a law shall be enacted to provide for the governance and management of urban areas and cities. The functions spelt out in the Constitution are consolidated in Parts XI and XII of the County Governments Act and the Kitui Municipal Charter. The Urban Areas and Cities Act of 2011 is more specific on the management of municipalities. It gives effect to Article 184 of the Constitution by providing 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. Section 14 of the Act provides for the creation of Board of Municipalities, which is charged with the responsibility to manage

cities and municipalities alongside the city manager and other staff members on behalf of the County Government in accordance with the provisions of Section 12 of the same Act. Section 20 on the other hand stipulates the functions of the Boards. In the case of Kitui Municipality, these functions include:

- i) Overseeing the affairs of the municipality;
- ii) Developing and adopting policies, plans, strategies and programmes, and setting targets for service delivery;
- iii) Formulating and implementing an integrated development plan;
- iv) Controlling land use, land subdivision, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the municipality as may be delegated by the county government;
- v) Promoting and undertaking infrastructural development and services within the municipality as may be delegated by the county government;
- vi) Developing and managing schemes, including site development in collaboration with the relevant national and county agencies;
- vii) Maintaining 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;
- viii) Administering and regulating its own internal affairs;
- ix) Implementing applicable national and county legislation;
- x) Entering 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;
- xi) Monitoring and, where appropriate, regulating municipal services where those services are provided by service providers other than the Board;
- xii) Preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- xiii) Collecting rates, taxes levies, duties, fees and surcharges on fees, as may be delegated by the county government;
- xiv) Settling and implementing tariff, rates and tax and debt collection policies as delegated by the county government;
- xv) Monitoring the impact and effectiveness of any services, policies, programmes or plans;
- xvi) Establishing, implementing and monitoring performance management systems;
- xvii) Promoting a safe and healthy environment;
- xviii) Facilitating and regulating public transport; and
- xix) Performing such other functions as may be delegated to it by the county government or as may be provided for by any written law

2. Rationale for the strategic plan

In order to successfully execute the above functions, the Board needs to position its efforts strategically so that it can focus on implementing projects that generate the biggest impacts while at the same time creating an enabling environment for other investors to generate multiplier effects by tapping on these strategic projects. This strategic plan has been prepared within the context of the foregoing responsibilities and the need to offer the best services to the people of Kitui Municipality.

This plan provides the strategic direction for the Municipality over the period 2020 - 2025. It prioritises the formulation of policies and enactment of laws to enable the Board of Municipality of Kitui consolidate the legal and institutional foundation for its operations. Although the functions of the Board have already been clearly defined, its requisite staff recruited, and office accommodation allocated, it still does not have a strong policy and legal framework to support its operations. There is a need to correct this gap in order to enable it to operate on a sound legal and policy footing. This, in addition to other priority development concerns of the Municipality. In this regard therefore, this strategic plan focuses on three key strategic thematic areas, namely, consolidating the legal and policy basis for the operations of the Board, basic infrastructure and service provision; and economic development.

Pursuing these three broad goals will not only enable the Board to kick-start the development of Kitui Municipality; it will also enable it to directly offer services to the citizens of Kitui Municipality within a framework of sound and sustainable governance structure. Given that the Board is still fairly new and that the County Government is still in the process of transferring the functions to it, this strategic plan recommends that the Board should majorly concentrate on establishing sound institutional structure and only implement a few strategic infrastructure projects that are within its current capacity. The preparation of the plan incorporates the aspirations of international declarations (e.g. the New Urban Agenda), Kenya national development targets (e.g. the Kenya Vision 2030 and the Big Four

Agenda), Kitui Governor's manifesto, Kitui Municipal Charter, local development plans, and the aspirations of the local residents themselves as espoused through their representatives at the Board. The strategic plan assembles the aspirations and development targets of all these plans to craft a vision that will steer Municipality of Kitui into a prosperous municipality. The strategic plan breathes life into the existing plans in the County by identifying key strategic projects whose successful implementation would transform the Municipality the engine of the development of its hinterland as envisioned by the Integrated Development Plan for the municipality. The implementation of this strategic plan will be a collective effort of the Board of Municipality of Kitui, the Municipal Manager and other staff or officers that the county public service may determine. This plan is in accordance with the provisions of Section 12 (1) of UACA.

3. Background to the Board of Municipality of Kitui

The current Board of Municipality of Kitui was inaugurated on the 3rd October 2018. It has a total of nine members appointed in accordance with the provisions of Section 14 of the Urban Areas and Cities Act, 2011 (Amended 2019). The composition of this Board is such that the umbrella body representing professional associations in the area, the private sector, registered informal sector, and the neighbourhood associations are represented by one member in each case. Added to these are the chief officer responsible for urban development in the municipality and the Municipal Manager. Lastly, the county governor also appoints three additional members, thus completing the membership of the Board as stipulated in law. The Board of Municipality of Kitui has a Chairperson, a Deputy Chair, a secretary and the members and is thus capable of executing its legal mandate.

3.1 Organisational structure

According to the current organisational structure, the Board is directly answerable to the County Executive Committee Member responsible for the Ministry of Lands and Urban Development. The Municipal Manager is in turn directly answerable to the Board. The Municipal Manager is assisted by five Deputies who are in charge of administration, finance, environment, trade, and Planning, Development Control, Transport and Infrastructure. The functions of these officers are clearly defined within the structures of the county government (see for instance the IDEP 2020 - 2025). Despite this clarity in responsibilities, the structure is nonetheless rather heavy on senior-level and lower-level staff but thin on the mid-level staff. The implication of this structure is that decisions and policies formulated by the management might fail to be translated to the operations level for the intended actions that should help the Board to deliver its mandate. There is therefore a need to reorganise the organisational structure so as to separate the overall administration of the Municipality from the technical service delivery. There is a further need to create clear directorates, which can be tasked with the actual service delivery. Figure 3-1 sketches the current organisational structure of the Board and its functional relationship with the County Government through the CECM responsible for Lands and Urban Development.

