



MUNICIPALITY OF ELDORET

URBAN INTEGRATED DEVELOPMENT PLAN (2021-2026)

The City of Champions

PLAN APPROVAL

This Integrated Development Plan has been prepared, publicized, and circulated as per the requirements of the Urban Areas and Cities Act, Cap 275, and the Physical and Land Use Planning Act, No. 13 of 2019 of the laws of Kenya. The plan has fulfilled all the statutory requirements and is hereby approved.

ADOPTED

Signature Date

Municipal Board of Eldoret

RECOMMENDED

Signature Date

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

APPROVED

Hansard No..... Date.....

County Assembly of Uasin Gishu

ENDORSED

Signature..... Date.....

H.E. Hon Jackson K. Arap Mandago, EGH

The Governor, Uasin Gishu County.

FOREWORD



Urban Areas and Cities need to plan now to deliver the resources and services required to ensure their populations survive – and thrive. Public transport and facilities, water supply, sanitation, energy, health, education, food, and security are just some of the pressure points that will continue to be affected by rising urbanization.

The Eldoret Municipality Board wishes to deliver the Vision of the Municipality and become one of Kenya’s model cities for good urbanism, strong communities, and more excellent liveability. Building upon the ‘Kenya Vision 2030’ to create “a globally competitive and prosperous country with a high quality of life by 2030”, Eldoret aspires to become Kenya’s most liveable city. A city offering well-planned, sustainable, dynamic, vibrant, and innovative city services, serves the broader County and acts as a regional hub to surrounding Counties.

Many thanks to His Excellency the Governor of Uasin Gishu County, that under his leadership, Eldoret Town was granted a Municipal Charter, and this municipal integrated development planning process was conceived. In good will, the Municipal Board’s Vision for Eldoret will be achieved as signified by this plan. The great effort by the Municipal Management and the project Technical Committee Members to ensure that this project is a success is commendable.

Gratitude also goes to the County Assembly of Uasin Gishu for its role in unlocking this process through budgetary approval so that the planning process could continue.

Finally, to the people of Eldoret Municipality, it is our delight to thank you for your support and contribution in defining a shared future of Eldoret Municipality

Julius Kitur

Chairman of the Municipal Board

ACKNOWLEDGEMENTS



Eldoret Integrated Development Plan presents a significant milestone in municipal strategic planning in Uasin Gishu County. It comes against the background of many urban challenges, including inadequate essential services, uncontrolled development and human activities, inadequate services and infrastructure, urban sprawl, and lack of an appropriate framework to guide public investments in the Municipality. In response to these demands, the **Integrated Development Planning** framework has been adopted to plan, budget, and develop Eldoret Municipality following the attendant legislations, policies, and best practices.

Eldoret town was granted a Municipal Charter on 17th December 2018 per Section 9 (1) of the Urban Areas and Cities Act (No. 13 of 2011). The Municipality of Eldoret begins its strategic planning to understand how Eldoret may develop in the future. With aspirations to become one of Kenya's most innovative future-ready cities, providing a dynamic social, cultural, environmental, and transport hub to Uasin Gishu County and the region.

This IDeP results from a participatory process between the Municipal Board, management and the residents of Eldoret who, along with the County Government of Uasin Gishu and the National Government Departments and Agencies who provided deep insights far-reaching contribution and support that led to the development of this plan.

This plan was prepared with seminal originality, away from templates and prescribed expectations. The stakeholders crafted it with the help of experts. It forms the foundation for the review and preparation of all future plans. There is need to sustain this collaboration that brought about this plan to realize its successful implementation. Equally, the invaluable lessons learned during the preparation of this plan should form stepping-stones to improving on similar exercises undertaken in future here in Eldoret and other municipalities in Kenya.

Tito Koiyet

Municipal Manager

EXECUTIVE SUMMARY

The Urban Integrated Development Plan for Eldoret Municipality is a statutory five-year Plan that details the goals, programs, and projects to guide the planning and budgeting process of the Municipality for the period. The Plan is a guide to the planning and budgeting process for the Municipality in the five years as well as a tool that will help the Municipality achieve its Vision; ***"To provide efficient services and an enabling business environment while embracing inclusivity and sustainability."***

The following accomplishments aided the achievement of this plan:

1. Assessment of the current social, cultural, economic, and environmental situation in the Municipality and determination of community needs and aligning them to the requirements of the Constitution;
2. Assessment of the existing level of development in the Municipality, including identification of communities which do not have access to essential services; this includes determination of any affirmative action measures to be applied for inclusion of these communities to access funds from the equalization funds;
3. Preparation of integrated frameworks and goals to meet the identified development and community needs;
4. Preparation of strategies to achieve the goals within specified periods. These strategies include but are not limited to;
 - Place-based Strategy which was achieved through undertaking a SWOT analysis of the Municipality and reconsideration of the Urban Development Pattern and Future Growth of Eldoret Municipality, including suggestions on boundary expansion;
 - Livability Strategy which was achieved through the development of plans for public purposes including health, interment areas, offices, and social infrastructure;
 - Resilience Strategy that will establish a more economically, environmentally, and socially resilient Municipality, while addressing climate change and disaster preparedness;
 - Movement Strategy that was achieved by developing a people-centred mass-transit transport strategy that prioritizes walkability and universal access to enhance urban mobility;
 - Community and Social Services Strategy to enable better access to healthcare and public purpose provisions; Civil Infrastructure and Services Strategy for utilities, waste management, water management, energy efficiencies;
 - Housing Affordability Strategy to provide an economical and a building program around affordable housing, in response to rapid urbanization;
 - Industry and Innovation Strategy-Integrating Smart City Technologies, facilitating a digital economy, supporting new and evolving technology-based industries, and nurturing a solid entrepreneurial 'start-up' culture including Export Processing Zones (EPZ), Special Economic Zones (SEZ), and Industrial ecology strategies and Sustainability Strategy addressing

Environmental, Economic, Social, Energy targets, including strategies around water conservation, restoration, and management, including initiatives to re-green the city, Eco-City and Green City Planning and preparation of Environmental plan and green space planning showing conservation and recreation areas.

5. Preparation of a financial strategy, which includes a budget projection for at least three years
6. Preparation of an Implementation framework indicating targeted timelines for implementing the Plan's goals, projects, and programs.
7. Preparation of a performance management tool (Monitoring and Evaluation mechanism) indicating key performance indicators, performance targets, measurable outcomes, and impacts to track the Municipality's progress towards achieving the set Vision

The Plan was prepared through a Participatory and Consultative Approach, Multi-Disciplinary Approach, Multi-Sectorial Approach, Collaborative Approach, use of Evidence-Based Decision Making, and benchmarking for Best Practices. Throughout the planning process, the planning team extensively sought and incorporated appropriate comments and concerns from all the stakeholders into the plan. The approaches used helped build consensus on the plan proposals and create a sense of ownership amongst stakeholders. Stakeholder participation was facilitated primarily through project workshops and Focus Group Discussions, convened in close collaboration with the Municipality of Eldoret Administration.

To **help minimize physical interaction as a measure to curb the spread of the COVID 19 Virus**, the Planning team and the Client engaged primarily through web and video conferencing. At the same time, stakeholders were reached through broadcast, social, and print media, from the beginning to the end of the planning process. A reduction of physical stakeholder meetings was necessary, and where they were required, COVID 19 measures were observed by convening a series of workshops for the different stakeholder groups. Through this, it has helped reduce the number of participants per meeting as well as maintain social distancing during the sessions. Stakeholders were divided into the following groups: Municipal staff and management; Technical and Sector Heads in charge of Ministries, County Departments and Agencies; Municipal Level Stakeholder's Consultative Forum; and Neighborhood Representatives. Meetings at the neighborhood level were clustered as follows: Cluster 1; Langas, Racecourse and Kipkenyo Wards; Cluster 2; Kimumu, Kapsoya, and Kuinet Wards; and Cluster 3; Kiplombe, Kapsaos, and Huruma Wards

The Integrated Development Plan strategically considers the Municipality's future development from a regional, County, and city perspective. The effort is to ensure that the plan recognizes and addresses the high-level, regional opportunities alongside the local options in establishing a program of works to support the future of Eldoret, Uasin Gishu County, and the surrounding counties.

TABLE OF CONTENTS

PLAN APPROVAL	ii
FOREWORD	ii
ACKNOWLEDGEMENTS	iv
EXECUTIVE SUMMARY	v
ACRONYMS	xvii
PART 1: BACKGROUND AND CONTEXT	1
CHAPTER 1: INTRODUCTION AND PLANNING CONTEXT	2
1.1 Overview.....	2
1.2 Vision of the Municipality.....	2
1.3 Purpose And Objectives Of The Integrated Development Plan	2
1.3.1 Purpose of the Plan.....	2
1.3.2 Objectives of the Plan.....	3
1.4 Scope of the Plan	3
1.5 Constitutional, Legal, And Policy Context	4
1.5.1 The Constitution of Kenya, 2010.....	4
1.5.2 The County Governments Act, 2012	4
1.5.3 The Urban Areas and Cities Act, 2011 (Amended in 2019).....	4
1.5.4 Other Statutes that guided the preparation of this Plan	7
1.5.5 National Policies that Guided the Preparation of this Plan.....	8
1.6 Locational Context and Advantages	11
1.6.1 Global Context.....	11
1.6.2 National Context	11
1.6.3 Regional Context	11
1.6.4 County Context	12
1.6.5 Local Context – (urban/peri-urban/rural linkages).....	12
1.7 Historical Growth and Development	16
1.8 Physiographic Characteristics	18
1.8.1 Climatic Conditions.....	18
1.8.2 Geological Structure	18
1.8.3 Habitats- Key Hydrological Features, Protected Areas, Biodiversity.....	19
CHAPTER 2: DEMOGRAPHY AND POPULATION DYNAMICS	20
2.1 Population Size.....	20

2.1.1 Resident Population	20
2.1.2 Catchment Population.....	20
2.2 Population Growth Trends.....	21
2.3 Population Distribution and Density.....	22
2.4 Socio-Economic Profile	22
2.4.1 Literacy Levels	22
2.4.2 Dependency Ratio	23
2.4.3 Poverty Levels.....	23
2.5 Culture and Social Perspectives	23
2.6 Population Needs Analysis.....	25
PART 2: MUNICIPAL STRATEGIC PLANNING	26
CHAPTER 3: STRATEGIC ALIGNMENT AND INTEGRATION	27
3.1 Overview.....	27
3.2 Aligning the IDeP to National and County Plans	27
3.2.1 National Spatial Plan 2015-2045	27
3.2.2 Uasin Gishu County Integrated Development Plan, 2018-2022.....	27
3.2.3 Uasin Gishu County Spatial Plan, 2015-2025	27
3.2.4 Eldoret Municipality Transportation Master Plan, 2020-2035.....	28
3.2.5 Sustainable Urban Economic Development Diagnostics Report	28
3.3 Aligning the IDeP to Internationally Agreed Goals and Standards.....	28
3.3.1 The Sustainable Development Goals (SDGs) 2015-2030.....	28
3.3.2 The New Urban Agenda	28
3.3.3 ISO 37101:2016 Sustainable Development in Communities-Management System for Sustainable Development	29
3.3.4 ISO 37120:2018 Sustainable Cities and Communities-Indicators for City Services and Quality of Life	29
3.3.5 ISO 37122:2019 Sustainable Cities and Communities-Indicators for Smart Cities	30
3.4 Aligning the IDeP to the Municipal Board’s Vision, Mission, and Values.....	31
3.5 Aligning the IDeP to International Practices and Best Standards.....	32
3.5.1 Benchmarking the Integrated Development Plan for Eldoret Municipality with similar Plans from South Africa	32
CHAPTER 4: KEY AREAS OF FOCUS	35
4.1 Overview.....	35
4.2 Identified Priorities From Reconciliation Of Basic Services Delivery And Community And Stakeholder Level Analysis	38

4.3 Key Performance Areas.....	38
4.4 Phasing of the Priorities	39
4.4.1 Short Term Priorities (1- 5yrs)	39
4.4.2 Medium to Long-Term Priorities (2040)	39
4.5 Key Strategic Areas of the Plan.....	40
4.6 Strategic Sectors	40
PART 3: STRATEGIC SECTOR PLANS.....	41
CHAPTER 5: CIVIL AND BASIC INFRASTRUCTURE PLAN	42
5.1 Water Supply	42
5.1.1 Overview	42
5.1.2 Water Supply Objectives	42
5.1.3 Water Supply Condition	42
5.1.4 Water Challenges.....	43
5.1.5 Causes of Water Challenges	43
5.1.6 Effects of the Water Issues	44
5.1.7 Existing Opportunities to address the Water Issues	44
5.1.8 Water Supply Strategies.....	46
5.1.9 Water Projects and Programs	46
5.1.10 Water Priority Projects and Programs	47
5.1.11 Water Supply Projects Implementation Framework	48
5.2 Liquid Waste Management	49
5.2.1 Objectives of Sewerage Supply Sector	49
5.2.2 Existing Situation.....	49
5.2.3 Sewerage Supply Issues	51
5.2.4 Causes of the Sewerage Supply Issues.....	51
5.2.5 Effects of the Sewerage Supply Issues.....	51
5.2.6 Existing Opportunities to Address the Sewerage Supply Issues	51
5.2.7 Strategies to address Sewerage Supply Issues	52
5.2.8 Sewerage Supply Projects and Programs	52
5.2.9 Sewerage Supply Priority Projects and Programs	53
5.3 Solid Waste Management.....	54
5.3.1 Waste Generation.....	54
5.3.2 Eldoret Municipality Waste Stream Management	54
5.3.3 Waste Recovery	56
5.3.4 Solid Waste Management Strategies	57

5.3.5	Solid Waste Management Projects and Programs	58
5.3.6	Solid Waste Management Projects/Programs Implementation Framework.....	60
5.4	Storm Water Management	62
5.4.1	Overview	62
5.4.2	Distribution and Coverage.....	62
5.4.3	Challenges Affecting the Drainage System, Causal Factors and Impacts.....	65
5.4.4	On-going Projects.....	66
5.4.5	Storm Water Management Strategies.....	66
5.4.6	Proposed Storm Water Management Projects.....	67
5.4.7	Implementation Framework of the Proposed Storm Water Management Projects and Programs.....	68
5.5	Street Lighting.....	69
5.5.1	Overview	69
5.5.2	Electricity Supply Coverage.....	69
5.5.3	Street Lighting.....	69
5.5.4	Issues.....	69
5.5.5	Objectives	70
5.5.6	Strategies.....	70
5.5.7	Projects	71
5.5.8	Implementation Framework	72
5.6	Information and Communication Technology	74
5.6.1	Overview	74
5.6.2	Use of ICT in the Operations and Management of the Municipality	75
5.6.3	On-going and Planned Projects	75
5.6.4	Issues and Opportunities	76
5.6.5	Plan Objectives and Strategies on ICT Development.....	77
5.6.6	ICT Projects Implementation Matrix	78
CHAPTER 6: HOUSING DELIVERY STRATEGY.....		79
6.1	Overview.....	79
6.2	Housing Providers	79
6.3	Housing Areas.....	80
6.4	Factors Influencing the Location of Housing Areas.....	81
6.5	Municipal Housing	81
6.6	On-going and Proposed Social Housing Projects.....	82
6.7	Housing Supply and Demand.....	82

6.8 Housing Challenges and Implications	83
6.9 Plan Recommendations	83
6.10 Housing Delivery Strategies, Projects, and Programs	85
6.11 Housing Delivery Projects and Programs Implementation Framework.....	87
CHAPTER 7: TRANSPORTATION AND TRAFFIC MANAGEMENT PLAN	88
7.1 Overview.....	88
7.2 Objectives of the IDeP – Transportation Plan	88
7.3 Modes of Transport in Eldoret Municipality	88
7.3.1 Land	89
7.3.2 Air Transport.....	100
7.4 SWOT Analysis of the Transport Sector	101
7.5 Highlights of the Transportation Plan for Eldoret MUNICIPALITY (2020 -2035).....	102
7.5.1 Objectives of the Plan.....	102
7.5.2 Key Proposals of the Plan	102
7.6 Transportation And Traffic Management Plan Strategies	103
7.7 Proposed Projects	104
CHAPTER 8: URBAN ECONOMIC DEVELOPMENT PLAN AND JOB CREATION STRATEGY	105
8.1 Overview.....	105
8.2 Key Economic Drivers of the Municipality	106
8.2.1 Agriculture	107
8.2.2 Manufacturing and Industrialization	110
8.2.3 Tourism and Hospitality	112
8.2.4 Transportation	113
8.2.5 Government and Private Institutions.....	113
8.2.6 Sports and Athletics Activities and Development	113
8.2.7 Informal Sector	113
8.2.8 Informal Commercial Activities.....	114
8.2.9 Small Scale Manufacturing Units	115
8.3 Economic Partners	116
8.4 Urban Economic Development SWOT Analysis.....	117
8.5 Strategic Programs Responsive to the Municipality’s Urban Economic Plan and Job Creation.	118
8.5.1 Setting up of Industrial Parks.	118
8.5.2 Public-Private Partnerships.	119
8.5.3 Empowering the Chamber of Commerce and Industry.	119
8.5.4 Expansion of Credit Facilities and Funding Programs.	120

8.5.5	Promotion of the ICT Sector.....	120
8.5.6	Strengthening the Tourism Sector.....	121
8.5.7	Market Aggregation.	121
8.5.8	Creation of Enabling Policy/Regulatory Environment.....	121
8.5.9	Enhancing the Capacity of the Municipality to Implement the UED Plan	122
CHAPTER 9: COMMUNITY AND SOCIAL DEVELOPMENT STRATEGY		123
9.1	Overview.....	123
9.2	Objectives of the Social Development and Integration Plan	123
9.3	Social Management Plan.....	124
CHAPTER 10: SPATIAL DEVELOPMENT AND MANAGEMENT PLAN		131
10.1	Overview	131
10.2	Spatial Structure and Form	131
10.3	Planning Implications of the Growth Pattern	132
10.4	Structuring Elements.....	133
10.4.1	River Sosiani.....	133
10.4.2	Trunk Roads	133
10.4.3	Railway Line	134
10.5	Land Use Pattern	134
10.6	Land Tenure Systems	135
10.7	Structure and Form of Human Settlements.....	135
10.7.1	Formal Settlements	135
10.7.2	Informal Settlements.....	136
10.7.3	Urban Fringes (Peri-urban) Areas.....	138
10.8	Previous Spatial Interventions.....	138
10.9	Emerging Issues.....	139
10.9.1	Spatial Development Constraints	139
10.9.2	Spatial Development Opportunities	139
10.10	Analysis of Spatial Development Issues	141
10.11	Development Plan and Management Strategy	143
10.11.1	Key Objectives	143
10.11.2	Key Strategies.....	143
10.11.3	The goal, Specific Objectives, and Strategies.....	144
10.11.4	Proposed Projects and Programs.....	146
10.11.5	Proposed Projects and Programs Implementation Framework.....	149
10.11.6	Proposed Municipal Growth Boundaries.....	152

CHAPTER 11: INFORMAL SETTLEMENTS REDEVELOPMENT PLAN.....	153
11.1 Overview	153
11.2 Key Issues.....	153
11.3 Redevelopment Strategy	154
11.3.1 Redevelopment Objectives	154
11.3.2 Redevelopment Strategies.....	155
11.3.3 Projects/ Programs Implementation Framework	156
CHAPTER 12: ENVIRONMENTAL MANAGEMENT, DISASTER PREPAREDNESS, AND CLIMATE ACTION PLAN	158
12.1 Environmental Management	158
12.1.1 Introduction	158
12.1.2 Rationale	158
12.1.3 Public Engagement.....	159
12.1.4 Key Environmental Issues.....	159
12.1.5 Goals of the Environmental Management Plan	160
12.1.6 Objectives of the EMP	161
12.1.7 The Strategies.....	161
12.2 Resilience/Disaster Risk Preparedness and Management.....	163
12.2.1 Goals	163
12.2.2 Objectives	164
12.3 Climate Change And Natural Resources	168
12.4 Implementation Plan	171
CHAPTER 13: MUNICIPAL INSTITUTIONAL DEVELOPMENT PLAN.....	178
13.1 Overview	178
13.2 Organizational Structure of The Municipality.....	178
13.2.1 Current Municipal Organizational Structure.....	178
13.2.2 The Proposed Municipal Organizational Structure	179
13.3 Governance and Management Functions of a Municipal Board.....	181
13.4 Responsibilities of the Municipal Manager	182
13.5 Institutional Challenges Facing the Municipality	183
13.6 Objectives of the Municipal Institutional Development Plan	184
13.7 Municipal Institutional Development Strategies	184
13.8 Projects and Programs	185
13.9 Projects/Programs Implementation Matrix	186