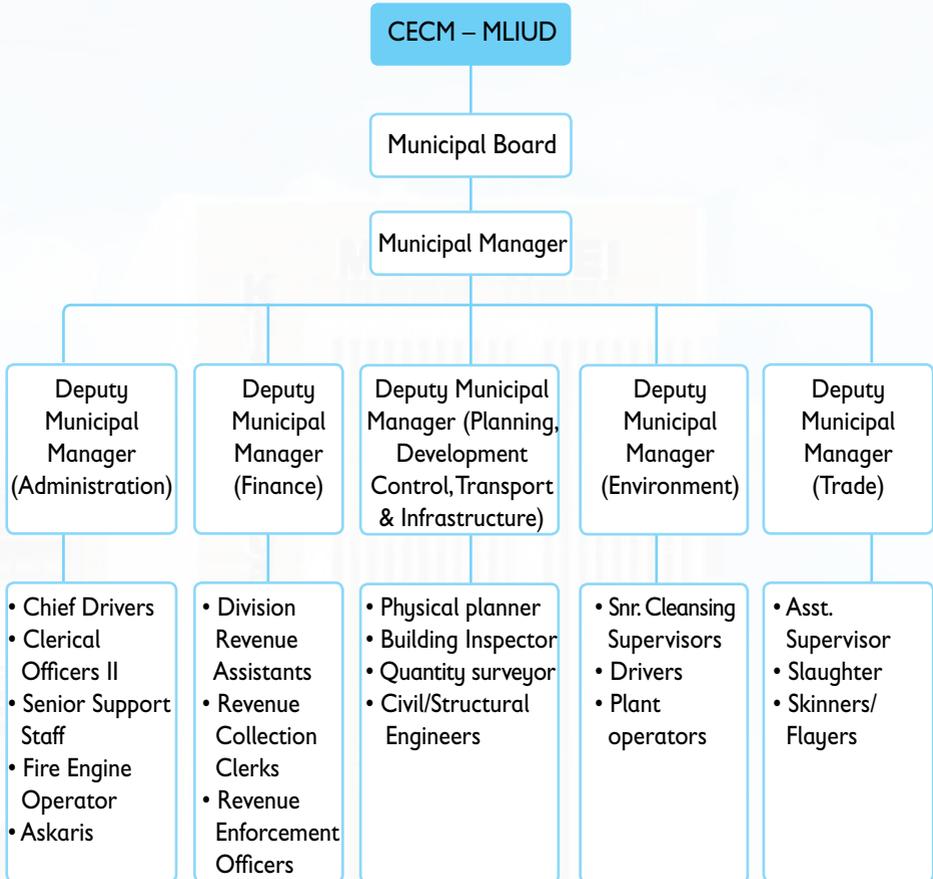


Figure 3-1: Organisational structure of the Board of Municipality of Kitui

4. Vision, Mission, and Core Values

4.1 Vision

The vision of the Municipality is anchored on three pillars. These pillars include service to the Municipality itself and county at large, economic development, sustainability, and good governance. Accordingly, the Board envisages 'A functional, competitive and sustainable municipality.'

4.2 Mission

The mission of the Board is thus:

'To promote the sustainable urbanisation of Municipality of Kitui through good governance, quality service delivery, efficient infrastructure, and interlinkage with the rest of the County'

Whereas the vision defines the long-term aspiration of the municipality, the mission on the other hand spells out the means to reaching that vision. As such, the mission can be revised once the strategic projects identified in this plan have been realised.

4.3 Core values

The following core values embraced by the Board will undergird the realisation of its vision:

- Transparency
- Integrity
- Social inclusion
- Equity and diversity
- Sustainability
- Resilience
- Accountability and good governance
- Creativity and innovation
- Professionalism and customer focus

5. Contextual analysis

The previous sections have offered the background and rationale for this strategic plan, and presented the existing management structure of the municipality, together with its vision and mission. This current section now describes the existing situation in Municipality of Kitui. The objective is to identify the elements that will structure the strategic projects that are to be undertaken by the Board in the next five years to help it steer the municipality towards achieving its vision. The section culminates in a summary SWOT analysis, which enables the isolation of the strategic themes that the municipality will tackle during the planning period.

But first it is relevant to understand Kitui Municipality within its regional context. Kitui Municipality is the headquarters of Kitui County. It is one of the most prominent and accessible towns in the former Eastern province of the Republic of Kenya. To begin with, the town lies approximately 180 kilometers East of Nairobi, the capital city of Kenya. Within the Eastern Block, it is to be found about 105 kilometers East of Machakos town, 138km East of Thika town and about 143 km South East of Embu town. The Municipality is also connected to the A1 international trunk road that links Mombasa and Nairobi. From this trunk road, it can be accessed through Kibwezi as well as through Machakos town, the headquarters of Machakos County to the West of Kitui. The road from Kibwezi forms a significant asset for the growth of Kitui as it links the town to Thika, Embu, and Isiolo thus opening up Kitui Municipality for interactions not only with these towns but also other towns that lie on the LAPSET project.

Kitui Municipality is characterised by a number of resources and opportunities thanks to its location described above. Some of these are explained in the proceeding paragraphs.

Strategic location on Kibwezi-Kitui-

Mbondoni road: To begin with, Municipality of Kitui enjoys a strategic location the Kibwezi-Kitui-Mbondoni road. This road not only links the Port of Mombasa to Lower and Upper Eastern Regions and finally Ethiopia; it also offers an alternative route to the Mombasa – Nairobi road thereby linking Kitui to other towns along this corridor. The location of Kitui on the road therefore presents an opportunity to

improve the economic competitiveness of the municipality. Moreover, the road forms part of the larger Mombasa – Addis Ababa Transport Corridor that links the Mombasa – Nairobi Highway (A8) at Kibwezi and the Nairobi – Addis Ababa Highway (A2) at Isiolo. With the planned extension of the LAPPSET project to Mwingi and Matuu, Municipality of Kitui stands to benefit from the connection to Moyale and ultimately Addis Ababa in Ethiopia. This connection



has the potential to facilitate faster movement of goods and services and unlock the economic potential of the larger Kitui County, headquartered at Municipality of Kitui. The road will boost transportation of agricultural produce and improve farming in the larger Kitui County thereby enabling it to efficiently serve the surrounding towns.

Large area for future expansion: The entire Municipality of Kitui lies on an area of about 580km². This area spans across Kitui Central, Kitui West and Kitui East sub-counties although the larger part lies in Kitui Central. The bulk of this land is still rural in its economy as well as level of development. According to the 2019 National Housing and Population Census, only about 24km² of municipality can currently be classified as urban. The land within the designated urban area (i.e. the old municipality) is under leasehold tenure structure, while the remaining is under freehold structure. In other words, the extended part of the Municipality is all under freehold tenure structure. The implication of the level of development is that there is enough land for future urban development and expansion. At the same time, the tenure structure means that the Board needs to strategize on how to acquire this land to make it readily available when required for development in future. However, care needs to be taken in order not to adversely impact the prevailing rural economy and the environment therein.

Political representation (with possibilities of politicisation of decision-making): Whereas the above convergence of different wards within the municipality is good to the extent that it increases political representation, it can nonetheless also lead to the lengthy politicisation of decision-making, thereby slowing it down altogether.

Head start offered by the fact that the municipality was the headquarters of the former Kitui District and Municipality of Kitui: The implications of this head start is that district level services and infrastructure are already in place. These can be easily upgraded to county level infrastructure and services. For example, Municipality of Kitui has several hospitals and health centers to meet the health needs of residents, among



them Kitui County Referral Hospital, Mwingi General Hospital, Kitui Nursing Home, Neema Hospital, Jordan Hospital, mission-run hospitals such as Muthale Mission hospital and some private health centres.

Vibrant trade and commerce: Kitui as well as a vibrant commercial and trading activities.

Some of these activities include the operation of restaurant and hotels, construction, finance, insurance, banking, and legal services, real estate, transport and communication as well as manufacturing.

The municipality as well enjoys micro-credit services. Three main markets, namely Kalundu, Kithomboani and Kiembeni are located within the municipality. As mentioned

earlier, the location of the municipality on a major transport route further makes it easier for Kitui to communicate and trade with the nearby towns.

Clear administrative structure: Municipality of Kitui is already legally recognised, having been granted the municipality status way back in the year 2018. The municipality has a Board of Municipality in place. The necessary staff to support the work of the Board has already been seconded by the County Government. At the same time, the Board has office accommodation and other necessary support to enable it deliver on its mandate. The functional relation between the Board and the County Government has also been define (Figure 3-1). Nonetheless, as pointed out already, the structure that defines this relation is rather skewed and will need to be reorganised during the planning period to create room for mid-level management.

Small population size presents an opportunity for the municipality to grow without undue pressure to provide for a big population: According to the 2019 Population and Housing Census, Municipality of Kitui has a population of 154,019 persons with a population density of 2,292 persons per square kilometre. The municipality has almost the same number of males and females. Specifically, the ratio of male to female is 1:1.07.

Further development interventions that target individual households are likely to have higher impacts/ effectiveness given the small household sizes. The average household size was 3.6 for the Municipality. Mulango ward has the highest number of households in the municipality with Kwa Mutonga having the lowest.

Municipality of Kitui just like other parts of the county has experienced tremendous growth over the years.

For instance, the population of Kitui County has more than doubled with 118% population increase between the year 1979 and the year 2009. According to the IDEP 2020 – 2025, Municipality of Kitui (previously Kitui Municipal Council) recorded a population increase of 331% over the same period. The Municipality of Kitui contains a mix of urban, peri-urban



and rural population. The municipality is growing at a much faster rate than the rest of the county (3.5% per annum against 1.2% per annum for Kitui County). The rate is even higher than the national growth rate of 2.4% per annum.

Potential for agro-based industrialisation given its high-potential agricultural hinterland:

Agriculture is classified as the main economic activity of Municipality of Kitui and that of its hinterland. More than 75% of the population of the municipality depends on agriculture as the primary means of livelihood.

The main crops grown are maize, beans, sorghum, pigeon peas, millet, and cassava, all of which are grown for subsistence. Agricultural production remains labour-based and rain fed. There is also hardly any value-addition done to the produce. Nonetheless, crop production accounts for the highest income derived from agriculture. Commercial crops are planted in the medium potential areas include Bananas, Mangoes, citric fruits, sweet potatoes and a variety of vegetables. These commercial crops hold the opportunity for value addition and small-scale industrialisation that can get their producers out of absolute poverty.

Situated within the Municipality is a cotton ginnery where cotton farmers from around the county can deliver their harvest. It is the only major industry in the region. Being a semi-arid area, not many crops fare well in Kitui apart from cotton. The ginnery hence plays a major role in creating income for the many cotton farmers in the region.

The Municipality hosts the Kitui County Textile Centre (KICOTEC) which was set up in Syongila Polytechnic with the aim of promoting people's livelihoods by ensuring Kitui wealth is retained within its borders. According to the IDEP 2020 -2025, over 300 youths have been equipped with skills and knowledge and employed at the factory. The plant produces school uniforms at affordable prices for various institutions within the county. The County government has further partnered with the National government through the ministry of interior and coordination to produce police, chiefs and assistant chiefs' uniforms. The County government also plans to set up other textile industries in Mwingi and Mutomo.

Livestock rearing is also practised in the municipality, with the main animals being cows, sheep and goats. These, in addition to poultry farming and beekeeping. These too hold the potential for being developed into further small-scale meat, skins, and honey-processing industry that can help deal with guaranteeing the citizens of Kitui who would otherwise be jobless a descent source of income. Tapping onto these potentials will be particularly important during the post-Covid-19, which has left many breadwinners without a guaranteed source of livelihood. There is also a vibrant livestock market. Aside from these industries, which are mainly government-driven, there are also privately-owned factories which undertake value-addition. These industries include bakeries, water purification and bottling, fruit processing plants, maize and wheat flour processing plants and milk packaging.

Poverty and unemployment resulting from the Covid 19: The outbreak of the Covid-19 has not only slowed down the national economy, it has also left a number of breadwinners without any guaranteed source of livelihood. Although the magnitude of its impact cannot be estimated at the moment, it is important that Municipality of Kitui puts in place strategies to offer those will be affected a soft-landing in terms of employment opportunities. This calls for the support of the existing potentials for industrialisation as well as the informal sector.