CHAPTER 14: FINANCIAL MANAGEMENT STRATEGY	187
14.1 Overview	187
14.2 Municipal Expenditure	187
14.2.1 Supply Chain Management	187
14.3 Municipal Revenue Sources	187
14.3.1 Municipality’s Annual Budgetary Allocation	188
14.3.2 Grants	190
14.3.3 Municipal Assets and Liabilities	190
14.3.4 Municipal Borrowings	191
14.4 SWOT Analysis	191
14.5 The Proposed Financial Strategy	191
14.5.1 Strategy on Expenditure	191
14.5.2 Strategy to Enhance Municipal Financial Capacity	192
14.5.3 Strategy on Financial Reporting and Management of Books of Accounts	196
14.5.4 Policy/Regulatory Framework	197
14.6 Budget Estimates for Implementing the IDeP	199
CHAPTER 15: PLAN IMPLEMENTATION FRAMEWORK	206
15.1 Overview	206
15.2 Quick wins	206
15.3 Implementation Framework	208
CHAPTER 16: MONITORING AND EVALUATION FRAMEWORK	221
16.1 Overview	221
16.2 Project Outcome-Based Monitoring And Evaluation Framework	221

LIST OF CHARTS

Chart 1: Evolution of Eldoret’s Population, 1948-2019 21

LIST OF FIGURES

Figure 1: Current Municipal Structure179
Figure 2: The Proposed Municipal Organization Structure 180

LIST OF MAPS

Map 1: Eldoret Municipality at National Context.....13
Map 2: Eldoret Municipality at Regional Context 14
Map 3: Eldoret Municipality at County Context15
Map 4: Population Distribution 22
Map 5: Municipality’s Water Reticulation Network 45
Map 6: Municipality’s Sewer Reticulation Network 50
Map 7: Existing Storm Water Drainage 64
Map 8: Existing Land Use134
Map 9: Present and Proposed Future Boundaries of Eldoret Municipality152

LIST OF PLATES

Plate 1: Water Supply Points 43
Plate 2: Kipkenyo Wastewater Plants.....49
Plate 3: Kipkenyo Dumpsite 55
Plate 5: Municipal Housing at Kidiwa 81
Plate 6: Condition of the Informal Settlements 137

LIST OF TABLES

Table 1: Provisions of UACA and matters addressed when preparing the IDeP 5
Table 2: Population Projections for the Planning Period 20
Table 3: Population Needs Assessment..... 25
Table 4: Reconciliation of Basic Services Delivery and Community and Stakeholders Level Issues 36
Table 5: Waste Recovery and Recycling Value Chain in Eldoret..... 56
Table 6: Storm Water Catchment Areas..... 63
Table 7: Housing Providers in the Municipality 79
Table 8: Municipal and NHC Housing Areas 82
Table 9: Gross County Product..... 106
Table 10: Market Facilities within the Municipality..... 109
Table 11: Age and Gender Composition for Rai Plywoods Company 111

Table 12: Average Net Monthly Salary for Rai Plywoods Company Employees.....	111
Table 13: Unga Limited Staff Salary Based on Job Category	112
Table 14: Key Economic Partners	116
Table 15: On-going Projects funded through KUSP	116
Table 16: Planned Projects under KUSP Programme	117
Table 17: Year 2015 Land Use Proportions	135
Table 18: Municipal Organization Capacity Challenges	183
Table 19: Municipality’s Annual Budgetary Allocation.....	188
Table 20: Contribution of Various Revenue Streams to the Local Revenue	188
Table 21: Financial Grants from World Bank through KUSP	190
Table 22: Sample of a Fixed Asset Register	194

ACRONYMS

ASK	Agricultural Society of Kenya
CBD	Central Business District
CBO	Community Based Organization
CGA	County Governments Act
CGUG	County Government of Uasin Gishu
ECDES	Early Childhood Development Education Schools
ELDOWASCo	Eldoret Water and Sanitation Company
EMCA	Environment Management and Co-ordination Act
EU	European Union
FBO	Faith-Based Organization
GHG	Green House Gas
ICT	Information and Communications Technology
IDeP	Integrated Development Plan
ISO	International Organization for Standardization
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KPC	Kenya Power Company
KR	Kenya Railways
KURRA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
LPDP	Local Physical Development Plan
MTRH	Moi Teaching and Referral Hospital
NCCK	National Council of Churches of Kenya
NEMA	National Environmental Management Authority
NGCDF	National Government Constituency Development Fund
NGO	Non-Governmental Organization
NHC	National Housing Corporation
NMT	Non-Motorized Transport
PLWDs	People Living with Disabilities
PSVs	Public Service Vehicles
SACCOs	Savings and Credit Cooperatives
SDGs	Sustainable Development Goals
SFA	Strategic Focus Area
SMMEs	Small, Micro, and Medium Enterprises

SWOT	Strength, Weaknesses, Opportunities, Threats
TTCs	Teachers Training Colleges
TTIs	Technical Training Institutes
TVET	Technical and Vocational Education and Training
UACA	Urban Areas and Cities Act
UED	Urban Economic Development
UN	United Nations
WRA	Water Resource Authority
WWF	World Wide Fund



PART 1

BACKGROUND AND CONTEXT

CHAPTER 1:

INTRODUCTION AND PLANNING CONTEXT

1.1 OVERVIEW

An Urban Integrated Development Plan (IDeP) is a statutory five-year Plan that details the goals, programs, and projects to guide the planning and budgeting process of an urban area (market centre, town, municipality). The plan addresses the key requirements as set out in Part V of the Urban Areas and Cities Act 2011. In doing so, it identifies key areas for further strategic development that would look to establish an urban area. This is the first Integrated Development Plan for Eldoret Municipality and it will be a key tool in helping the Municipal Board of Eldoret achieves its vision, ambitions, and values.

In its quest to become one of Kenya's model cities for good urbanism, strong communities, and greater livability, the Municipality of Eldoret, in 2019, embarked on establishing an understanding of how the urban area will become effectively responsive to the people's needs and how the Municipality may develop in the future. This culminated in preparing a strategic plan to address the Municipal Board's development priorities and objectives during its term in office. This included its economic development, community needs, and its determination on affirmative action concerning marginalized groups' access to services.

1.2 VISION OF THE MUNICIPALITY

The vision of the Municipality is; ***"To provide efficient services and an enabling business environment while embracing inclusivity and sustainability."*** The vision was formulated through a participatory process involving various stakeholders key among them the Eldoret Municipal Board, MDA's (Ministries, Departments, and Agencies) heads/representatives, stakeholders' consultative forums, and neighborhood representatives.

1.3 PURPOSE AND OBJECTIVES OF THE INTEGRATED DEVELOPMENT PLAN

1.3.1 Purpose of the Plan

The IDeP is part of the broader methodology framework required to deliver the long-term outcomes entrenched in the Municipality's Vision. The Plan;

- i. Identifies key objectives, goals, and time frames for achieving the Strategic Plans.
- ii. Outlines shared and clear goals within a targeted timeline and with measurable outcomes to track the Municipality's progress towards achieving the Vision.
- iii. Endeavours to achieve the objects of devolved government (Article 174) and provisions of Chapter 4 of the Constitution of Kenya, 2010.
- iv. Provides for the Constitutional rights that pertain to economic and social rights which include the right to a clean and healthy environment, adequate and decent housing, and to reasonable

- standards of sanitation, right to education.
- v. Addresses the key requirements as set out in the Urban Areas and Cities Act 2011 (amended, 2019).
 - vi. Seeks to promote Eldoret as an inclusive, safe, resilient, and sustainable municipality in line with SDG's Goal 11
 - vii. Identifies the partnerships that are required to achieve set goals with clear targets and benefits to be achieved for citizens of Eldoret Municipality and its environs.

1.3.2 Objectives of the Plan

The objectives of the Plan include;

- i. To provide adequate and quality basic services efficiently and sustainably.
- ii. To enhance the institutional capacity of the municipality.
- iii. To enhance the financial capacity of the municipality.
- iv. To provide an adequate, reliable, and efficient transportation system.
- v. To promote urban economic development and job creation.
- vi. To provide a reliable and efficient spatial and physical development system.
- vii. To empower the marginalized communities and disadvantaged groups and integrate them into the larger society.
- viii. To provide effective environmental conservation, disaster management, and climate action measures

1.4 SCOPE OF THE PLAN

The Integrated Development Plan is a five-year plan (2021-2026) and addresses the following thematic areas; basic infrastructure, transportation & traffic management, urban economic development, social development & integration, spatial development management, informal settlements development, environment & disaster management, and municipal institutional capacity & finance. The Plan covers the entire Municipality of Eldoret, a total area of 147.9km², spanning local neighbourhoods including; Maili Nne, Blocks 20, 21, 23, Langas, Kimumu, Kapsoya, Kuinet, Kiplombe, Kapsaos, Huruma, Langas, Racecourse, Kipkenyo, and Elgon View.

1.5 CONSTITUTIONAL, LEGAL, AND POLICY CONTEXT

The Integrated Plan for Eldoret Municipality aligns with the Constitution of Kenya, 2010, applicable legislation, and relevant National and International policies and frameworks. The following constitutional, legal, and policy provisions guided the Plan preparation process.

1.5.1 The Constitution of Kenya, 2010

The IDeP endeavors to achieve the objects of devolved government (Article 174) and provisions of Chapter 4 of the Constitution of Kenya, 2010. Article 43 (1), under Chapter 4 pertains to economic and social rights which include the right to a clean and healthy environment, adequate and decent housing and to reasonable standards of sanitation, right to education while Article 42 (1) states that every person has a right to a clean and healthy environment. The Plan has responded to the constitutional provisions through undertaking a comprehensive assessment of the current social, cultural, economic, and environmental situation in the municipality including identification of marginalized areas and communities that do not have access to basic services and providing preconditions for integrating them and bring them to the level generally enjoyed by the rest of the Municipality.

1.5.2 The County Governments Act, 2012

This Act makes it mandatory for County Governments to plan their areas of jurisdiction if they are to be allocated any public funds. The Act provides for County planning under Part XI. It obligates all County governments to plan including preparation of cities' and urban areas plans. To guide, harmonize and facilitate development within each County, Section 107 (1)(d) of the Act provides for the preparation of Plans including cities and urban areas plans as provided for under the Urban Areas and Cities Act, No 13 of 2011. Section 115 of the Act advocates for citizen participation or involvement in County planning, which was an integral part of the development of Eldoret Municipality Integrated Development Plan. The Plan has also been aligned to the principles and objectives of County planning as laid out in sections 102 and 103 of the Act.

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

This Act provides for classification, governance, and management of urban areas and cities including preparation of Cities and Urban Areas Integrated Development Plans. Part V of the Act provides for Integrated Development Planning where every City and Urban Areas established under the Act shall operate within the framework of integrated development planning. The Act states that an integrated urban area or city development plan shall bind, guide, and inform all planning development and decisions and ensure comprehensive inclusion of all functions. The Integrated Development Plan was prepared per the Third Schedule to this Act and its content derived from Section 40 of the Act. Table 1 below indicates provisions of the Third Schedule and Section 40 of the Act and matters that were addressed when preparing the Plan.

Table 1: Provisions of UACA and matters addressed when preparing the IDeP

Provisions of Section 40 of the Act (contents of the IDeP)	Third Schedule of the Act (preparation of the IDeP)	Matters addressed when preparing the Eldoret Municipality IDeP
A board's or committee's vision for the long-term development of the city or urban area with special emphasis on the board's or committee's most critical development needs;	An assessment of the current social, cultural, economic, and environmental situation in its area of jurisdiction;	<ul style="list-style-type: none"> • Board's vision • Critical development needs • Assessment of current social, cultural, economic, and environmental situation in the municipality
An assessment of the existing level of development in the city or urban area, including identification of communities that do not have access to basic services	A determination of community needs and aligning them to the requirements of the Constitution;	<ul style="list-style-type: none"> • The existing inventory of services and facilities • Identification of disadvantaged communities • Gaps in service provision to marginalized/disadvantaged communities • Community needs as per the constitution
The determination of any affirmative action measures to be applied for inclusion of communities referred to under paragraph (b) to access funds from the equalization funds;	Protection and promotion of the interests and rights of minorities and marginalized groups and communities;	<ul style="list-style-type: none"> • Affirmative funding for actions and measures for the disadvantaged communities. • Interests and rights of minorities, marginalized groups, and communities.
The board's development priorities and objectives during its term in office, including its economic development objectives, community needs, and its determination on the affirmative action about the marginalized groups access to services	A shared vision for its development and that of the County as a whole;	<ul style="list-style-type: none"> • Board's development priorities and objectives- economic development, community needs, and affirmative actions for the marginalized groups. • A vision of the municipality • A vision of the County.
A board's development strategies which shall be aligned with any national or County sectorial plans and	An audit of available resources, skills, and capacities;	<ul style="list-style-type: none"> • Board's development strategies • National plans • County sectorial plans

Provisions of Section 40 of the Act (contents of the IDeP)	Third Schedule of the Act (preparation of the IDeP)	Matters addressed when preparing the Eldoret Municipality IDeP
planning requirements binding the city or municipality;		<ul style="list-style-type: none"> • Binding planning requirements for the municipality • Available resources, skills, and capacities
A spatial development framework which shall include the provision of basic guidelines for land use management system for the city or municipality;	Prioritization of the identified needs in order of urgency and long-term importance;	<ul style="list-style-type: none"> • Spatial planning framework • Guidelines for land use management for the municipality • Prioritization of needs in order of urgency and long-term importance.
A board's operational strategies;	Integrated frameworks and goals to meet the identified needs;	<ul style="list-style-type: none"> • Board's operational strategies (roll-out plan for operations) • Integration of goals and needs
Applicable disaster management plans;	Strategies to achieve the goals within specific time frames;	<ul style="list-style-type: none"> • Disaster management plans • Time-bound strategies to achieve goals
A regulated city and municipal agricultural plan;	Specific implementation programs and projects to achieve intended goals;	<ul style="list-style-type: none"> • Regulation and enhancement of agricultural activities through development of Municipal agricultural plan • Programs and projects to meet intended goals
A financial plan, which shall include a budget projection for at least the next three years; and	Performance management tools to measure impact and performance and make appropriate corrections;	<ul style="list-style-type: none"> • Financial plan and three-year budget projections threshold. • Impact and performance measurement tool
The key performance indicators and performance targets	Linkage, integration, and coordination of sector plans;	<ul style="list-style-type: none"> • Performance indicators and targets • Sectorial linkage and coordination framework
	Development control;	Development control

1.5.4 Other Statutes that guided the preparation of this Plan

1. The Physical and Land Use Planning Act, 2019, gives power to County governments to regulate development within their areas of jurisdiction. Section 54 of the Act states that all plans formulated under the Urban Areas and Cities Act, 2011, shall, with necessary modifications, be prepared and approved per this Act;
2. The Land Act, 2012, which provides for the sustainable administration and management of land and land-based resources, and connected purposes;
3. The Public Finance Management Act, 2012, which provides for effective and efficient management of public resources;
4. The Water Act, 2016 provides for the management, conservation, use, and control of water resources and the regulation and management of water supply and sewerage services;
5. Environment Management and Co-ordination Act (EMCA), 1999. A law that governs the management of natural resources in the country and upholds the importance of environmental protection;
6. Public Health Act, Cap 242. An Act of Parliament that makes provision for securing and maintaining the health of the public;
7. Agriculture Act, Cap 318. An Act of Parliament to promote and maintain stable agriculture, to provide for the conservation of the soil and its fertility, and stimulate the development of agricultural land per the accepted practices of good land management and good husbandry. The Act contains provisions for promoting agricultural development;
8. The Forests Act, 2005. An Act of Parliament that provides for the establishment, development, and sustainable management, including conservation and rational utilization of forest resources for the socio-economic development of the country;
9. National Land Commission Act, 2012. An Act of Parliament to give effect to the objects and principles of devolved government in land management and administration, and for connected purposes. The Act also provides for the management and administration of land per the principles of land policy set out in Article 60 of the Constitution and the national land policy

1.5.5 National Policies that Guided the Preparation of this Plan

Policy	Reference/Guide
<p>Kenya's Vision 2030</p>	<p>The Plan anchors on the following key growth economic drivers related to Vision 2030:</p> <ul style="list-style-type: none"> i. Tourism: offering a high-end, diverse, and distinctive visitor experience. ii. Increasing value addition in agriculture; improving industrial production and service sector. iii. Inclusive wholesale and retail trade sector that aims to raise earnings by giving the informal sector opportunities to transform itself into a part of the formal sector that is efficient, multi-tiered, diversified in the product range, and innovative. iv. Robust and diversified manufacturing sector for the national and regional market. v. Financial services: create a vibrant and nationally competitive financial sector and become a regional financial services centre. <p>The Plan delivers on Vision 2030's Social Pillar by promoting social equity, providing a clean and secure environment, and facilitating the provision of social infrastructure including schools, health facilities, water and sanitation, gender, and youth groups' inclusivity.</p> <p>Under the Political Pillar, the Plan provides for institutional frameworks that promote Democracy and Public Service Delivery; Transparency and Accountability in public service delivery; Security, Peace-Building, and Conflict Management.</p>
<p>The National Land Policy, 2009</p>	<p>The vision of the National Land Policy is to guide the country towards efficient, sustainable, and equitable use of our land resources. Through the Plan, the Municipality of Eldoret administration will ensure that all land in the municipality and its environs are put into productive use on a sustainable basis by facilitating the implementation of key principles on land use, productivity targets, and guidelines as well as conservation. The Plan encourages a multi-sectorial approach to land use, provision of social, economic, and other incentives, and has also, put in place an enabling environment for investment, agriculture, livestock development, and the exploitation of natural resources.</p>
<p>The National Land Use Policy</p>	<p>Through the policy, the Plan is cognizant of numerous factors that affect land use in the Municipality which include geographic and ecological features, population size and distribution, social, historical, cultural, and economic factors. Other key factors are administrative, institutional, investment, urbanization, and land tenure. This has enabled the Plan to provide measures that promote sound land-use practices, conservation and enhancement of the quality of land and land-based resources, and the proper management of demographic and health parameters</p>

Policy	Reference/Guide
The National Housing Policy	This Plan takes into account the policy’s aims and undertakes to provide suitable preconditions to enable the poor and marginalized communities in Eldoret Municipality to access housing and basic services and infrastructure necessary for a healthy living environment, encouraging integrated, participatory approaches to informal areas redevelopment and slum upgrading, including income-generating activities that effectively combat poverty. The Plan also provides measures to facilitate increased investment by the formal and informal private sector, in the production of housing for low and middle-income residents.
Integrated National Transport Policy	<p>The policy aims to provide a world-class integrated transport system in Kenya responsive to the needs of people and industry through developing, operating, and maintaining an efficient, cost-effective, safe, secure, and integrated transport system that links the transport policy with other sectorial policies, to achieve national and international development objectives in a socially, economically, and environmentally sustainable manner.</p> <p>This Plan seeks to meet this goal by providing modern and feasible interventions that promote the integration of municipal transport with national and County development priorities, increase investment in transport infrastructure and operations, fully integrate the transport system, enhance transport services and quality, and that promote the integration of information and communication technologies in transport development and operations.</p>
National Urban Development Policy	<p>The Plan is linked to the Urban Development Policy in the following ways:</p> <ul style="list-style-type: none"> i. Ensuring planned, inclusive, and sustainable urban development that implies the recognition of the Municipality as an entity that strives to harmonize physical planning with economic development planning and is sensitive to stakeholders’ participation and environment; ii. Ensuring plan-based administration of the Municipality land thereby recognizing it as an entity that strives towards achieving effective urban land management and administration; iii. Enhancing sustained improvement in the quality and coverage of infrastructure facilities along with the Municipal Board’s development mandate; iv. Ensuring a sustained improvement in the quality and coverage of service provision through a partnership framework that acknowledges the key roles of all key actors;

Policy	Reference/Guide
	<ul style="list-style-type: none"> v. Facilitating production and access to decent and affordable housing for all and eradicating slums; vi. Alleviating urban poverty through employment generation by maximizing urban economic development (UED) and adopting pro-growth policies and strategies; vii. Ensuring sustainable environmental management, which entails the recognition of the Municipality as an entity that strives to work towards the reduction of poverty and promotion of a sustainable urban environment; viii. Ensuring effective rural-urban and urban-urban linkages thereby promoting the development of the Municipality as loci for enhancing sustainable development with linkages to its regional counterparts; ix. Ensuring the creation of effective coordination mechanisms for the roles and mandates of different actors in the Municipality’s urban development; x. Ensuring a stable, peaceful, and safe urban life.