Unsupported informal sector: The Municipality of Kitui is the economic hub for Kitui County. According to the Kitui ISUD, about 43% of the workforce in Kitui County work in Municipality of Kitui. The economy here is categorized as either formal (wage) or informal (jua kali). The County government of Kitui is the biggest employer with a labour force of permanent and casual staff. This is primarily because Kitui town is the administrative headquarter for the county. The Informal economy forms the larger percentage compared to formal economy. It employs auto mechanics, painters, carpenters, shoemakers, crafts people, hairdressers, drivers, domestic servants, petty traders, urban farmers and hawkers of various commodities. Women in this sector are mostly concentrated in low-paying occupation because of their historically disadvantaged access to education, land and other productive assets. They mainly deal in vegetables, fruits, and clothes while men tend to deal in higher profit margin products like electronics, shoes, hardware, and toys. In spite of the contribution of the informal sector to the household economy and that of the municipality, the sector remains inadequately supported to enable it make its optimum contribution. The Wage employment in Municipality of Kitui on the other hand is distributed in community, social, and personal services, wholesale and retail trade, restaurant and hotels, construction, finance, insurance, real estate and business services, Transport and communication and manufacturing. (UN-Habitat 2006).

Untapped potentials: Whereas the municipality has great tourism potential, the only exploited tourist attraction site is The Nzambani Rock, locally referred to as “Ivia ya Nzambani”. The rock is situated about 1km from Chuluni Market. The rock is famous for the tales and myths of its origin. Activities here include hiking and rock climbing. Museve shrine which is also within the Municipality is another untapped potential. Our Lady of Protection Museve Shrine is located Kitui 9km from Kitui town. Since the erection of Museve parish as a pivot of the shrine, many spiritual and economic activities are carried out and the shrine attracts many pilgrims from the entire country and globe.



5.1 The SWOT Analysis

A SWOT analysis is now carried out to simplify the above presentation of the context that undergird strategising for the development of Municipality of Kitui. The aim here is to isolate the internal strengths and weaknesses of the County Government, and Municipality of Kitui from the onset with a view to enabling the identification of strategies that could enhance the strengths and mitigate the weaknesses. These strengths and weaknesses are internal to the County Government, and the Municipality. Similarly, the SWOT analysis enabled the identification of opportunities and threats that are presented by forces that are external to the County Government and the Municipality. The idea in this analysis is to enable the Board to formulate strategies that would enable it overcome the threats and weaknesses facing its operations using the strengths it has and the opportunities available to it. Table 5-1 summarises the SWOT analysis of the Board and the Municipality.

Table 5-1: SWOT analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Favourable environment for donor and development partners support • Vast land for future expansion • Existing plans and policies - ISUD, IDEP, Municipal Charter, CIDP and sectoral plans 	<ul style="list-style-type: none"> • The presence of universities and other research institutions in the county e.g. SEKU, KMTC • Undeveloped public land in the municipality • Vibrant operations of NGOs in the area e.g. the CARITAS, SNV, and the World Vision

Strengths	Opportunities
<ul style="list-style-type: none"> • Existing roads and road networks that afford good accessibility within and outside the municipality • Existing developments and assets inherited from the headquarters of the former Kitui District and Municipality of Kitui • History of good urban management • Public participation • The Board has been legally constituted to manage the municipality • Elaborate organisational structure • Skilled human resource • Potential to raise and collect revenue and growing revenue base 	<ul style="list-style-type: none"> • Economic diversification • Alternative energy source e.g. solar energy • Rain water harvesting and water conservation • Location on the Kitui-Kibwezi-Bodoni transport corridor • Opportunities for partnership and borrowing • Global interest in the support of municipalities through grants • Legal provision for devolution and urban management • Provision to enter into contracts for financial growth • Supportive mother Ministry (Lands, Infrastructure, Housing and Urban Development) • Political goodwill and support from the County Government • Increased awareness of urban development matter among the citizenry realized through citizen fora

Weaknesses	Threats
<ul style="list-style-type: none"> • Overdependence on donor funding • Non optimization of existing revenue base • Limited development partners • Sub-optimal execution of good governance • Limited revenue streams • Bad road infrastructure in the peripheries of the municipality • Inadequate budgetary allocation • Human resource gaps • Un-updated by-laws and regulations • Low remuneration of Board members • Administrative structure that is thin on mid-level management 	<ul style="list-style-type: none"> • Uncertain funding sustainability beyond current donor support • Uncertainties posed by post-Covid-19 pandemic • Population pressure and uncontrolled urbanization posing pressure on existing serviced land, infrastructure and services • Challenges posed by the location of the municipality in ASAL region • Environmental degradation coupled with climate change and its impacts • Resistance to change that stifles the gains of the municipality • The Board is not fully autonomous as envisaged by the UACA, 2011 • Political interference • Lack of proper of coordination between the board and line departments • Lack of proper unbundling of functions between the Board and the County departments (funding, staffing, and other resources) • Low resource commitment.

6. Priority areas of concern

The following priority areas can be discerned from the above SWOT analysis. Addressing these themes will enable the Municipality to also address other issues that have been raised in the SWOT analysis.

- i) Consolidating the legal and policy basis for the operations of the Board
- ii) Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate
- iii) Further unbundling of functions between the Board and the County departments
- iv) Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality
- v) Positioning Municipality of Kitui to use its locational advantage for its socio-economic development
- vi) Strengthening partnerships and collaborations with existing organisations for the development of the Municipality
- vii) Venturing into other sources of funding to sustain development funding beyond current donor support

The above themes form the strategic areas that the Board should concentrate its strategic efforts in order to ensure that it not only delivers key tangible results during its lifespan but that it lays the foundation for the subsequent Boards to steer the Municipality towards realising the stated vision. As described in Section 7, it is therefore envisaged that the Board can revise this strategic plan to generate new strategic objectives once the ones identified in this current one are achieved. A detailed analysis of these themes and what they mean in real actions on the part of the Board is presented in the next section.

6.1 Strategic themes, issues, objectives, strategies and activities

This section analyses the themes with a view to identifying the strategic objectives that the Board should pursue, the strategies available for this pursuit, together with the outcomes of pursuing these strategic objectives. The climax of this section is the identification of activities that the Board will have to implement over the next five years of its existence. Deliberate effort has been made to align these activities with those of the existing development plans in order to avoid a situation where the Board pulls in different direction from the other implementing agencies within the County. The performance indicators are meant to assist the Board to monitor the achievement of the objectives.