1.6 LOCATIONAL CONTEXT AND ADVANTAGES

1.6.1 Global Context

Eldoret is a fast-growing Municipality located in Rift Valley Kenya, East Africa. It lies within latitude $0.26^{\circ}3$ N – $0.35^{\circ}34$ N and longitude $35.12^{\circ}21$ E – $35.20^{\circ}31$ E. It is home to many of Kenya's athletics world champions, which has greatly contributed to placing Kenya on the global map leading to increased tourism and the resultant growth of the country's economy as well as that of the municipality. Eldoret is situated at the heart of one of Kenya's richest agricultural zones, which makes it one of the major producers of food and agricultural raw materials as well as processed industrial products for global markets.

The municipality is connected to East Africa region by international trunk roads and to the rest of the world through Eldoret International Airport. It is situated along the Trans African highway linking Nairobi, Kampala, and Kigali, the Capital Cities of Kenya, Uganda, and Rwanda respectively. Eldoret is directly linked to South Sudan through Kitale and Lodwar towns.

1.6.2 National Context

Eldoret is a principal town in the Rift Valley region of Kenya and serves as the capital of Uasin Gishu County. Lying south of the Cherangani Hills, the local elevation varies from approximately 2100 meters to 2700 meters (7000–9000 feet). According to the 2019 Kenya Population and Housing Census, Eldoret is the fifth most populated urban area in the country after Nairobi, Mombasa, Nakuru, and Ruiru respectively. The Municipality is highly cosmopolitan, where different ethnic groups work and live. However, the Kalenjin community is the predominant ethnic group. The Municipality is one of the biggest and vital urban centres in the Rift Valley and Western Kenya regions.

Eldoret is a fast-growing urban area that over the last few years has exhibited a phenomenal pattern of growth, making it a centre of national focus. It is majorly a commercial, agro-industrial, health, education, and transportation centre serving the wider western region and the country. Eldoret plays a key role in almost all aspects of Kenya's national development and especially towards promoting a geographical dispersal of benefits arising from urban development. It has also contributed majorly towards urban decentralization by providing more alternatives for the absorption of rural and urban migrants, therefore, lessening the pressure arising from excessive concentration in Nairobi and Mombasa.

1.6.3 Regional Context

The municipality falls within the North Rift Economic Block comprising of Elgeyo Marakwet, Baringo, Trans Nzoia, Nandi, Samburu, West Pokot, and Turkana Counties. Additionally, it is the headquarters of the Kerio Valley Development Authority, a factor that gave it an extra growth impetus and strengthened its role in the region's economic development process. The Municipality serves as the region's commercial, agro-industrial, and transportation hub, in addition to being a vital administrative centre for the region. Eldoret

is a supplementary regional centre to Kisumu and Nakuru whose recent growth impact will have ramifications on urban development and expansion.

1.6.4 County Context

Eldoret is the County Headquarters of Uasin Gishu County. It has within its boundaries part of the six Sub-Counties of Uasin Gishu, which are; Ainabkoi, Soi, Kesses, Kapseret, Turbo, and Moiben Sub-counties. There are nine wards within the Municipality's boundaries; Kapsoya, Racecourse, Kipsaos, Huruma, Kipkenyo, Langas, Kimumu, Kiplombe, and Kuinet Wards.

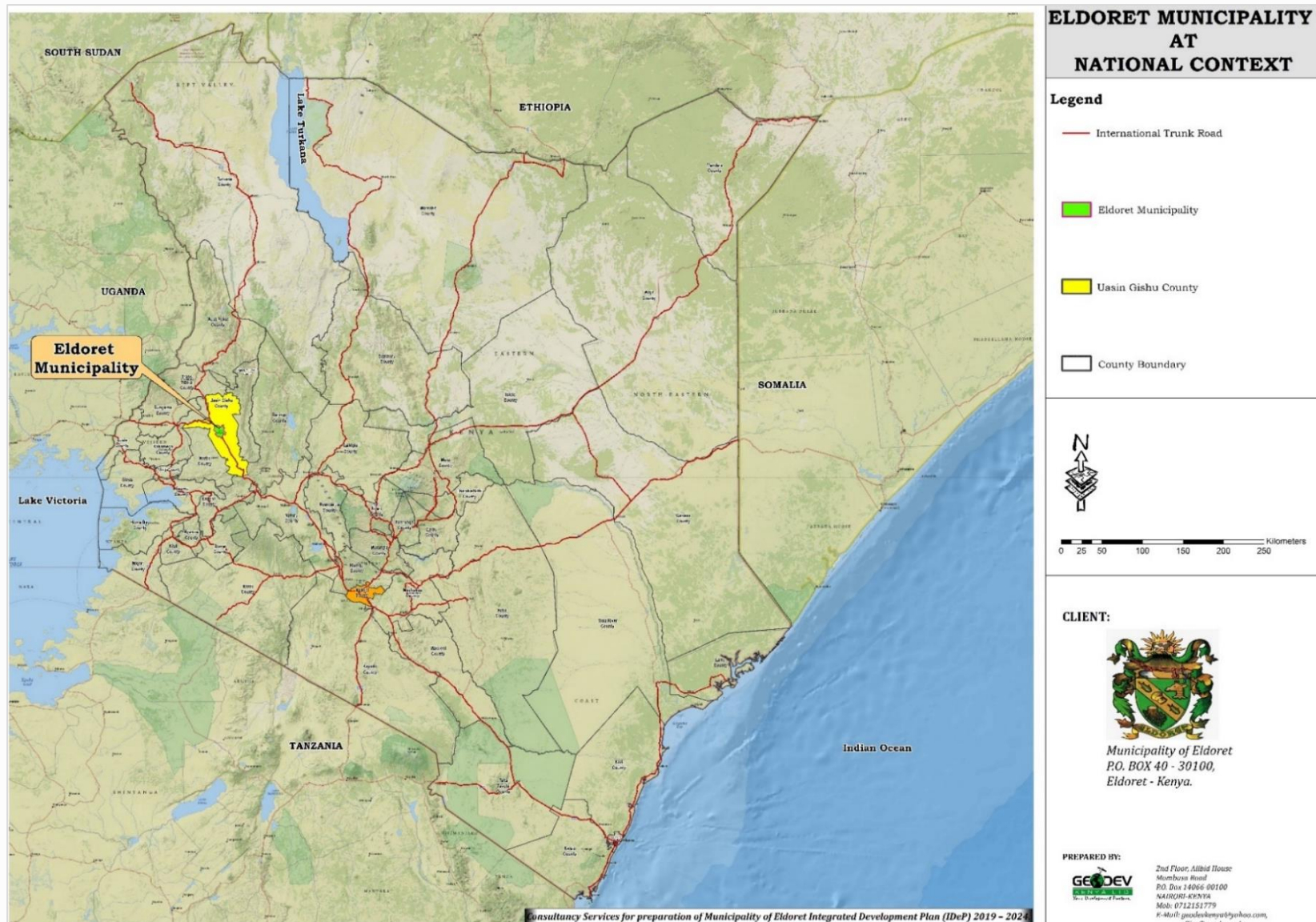
The municipality is a confluence of all the major transportation corridors within the County and serves as a terminal for all major public transport providers to other parts of the country. A majority of the population in the County relies on the municipality than any other urban area within the County for their livelihoods and services including health, education, commercial and administrative services. In terms of local revenue generation, the municipality contributes the most to the County's coffers.

1.6.5 Local Context – (urban/peri-urban/rural linkages)

The Municipality is connected to the rich agricultural rural hinterland by a network of tarmac and murram roads. Urban centres surrounding the Municipality are Cheplaskei, Ngeria, Kuinet, Chepkanga, Kipkorgot, Kapseret, Baharini, Cheptiret, and Burnt Forest.

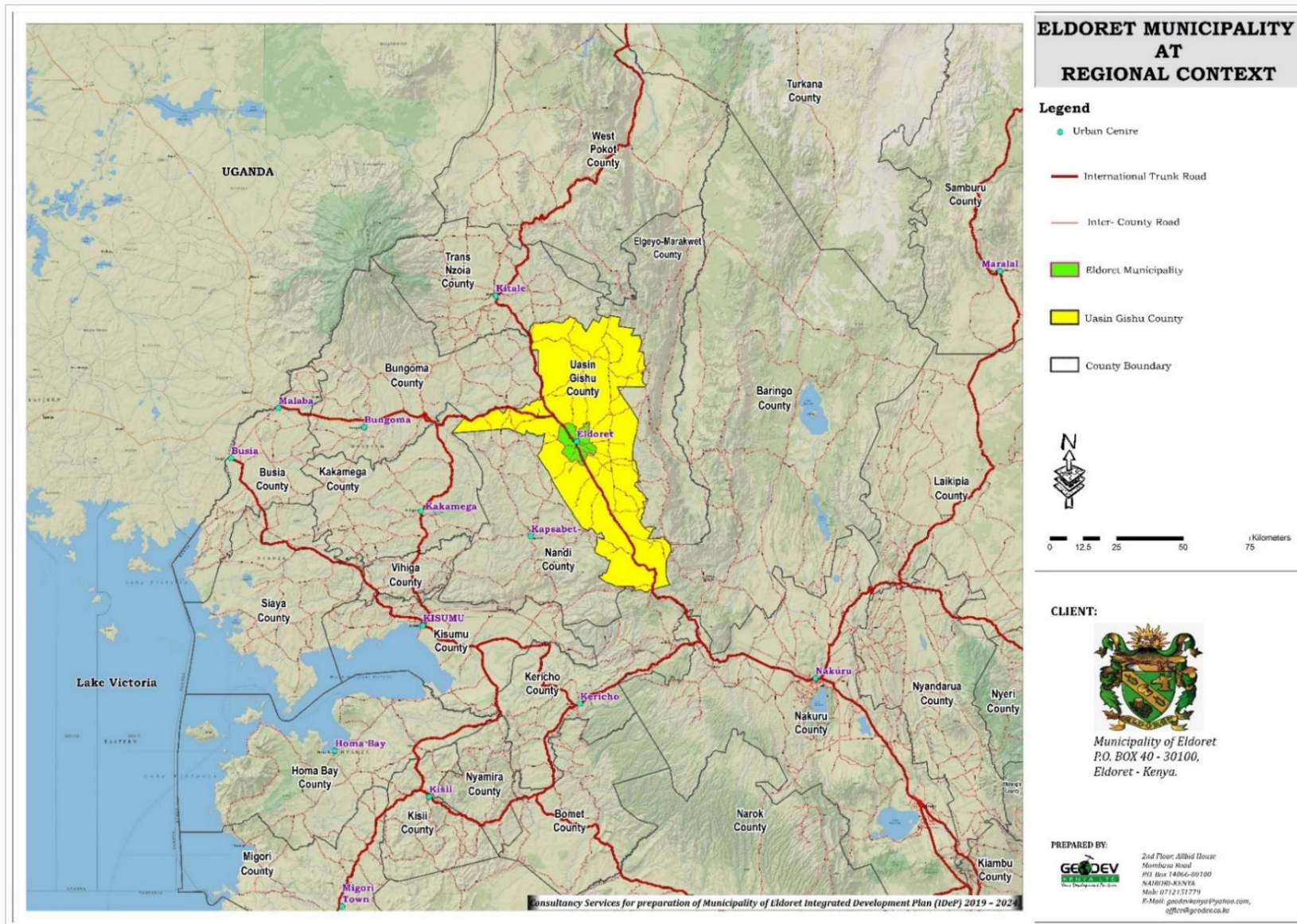
An assessment of the local context of the municipality reveals an interdependent socio-economic relationship and functionality between Eldoret and its surrounding hinterland as well as with its immediate neighboring urban areas. This ensures the flow of persons and goods locally, which is supported through existing major spines. The flows ensure access to markets for agricultural and other products for the catchment population, employment opportunities as well as access to services including administrative, health, and education.

Map 1: Eldoret Municipality at National Context



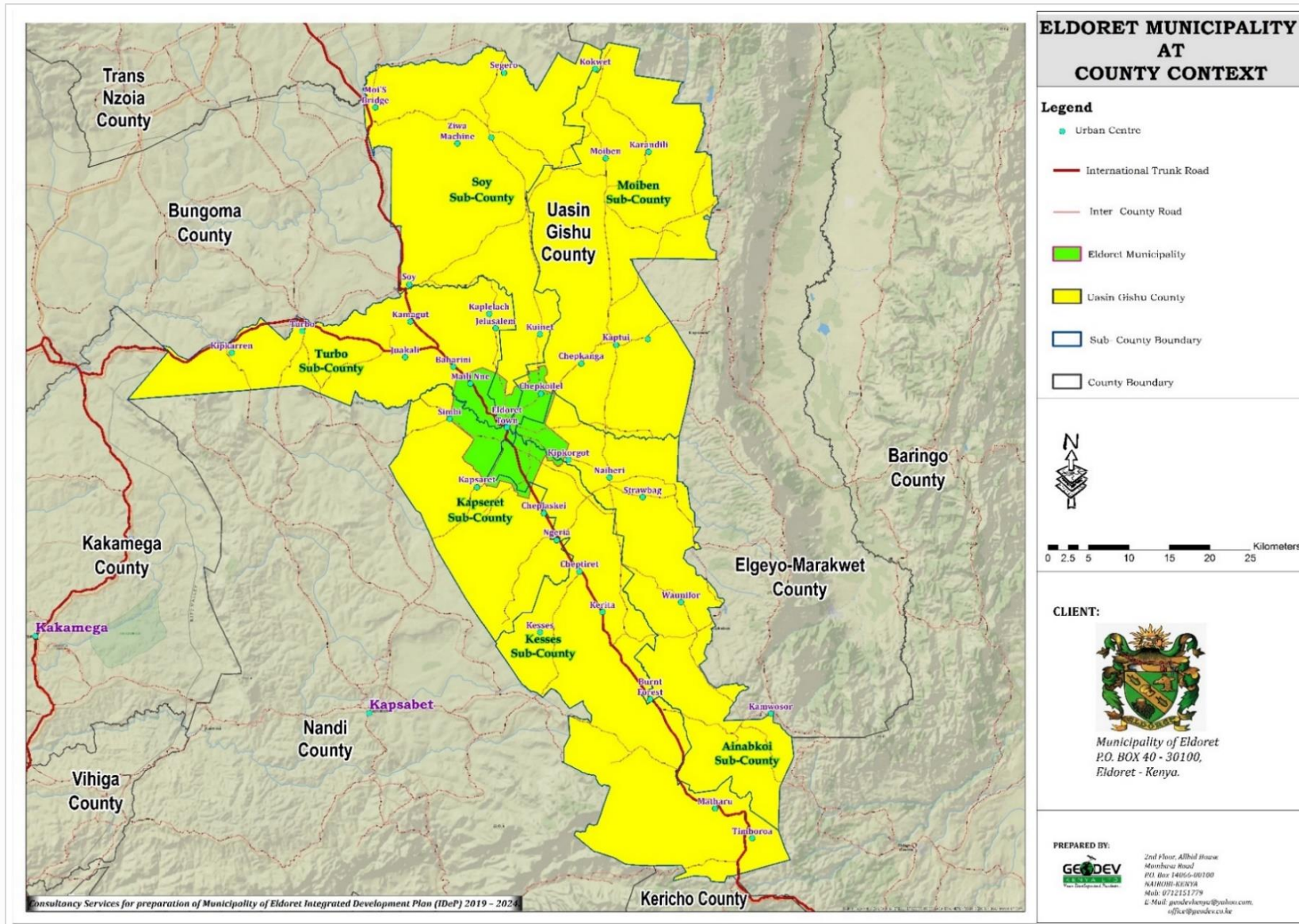
Source: Consultant, 2020

Map 2: Eldoret Municipality at Regional Context



Source: Consultant, 2020

Map 3: Eldoret Municipality at County Context



Source: Consultant, 2020

1.7 HISTORICAL GROWTH AND DEVELOPMENT

The name "Eldoret" is based on the Maasai word "eldore" meaning "stony river"; a reference to the bed of the Sosiani River (a tributary of the Nile), that runs through the city (Google, 2020). History indicates that the town started as a result of Boers from South Africa escaping the British during the second Anglo-Boer war (1899-1902). A Boer farmer, Willie van Aardt was granted block No. 64 by the colonial government. The colonial administrators named places after farm numbers and Eldoret was farm number 64, representing the 64 miles from the town to the Kibigori station of the Uganda Railway. The locals were not able to pronounce Sixty-four and pronounced it as 'Sisibo'. There were many other names for the town including Sirikwa, Sosiani, Bado Kidogo then Eldare, naming after the Eldare River (Maasai name for River with rocks). Finally, the town was named after the River Eldare. The name later evolved to Eldaret because of the native tribe's penchant for adding 't' to every noun. The town emerged in 1912 around the Boer farmers, their mud huts and wheat farms, and the Standard Bank of South Africa, which was made of mud and iron sheets. During the gazettement of the town, a spelling mistake was made and it was recorded as Eldoret in January 1912. This was not corrected and so it has been like that ever since.

In 1959, Eldoret town was elevated to Municipal Council status with an area of 25km², under legal Notice No. 515 of 1958 after which it was extended to 50km² in 1974. In 1988, the Municipal boundary was extended to 147.9km²; the boundary is still the same to date. This extension brought into the Municipality large tracts of agricultural land that were undergoing subdivisions and development of market centres or nodes near the town.

The planning and growth of Eldoret Town since its establishment have some colonial roots or historical impact. Indeed, it developed as a result of European settlers in Uasin Gishu District (*Mbwagwa, 1998*). Lack of community facilities hampered the development of the town during its initial growth stages. The development of the town was thus concentrated to the south of the railway line and on both sides of the Sosiani River. The structure of the town demonstrated a clear line of segregation on a racial basis by the colonial administration. The Europeans occupied the residential neighborhood of Kapsoya, Elgon View, and Ortlepville area (now known as Pioneer). The Asians occupied the area near Uasin Gishu Primary School (West Indies) and the Africans occupied the Eldoret West.

In terms of the physical development of the town, the period between 1962 and 1969 was a period of stagnation (*report on the proceedings of the 1989 first national workshop on planning and development of Eldoret Town and its Environs, 1989*). According to the report, the period between 1969 and 1979 was the real decade of industrialization in Eldoret, since the Government policy was to encourage the town to play a major role in the industrial development in Western Kenya. Because of the role the town was expected to play, the Municipal boundaries were extended in 1974 from 25sq.km to 59sq.km and further extended in 1988 to 147.9sq.km. This expansion appeared to be beyond the existing requirement for urban land and the

Eldoret Municipal Council had to inherit large areas of agricultural land (mainly privately owned) which generated very little revenue. Consequently, the EMC was faced with the problem of supplying infrastructure for an area far beyond its financial capacity.

Land within the old Municipal boundaries was Government land whereas the land that was in the extended jurisdiction was privately owned agricultural land (*report on the proceedings of the 1989 first national workshop on planning and development of Eldoret Town and its Environs, 1989*). According to the report, land ownership within the extended boundaries was influenced by the Africanization of the former European farms after independence. Individuals or land purchase cooperatives bought these large estates formerly owned by the settlers. Most of these farms were subdivided and either sold to numerous other individuals or turned over to squatter housing such as Langas Farm, Kapkoros/Emtin Farm, Sugunanga, and to some extent, Kipkenyo Farm. The subdivision of these farms for housing development was being done illegally without any provision for community facilities such as nursery, primary and secondary schools, health centres, religious facilities, playing/recreational grounds, open spaces, etc. there were no reserves for access roads and where roads were provided, the width was far beyond the required standards.

The impact of the development of settler agriculture in the wider Uasin Gishu was the loss of land for the local Nandi and Keiyo. Many of the displaced indigenous people were transformed into squatters while others sought jobs in Eldoret Town. This agrarian environment led to the initial impulse of the establishment of Eldoret and was to remain its lifeblood. The industrial growth of the town started to emerge alongside a rapid increase in population. This population grew as a result of natural increase, rural-urban migration, and the extension of the Eldoret Municipal Council boundaries.

Established in 1912 as a tiny settler-farming outpost, Eldoret has today grown into an important agricultural, commercial, industrial, health, education, and transport centre in the country. With a current population of 475,716 people, it is the fifth-largest and rated as one of the fastest-growing urban centres in the country.

1.8 PHYSIOGRAPHIC CHARACTERISTICS

1.8.1 Climatic Conditions

1.8.1.1 *Physiography and Altitude*

Eldoret is situated to the west of Rift Valley highlands. It sits within the wider Uasin Gishu plateau and is therefore generally flat. However, its topography undulates towards the East, West, and South in the approach sections of River Sosiani. The Municipality lies at an altitude of 2084m above sea level. On average, its elevation altitude ranges from a high of 2200m and a low of 2005m at River Sosiani, which is the lowest point. The Municipality's CBD area is generally sloping towards Sosiani River, the main drainage outfall.

1.8.1.2 *Climate*

The Municipality has a cool and temperate climate, with ample rainfall averaging 1100 mm per year. The average annual rainfall is between 1000mm and 1250mm. The rainy seasons can be classified into two: the long rain period between April and August and the "short rains" period between October and December. The annual rainfall distribution is nearly unimodal, with its first peak in April/May and a second one in July/August. The driest period is from November to March and is characterized by suppressed rainfall. In general, the distribution of rainfall is mainly during April and May with a dry spell in June, followed by increasing rainfall in July and August and tailing off in September and October. A dry period with scattered showers of four to five months follows until the following month of March. The temperatures are not high, due to the altitude and the average day temperature is around 23.6°C. Most days are sunny, even during the rainy season with rain occurring during the afternoon or at night.

The climate is generally influenced by three air masses: very dry winds that originate from the Sahara Desert dominate the entire western region of Kenya between November and March. This air mass is dusty and is referred to as the Egyptian air; the northeast monsoon, which, owing to its long track over the Indian Ocean, brings rainfall to most parts of Kenya in April; from July, Kenya comes under the influence of the Congo airstream associated with high winds. The air mass because of its instability produces convectional storms.

Eldoret is located in an agricultural region where the most important crops grown are maize, wheat, potatoes, and vegetables. Dairy farming is also widely practiced. Since agriculture is the mainstay of Eldoret's economy, climate and for that matter rainfall plays a crucial role in the development of agriculture. Any variation in climate is likely to affect food and cash crop production.

1.8.2 Geological Structure

Geologically, tertiary intermediate volcanic rocks underlie the area, while basement rock outcrop is characterized by shallow infertile soils. The geology is dominated by tertiary volcanic rock with no known commercially exploitable minerals. The soils within the municipality comprise red loam soils, red clay soils,

brown clay soils, and brown loam soils mainly support maize, sunflower, wheat, pyrethrum, potatoes, and barley farming. They also support livestock rearing and forestry.

1.8.3 Habitats- Key Hydrological Features, Protected Areas, Biodiversity

Uasin Gishu County lies within the Lake Victoria catchment zone. The Municipality has only one river, Sosiani River, and a major swamp in Marura, which is fed by Chepkoilel River from Kaptagat Forest. Sosiani River traverses the Municipality. There is a dam (Two Rivers Dam) within the Municipality, which acts as a water reservoir for the Municipality and its environs. The County Government of Uasin Gishu and Kenya Forest Service (KFS) have embarked on a project for the establishment of a 15.6 ha arboretum on a parcel of land owned by KFS near Alphax College, along Eldoret-Iten road. Hundreds of ornamental and indigenous trees have already been planted at the site but are at their infancy stages. Equally, The University of Eldoret has an Arboretum where the institution does some of its research. The Kenya Wildlife Service has a conservancy area within the town centre.

Sensitive ecosystems in the Municipality include the 30m riparian reserve of River Sosiani, Kapsoya Stream, Marura Wetland, Eldoret West Wetland, Elgon View Wetland, "Subaru" Wetland Sosiani, Chepkoilel River, and seasonal rivers including Elengerin, Sergoit, and Olare Onyokie. These sensitive environments play a critical role in the urban ecosystem. Eldoret Municipality has one forest in the periphery of the Municipality boundary near Eldoret International Airport. The 1349.5 ha Kapseret Forest is owned and managed by Kenya Forest Services (KFS). The forest has undergone extensive degradation through illegal logging of indigenous trees; and is currently largely made up of exotic trees, which have a comparatively lesser value.

CHAPTER 2: DEMOGRAPHY AND POPULATION DYNAMICS

2.1 POPULATION SIZE

2.1.1 Resident Population

According to the National Population and Housing Census Reports, 2019, the total resident population of Eldoret Municipality was 475,716 people, consisting of 237,223 males and 238,477 females. The population is highly cosmopolitan, with the largest represented ethnic groups being Kalenjin, Kikuyu, Luhya, Luo, and Kisii. This large population is attributed to high in-migration (rural and urban) and natural increase. According to the Census Reports, the Municipality accounts for 41% of the total population of Uasin Gishu County. This substantiates the need to provide more resources to the Municipality for the provision of adequate public utilities and social amenities for this high population. With an annual growth rate of 5.1%, the annual population projections for the planning period are as summarized in table 2 below.

Table 2: Population Projections for the Planning Period

Year	Male	Female	Intersex	Total
2019 (Census Figure)	237,223	238,477	16	475,716
2020 (Projections)	249,321	250,639	18	499,978
2021 (Projections)	262,037	263,422	17	525,476
2022 (Projections)	275,416	276,872	18	552,306
2023 (Projections)	289,445	290,975	20	580,440
2024 (Projections)	304,208	305,816	20	610,044
2025 (Projections)	319,722	321,412	22	641,156
2026 (Projections)	336,029	337,805	22	673,856

Source: Consultants Estimates, 2020

If this resident population is projected to the year 2030, the year during which Kenya seeks to become “a globally competitive and prosperous country with a high quality of life for its citizens”, a vision Eldoret seeks to build upon, this population translates to 822,200 people.

2.1.2 Catchment Population

Eldoret is a regional hub and an urban area of national focus. Many people visit the Municipality every day for diverse needs ranging from economic needs to obtain basic services such as health and education. Eldoret is also a transit town located along trunk roads that connect to different parts of Kenya as well as across the national border to Uganda, Rwanda, Congo, and South Sudan. This national and regional catchment population relies on services and infrastructure that the Municipality has. Failure to consider this dynamic when planning for Eldoret Municipality will only lead to further overstretching of the Municipality's

capacity to provide these much-needed services. Locally, the immediate catchment population for the Municipality is drawn from both the urban and the surrounding rural hinterland.

2.2 POPULATION GROWTH TRENDS

Originally founded by white settlers during the colonial era, the population of Eldoret has continued to grow largely due to in-migration, both rural-urban and urban-urban as well as natural increase. Following the gaining of independence, ethnic groups flocked Eldoret to purchase the large settlers' farms bought and subdivided by individuals and land purchase cooperatives for sale and housing development. Others came to seek employment and others to establish their businesses. The town continued to attract more population as it continued to grow into an industrial, commercial, administrative, health, and educational centre.

In recent years, the Municipality continues to play host to both local and international settlers, with key pull factors being;

- i. **Search for better livelihood** – Booming economic activities in Eldoret continues to attract a vast population, which is absorbed in both the formal and informal sector. The quest for better livelihood also attracts a significant population that comes to seek tertiary education offered in the various universities and colleges established in the Municipality.
- ii. **Search for a peaceful environment to settle** – Eldoret has a conducive environment to work and live in due to its cool temperate climate. Besides, it has been in the recent past a haven for Internally Displaced Persons during politically chaotic periods in the country, particularly 1992, 1997, and 2007/8. Eldoret has also accommodated refugees from conflict-laden nations including South Sudan and Somalia.

An analysis of intercensal population data reveals an exponential growth of the municipality's population as indicated in chart 1 below.

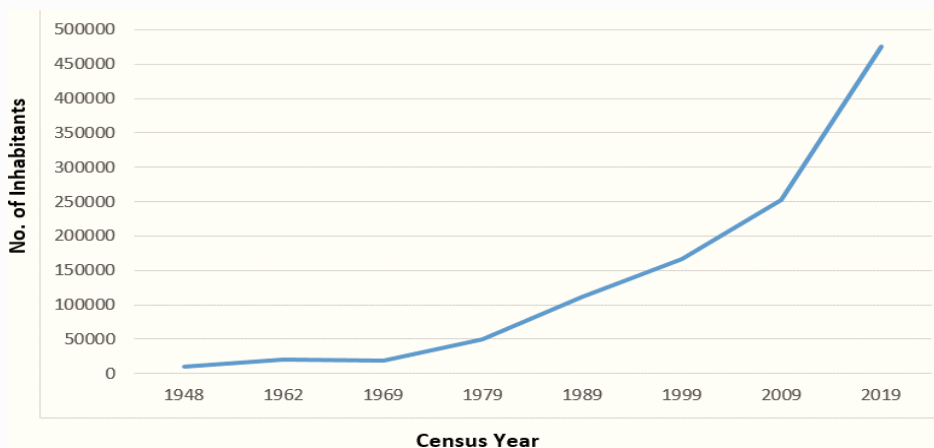


Chart 1: Growth of Eldoret's Population, 1948-2019

Source: Census Data obtained from KNBS

The implication of the growth trends and the resulting population densities creates a constant need for the municipality to invest in the provision of additional social amenities as well as more and diverse economic opportunities.

2.4.2 Dependency Ratio

Dependency ratio compares the proportion of the population that is demographically considered dependent (individuals aged 0-14 and those aged 64 years and above), to the working population, i.e. the population aged 15 – 64 years. The dependency ratio depicts the economic burden on the working portion of a population. The Kenya Integrated Household Budget Survey (KIHBS) 2015/16 reports the dependency ratio of the municipality to be 78.6. This is slightly lower than Kenya's 81.6.

2.4.3 Poverty Levels

Approximately 41.0 percent of the total population in Uasin Gishu County lives below the poverty level, according to the Kenya Integrated Household Budget Survey (KIHBS) 2015/16. This translates to approximately 215,445 persons.

2.5 CULTURE AND SOCIAL PERSPECTIVES

Although cosmopolitan, the population within the municipality majorly consists of the native Kalenjin ethnic grouping, particularly the Nandi and Keiyo. In addition to Kalenjin, most natives now speak Swahili and English, which are taught in local schools. Among the Kalenjin, the extended family was and still is central in the daily life of the community. Residential patterns were and still are, mostly patrilocal and polygamy was permitted. Regardless of the type of marriage, children were traditionally seen as a blessing from God hence families were encouraged to have them.

Politically, the basic unit of organization was the *koret*, which was a collection of about 20 -100 scattered homesteads, administered by a council of adult males referred to collectively as the *kokwet* and was led by a spokesman called *poi-yot ap kokwet*, who was someone who was recognized for his knowledge of tribal laws, oratorical abilities, forceful personality, wealth, and social position. The next level of political organization, the *pororiet* was led by a council called the *kiruokwet ap pororiet* consisting of the spokesmen of individual *koret*. Traditional Kalenjin political organization has been largely replaced with one based upon the units imposed by the British colonial structure and recently national

Age is a key in the organization of Kalenjin societies, hence societal roles one performs are still to a large degree determined by age. For both genders, adulthood is welcomed through undergoing an initiation. Traditionally, such were held every seven years. Everyone undergoing initiation becomes a member of a named age set, whose membership was usually open for about 15 years. Traditionally, there are eight male age-sets and they are cyclical, repeating approximately every 100 years. Today age-sets have lost their politico-military function, but the principle still creates bonds between men who are members of the same set, and feelings of respect for those who are older.

In terms of interpersonal relationships, *Chamge* is the standard greeting. Holding hands after the greeting is very common for people of the same sex. Even when walking together, these people may hold hands or

lock little fingers. However, it is readily apparent that there is no sexual connotation to this behavior. People of opposite sexes are strongly discouraged from these and other public displays of affection. Second, in their conversations, Kalenjins do not point out objects or people with their fingers. Instead, they point by turning their head in the proper direction and then puckering their lips briefly.

In the past, courtship and dating were almost entirely matters of family concern. Members of a clan had to marry outside their own. Nowadays, however, young men and women free to exercise their own free will. Upon expressing the desire to marry, a young man and his father's family must gather a suitable bride-price payment to be given to the bride's family. In the past, this consisted almost entirely of livestock. Nowadays, however, it is common to use money in place of, or in addition to, livestock.

Traditionally, members of various Kalenjin groups made a living by engaging in agro-pastoral practices, based upon a combination of cultivation of grains such as sorghum and millet (and more recently maize), and animal husbandry, mainly of cattle goats, and sheep. In the hinterlands, this has not changed, although they have diversified into other economic activities.

2.6 POPULATION NEEDS ANALYSIS

A need assessment undertaken within the municipality, to determine the level of supply of basic public utilities and social amenities based on standard population thresholds, reveals the findings presented in table 3 below;

Table 3: Population Needs Assessment

Social Amenity/ Public Utility		Population Threshold	2020			2021		2022		2026	
			Existing Supply	Demand	Gap	Demand	Gap	Demand	Gap	Demand	Gap
Basic Education	Primary	4,000	45	124	79	132	87	138	93	152	107
	Secondary	8,000	27	62	35	66	39	69	42	76	49
Health	National Referral (Level 6)		1	-	-	-	-	-	-	-	-
	(Level 5)										
	Sub-County referral (Level 4)	100,000	8	5	-	5	-	6	-	6	-
	Health Centre (Level 3)	30,000	24	17	-	18	-	19	-	20	-
	Dispensary (Level 6)	10,000	46	50	4	52	6	55	9	61	15
	Community Health Unit	5,000		100		104		110		122	
Social facilities	Libraries	Municipality	1	1	-	1	-	1	-	1	-
	Cemeteries	Municipality	1	1	-	1	-	1	-	1	-
Safety	Fire station	Municipality	1	1	-	1	-	1	-	1	-
Water Supply (Liters)	Average Individual Daily Water Demand = 158 Liters			78,996,524		83,025,208		87,259,608		96,386,952	

Source: Consultant's Edits, 2020



PART 2

MUNICIPAL STRATEGIC PLANNING

CHAPTER 3: STRATEGIC ALIGNMENT AND INTEGRATION

3.1 OVERVIEW

In this Phase, the municipality arrives at the crucial decisions on its destination and on the most appropriate ways to arrive there. It is the phase in which the basic decisions on the future direction of the municipality have to be made. Currently, most of the crucial decisions on development measures in the Municipality are not made by Municipality, but by national and or County Departments. These agencies tend to apply preconceived standard solutions. Such standard solutions are often inappropriate, non-realistic, or too expensive. This IDeP is supposed to change this pattern of applying standard solutions. The IDeP is meant to provide real choices to the Municipality of Eldoret. Consequently, the IDeP as a key process of development within the County government requires choices from the municipality. Strategic planning helps in making such choices, in a systematic, rational, and transparent manner.

3.2 ALIGNING THE IDEP TO NATIONAL AND COUNTY PLANS

The Plan is required by law to be aligned with any national or County plans and planning requirements binding the Municipality. The Plan has helped to systematize the local alignment between the County and national planning objectives in their role as drivers of national economic and social development.

3.2.1 National Spatial Plan 2015-2045

The National Spatial Plan is a territorial plan covering the entire country and highlight sectorial policies for the achievement of Kenya's Vision 2030. The preparation of the Integrated Development Plan for Eldoret Municipality took into consideration sectorial policies outlined in the National Spatial Plan and aligned them accordingly concerning the Municipality.

3.2.2 Uasin Gishu County Integrated Development Plan, 2018-2022

The Eldoret Municipality Integrated Development Plan is a part of the County's CIDP 2018-2022, which is a five-year plan, which addresses the County's internal transformation needs. The CIDP identifies all known projects and programs to be implemented within the County by any state organ during the five years. At the Municipality level, Eldoret Municipality IDeP identifies projects and programs to be implemented within the Municipality by any state and non-state organ. Preparation of the IDeP has been informed by County development objectives stated in the CIDP. In addition, all the projects and programs contained in the CIDP that affect the Municipality have been integrated into the IDeP.

3.2.3 Uasin Gishu County Spatial Plan, 2015-2025

The main objective of the plan is to provide a broad planning framework to guide spatial planning and growth within the County. The plan also provides guidelines for local area detailed planning and facilitates the transformation of the lives of the citizens of the County. The Integrated Development Plan is linked to

the County CSP by providing a basis for harnessing the Municipality's development potentials and opportunities and addressing the challenges facing the Municipality which include among others; rapid population growth, inadequate provision of basic services and infrastructure, uncontrolled urbanization, environmental degradation, among others.

3.2.4 Eldoret Municipality Transportation Master Plan, 2020-2035

The Municipality has a Municipal Transportation Master Plan, which guides this Plan in terms of strategies and measures to address the myriad transportation issues that the Municipality is facing

3.2.5 Sustainable Urban Economic Development Diagnostics Report

The Municipality is in the process of preparing a Municipal Economic Development Plan. Once the Plan is complete, it will be implemented in concurrence with the Urban Economic Development Plan contained in this Plan.

3.3 ALIGNING THE IDEP TO INTERNATIONALLY AGREED GOALS AND STANDARDS

3.3.1 The Sustainable Development Goals (SDGs) 2015-2030

SDGs are 17 goals where Goals 1-6 directly address health disparities, primarily in developing countries. These goals are linked with the Integrated Development Plan's goals and objectives, and key issues in the Municipality such as Poverty, Food Security, Health, Education, Water and Sanitation and Gender Equality, and Women's Empowerment are addressed.

Goal 11 of the SDGs aspires to make cities and human settlements inclusive, safe, resilient, and sustainable. To make the Municipality sustainable for all, the IDeP provides strategies that promote resilience and livability in the Municipality, good and affordable housing as well as urban redevelopment and renewal. The IDeP also provides financial capacity and strategies to invest in public transport, create adequate green spaces, and get a broader range of people to be involved in the planning decisions.

3.3.2 The New Urban Agenda

The New Urban Agenda, adopted at Habitat III in Quito, Ecuador, on 20 October 2016, presents a paradigm shift based on the science of cities and lays out standards and principles for the planning, construction, development, management, and improvement of urban areas. The New Urban Agenda represents a shared vision for a better and more sustainable future. It presents a new model of urban development that can integrate all facets of sustainable development to promote equity, welfare, and shared prosperity. The Agenda appreciates that urbanization and development are inextricably linked, and it is necessary to find a way of ensuring the sustainability of growth. The Agenda advocates the need for cities and human settlements to be sustainable for all and cities should be inclusive and safe for people to work and live in.