Again, as already mentioned, given that the Board is still fairly new and that the County Government is still in the process of transferring the functions to it, this strategic plan has deliberately focused on helping the Board to establish sound institutional structure and only implement a few strategic infrastructure projects that are within its current capacity.

Accordingly therefore, the focus of the Board will be majorly six-pronged in the next five years:

- i) Setting up organisational structures for its operations. This will entail consolidating the legal and policy basis for its operations, reworking the organisational structures of the Municipality, and further unbundling of functions
- ii) Positioning the Municipality to take advantage of its location for its socio-economic development. Two sub-projects will be pursued under this:
 - a) Undertaking land banking to guarantee the availability of land for future development, and
 - b) Establishing a local processing and value-addition plant
- iii) Responding to the impacts of the current Covid-19 pandemic by creating conducive environment for informal trade to take place while at the same time redesigning existing markets to allow trade in safe environments that adhere to the public health standards recommended by the WHO.
- iv) Strengthening partnerships and collaborations with existing organisations for the development of the Municipality
- v) Venturing into other sources of funding to sustain development funding beyond current donor support.

Other secondary projects that will be implemented alongside the above will include aggressive marketing of the Municipality as an attractive alternative route from Mombasa to Meru, Isiolo and other towns, as well as undertaking greening and beautification programmes in the Municipality. Figure 6-1 details the strategic projects that are to be implemented during the 2020 – 2025 period.



Figure 6-1: The strategic projects to be implemented during the 2020 – 2025 period

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
i) Consolidating the legal and policy basis for the operations of the Board	<ul style="list-style-type: none"> To strengthen the ability of the Board to deliver its mandate independently Identify and enforce existing legislations that support the functions of the Board 	<ul style="list-style-type: none"> Unbundle and transfer the functions of the Board to the Board in accordance with the provisions of UACA, 2011 	<ul style="list-style-type: none"> Full implementation of the Municipal Charter Agree on additional functions that can be delegated to the Board and transfer them 	<ul style="list-style-type: none"> A Board that is capable of functioning independently 	<ul style="list-style-type: none"> Number of functions that the Board is capable of executing independently
ii) Reworking the organisational structure to enable the Board to deliver its mandate	<ul style="list-style-type: none"> Strengthening the Board to take over the functions delegated to it by UACA and Define the executive structure for the management of the municipality Establish institutions that are necessary for the operations of the Board 	<ul style="list-style-type: none"> Implementation of the identified functions from the provisions of Sections 12 and 20 of UACA and the Kitui Municipal Charter Support the functions of the Board through clearly defined organisational structure 	<ul style="list-style-type: none"> Transfer of functions described in Sections 20b, c, d, g, i, j, k, l, o, p, q, r, and s of UACA from the County Executive departments to the Municipality <p>Revising the current organisational structure to create room for mid-level management (Departments) under each Deputy Municipal Manager in the current organogram (Figure 3-1)</p>	<ul style="list-style-type: none"> An independent Board capable of executing its legally prescribed mandate <p>All relevant departments having mid-level management to translate decisions and policies made by top-management to the operations level</p>	<ul style="list-style-type: none"> The number of prescribed functions of the Board that it (the Board) is capable of executing independently <p>Existence of functional departments corresponding with each of the offices of the Deputy Municipal Managers</p>
			<ul style="list-style-type: none"> In addition to the above Department, set up a department responsible for disaster policy formulation, preparedness and response 	<ul style="list-style-type: none"> A functional department responsible disasters set up 	<ul style="list-style-type: none"> Existence of a functional department responsible for disaster policy formulation, preparedness and response

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
<p>Reworking the organisational structure to enable the Board to deliver its mandate (continued)</p>	<ul style="list-style-type: none"> Strengthening the Board to take over the functions delegated to it by UACA and the executive Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board 	<ul style="list-style-type: none"> Full implementation of the provisions of Sections 12 and 20 of UACA and the Kitui Municipal Charter Support the functions of the Board through clearly defined organisational structure 	<ul style="list-style-type: none"> Setting up a Town Planning and Architecture Department with forward planning, research, development control, inspectorate, GIS, Architecture, and informal settlements divisions Carry out a staffing requirement and assessment and recruit departmental heads for each department created above and at least two staff members to run the divisions where there is a lack of capacity 	<ul style="list-style-type: none"> A functional Town Planning and Architecture Department set up All departments adequately staffed 	<ul style="list-style-type: none"> Existence of a functional Town Planning and Architecture Department with prescribed divisions Staff requirement assessment report Number of competent, qualified and skilled staff employed to manage and run the divisions

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
i) Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality	<ul style="list-style-type: none"> • Create supportive environment for municipal economy to bounce back after the Covid-19 pandemic • Sustaining the long-term economic growth the Municipality 	<ul style="list-style-type: none"> • Creating supportive environment for the informal sector to thrive • Supporting trade in the local markets 	<ul style="list-style-type: none"> • Designate sections within the Municipality where informal trade is permitted • Implement market sheds at Kalundu market • Redesign the markets to allow for public health standards recommended by WHO • Identify additional market spaces to support the demand for space after redesigning the existing ones 	<ul style="list-style-type: none"> • Thriving informal sector • Market sheds implemented • Markets redesigned to allow safe operations after the restrictions imposed during the Covid-19 pandemic • Additional market spaces identified 	<ul style="list-style-type: none"> • Number of informal sector operations without clashing with the Municipal management authorities • Number of redesigned markets • WHO recommendations implemented in the markets • Number of additional market spaces identified
ii) Positioning Municipality of Kitui to use its locational advantage for its development	<ul style="list-style-type: none"> • To optimise the locational advantage of Kitui Municipality for its socio-economic development 	<ul style="list-style-type: none"> • Secure adequate land for future urban development of the Municipality 	<ul style="list-style-type: none"> • Carry out future land demand assessment from the ISUD, CIDP, and other existing plans • Land banking for systematic release to the market when needed in future 	<ul style="list-style-type: none"> • Future land demand estimated • Adequate land acquired and set aside for future strategic developments 	<ul style="list-style-type: none"> • Future land demand assessment report • Acreage of land acquired and banked