To respond to the New Urban Agenda, this IDeP provides for strategies that build economic growth and address a range of social needs in the Municipality including education, health, social protection, and job

opportunities, while tackling climate change and environmental protection. The Plan is anchored on integrated and sustainable solutions to address the key issues affecting the Municipality based on the Vision for the Municipal Board and residents of the Municipality as well as benchmarking with international best practices.

3.3.3 ISO 37101:2016 Sustainable Development in Communities-Management System for Sustainable Development

This International Standard is designed to empower communities and to build on local initiatives. It targets environmental, social, and economic issues, including improved community services and socio-economic benefits, as well as supporting clear purposes for sustainable development in communities and encouraging sound planning systems to achieve them. It sets out the basic requirements for sustainable development in communities, helps cities determine their sustainable development objectives, and puts in place a strategy to achieve them. It focuses on communities as stepping-stones towards the sustainability of society as a whole.

Integrated Development Planning for Eldoret Municipality focuses on promoting a Plan-Do-Check-Act (PDCA) model to attain effectively the Vision and development objectives set by the people of Eldoret as well as the successful implementation of this International Standard. Successful implementation of ISO 37101:2016 can help the Municipality of Eldoret in the following ways:

- Help it to build consensus on sustainable development within the existing communities;
- Improve the sustainability, smartness, and resilience of strategies, programs, projects, plans, and services conducted under the direct responsibility of communities, or on the territory, they relate to;
- Develop cross-sector and multidisciplinary approaches that have a life span value;
- Foster synergies between several actors through a holistic approach;
- Increase the efficiency and attractiveness of communities.

3.3.4 ISO 37120:2018 Sustainable Cities and Communities-Indicators for City Services and Quality of Life

ISO standards represent the international consensus on best practices in a wide range of areas that contribute to making a city function better and fulfil the United Nations Sustainable Development Goals to end poverty, protect the planet and ensure prosperity for all. These include overarching frameworks that city leaders and planners can use to define objectives and priorities for making their cities more sustainable, as well as specific guidelines for things like energy management systems, road safety, intelligent transport, responsible water consumption, health and well-being, cybersecurity, connectivity and more.

ISO 37120:2018 presents a set of indicators to steer and measure the performance of city services and quality of life. These indicators apply to any city, municipality, or local government that undertakes to

measure its performance in a comparable and verifiable manner, irrespective of size and location. The ISO 37120:2018 contributes to the following Sustainable Development Goals:

- i. Goal 3 - Good Health and Wellbeing
- ii. Goal 4 - Quality Education
- iii. Goal 5 - Gender Equality
- iv. Goal 6 - Clean Water and Sanitation
- v. Goal 8 - Decent Work and Economic Growth
- vi. Goal 10 - Reduced Inequalities
- vii. Goal 11 - Sustainable Cities and Communities
- viii. Goal 13 – Climate Action
- ix. Goal 16 – Peace, Justice, and Good Institutions

The Integrated Development Plan for Eldoret Municipality undertakes to make the future Eldoret City function better, be able to deliver the resources and services needed to ensure the residents of Eldoret thrive and fulfil the United Nations Sustainable Development Goals to end poverty, protect the planet, and ensure prosperity for all.

3.3.5 ISO 37122:2019 Sustainable Cities and Communities-Indicators for Smart Cities

This is a new international standard for measuring the performance of cities going “SMART”. This standard helps cities implement smart city projects and projects across a range of areas. It aims to help the cities measure their improvement to smart cities. The ISO 37122:2019 gives cities a set of indicators for measuring their performance across several areas, allowing them to draw comparative lessons from other cities around the world and find innovative solutions to the challenges they face. The standard complements ISO 37120, Sustainable cities and communities – Indicators for city services and quality of life, which outlines key measurements for evaluating a city’s service delivery and quality of life. Together, they form a set of standardized indicators that provide a uniform approach to what is measured, and how that measurement is to be undertaken, that can be compared across cities and countries.

“Smart Government” embraces processes that use “smart” technologies to deliver optimal citizen service. Government benefits include real-time citizen feedback and information sharing, as well as increased efficiency and responsiveness. The Municipality of Eldoret will effectively achieve Smart Government by implementing collaborative strategic plans that drive cross-agency investments and deployments in technology solutions. The major domains of a smart city that the Integrated Development Plan addresses include Smart People (citizens’ responsiveness), Smart Economy, Smart Mobility, Smart Environment, Smart Governance, and Smart Living

3.4 ALIGNING THE IDEP TO THE MUNICIPAL BOARD'S VISION, MISSION, AND VALUES

The IDEP provides a strategic approach in which the Board will manage the Municipality's social, economic, and spatial resources to achieve its Vision and that of the people of Eldoret Municipality, as well as fulfill its mission and values. The IDEP identifies formal as well as informal actors involved in plan-making and implementation, and the formal and informal structures to be set in place to implement the IDEP. The IDEP identifies and promotes governance characteristics that should be fulfilled to achieve the Vision, Mission, and Values of the Board. They include but are not limited to **sustainable and locally responsive governance**: the IDEP balances the economic, social, and environmental needs of the present and future generations, and locates its service provision at the closest level to citizens.

Legitimate and equitable governance: the IDEP has been endorsed by society through democratic processes and deals fairly and impartially with individuals and groups providing non-discriminatory access to services.

Efficient, effective, and competent leadership: the IDEP formulates policies and efficient implementation mechanisms of delivering effective services that are of high quality. Governance that is

Transparent, Accountable, and Predictable: the IDEP preparation and implementation is open and demonstrates stewardship by responding to questions and providing decisions per set rules and regulations.

Participatory and Providing Security and Stability: the IDEP enables citizens to participate in government activities and provides the security of livelihoods, freedom from crime including cybercrime and intolerance.

Dedicated to Integrity: Municipal and County Government Officials perform their duties without a bribe and give independent advice and judgments, and respect confidentiality. The IDEP provides a clear separation between the private interests of officials and politicians and the affairs of government.

3.5 ALIGNING THE IDEP TO INTERNATIONAL PRACTICES AND BEST STANDARDS

3.5.1 Benchmarking the Integrated Development Plan for Eldoret Municipality with similar Plans from South Africa

Outline for City of Cape Town IDeP	Outline for Mkhambathini Municipality IDeP	Outline for eThekweni Municipality IDeP
Vision and Mission of the City of Cape Town	<ul style="list-style-type: none"> • Purpose scope and objectives of the area IDeP • Approach • Key Development Challenges 	The IDP Strategic Approach <ul style="list-style-type: none"> • Key development challenges • Refining our vision • Key choices • Applying value filters • Geographic and spatial considerations • Eight-point plan • The City's Balanced Scorecard
The Integrated Development Plan- Annual Cycle	Planning and Development Principles and Government Policies and Imperatives	The Eight-point plan <ul style="list-style-type: none"> • Plan 1: Sustaining our natural and built environment. • Plan 2: Economic Development and Job Creation • Plan 3: Quality Living Environments • Plan 4: Safe, Healthy, and Secure Environment • Plan 5: Empowering our citizens • Plan 6: Celebrating Cultural Diversity • Plan 7: Good Governance • Plan 8: Financial Viability and sustainability
The city of Cape Town in Numbers	Situational Analysis (thematic based)	Implementing the IDP

	<ol style="list-style-type: none"> 1) Demographic characteristics 2) Cross-cutting Issues-Spatial Development and Disaster Management (spatial analysis, Environmental analysis, Disaster Management, Municipal Transformation, and Institutional Development) 	<ol style="list-style-type: none"> i. Service delivery landscape ii. Departmental delivery plans
Contextual Analysis (Global, The South African Urban Context, Cape Town Context)	<p>Basic Service Delivery</p> <ol style="list-style-type: none"> 1. Water, 2. Solid waste management, 3. Transportation infrastructure, 4. Energy, 5. Human Settlement 	
Overview of the existing level of Development	<p>Local Economic Development and Social development analysis</p> <ol style="list-style-type: none"> i. Local Economic Development Strategy/Plan ii. Key Economic Drivers iii. Strategic Programs responsive to the unique conditions of the municipality iv. Sector's Generating Jobs v. The capacity of the municipality vi. Social Development- (Health, Education, safety and security) 	
Public needs	Financial viability and management analysis	
Strategic Plan	Good governance	

<ol style="list-style-type: none"> 1. Strategic Narrative 2. Guiding Principles 3. Strategic Focus Areas 4. Priorities 		
Trend Watch list	Municipal Vision, Development goals and objectives	
<p>Strategic Alignment and Integration</p> <ul style="list-style-type: none"> • Priorities and the National Development Plan, Integrated Development Framework, and provincial strategic plan • Spatial development framework • The City’s Mandate: control versus influence and concern 	Strategic Mapping	
Five-year corporate scorecard	Implementation Plan	
	Financial Plan	
	Annual Operation Plan	
	Organizational and Individual performance management system	

CHAPTER 4: KEY AREAS OF FOCUS

4.1 OVERVIEW

Identification of priority issues was undertaken to ensure a clear focus of municipal action on strategic municipality-wide priority issues, while at the same time ensuring that essential location and target group-specific needs or problems will not be neglected. This prioritization led to realistic commitments, well-designed interventions to help the Municipality develop plans, projects, and programs.

Identification of priority issues involved identification and reconciliation of municipality-wide priority issues as well as community and stakeholder-specific priorities. The process entails the following steps and activities:

1. IDeP Representative Forum Workshop: Presentation of community, stakeholder, and municipal-level priorities.
2. Summarizing of all results on overview charts for comparison and aggregation.
3. Presentation of outcomes of data-based service gap analysis and reconciling
4. Identification of consolidated municipal priority Issues taking into consideration community-stakeholder- and municipal-level priorities as well as the results of analysis of the delivery of the basic services. The consolidation process included aggregation of results from various communities and stakeholder groups and the reconciliation of results of participatory and database analysis
5. Consolidation of priority issues: Community/stakeholder-specific top priorities not covered by the overall priorities were listed.

Table 4 overleaf presents a reconciliation of basic services delivery and community and stakeholders level issues that was undertaken to arrive at a list of priority issues affecting the municipality.

Table 4: Reconciliation of Basic Services Delivery and Community and Stakeholders Level Issues

COMMUNITY AND STAKEHOLDER LEVEL ANALYSIS BASIC SERVICES DELIVERY ISSUES	Poor storm water drainage system	Inappropriate solid waste	Inadequate recreational	Inadequate street lighting	Lack of resource centre	Lack of sewer systems	Inadequate water supply	Inadequate public schools	Rising Insecurity	Poor road	Inadequate public transport termini	Inadequate access to health	Poor connectivity to electricity	Poor municipal housing	Infrastructure is not disability	Lack of staff housing
Inadequate piped water supply							X									
High non-Revenue-Water (NRW)																
Lack of trunk sewer reticulation in Kiplombe, Kimumu, Chepkoilel						X										
Inappropriate solid waste disposal		X														
Rampant sewer blockages																
Inadequate storm water drainage facilities in the built-up areas	X															
Old and dilapidated municipal houses in Macharia estate, Kidiwa,														X		
Insecurity									X							
Low collection of rent from the municipal houses																
Grabbing of land and municipal houses (Elgon View)																
Inadequate low-cost public houses																
Growth of informal settlements (Munyaka, Langas, Silas, Kamukunji, Huruma)																
Inadequate staffing in the public health facilities												X				
Unreliable drug supply in health facilities												X				
Lack of or adequate wards in public hospitals e.g. in UGCH												X				

COMMUNITY AND STAKEHOLDER LEVEL ANALYSIS BASIC SERVICES DELIVERY ISSUES	Poor storm water drainage system	Inappropriate solid waste	Inadequate recreational	Inadequate street lighting	Lack of resource centre	Lack of sewer systems	Inadequate water supply	Inadequate public schools	Rising Insecurity	Poor road	Inadequate public transport termini	Inadequate access to health	Poor connectivity to electricity	Poor municipal housing	Infrastructure is not disability	Lack of staff housing
Unavailability of medical services such as radiology and blood transfusion in public health facilities												X				
Inadequate classrooms in ECDEs, primary and secondary school (Munyaka, Langas)																
Inadequate street lighting				X												
Poor drainage in ECDE facilities																
Poorly equipped recreational facilities in ECDEs.																
Low school attendance																
Inadequate learning materials in ECDEs																
Lack of facilitation for monitoring and evaluation programs for the ECDEs to offering quality education.																
College dropouts																
Inadequate community facilities			X		X											
Poor access roads										X						
Poor road design															X	
Inadequate public transport termini											X					
Inadequate picking points																
Traffic congestion																
Encroachment by vendors and hawkers on road reserves.																

4.2 IDENTIFIED PRIORITIES FROM RECONCILIATION OF BASIC SERVICES DELIVERY AND COMMUNITY AND STAKEHOLDER LEVEL ANALYSIS

1. Water Supply
 - Provision of adequate portable water.
2. Sewer Supply
 - Provision of adequate sewer reticulation.
3. Solid Waste Management
 - Ensure proper solid waste management.
4. Housing
 - Provision of adequate housing
5. Informal settlements
 - Improvement of the living conditions in the short term and eradication in the long term.
6. Community Facilities
 - Provision of adequate community facilities
7. Transport
 - Provision of an efficient transportation system
8. Storm water management
 - Efficient management of storm water.

4.3 KEY PERFORMANCE AREAS

An analysis of the priority issues and the municipality's vision led to the identification of key performance areas as follows;

- 1) Basic Services Delivery:**
 - Water Supply, Liquid Waste Management, Solid Waste Management, Storm Water Drainage Facilities, Housing, Street Lighting, and Firefighting services.
- 2) Urban Economic Development and Job Creation.**
 - Creation of Enabling Policy/Regulatory Environment, diversification of the economy.
- 3) Social Development**
 - Community facilities, Street families, vulnerable groups, Poverty, Youth and Gender, Drugs, and Substance Use.
- 4) Transportation**
 - Wide and Motorable Roads, Segregated Traffic, Non-Congested Roads, Non-Motorized Transport Facilities, Parking Facilities, Traffic Management Facilities, Railway Rehabilitation.

5) Environmental Conservation and Protection

- Water Conservation, Conservation of Environmentally Sensitive Areas, Restoration & Management of Environmentally Distressed Areas and Eco-City & Green City Planning.

6) Municipal Institutional Capacity and Good Governance

- Enhanced Institutional Capacity, Financial Viability & Sustainability, Transparency & Accountability, Social, Economic & Gender Inclusivity and Citizens Empowerment.

4.4 PHASING OF THE PRIORITIES

4.4.1 Short Term Priorities (1- 5yrs)

- a) Traffic management - smart/intelligent systems, NMTs, missing links, reduce congestion
- b) Solid waste management – collection, separation, treatment
- c) Water and sanitation – expand the water and sewer reticulation systems (more resources -funding from the County, development partners, etc.)
- d) Storm water drainage – proper drainage systems, storm water outfalls in flood prone areas
- e) Housing - land acquisition, neighbourhoods planning, redevelopment of informal settlements, investment in affordable housing
- f) Physical and Land Use Planning and Development Control – Zoning Policy, Development Control Regulations
 - Comprehensive Municipal and Area Specific Physical and Land Use Development Plans
 - Development Control initiatives focusing on simple and effective regulatory systems
 - Zoning policies that are user and market-friendly
 - Institutional mechanisms for implementation of the zoning plan/policies
 - Integration of the urban informal settlements into the land-use zoning
- g) Industrialization and job creation
- h) Social development and integration – disadvantaged groups, community facilities, social facilities
- i) Municipal institutional development

4.4.2 Medium to Long-Term Priorities (2040)

- a) Sustainable Urbanization
- b) Sustainable Human Settlements. Eradication or reduction of slums/informal areas, well-serviced neighbourhoods.
- c) Industrialization and Sustained Economic Growth
- d) Green Infrastructure
- e) Smart City Status

4.5 KEY STRATEGIC AREAS OF THE PLAN

The following are the key strategic areas that the Plan seeks to address

- 1) Basic Services Delivery
- 2) Transportation and Traffic Management
- 3) Urban Economic Development
- 4) Social Development and Integration
- 5) Spatial Development and Management
- 6) Informal Settlements Redevelopment
- 7) Environment, Disaster Management, and Climate Action
- 8) Municipality's Institutional Development
- 9) Development of Municipal Finance

4.6 STRATEGIC SECTORS

To respond to the identified key strategic areas of development, this Urban Integrated Development Plan incorporates the following strategic sector plans

- 1) Civil and Basic Infrastructure Delivery Plan
- 2) Transportation Plan
- 3) Urban Economic Development Plan
- 4) Social Development and Integration Plan
- 5) Spatial Development and Management Plan
- 6) Informal Settlements Redevelopment Plan
- 7) Environment, Disaster Management and Climate Action Plan
- 8) Municipal Institutional Development Plan
- 9) Financial Enhancement Strategy



PART 3

STRATEGIC SECTOR PLANS

CHAPTER 5:

CIVIL AND BASIC INFRASTRUCTURE PLAN

5.1 WATER SUPPLY

5.1.1 Overview

The section captures a detailed analysis of the water supply in Eldoret Municipality. The analysis is based on challenges in the Municipality, the causal factors of the challenges, existing opportunities, strategies to address the challenges, and projects that will actualize the water sector objectives and goals.

The Water Act, 2012, regulates water supply in the country. Efficient supply of water in Eldoret Municipality is done through collaborations between various agencies established by the Water Act, 2012 including ELDOWAS, Water Resource Authority (WRA), Water Works Development Agencies, The Water Services Regulatory Board, National Water Harvesting and Storage Authority, Water Sector Trust Fund and Uasin Gishu County Government.

In addition, Vision 2030, on the water sector, provides for water availability and access to all. The Vision's goal is, by 2030, to attain 90% access to safe and reliable water for urban areas and 70% for rural areas. Water supply in Eldoret Municipality is the responsibility of Eldoret Water and Sanitation Company Ltd (ELDOWAS).

5.1.2 Water Supply Objectives

- i. To provide adequate and reliable water supply in the Municipality.
- ii. To ensure the water reticulation system is effective and properly maintained.

5.1.3 Water Supply Condition

ELDOWAS sources its water from four sources namely Ellegrini River Intake, Two Rivers Dam, Moiben Dam, and Ellegrini Dam having capacities of 3,450, 14,950, 26,000, and 9,000 m³/day respectively. The municipality is served by three water treatment plants; Kapsoya, Sosiani, and Chebara. The company has three established water distribution networks namely the Eastern area (with a capacity of 372,123 m³/day), the Western area (with a capacity of 163,904 m³/day), and the Southern area i.e. Lessos and Kesses (with a capacity of 198,418 m³/day). The Eastern, Southern, and Western distribution networks recorded an average of 115, 91, and 92 burst and leakages respectively, and had an average response time of 1.11, 0.87, and 0.77 hours respectively.

ELDOWAS has 60,470 domestic connections. This is an indication that over 51% of the municipality residents are currently connected to piped water. Data from ELDOWAS indicated that there is an 85% coverage to the water supply network in the municipality with the number of connections standing at 60%.

ELDOWAS estimates water demand to be 60,000m³/day against an estimated supply of 46,000m³/day, implying a gap of 14,000m³/day. The IDeP planning team estimates the demand to be 66,608.5m³/day and 81,288.5m³/day in the years 2021 and 2026 respectively depicting a demand gap of 20,608.5m³/day and 35,288.5m³/day in the year 2021 and 2026 respectively.

5.1.4 Water Challenges

Among the main challenges that face the water sector in the municipality as derived from an in-depth analysis of various stakeholders' key among them being ELDOWAS, neighbourhoods' representatives, marginalized groups, and the municipality stakeholders include;

1. Inadequate coverage of piped water supply.
2. Water rationing due to shortage in supply.
3. Rampant cases of damaged water pipes.
4. Use of water from other water sources that are not fit for consumption especially in the informal settlements e.g. shallow wells.
5. Unaffordable costs of water supply for the marginalized groups and people living in the informal settlements.
6. High non-revenue water (36%) for ELDOWAS due to leakages and illegal water connections.

Plate 1: Main Sources of Water Supply in the Informal Settlements



Source: Field Survey, 2020

5.1.5 Causes of Water Challenges

The water challenges in the municipality are primarily caused by;

1. Inadequate piped water supply that does not meet the current demand.
2. Rampant cases of damaged water pipes.
3. Pipe leakages and illegal water connections.

- 4 Insufficient funding to provide adequate water supply and extend the reticulation in areas that are lacking.
- 5 Inadequate capacity to monitor the water supply system.

5.1.6 Effects of the Water Issues

In the absence of efficient water supply in the municipality, the following have been the main effects.

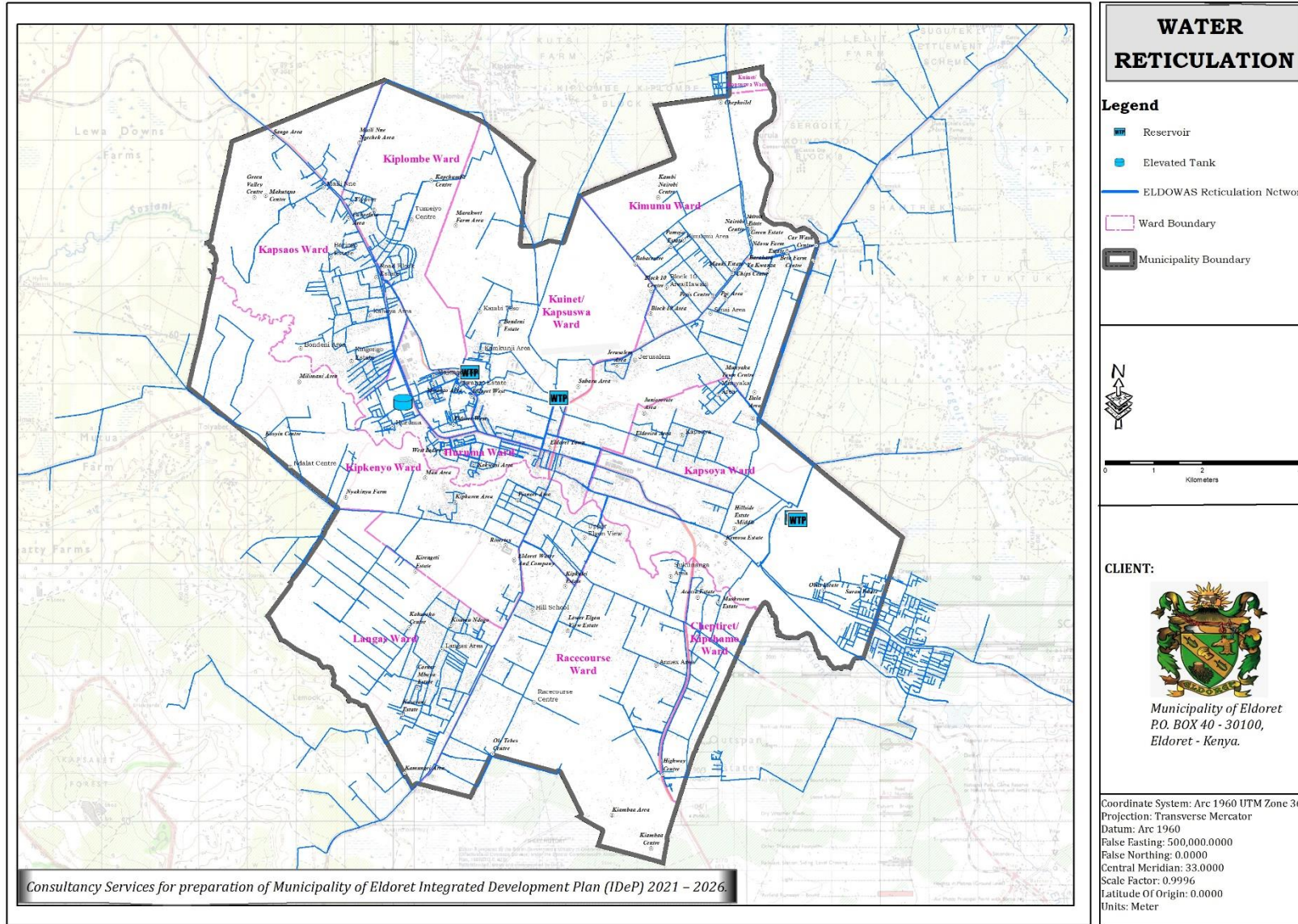
1. High cost of accessing clean water.
2. Use of water from other water sources that are not fit for consumption especially in the informal settlements e.g. shallow wells.
3. Low sanitation levels.
4. High cost of supplying water.

5.1.7 Existing Opportunities to address the Water Issues

Some of the opportunities in place in the municipality that can be exploited to address the water supply issues in the municipality include;

1. Existing Eldoret Municipality Water Masterplan.
2. Existing piped water reticulation network that can be expanded.
3. Availability of other water sources.
4. Availability of development partners to provide funding for the development of a water reticulation system and augment water supply.
5. Integrated development and local physical development planning initiatives to support the provision of adequate basic infrastructure and services.
6. Availability of a water service provider (ELDOWAS).

Map 5: Municipality's Water Reticulation Network



Source of Data: ELDOWAS, 2020

5.1.8 Water Supply Strategies

The following are strategies to address the water supply challenges in the municipality;

1. Implementation of the Eldoret Municipality Water Masterplan.
2. Provide piped water supply in the unserved/underserved areas of Kambi Teso, Outspan Centre, Baharini, Kiplombe, Chepkoilel, Ilula, Nyakinyua Farm, Marakwet Farm, Green Valley area, Milimani area, Kiambaa area, Racecourse area, Jerusalem area, Annex area, Maili Nne Ngecheck area, Sango area and Kambi Nairobi area through partnering with the County Government and the development partners such as World Bank, African Development Bank, and KUSP
3. Digitize the water reticulation system to monitor the supply system, identify the non-supplied areas, reduce the non-revenue water by identifying leakages and illegal connections and which will serve to increase the reliability of the water supply
4. Increase water supply in the informal settlements through drilling of boreholes, increasing the number of water kiosks, and purchasing more water bowsers dedicated for the informal settlements.
5. Subsidize the cost of water for the marginalized groups and people living in the informal settlements by increasing the number of water sources and providers and partnering with NGOs and CBOs to augment water supply
6. Lobby the County assembly to enact a bill that will help to curb water losses, institute stringent measures, and penalties on those who do illegal water connections.
7. Encourage residents on water harvesting to reduce overdependence on piped water.
8. Introduce programs to educate the population on water conservation measures, such as reuse, etc.
9. Increase the municipal institutional capacity (financial and human) to crack down on illegal connections to reduce the high amount of non-revenue water

5.1.9 Water Projects and Programs

1. Implementation of the Eldoret Municipality Water Masterplan.
2. Expansion of the piped water supply to Kambi Teso, Outspan Centre, Baharini, Kiplombe, Chepkoilel, Ilula, Nyakinyua Farm, Marakwet Farm, Green Valley area, Milimani area, Kiambaa area, Racecourse area, Jerusalem area, Annex area, Maili Nne Ngecheck area, Sango area, and Kambi Nairobi area.
3. Undertake a feasibility study to explore other sources of water e.g. boreholes, wells, and rainwater harvesting.
4. Increasing the number of water kiosks and purchasing more water bowsers to serve the informal settlements at a subsidized cost.
5. Extension of Sosiani water treatment plant and Two Rivers Dams capacity to enhance the volumes of water reservoir and output.
6. Replace old water pipes and meters to minimize leakages thereby reducing Non-Revenue Water.
7. Digitization of the water reticulation system.

5.1.10 Water Priority Projects and Programs

1. Implementation of the Eldoret Municipality Water Masterplan.
2. Digitization of the water reticulation system.
3. Drilling of more boreholes, increasing the number of water kiosks, and purchase of municipal water tankers to serve the informal settlements at a subsidized cost.
4. Replacement of old pipes and water meters to minimize leakages thereby reducing Non-Revenue Water.
5. Expansion of the piped water supply system to Highway Centre, Outspan Centre, Baharini, Kipkorgot, and Chepkoilel area.

5.1.11 Water Supply Projects Implementation Framework

PRIORITY PROJECT AND PROGRAMS	ACTOR (S)	TIMEFRAME	SOURCE OF FUNDS
1. Implementation of the Eldoret Municipality Water Masterplan.	i. Municipality of Eldoret ii. ELDOWAS	5-10 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Development Partners
2. Expansion of the piped water supply to Kambi Teso, Outspan Centre, Baharini, Kiplombe, Chepkoilel, and Ilula areas.	i. Municipality of Eldoret ii. ELDOWAS	5-10 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Development Partners
3. Drilling of boreholes, increasing the number of water kiosks, and purchase of municipal water tankers to serve the informal settlements at a subsidized cost.	i. Municipality of Eldoret ii. ELDOWAS	3-5 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Local and International NGOs, CBOs, and other Development Partners
4. Replacement of old pipes and water meters to minimize leakages thereby reducing Non-Revenue Water.	i. Municipality of Eldoret ii. ELDOWAS	1-3 years	i. ELDOWAS ii. Municipal Finances iii. KUSP
5. Digitization of the water reticulation system.	i. Municipality of Eldoret ii. ELDOWAS	1-2 years	i. ELDOWAS ii. Municipal Finances

5.2 LIQUID WASTE MANAGEMENT

The Kenya Vision 2030 aims to achieve 70% and 65% access to safe sanitation for urban and rural households respectively and to attain 40% and 10% sewerage access for urban and rural areas respectively. ELDOWAS is responsible for liquid waste management in the municipality. Liquid waste in Eldoret Municipality consists of domestic wastewater (greywater, septic/black water) and industrial wastewater.

5.2.1 Objectives of Sewerage Supply Sector

- 1 To provide adequate sewer supply in the Municipality.
- 2 Ensure the sewer system is properly maintained.

5.2.2 Existing Situation

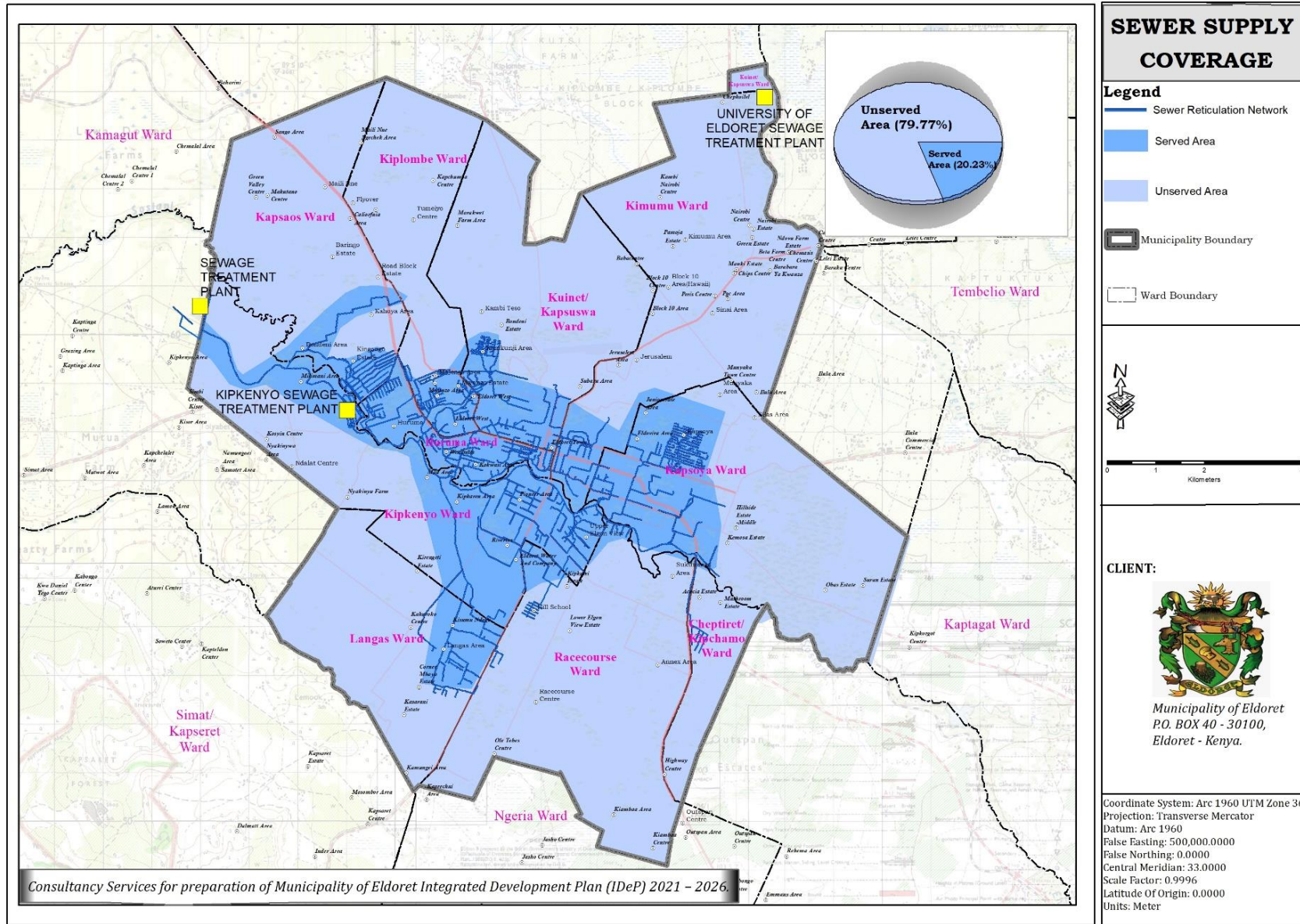
ELDOWAS has two wastewater treatment plants in Kipkenyo and Huruma with a capacity of 10,000 m³/day and 8,000 m³/day respectively. The liquid waste generation in the municipality is estimated to be 53,286.8 m³/day and 65,030.8 m³/day in the years 2021 and 2026 respectively implying a gap of 35,286.8 m³/day and 47,030.8 m³/day in the years 2021 and 2026 respectively. Additionally, the company has 21,645 domestic sewerage connections an indication that at least 18% of the municipality households are connected to ELDOWAS sewer network based on the projected total number of households in the municipality of 119,042 based on the 2019 Population Census projections.

Plate 2: Kipkenyo Wastewater Plant



Source: Field Survey, 2020

Map 6: Municipality's Sewer Reticulation Network



5.2.3 Sewerage Supply Issues

Notable issues in liquid waste management as analyzed from various sources include;

- 1 Lack of sewer system in Silas, Munyaka, Bondeni, Kambi Teso, King'ong'o, and Baringo, as well as Kiplombe, Kimumu, Chepkoilel, Annex, Mushroom, Maili Nne, Kipkenyo, Ya Mumbi, Outspan Centre, Baharini, and parts of Kipkaren estate.
- 2 Inadequate capacity of the existing reticulation system to serve the current demand.
- 3 Poor maintenance of the existing sewer system.
- 4 Frequent cases of broken sewers due to poor maintenance and damages during road construction.

5.2.4 Causes of the Sewerage Supply Issues

The main causes of the liquid waste management issues include;

- 1 Inadequate funding for the expansion of the existing sewer system
- 2 Inadequate capacity of the reticulation system
- 3 The proliferation of informal settlements and the rising urban sprawl makes it difficult to provide adequate infrastructure and services

5.2.5 Effects of the Sewerage Supply Issues

The following have been the effects of inefficient liquid waste management in the municipality;

- 1 Poor liquid waste disposal.
- 2 Poor sanitation.
- 3 Increase in waterborne diseases.
- 4 Reduced investments such as housing supply and business premises.
- 5 Slowed economic growth.

5.2.6 Existing Opportunities to Address the Sewerage Supply Issues

The following are some of the available opportunities that the municipality should capitalize on in addressing ensuring efficient management of liquid waste;

- 1 Availability of a sewer service provider (ELDOWAS).
- 2 Existing sewer reticulation system.
- 3 The presence of Eldoret Municipality Sewerage Masterplan.
- 4 Existing development partners such as the World Bank and Africa Development Bank.
- 5 Integrated development and local physical development planning initiatives to support the provision of adequate basic infrastructure and services.
- 6 Existence of municipal infrastructure plans.

5.2.7 Strategies to address Sewerage Supply Issues

To enable efficient management of liquid waste, the following strategies have been proposed;

- 1 Implementation of Eldoret Municipality Sewerage Masterplan.
- 2 Provide sewer systems in Silas, Munyaka, Bondeni, Kambi Teso, King'ong'o, and Baringo, Kiplombe, Kimumu, Chepkoilel, Annex, Mushroom, Maili Nne, Kipkenyo, Ya Mumbi, Outspan Centre, Baharini, and parts of Kipkaren estate through partnering with the County Government and acquisition of funds from KUSP, African Development Bank and other development partners.
- 3 Acquire financial resources from the County Government and development partners to increase the capacity of the existing reticulation system to serve the current demand.
- 4 Increase the financial and human resource capacity of the Municipality to ensure proper maintenance of the existing sewer system.
- 5 Digitize the system to monitor the sewer flow, identify damages, repair them on time, and enhance efficiency.
- 6 Develop a proper coordination framework between Departments to reduce damaging of sewer pipes during road construction.

5.2.8 Sewerage Supply Projects and Programs

The proposed projects to alleviate liquid waste challenges in the municipality include.

- 1 Implementation of Eldoret Municipality Sewerage Masterplan.
- 2 Completion of the on-going expansion of the sewer infrastructure to serve Kiplombe ward, the areas of Chepkoilel, Kimumu, Munyaka, and Kipkorgot.
- 3 Expansion of the sewer systems to cover Silas, Bondeni, Kambi Teso, King'ong'o, Baringo, Annex, Mushroom, Maili Nne, Nyakinyua Farm, Kipkenyo, Outspan Centre, Baharini, and parts of Kipkaren estate.
- 4 Expansion of the existing sewer system's capacity in the CBD and the high-density areas.
- 5 Expansion of Kipkenyo treatment plant to accommodate additional areas coming into the sewer system program e.g. for example Roadblock and Maili Nne.
- 6 Digitization of the sewer supply system.

5.2.9 Sewerage Supply Priority Projects and Programs

The following are the priority projects;

PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
1. Implementation of Eldoret Municipality Sewerage Masterplan.	i. Municipality of Eldoret ii. ELDOWAS	5-10 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Local and International Development Partners
2. Expansion of the sewer systems to cover Silas, Bondeni, Kambi Teso, King'ong'o, Baringo, Annex, Mushroom, Maili Nne, Nyakinyua Farm, Kipkenyo, Outspan Centre, Baharini, and parts of Kipkaren estate	i. Municipality of Eldoret ii. ELDOWAS	3-5 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Local and International Development Partners
3. Expansion of Kipkenyo treatment plant to accommodate additional areas coming into the sewer system program e.g. Roadblock and Maili Nne.	i. Municipality of Eldoret ii. ELDOWAS	3-5 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances iv. KUSP v. Local and International Development Partners
4. Digitization of the sewer supply system.	i. Municipality of Eldoret ii. ELDOWAS	3-5 years	i. ELDOWAS ii. Municipal Finances iii. County Government Finances

5.3 SOLID WASTE MANAGEMENT

5.3.1 Waste Generation

Solid waste management is one of the functions apportioned to the Municipal Board and is among the key metrics used to gauge the efficiency of urban management. Equally important is the fact that efficient management of solid waste will be a key component for the enhancement of urban livability and the promotion of Eldoret as a competitive investment destination. The amount of waste generated is directly proportional to the population of an area; while the type of waste is mainly determined by the level of industrialization.