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
Positioning Municipality of Kitui to use its locational advantage for its development (continuation)	<ul style="list-style-type: none"> To optimise the locational advantage of Kitui Municipality for its socio-economic development 	<ul style="list-style-type: none"> Make the Municipality an attractive route from Mombasa to Meru, Isiolo and other towns along the LAPSET project Greening, beautification and protection of fragile areas 	<ul style="list-style-type: none"> Aggressive marketing Kitui as an alternative route from Mombasa to Meru, Isiolo and other towns Tree plantation along riparian reserves Removal of encroachment along riparian reserves Establish a mini park at Kitui stadium next to Kalundu river Reclamation of river Kalundu Greening and beautification 	<ul style="list-style-type: none"> Increased traffic volumes that use Kitui as their transit from Mombasa to Meru, Isiolo and other towns Trees planted along riparian reserves No encroachment on riparian reserves Mini park established River Kalundu reclaimed Open spaces in the municipality greened and beautified 	<ul style="list-style-type: none"> Traffic count Number of trees planted along the riparian reserves Acreege reclaimed from the riparian reserves Mini park established Length of the river (kilometers) reclaimed Acreege of greened and beautified areas

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
Positioning Municipality of Kitui to use its locational advantage for its development (continuation)		<ul style="list-style-type: none"> Promote local processing and value addition Proper solid waste management 	<ul style="list-style-type: none"> Construction and operationalisation of honey (and by-products) processing plant 	<ul style="list-style-type: none"> Locally produced honey being processed locally 	<ul style="list-style-type: none"> A functional honey processing plant established
			<ul style="list-style-type: none"> Acquire land for the establishment of a sanitary land fill for waste management 	<ul style="list-style-type: none"> Acceptable land acquired 	<ul style="list-style-type: none"> Acquired land
			<ul style="list-style-type: none"> Construction of 11 solid waste transfer stations in Kitui Town 	<ul style="list-style-type: none"> Solid waste properly handled 	<ul style="list-style-type: none"> Number of solid waste transfer stations constructed
			<ul style="list-style-type: none"> Installation of 50 skips on the main streets of Kitui Town and estates 	<ul style="list-style-type: none"> No public littering on the streets 	<ul style="list-style-type: none"> Number of skips installed
			<ul style="list-style-type: none"> Installation of 6 street skips to main streets of Kalundu and market 	<ul style="list-style-type: none"> No public littering on the streets 	<ul style="list-style-type: none"> Number of skips installed
			<ul style="list-style-type: none"> Installation of 2 street skips to main streets of Matinyani and market 	<ul style="list-style-type: none"> No public littering on the streets 	<ul style="list-style-type: none"> Number of skips installed

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
			<ul style="list-style-type: none"> Installation of 2 street skips to main streets of Wikililye and markets Installation of 2 street skips to main streets of Mutuni ad market Construction of 3 Solid Waste Transfer Stations in Kalundu Construction of 2 solid waste transfer stations in Matinyani 	<ul style="list-style-type: none"> No public littering on the streets No public littering on the streets Solid waste properly handled Solid waste properly handled 	<ul style="list-style-type: none"> Number of skips installed Number of skips installed Number of solid waste transfer stations constructed Number of solid waste transfer stations constructed

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
i) Strengthening partnerships and collaborations with existing organisations for the development of the Municipality	<ul style="list-style-type: none"> Marshalling the comparative strengths of various organisations that work within and outside the Municipality for the development of the Municipality 	<ul style="list-style-type: none"> Promote collaborations with research organisations Promote shared implementation of development projects 	<ul style="list-style-type: none"> Carry out an inventory of all possible institution that the Municipality can collaborate with Sign and operationalise MoUs for research collaborations with SEKU and other research organisations that work in the area 	<ul style="list-style-type: none"> An inventory of all possible institutions compiled MoUs for research collaborations signed and implemented 	<ul style="list-style-type: none"> Inventory of all possible institutions that the Municipality can collaborate with Number of MoUs signed and implemented
			<ul style="list-style-type: none"> Create and operationalise a forum for joint engagement with organisations that fund and implement various projects in the Municipality 	<ul style="list-style-type: none"> A forum where the Board and other organisations working in the area can co-share their plans created and operationalised 	<ul style="list-style-type: none"> The forum created and operationalised

Strategic themes	Strategic objectives	Strategies	Actions	Outcomes	Performance indicators
ii) Venturing into other sources of funding to sustain development funding beyond current donor support			<ul style="list-style-type: none"> Sign and implement MoUs for research collaborations with SEKU and other research organisations that work in the area 	<ul style="list-style-type: none"> MoUs for research collaborations signed and implemented 	<ul style="list-style-type: none"> Number of MoUs signed and implemented

7. Implementation monitoring review and evaluation

7.1 Implementation

The implementation of this plan will be staggered in three phases. In other words, the activities identified in this strategic plan will be implemented in short-, medium- and long-term phases. Short-term actions will be completed within the first year, medium term implementation will run up to the third year while the long term activities will run till the end of the plan period. The first phase will involve setting up the systems in the first year. This phase will begin with setting up the structures and agreeing on additional functions that can be transferred to the Board. The period will also involve enacting legislations and regulations, as well as formulating additional policies that will be necessary for the operations of the Board. The culmination of this phase will be the restructuring of the Municipality and the recruitment of the necessary staff that are currently not available.



This first phase will also see the Board focus its energies on enabling the economy of Kitui, particularly that of the most vulnerable informal traders to, adjust back after the disruptions that have been and continue to be caused by the Covid-19 pandemic. The

second phase will involve positioning the Municipality to strategically take advantage of its location for the benefit of its development. This phase entails both short-term as well as long-term projects. Issues like environmental restoration, reclamation of riparian reserves will be implemented in the immediate to medium-term period. On the other hand, issues such as land banking will be implemented throughout the years once it begins because it requires time and resources. Other projects such as finding, and engaging with other partners will be carried out immediately the Board is through with restructuring. These collaborations are expected to be sustained during the entire planning period and even beyond.

The Board of Municipality of Kitui will follow the framework developed by the Government of Kenya to monitor and evaluate the implementation of the above activities. The Government of Kenya has developed a framework for carrying out monitoring and evaluation. This framework links to the performance contracts which are carried out by the line ministries. In addition, the framework contemplates that performance contracting shall be cascaded down to the individual departments and finally, individual staff. All staff will collectively contribute to the final success of the strategic plan.