With a population of about 475,716, Eldoret Municipality is one of the fastest-growing urban areas in Kenya. The population is not homogeneously distributed, with the more densely populated areas such as the CBD, Langas, Kimumu, and Munyaka generating more waste than the medium-density estates like Pioneer and low-density ones like Elgon View. Using the conventional average rate for the generation of waste for sub-Saharan Africa (1.2kg/day and 0.65kg/capita/day), it is estimated that Eldoret Municipality generates 309-571 tonnes of waste per day.

5.3.2 Eldoret Municipality Waste Stream Management

The main generators of solid waste in Eldoret Municipality are households, commercial establishments, and industries. Little or no segregation of waste happens at the points of generation, except for medical waste, which is segregated into "infectious", "hazardous" and "non-hazardous" waste, often in color-coded bins. Infectious and hazardous medical waste should be incinerated, but often some end up in municipal disposal sites.

The County Government of Uasin Gishu has stationed waste bins in the CBD and skips within the estates as primary equipment for waste disposal. After disposal of waste at the household/institutional/industrial level, the waste is collected within specified timelines, ranging from daily, weekly and bi-weekly. The monthly waste collection charges average between Ksh100 and Ksh1000 where the latter is too costly for the many residents affected leading to waste disposal using other methods such as burning.

Private companies collect, transport, and dispose of waste in high and middle-income estates while women and youth groups collect in low-income estates (with the County government facilitating transportation). In total, the Municipality of Eldoret typically collects 128 tonnes - 150 tonnes of waste per day.

For enhancement of efficiency in waste management, Eldoret Municipality is divided into eleven (11) zones, as follows: CBD, Zone 1: Kimumu A, Zone 2: Kimumu B, Zone 3: Kapsoya, Zone 4: Annex, Zone 5: Elgon View, Zone 6: Langas, Zone 7: Kipkaren, Zone 8: Huruma, Zone 9: Mwanzo, Zone 10: Maili Nne.

The waste collected is transported to holding sites, which double as transfer stations (where minimal recovery and segregation takes place, often by scavenging street children). Municipal waste skips are commonly used as temporary holding sites. However, there are also several open holding sites, most of which are unauthorized.

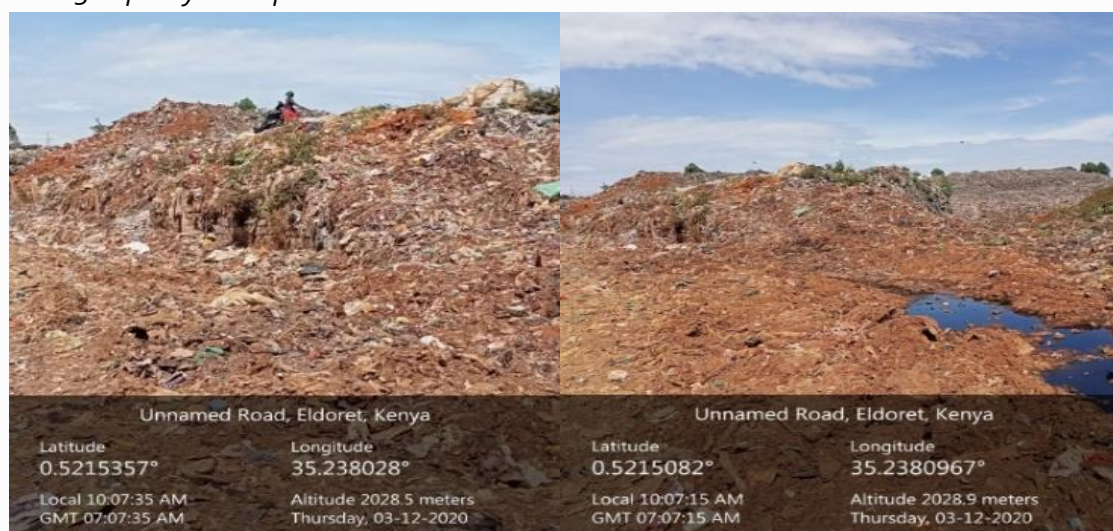
The greatest challenge in the Eldoret Municipality waste stream occurs within the transfer stations, whereby prolonged holding times often result in spillage and decay of waste. Conventionally, waste should not be held in temporary holdings sites beyond 24 hours. However, challenges such as inadequate finances, equipment, and personnel result in prolonged holding times, often lasting beyond a week.

The key entities involved in the waste stream are outlined below:

1. County Government of Uasin Gishu: Provision of waste management equipment and staff who are seconded to the Municipality of Eldoret
2. The Municipality of Eldoret collects about 70 tonnes of waste every day and conducts a managerial and supervisory role over waste management
3. Private waste collectors: 30 companies have been contracted by the Municipality of Eldoret to collect and dispose of the waste. These entities collect an average of 70 tonnes of waste per day.

The waste collected from transfer stations/temporary holding sites is transported to Kipkenyo dumpsite, which is the only gazetted dumpsite in the Municipality. However, the 7.5-acre dumpsite is currently filled, largely attributed to minimal levels of compaction. The County Government recently acquired 12.6 acres in Kipkenyo for use as a disposal site. The municipality should also consider landfilling to reduce the land demand for waste.

Plate 3: Kipkenyo Dumpsite



a) Waste disposal at the Dumpsite

b) Leachate seeping through the soil

5.3.3 Waste Recovery

The lack of segregation of waste at the primary disposal points (household/institutional level) leads to the disposal of a significant percentage of useful material that could be recovered, reused, or recycled. Eldoret Municipality lacks a waste recovery facility at the Kipkenyo dumpsite, thus creating a void that has been filled by individuals and groups. Waste recovery by individuals/groups at the Kipkenyo dumpsite is done on a small scale but leads to the recovery of an average of 7 tonnes of waste every week. The waste recovered from the dumpsite comprises glass bottles, metals, nylon gunny bags, and plastic. The recovered waste is sold to waste recycling facilities located in Eldoret, Nairobi, Webuye, and Uganda, as outlined in the table overleaf;

Table 5: Waste Recovery and Recycling Value Chain in Eldoret

Waste Product	On-site price at Kipkenyo dumpsite	End Market
Scrap metal	Ksh 15 per Kg	Eldoret metal smelting facility
Nylon gunny bags	Ksh 2 per Kg	Uganda
Plastic	Ksh 10 per Kg	Nairobi
Paper	Ksh 5 per Kg	Webuye (Pan Paper Mills)
Glass bottles	Ksh 1 per bottle	Nairobi

Source: Consultant, 2020

As outlined in the table above, waste recovery and recycling are potentially reliable income-generating activities. However, the absence of the County Government of Uasin Gishu and Eldoret Municipality in the waste recovery and recycling platforms is a limiting factor. The two entities should consider establishing waste recovery and/or recycling facilities to streamline the subsector. In addition, the hands-free approach to waste recovery at the Kipkenyo dumpsite exposes the individuals and groups involved to potential exploitation by middlemen. In furtherance of the aforementioned, the individuals and groups who scavenge through the waste lack appropriate Personal Protective Equipment (PPEs), thus making them vulnerable to injuries and infection.

Going forward, the Eldoret Municipality IDeP should prioritize increasing the level of waste recovery and recycling as a measure geared towards reducing the amount of waste that ends up in dumpsites. This will also reduce the rate at which the disposal sites fill up, thus optimizing the available lands allocated to solid waste management.

5.3.4 Solid Waste Management Strategies

ISSUES	OBJECTIVES	STRATEGIES
<p>1) Inefficient solid waste collection</p> <p>2) Inappropriate solid waste disposal methods especially in informal settlements</p> <p>3) Inadequate distribution of waste skips within the municipality especially in the areas of high urban activities such as markets, bus parks, high commercial activity areas, urban nodes, industrial areas, and high-density residential areas</p> <p>4) Lack of adequate capacity to provide efficient solid waste management</p>	<p>i. To keep the Municipality free of solid waste</p> <p>ii. To provide adequate solid waste management facilities in the Municipality</p> <p>iii. To ensure timely and efficient collection of waste</p> <p>iv. To ensure proper waste management at the disposal point</p> <p>v. To provide a waste collection that is cost-friendly to all the municipal residents</p>	<p>i. Provide adequate distribution of waste skips within the municipality especially in the areas of high urban activities such as markets, bus parks, high commercial activity areas, urban nodes, industrial areas, and high-density residential areas through employing County or municipal resources and funding from development partners e.g. KUSP</p> <p>ii. Provide efficient and regular solid waste collection especially in the CBD and informal areas by engaging the local communities, youth and women groups, street families and entering into Public-Private Partnerships</p> <p>iii. Hire more staff and purchase more equipment through the use of municipal resources and KUSP funds to facilitate waste collection</p> <p>iv. Develop a municipal solid waste policy that will facilitate and regulate waste management as well as control/harmonize the cost of waste collection</p> <p>v. Provide accessibility to municipal waste skips in Kambi Teso, Bondeni, Kimumu, Kasarani, and parts of Munyaka by increasing the number of waste collection and transportation facilities through the use of municipal resources and KUSP funds. Liaise with the County Department of Roads for improvement of access roads in the areas</p> <p>vi. Improve solid waste disposal methods in the informal settlements through provision of adequate solid waste disposal and collection facilities, engaging the locals in collection and management of the waste at the neighborhood level, and by providing adequate community sensitization in the settlements</p>

ISSUES	OBJECTIVES	STRATEGIES
		<ul style="list-style-type: none"> vii. Enhance the institutional capacity (financial and human) of the Municipality to collect, transport, dispose and treat the waste effectively. Seek more funds from the County Government to buy new equipment, hire support staff, hire casuals as well as and enter into PPP to enhance the capacity viii. Improve waste management at the dumpsite by fencing off the dumpsite, regulating who accesses the site, recording the amount of waste being brought per trip, providing treatment facilities/areas for the different types of waste ix. Establish adequate measures for waste segregation at the site and at the disposal point(s) to promote effective waste management. Engage local communities and groups as well as involving the private sector to increase efficiency x. Provide recycling facilities at the disposal sites and promote re-use of waste to increase the economic value from the waste xi. Establish community sensitization and involvement programs at the estate level to improve waste management. Use the existing community groups, neighborhood associations, settlement committees, and the local media

5.3.5 Solid Waste Management Projects and Programs

STRATEGIES	PROJECTS AND PROGRAMS
<ul style="list-style-type: none"> i. Provide adequate distribution of waste skips within the municipality especially in the areas of high urban activities such as markets, bus parks, high commercial activity areas, urban nodes, industrial areas, and high-density residential areas through employing County or municipal resources and funding from development partners e.g. KUSP 	<ul style="list-style-type: none"> i. Preparation of a Municipal Waste Management Policy ii. Purchase of waste collection skips iii. Employment of youth groups, street families, and local communities in

STRATEGIES	PROJECTS AND PROGRAMS
<ul style="list-style-type: none"> ii. Provide efficient and regular solid waste collection especially in the CBD and informal areas by engaging the local communities, youth and women groups, street families and entering into Public-Private Partnerships iii. Hire more staff and purchase more equipment through the use of municipal resources and KUSP funds to facilitate waste collection iv. Develop programs on recovery and segregation of waste v. For the long term, engage local and international development partners to provide financial and technical support in upgrading the Kipkenyo dumpsite into a Landfill Site vi. Develop a municipal solid waste policy that will facilitate and regulate waste management as well as control/harmonize the cost of waste collection vii. Liaise with the County Department of Roads and KURA to improve access roads in Kambi Teso, Bondeni, Kimumu, Kasarani, and parts of Munyaka to enhance accessibility to waste collection facilities. Also, improve accessibility to waste facilities by increasing the number of waste collection and transportation facilities in these areas using municipal resources and KUSP funds. viii. Improve solid waste disposal methods in the informal settlements through provision of adequate solid waste disposal and collection facilities, engaging the locals in collection and management of the waste at the neighborhood level, and by providing adequate community sensitization in the settlements ix. Enhance the institutional capacity (financial and human) of the Municipality to collect, transport, dispose and treat the waste effectively. Seek more funds from the County Government to buy new equipment, hire support staff, hire casuals as well as and enter into PPP to enhance the capacity x. Improve waste management at the dumpsite by fencing off the dumpsite, regulating who accesses the site, recording the amount of waste being brought per trip, providing treatment facilities/areas for the different types of waste 	<ul style="list-style-type: none"> sweeping, collection of waste and recovery, and segregation of waste at the collection points, transfer stations, and at the dumpsite iv. Purchase of waste collection equipment and transportation facilities v. Construction of waste transfer stations in the informal settlements and the CBD vi. Construction of a fence around the Kipkenyo dumpsite vii. Construct waste recovery and segregation facilities/areas at Kipkenyo dumpsite for the different types of waste viii. Construction of management office at the dumpsite to control waste dumping, record the amount of waste being brought per trip, as well as oversee waste recovery and segregation by the authorized actors ix. Upgrade of the Kipkenyo dumpsite into a modern landfill site

STRATEGIES	PROJECTS AND PROGRAMS
<ul style="list-style-type: none"> xi. Establish adequate measures for waste segregation at the site and at the disposal point(s) to promote effective waste management. Engage local communities and groups as well as involving the private sector to increase efficiency xii. Provide recycling facilities at the disposal sites and promote re-use of waste to increase the economic value from the waste xiii. Establish community sensitization and involvement programs at the estate level to improve waste management. Use the existing community groups, neighborhood associations, settlement committees, and the local media 	

5.3.6 Solid Waste Management Projects/Programs Implementation Framework

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
Preparation of a Municipal Waste Management Policy	<ul style="list-style-type: none"> i. Municipality of Eldoret with the help of County Government Department of Environment 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP)
Employment of youth groups, street families, and local communities in sweeping, collection of waste and recovery, and segregation of waste at the collection points, transfer stations, and at the dumpsite	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners
Purchase of waste collection equipment and transportation facilities	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	3-5 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
Construction of waste transfer stations in the informal settlements and the CBD	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP)
Construction of a fence around the Kipkenyo dumpsite	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP)
Construction of waste recovery and segregation facilities/areas at Kipkenyo dumpsite for the different types of waste	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners
Construction of management office at the dumpsite to control waste dumping, record the amount of waste being brought per trip, as well as oversee waste recovery and segregation by the authorized actors	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
Upgrading of the Kipkenyo dumpsite into a modern landfill site	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. Municipality of Eldoret with the help of County Government Department of Environment 	5 years	<ul style="list-style-type: none"> i. County Government Finances ii. Development Partners

5.4 STORM WATER MANAGEMENT

5.4.1 Overview

Storm water Management Plan is an offshoot of the Urban Integrated Development Plan for the Municipality of Eldoret for the period 2021-2026. Storm water has been identified as one of the basic infrastructural needs for the municipality.

A storm water drainage system is designed to drain groundwater and rain overflow from paved streets, parking lots, sidewalks, and roofs. The storm drains are fed by street gutters on most motorways, freeways, and other busy roads, as well as towns in areas that experience heavy rainfall, flooding, and coastal towns that experience regular storms. Many storm drainage systems are designed to drain the storm water, untreated, into rivers or streams.

Eldoret Municipality is a fast-growing town with a growing population resulting in more developments of residential and commercial properties, which has an effect of increasing the water released to the ground. Eldoret town has a tropical climate, with high rainfall averaging 1223mm annually. The resultant flooding in the CBD and some parts of the town has necessitated the need for a plan to deal with the problem, which destroys businesses and interrupts livelihood systems.

This plan details out the most affected areas, the existing situation, and the possible remedies in form of broad strategies, priority areas, and projects as well as the implementation matrix. The Municipality has three outflows where it drains its storm water i.e. Sosiani River, which is the main outlet; Marura swamp serving part of northern Kimumu while part of Langas drains to Oldinya Sapuk swamp in Kasarani.

The land drops from the River Sosiani Valley from below 2120 meters in the extreme southeast and about 1800 meters in the extreme northwest, it also slopes from the north to the south side towards Sosiani River, when it rains the surface runoff floods the streets in its wake as it drains towards the River Sosiani. This implies that there are inadequate drainage channels to direct the whole volume of surface runoff to the river. Storm water channels in the municipality can be categorized into two; closed and open drain channels. Most of the roads have open drainage channels some of which are paved and others unpaved. The County government in conjunction with KISIP and other partners has constructed several drainage channels along the roads within the municipality though they remain inadequate.

5.4.2 Distribution and Coverage

Currently, the state of water drainage channels in the Municipality of Eldoret is relatively fair with a good number of the roads having channels most of which are open; similarly, there are drainage channels that cut across residential areas such as Munyaka, Kapsoya, and west market.

The whole section of Road A104 in town has a drainage channel albeit on one side with some sections having closed while others are open channels. Road C51 from Chepkoilel junction to town as well as Road C39 from

Marriot Junction to town has open but paved drainage. Most of the streets inside the town have drainage channels, however, they are inadequate in capacity and are open leading to overflow and flooding of the towns' streets during rainy weather.

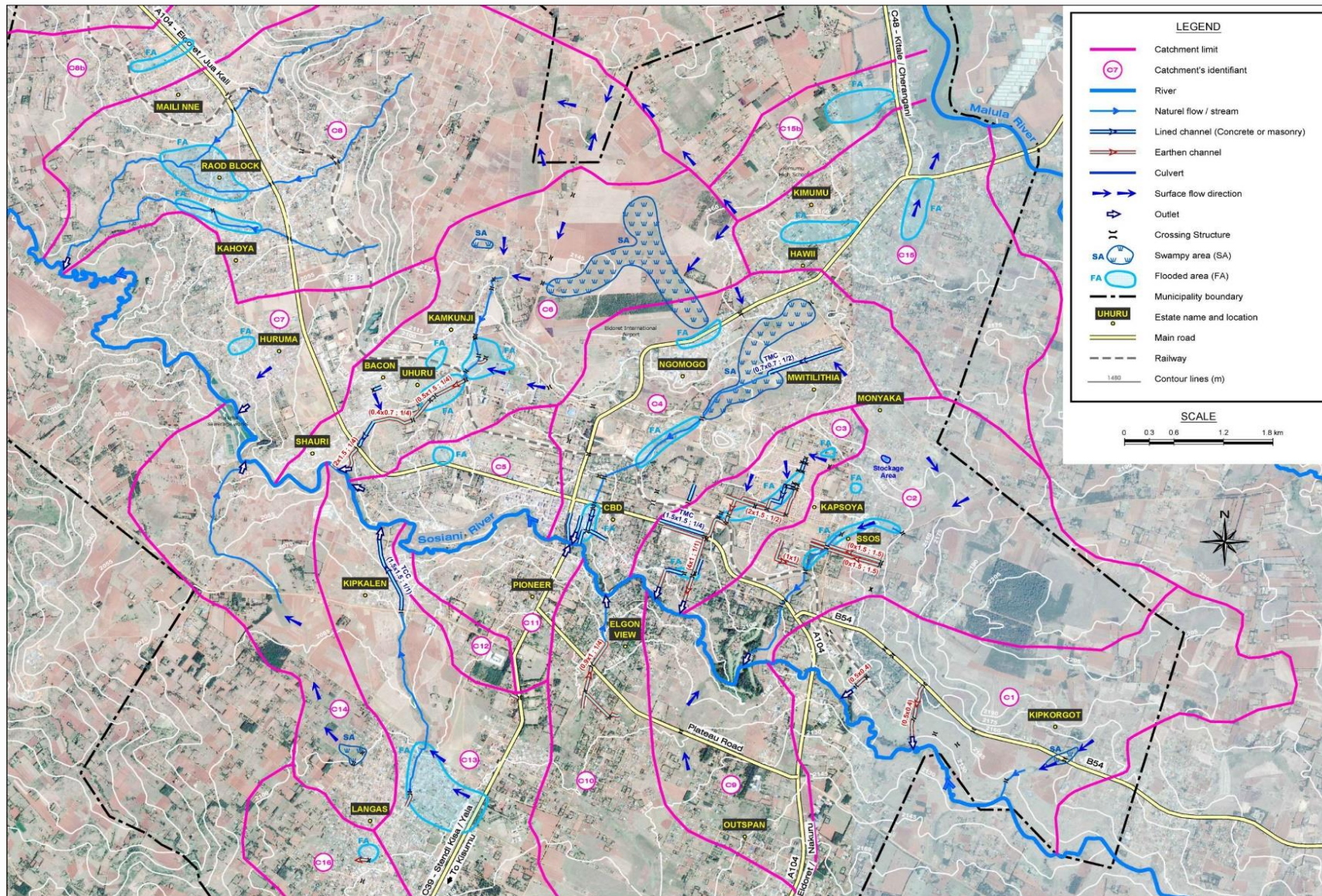
According to the Storm Water Drainage Master Plan for the Municipality (2016), there are 14 water catchment areas all spread across the town, 12 of these drains their water to the Sosiani River while one drains to Marura swamp and another to Oldinya Sapuk swamp in Kasarani part of Langas.