This strategic plan envisages that the organisational structure presented in Figure 3-1 will need to be revised in order to grant the Board the necessary autonomy to successfully implement these activities. In this regard, this strategic plan proposes an organisational structure where the Board is responsible for charting the vision for the municipality and giving policy directions. In this case, the Board should be directly answerable to the Governor through the CECM. Directly below the Board would be the municipal manager, charged with the technical execution of the vision and policies propagated by the Board. The technical departments proposed in Section 5 in turn report to the municipal manager. The Board will have to work in close consultations with the CECM responsible for urban planning and management to ensure that the priorities of the Board are synchronised with those of the county government.

Details of the phasing and sequencing of the strategic plan are contained in the implementation matrix (Appendix 1). It is projected that this matrix will form the basis for the financial projections. These projections will be developed alongside the annual work plans and on the basis of the activities identified in this implementation matrix.

7.2 Monitoring

Monitoring of the strategic plan is a continuous process. Monitoring takes place through regular and organised reporting of achievements against the set performance indicators. These shall be set against the strategic plan and weighted for each strategic objective. Details shall be contained within customised appraisal forms for the staff of the Board. Key player in the monitoring process shall be performance contracting decisions and appraisals. A data-base of report shall be compiled and shared regularly with all staff. Both direct and indirect external monitoring shall be through regulatory bodies and other. Challenges to implementation shall be documented and relevant action plans developed to correct the gaps in the implementation.

7.3 Institutional framework for implementation of the plan

7.4 Review

The strategic plan will be reviewed bi-annually by the BMK taking stock of internal and external environment changes. The process is aimed at identifying opportunities for improvement and challenges with an ultimate goal to inform strategic direction and budget formulation in the course of implementation of the plan. The review will be based on evidence and data collected during implementation.

7.5 Evaluation

Regular evaluations shall be undertaken throughout the strategic plan period in line with the BMK evaluation schedule. The BMK is expected to develop this schedule once it has started its operations. Evaluations shall be continuous and determine levels of implementation of the plan. This will enable the leadership of BMK to take corrective action where necessary and ensure public accountability.

Evaluation input will be founded on the examination of performance contracts and departmental work plans.

Key direction during both monitoring and evaluation shall be to determine the following:

- i) Whether goals and objectives are being met;
- ii) Whether timelines in the implementation of proposed activities are being met;
- iii) Whether there is a need to readjust timelines;
- iv) Whether personnel and infrastructure are available to meet strategic plan requirements;
- v) Whether the resource base is adequate to complete the strategic plan; and
- vi) Whether the strategic goals require revision.

Appendix 1: Implementation matrix

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Strategic themes 1: Consolidating the legal and policy basis for the operations of the Board									
<ul style="list-style-type: none"> Strengthen the ability of the Board to deliver its mandate independently Identify and enforce existing legislations that support the functions of the Board 	<ul style="list-style-type: none"> Unbundle and transfer the functions of the Board to the Board in accordance with the provisions of UACA, 2011 	<ul style="list-style-type: none"> Full implementation of the Municipal Charter Agree on additional functions that can be delegated to the Board and transfer them 	<ul style="list-style-type: none"> Number of functions that the Board is capable of executing independently 	<ul style="list-style-type: none"> BMK County Attorney All line ministries and departments in the county 					
Strategic themes 2: Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate									

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<ul style="list-style-type: none"> Strengthening the Board to take over the functions delegated to it by UACA and the executive Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board 	<ul style="list-style-type: none"> Implementation of the identified functions from the provisions of Sections 12 and 20 of UACA and the Kitui Municipal Charter Support the functions of the Board through clearly defined organisational structure 	<ul style="list-style-type: none"> Transfer of functions described in Sections 20b, c, d, g, i, j, k, l, o, p, q, r, and s of UACA from the County Executive departments to the Municipality 	<ul style="list-style-type: none"> The number of prescribed functions of the Board that it (the Board) is capable of executing independently 	<ul style="list-style-type: none"> BMK County Attorney CECM-responsible for urban development All line ministries and departments in the county 					
		<ul style="list-style-type: none"> Revising the current organisational structure to create room for mid-level management (Departments) under each Deputy Municipal Manager in the current organogram (Figure 3-1) 	<ul style="list-style-type: none"> Existence of functional departments corresponding with each of the offices of the Deputy Municipal Managers 	<ul style="list-style-type: none"> BMK CECM-responsible for urban development County Attorney All line ministries and departments in the county 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<p>themes 2: Strategic Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate (continued)</p>									
<ul style="list-style-type: none"> Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board 		<ul style="list-style-type: none"> In addition to the above Departments, set up a department responsible for disaster policy formulation, preparedness and response 	<ul style="list-style-type: none"> Existence of a functional department responsible for disaster policy formulation, preparedness and response 	<ul style="list-style-type: none"> BMK CECM-responsible for urban development County Attorney All line ministries and departments in the county County treasury 					
		<ul style="list-style-type: none"> Setting up a Town Planning and Architecture Department with forward planning, research, development control, inspectorate, GIS, Architecture, and informal settlements divisions 	<ul style="list-style-type: none"> Existence of a functional Town Planning and Architecture Department with prescribed divisions 	<ul style="list-style-type: none"> BMK CECM-responsible for urban development County Attorney All line ministries and departments in the county County Treasury 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
themes 2: Strategic Reworking the organisational structure of the Municipality to enable the Board to deliver its mandate (continued)									
		<ul style="list-style-type: none"> Carry out a staffing requirement assessment and recruit departmental heads for each department created above and at least two staff members to run the divisions where there is a lack of capacity 	<ul style="list-style-type: none"> Staff requirement assessment report Number of competent, qualified and skilled staff employed to manage and run the divisions 	<ul style="list-style-type: none"> BMK CPSB CECM-responsible for urban development County Attorney All line ministries and departments in the county County Treasury 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Strategic themes 3: Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality									
<p>Create supportive environment for municipal economy to bounce back after the Covid-19 pandemic</p>	<ul style="list-style-type: none"> Creating supportive environment for the informal sector to thrive 	<ul style="list-style-type: none"> Designate sections within the Municipality where informal trade is permitted Implement market sheds at Kalundu market 	<ul style="list-style-type: none"> Number of informal sector operations without clashing with the Municipal management authorities 	<ul style="list-style-type: none"> BMK Municipal Manager Department responsible for urban planning CECM-responsible for urban development County Treasury 					
<p>Sustaining the long-term economic growth the Municipality</p>	<ul style="list-style-type: none"> Supporting trade in the local markets 	<ul style="list-style-type: none"> Redesign the markets to allow for public health standards recommended by WHO 	<ul style="list-style-type: none"> Number of redesigned markets WHO recommendations implemented in the markets 	<ul style="list-style-type: none"> BMK Municipal Manager Department responsible for urban planning CECM-responsible for urban development, public health, disaster management, and trade County Treasury 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<p>Strategic themes 3: Responding to the impacts of the Covid-19 pandemic in the short-run and sustaining the long-term economic growth of the Municipality</p>									
		<ul style="list-style-type: none"> Identify additional market spaces to support the demand for space after re-designing the existing ones 	<ul style="list-style-type: none"> Number of additional market spaces identified 	<ul style="list-style-type: none"> BMK Municipal Manager Department responsible for urban planning CECMs-responsible for urban development, public health, disaster management, and trade County Treasury 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Strategic themes 4: Positioning Municipality of Kitui to use its locational advantage for its development									
To optimise the locational advantage of Kitui Municipality for its socio-economic development	<ul style="list-style-type: none"> Secure adequate land for future urban development of the Municipality 	<ul style="list-style-type: none"> Carry out future land demand assessment from the ISUD, CIDP, and other existing plans 	<ul style="list-style-type: none"> Future land demand assessment report 	<ul style="list-style-type: none"> BMK Municipal Manager Department responsible for urban planning CECMs-responsible for lands & urban development; Land management research institutions County Treasury 					
		<ul style="list-style-type: none"> Land banking for systematic release to the market when needed in future 	<ul style="list-style-type: none"> Acreage of land acquired and banked 	<ul style="list-style-type: none"> BMK Municipal Manager Department responsible for urban planning CECMs-responsible for lands & urban development; County Treasury NLC 					

Strategic Objectives	Strategies	Activities	Performance Indicators	Actors	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Strategic themes 4: Positioning Municipality of Kitui to use its locational advantage for its development									
	<ul style="list-style-type: none"> Make the Municipality an attractive route from Mombasa to Meru, Isiolo and other towns along the LAPSET project 	<ul style="list-style-type: none"> Aggressive marketing Kitui as an alternative route from Mombasa to Meru, Isiolo and other towns 	<ul style="list-style-type: none"> Traffic count 	<ul style="list-style-type: none"> Municipal Manager Department responsible for county publicity Transport research institutions County Treasury 					
	<ul style="list-style-type: none"> Greening, beautification and protection of fragile areas 	<ul style="list-style-type: none"> Tree plantation along riparian reserves 	<ul style="list-style-type: none"> Acreage under trees planted along the riparian reserves 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Partners working on environmental issues 					

Strategies	Activities	Performance Indicators	Actors	Timeframe				
				2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Strategic themes 4: Positioning Municipality of Kitui to use its locational advantage for its development								
To optimise the locational advantage of Kitui Municipality for its socio-economic development	<ul style="list-style-type: none"> Removal of encroachment along riparian reserves 	<ul style="list-style-type: none"> Acreage reclaimed from the riparian reserves 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Partners working on environmental issues NEMA 					
	<ul style="list-style-type: none"> Establish a mini park at Kitui stadium next to Kalundu river 	<ul style="list-style-type: none"> Mini park established 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Relevant partners 					
	<ul style="list-style-type: none"> Reclamation of river Kalundu 	<ul style="list-style-type: none"> Length of the river (kilometers) reclaimed 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Partners working on environmental issues NEMA 					
	<ul style="list-style-type: none"> Greening and beautification 	<ul style="list-style-type: none"> Acreage of greened and beautified areas 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Partners working on environmental issues NEMA County Treasury 					
	<ul style="list-style-type: none"> Construction of solid waste transfer stations and installation of skips 	<ul style="list-style-type: none"> Number of transfer stations constructed and skips installed 	<ul style="list-style-type: none"> BMK Ministry responsible for environment Partners working on environmental issues NEMA County Treasury 					
<ul style="list-style-type: none"> Promote local processing and value addition 	<ul style="list-style-type: none"> A functional honey processing plant established 	<ul style="list-style-type: none"> BMK Ministry responsible for trade 						

Strategic Objectives	Strategies	Activities	Performance Indicators	Performance Indicators	Performance Indicators	Timeframe					
						2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
					<ul style="list-style-type: none"> Local and international investors 						
Strategic themes Strengthening partnerships and collaborations with existing organisations for the development of the Municipality/Venturing into other sources of funding to sustain development funding beyond current donor support											
Marshalling the comparative strengths of various organisations that work within and outside the Municipality for the development of the Municipality	<ul style="list-style-type: none"> Promote collaborations with research organisations Promote shared implementation of development projects 	<ul style="list-style-type: none"> Carry out an inventory of all possible institution that the Municipality can collaborate with Sign and implement MoUs for research collaborations with SEKU and other research organisations that work in the area 	<ul style="list-style-type: none"> Inventory of all possible institutions that the Municipality can collaborate with Number of MoUs signed and implemented 	<ul style="list-style-type: none"> BMK Universities and other research institutions The possible institutions County Treasury BMK Ministry responsible for public relations Office of the Governor County Treasury 							

Strategic Objectives	Strategies	Activities	Performance Indicators	Performance Indicators	Timeframe				
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
		<ul style="list-style-type: none"> Create and operationalise a forum for joint engagement with organisations that fund and implement various projects in the Municipality 	<ul style="list-style-type: none"> The forum created and operationalised 	<ul style="list-style-type: none"> BMK Ministry responsible for public relations Office of the Governor County Treasury 					



Our Vision

A functional, competitive and sustainable municipality

Our Mission

To promote the sustainable urbanisation of Municipality of Kitui through good governance, quality service delivery, efficient infrastructure, and interlinkage with the rest of the County