Table 6: Storm Water Catchment Areas

Catchments	Catchment km ²	Area (km ²) Estate
C1	9.5	Kipkorgot, Hillside
C2	10.2	Ngurunga
C3	3	Kapsoya, Anan
C4	9.4	CBD, Mwitilithia, and Ngomongo
C5	2.9	Market
C6	10.4	Kamkunji, Kidiwa, Railway west, Uhuru, Bacon, and Shauri
C7	5.8	Huruma, Kahoya
C8	21.9	Roadblock, Baringo and Mali Nne
C9	4.6	Outspan
C10	11.9	Rivatex, Kenya Industrial, Elgon View
C11 and C12	2.3	Pioneer
C13	9.4	Kipkaren and Langas East
C14	6.6	Western part of Langas
Marura swamp C15 and C15b	10	Kimumu
OltinyasapukC16	4.9	Langas South

Source: Storm Water Drainage Master Plan 2016

Map 7: Existing Storm Water Drainage



Source: Eldoret Storm Water Drainage Master Plan 2016

5.4.3 Challenges Affecting the Drainage System, Causal Factors and Impacts

Challenges	Causal Factors	Impacts
<ol style="list-style-type: none"> 1. Occasional flooding in some parts of the Municipality disrupting the normal way of living, e.g. Kimumu, Kidiwa, and parts of Kapsoya. 2. Encroachment of human settlement on natural waterways and swampy areas e.g. in Munyaka, Kidiwa, and Kimumu. 3. Inadequate capacity of the existing drainage channels to contain all the surface runoff leading to spillage and flooding on the streets. 4. Dumping of solid waste into the drains leading to siltation and eventual blockage, this worsens the situation of flooding during rainy seasons. It erodes the aesthetics and image of the town. 5. Inadequate consideration during road construction, remaining an afterthought in some of the streets in the Municipality. 6. Poorly constructed and maintained drainage systems leading to collapse and blockages of the channels. 7. Inadequate drainage facilities in the residential areas especially the informal settlements of Munyaka, Langas, and Kidiwa. 8. Encroachment of road reserves in the residential estates causing inadequacy of space to provide for drainage channels. 9. Inadequate storm-water drainage facilities in some parts of the CBD (markets and bus parks). 10. Lack of storm water outfalls especially in the flood-prone areas. 	<ol style="list-style-type: none"> 1. Inadequate storm-water drainage facilities in the CBD and informal settlements. 2. Lack of adequate municipal financial and human resource capacity 3. The proliferation of informal settlements the rising urban sprawl makes it difficult to provide adequate storm water facilities 4. Construction of roads without provision of requisite drainage facilities 5. Poor solid waste management such as dumping of waste in the drainage facilities leading to clogging 6. Lack of storm water outfalls especially in the flood-prone areas 7. Poor implementation of existing infrastructure plans 	<ol style="list-style-type: none"> 1. Destruction of roads by storm water. 2. Susceptibility of the population to water-borne diseases. 3. Reduction of urban aesthetics. 4. Buildings built on swampy areas and natural watercourses may be unstable leading to the risk of collapsing. 5. Disruption of livelihood systems for the residents in downstream flood-prone areas.

5.4.4 On-going Projects

The County Government has recently completed a storm water channel from Munyaka to Sosiani River. It is also in the process of constructing additional and expanding storm water drains for the following flood-prone areas; Kapsoya – Sosiani, Kamukunji, Langas, as well as roads within the CBD.

5.4.5 Storm Water Management Strategies

GOAL: TO PROVIDE ADEQUATE AND WELL-MAINTAINED STROM WATER INFRASTRUCTURE			
FOCUS AREA	ISSUES	OBJECTIVES	STRATEGIES
Storm water management	1) Poorly maintained drainage systems 2) Inadequate drainage facilities in the residential areas especially the informal settlements 3) Inadequate storm-water drainage facilities in some parts of the CBD (markets and bus parks) 4) Clogging of the drainage facilities by	i. To provide effective and efficient storm water management ii. To provide adequate drainage facilities in the Municipality iii. To ensure proper maintenance of the drainage systems within the Municipality	i. Provide adequate drainage facilities in all the residential areas and especially the informal settlements of Kambi Teso, Munyaka, Sukunanga, Jerusalem, and parts of Kimumu by a. Involving/employing the resident communities through involving the community groups in the areas or forming new ones where none exist b. Using municipal resources (staff and equipment) c. Using County Department of Roads and Public Works resources (staff and equipment) d. Contracting the services ii. Provide adequate storm-water drainage facilities in the CBD especially at the markets and bus parks by engaging through employment, the street families and the youth to undertake the works, using municipal resources (staff and equipment), County Department of Roads and Public Works resources (staff and equipment) and or contracting the services.

	<p>soil deposit and solid waste</p> <p>5) Flooding in some parts of the Municipality e.g. Kimumu</p> <p>6) Lack of storm water outfalls especially in the flood-prone areas</p>	<p>iv. To reduce flooding in the flood-prone areas</p>	<p>iii. Implement the Storm water master plan proposals by Kenya Municipal program</p> <p>iv. Involve the community groups in the respective neighbourhoods to unclog the affected drainage facilities within the Municipality</p> <p>v. Provide storm water outfalls in the flood-prone areas of the Municipality i.e. Kimumu, Maili Nne, Sinai, Jerusalem, Baringo, parts of Racecourse area, and Lower Elgon View. This to be done by engaging a contractor and employing communities and groups in the respective areas</p> <p>vi. Enhance the institutional capacity (financial and human resource) of the Municipality to ensure that the drainage facilities are properly maintained</p>
--	---	--	---

5.4.6 Proposed Storm Water Management Projects

- 1 Construction of drainage facilities in the CBD (markets and bus parks), Maili Nne, Kambi Teso, Munyaka, Silas, King'ong'o, Sukunanga, Jerusalem, Sinai, and parts of Kimumu
- 2 Construction of storm water outfalls in the flood-prone areas of the Municipality i.e. Kimumu, Maili Nne, Sinai, Jerusalem, Baringo, parts of Racecourse area, and Lower Elgon View.
- 3 Employment of the informal settlement communities, Youth groups, and street families in the construction of drainage facilities and storm water outfalls and unclogging of drainage facilities
- 4 Development of municipal programs on how to engage the local communities as well as sensitization on the maintenance of the drainage facilities.

5.4.7 Implementation Framework of the Proposed Storm Water Management Projects and Programs

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
1. Construction of drainage facilities in the CBD (markets and bus parks), Maili Nne, Kambi Teso, Munyaka, Silas, Sukunanga, King'ong'o, Jerusalem, Sinai, and parts of Kimumu	i. Municipality of Eldoret ii. County Government Department of Roads, Transport, Energy and Public Works	3-5 years	i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners
2. Construction of storm water outfalls in the flood-prone areas of the Municipality i.e. Kimumu, Maili Nne, Sinai, Jerusalem, Baringo, parts of Racecourse area, and Lower Elgon View.	i. Municipality of Eldoret ii. County Government Department of Roads, Transport, Energy and Public Works	3-5 years	i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners
3. Employment of the youth groups, and street families in the construction of drainage facilities and storm water outfalls and unclogging of drainage facilities	i. Municipality of Eldoret ii. County Government Department of Roads, Transport, Energy and Public Works	3-5 years	i. Municipal Finances ii. County Government Finances iii. Kenya Urban Support Program (KUSP) iv. Development Partners
4. Development of municipal programs on how to engage the local communities as well as sensitization on the maintenance of the drainage facilities	i. Municipality of Eldoret ii. County Government Department of Roads, Transport, Energy and Public Works	1 year	i. Municipal Finances ii. County Government Finances

5.5 STREET LIGHTING

5.5.1 Overview

Access to energy has taken a prominent place in the development agenda. It has been placed in a clear position among the **Sustainable Development Goals (SDG) Agenda of 2030**. SDG number 7 is “to ensure access to affordable, reliable, sustainable, modern energy for all by 2030”. Electrification is indeed nothing new. It has certainly served as a key benchmark for economic development and social progress since the 1930s. Along with investment in transport infrastructure, agricultural improvements, increased education, energy investment has a big correlation and is a component of the overall growth of income and general welfare of a population. It is notable that in Eldoret municipality substantial progress has been made in delivering electricity connections to nearly 95% of its residents. Most of the housing settlements including the informal settlements have a power supply from the main grid from Kenya Power.

The County Government of Uasin Gishu has equally invested in the use of solar energy for its street lighting in a bid to reduce dependence on the main power grid. Solar power is largely seen as an option for rural electrification and decentralized elements, thus the devolved government is in the process of tapping into a solar energy potential by investing in solar power plant within the municipality to augment the power needs for the residents as well as to explore the potential of wind energy in parts of Moiben.

5.5.2 Electricity Supply Coverage

Eldoret Municipality is relatively well covered by the Kenya Power grid except for a few areas in Langas, outspan, Kiplombe, and Huruma where there is a need for transformers and new connections. The main issues with power supply in the Municipality are frequent blackouts and illegal connections in the informal settlements.

5.5.3 Street Lighting

There are currently 4808 streetlights installed within the municipality. Out of these, 256 are solar-driven and are spread throughout the municipality. Installation and maintenance of electricity-powered streetlights within the municipality is a reserve of Kenya Power. These previously high-pressure sodium lamps are currently being replaced with LED lamps for purposes of energy efficiency.

5.5.4 Issues

1. Financial constraints; the Department has a lean budget to implement its street lighting agenda for the Municipality; this affects new developments of lines, extension, and maintenance of the infrastructure.

2. Kenya Power, which is the sole supplier and installer of streetlights, is unable to deliver on projects timely due to their shortcomings in staff numbers and financial constraints.
3. Numerous cases of vandalism of both lantern lamps (on KP grid) and solar streetlights. The vandals target the battery and the panels.
4. Compromised quality of some streetlights, the lifespan of the lantern is very short due to their wanting quality resulting in numerous outages and the need for repair and replacement.
5. The County incurs high monthly costs of energy keeping streetlights and floodlight masts on within the municipality (Estimated at a minimum of Ksh4m monthly).
6. The high cost of installing solar-powered streetlights.

5.5.5 Objectives

1. To provide all streets within the municipality with adequate and serviceable street lighting.
2. To employ smart technology in the management of street lighting within the Municipality.
3. To explore ways of reducing the cost of installation and maintenance of streetlights.
4. To ensure 100% connectivity to electricity within the bounds of the Municipality.

5.5.6 Strategies

Strategies	Projects
1. Ensure connection of all unserved areas within the municipality have electricity.	<ul style="list-style-type: none"> • Install transformers in areas lacking • Extend electricity connections to all households
2. Make sure all government institutions have power i.e. Education institutions and health facilities	<ul style="list-style-type: none"> • Installation of solar panels at the social hall, and government dispensaries within the Municipality.
3. Promote the use of renewable energy e.g. Solar	<ul style="list-style-type: none"> • Encourage the use of solar energy in household units. • Collaborate with solar power firms to support institutions as part of CSR.
4. Ensure all streets and roads are well lit including in the main activity area such as commercial, industrial, institutions, and residential estates.	<ul style="list-style-type: none"> • Install streetlights on all identified unserved streets, roads, and all areas of Maili Nne, Langas, Roadblock, Munyaka, Jerusalem, and Kimumu. • Install high masts at all matatu stages and markets in the CBD
5. Explore ways of engaging other players apart from KP to install and maintain street lights	<ul style="list-style-type: none"> • Institute measures aiming at engaging contractors to avoid overreliance on Kenya Power.
6. Increase security measures to reduce the rampant cases of vandalism.	<ul style="list-style-type: none"> • Institute stringent measures to curb the vandalism and severe punishment to the perpetrators.

Strategies	Projects
7. Employ technology to monitor the high masts and streetlights by mapping using GIS.	<ul style="list-style-type: none"> • Map into GIS platform all streetlights within the Municipality • Incorporating smart street lighting with the aim of energy conservation.
8. Broaden the financial capacity of the Municipality to ensure the adequate provision and proper maintenance of the streetlights.	<ul style="list-style-type: none"> • Engage more partners to assist in the street lighting projects for instance the MCAs, MPs, the Private sector, and the donor community.

5.5.7 Projects

- i) Repair and or install Street lights along Oloos Street from Sirikwa Hotel to ELDOWAS offices
- ii) Install street lights on the following sections;
 - UG Primary Road through Patrician School to Khan Heights
 - Juniorate section off Kapsoya road
 - Kofi Annan estate – Kapsoya
 - Kisumu road (opp. Ndupawa) towards showground, loop to Old Nrb road
 - Royalton roads
 - Umoja Secondary School to Township Primary
 - From Kambi Teso to St Peter’s Sec Sch, along University Wall, along the road
 - Booster area, Sogomo, Koitebes
 - From Town-Kibulgeny-St Peters- Kiplombe- Kamukunji
 - King’ong’o -Tuiyobei road
 - Great Rift Valley Conference (SDA HQ) -Kipkaren river
 - In Langas area, several streetlights need to be repaired
 - Kapsoya -Border Farm
- iii) Installation of high masts at market areas and service centres within the municipality;
- iv) Installation of solar panels at the social hall, and government Education and Health facilities within the Municipality.
- v) Partner with the solar power stations in the County such as Alten solar power station, Eldosol solar, and Radiant solar to provide energy solutions to some of the Public institutions in the Municipality.
- vi) Incorporating smart street lighting with the aim of energy conservation.
- vii) Fast-tracking the County government plan to explore the possibility of producing energy from municipal waste and Kipkenyo dumpsite by turning it into a landfill.

5.5.8 Implementation Framework

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
<p>Install street lights on the following sections;</p> <ul style="list-style-type: none"> a) All NMT lanes in the municipality b) UG Primary Road through Patrician School to Khan Heights c) Juniorate section off Kapsoya road d) Kofi Annan estate – Kapsoya e) Kisumu road (opp. Ndupawa) towards showground, loop to Old Nairobi road f) Royalton roads g) Umoja Secondary School to Township Primary h) From Kambi Teso to St Peter’s Sec Sch, along University Wall, along the road i) Booster area, Sogomo, Koitebes j) From Town-Kibulgeny-St Peters- Kiplombe- Kamukunji k) King’ong’o -Tuiyobei road l) Great Rift Valley Conference (SDA HQ) -Kipkaren river m) In Langas area, several streetlights need to be repaired n) Kapsoya -Border Farm 	<ul style="list-style-type: none"> 1. Municipality of Eldoret 2. Kenya Power 3. The County Department of roads and public works 	<p>1 – 3 years</p>	<ul style="list-style-type: none"> 1. County Government 2. Development partners 3. Private investors
<p>Installation of high masts at market areas and service centres within the municipality;</p>	<ul style="list-style-type: none"> • Municipality of Eldoret • Kenya Power 	<p>1 – 3 years</p>	<ul style="list-style-type: none"> 1. County Government 2. Development partners

	<ul style="list-style-type: none"> The County Department of roads and public works 		<ol style="list-style-type: none"> Private investors
Installation of solar panels at the social hall, and government Education and Health facilities within the Municipality.	<ul style="list-style-type: none"> Municipality of Eldoret 	1 – 3 years	<ol style="list-style-type: none"> County Government Development partners Private investors
Partner with the solar power stations in the County such as Alten solar power station, Eldosol solar, and Radiant solar to provide energy solutions to some of the Public institutions in the Municipality.	<ul style="list-style-type: none"> Solar power firms Municipality of Eldoret The County Government 	1 – 3 years	<ol style="list-style-type: none"> County government Development partners Private investors
Incorporating smart street lighting.	<ul style="list-style-type: none"> Municipality of Eldoret Kenya Power The County Department of roads and public works 	1 – 3 years	<ol style="list-style-type: none"> County government Development partners Private investors

5.6 INFORMATION AND COMMUNICATION TECHNOLOGY

5.6.1 Overview

Information and communication technologies (ICTs), related telecommunication, and other digital networks are considered a major driving force of building information societies and economies and are increasingly recognized as a new factor in improving existing governance practices. ICT has become a major economic enabler globally. The Vision 2030, Kenya's Long-Term Development Blueprint aims to create a globally competitive and prosperous nation, transforming Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision recognizes the role of Science, Technology, and Innovation in the modern economy in which new knowledge plays a central role in boosting wealth creation, social welfare, and international competitiveness. The Economic survey of 2018 reports that every County headquarters has been reached by the National Optic Fiber Broadband Infrastructure (NOFBI) in addition to other fiber-optic cables owned by private companies.

Eldoret Municipality wants this plan aligned to **ISO Standard 37122:2019 Sustainable Cities and Communities — Indicators for Smart Cities**, it aims at being one of the modern cities with SMART solutions to service provision. This standard helps cities implement smart city projects across a range of areas.

A smart city is an urban development vision to integrate information and communication technology (ICT) and Internet of things (IoT) technology securely to manage a city's assets. Therefore, to support the city's quest for SMART projects, robust investments in ICT need to be made to make it reliable and dependable. Eldoret municipality has a relatively good ICT and communication infrastructure. All the mobile networks that operate in Kenya have good network coverage in the Municipality. The mobile service providers have invested in telecommunication infrastructure in the form of GSM/BTS stations in the municipality to ensure a reliable mobile network. Fiber optic is well connected in the CBD as well as into the neighbourhoods and the nodes and thus has fast internet services, the service providers are; Safaricom, JTL faiba, and Zuku.

The National Information, Communications and Technology (ICT) Policy 2019 emphasizes four focus areas namely; Mobile first, the market, skills and innovation, and Public service delivery.

Eldoret town has one Huduma centre, which is a one-stop shop for all government services for the residents; this improves the public service delivery by the National and County governments. The Municipality has an active Postal office as well as several courier services augmented by the bus services, which are now offering courier services besides passenger service business.

Radio and television signals cover most areas of the Municipality with the most popular radio stations being the local as well as national radio and TV stations. The town has several local TV and radio stations i.e. Sayere TV and FM, Taach FM, Fish FM. The national TV and Fm stations that have coverage in the

municipality include; Kass FM, Chamgei FM, KBC, Citizen, and Classic 105 FM among others. Popular television stations include Citizen TV, NTV, K24, and KTN among other local and international TV stations.

5.6.2 Use of ICT in the Operations and Management of the Municipality

The County Government of Uasin Gishu has incorporated ICT in its operations and management of the municipality. Automated operations and services within the municipality include;

1. Revenue collection and management
 - i. **Issuance of single business permits** - the application is made online and the permits are generated online from where entrepreneurs can print them.
 - ii. **Payment for market stalls**- the payment is done through M-PESA (USSD technology), as well as through bank deposits. The receipt can then be obtained from the County Government of Uasin Gishu cash office.
 - iii. **Payment for Parking within the CBD** - also done via M-PESA using USSD technology.
 - iv. **Collection of cess on agricultural produce** – also done via M-PESA using USSD technology.
 - v. Others include payment for slaughter slots, rent for existing public housing, as well as payment of land rates.
2. Measures are underway to enable payment-using credit and debit card technology.
3. Management of health information systems. This technology is currently being utilized at two health facilities within the municipality, namely; Huruma Level 4 Hospital and Pioneer Level 3 Hospital.
4. Security; CCTV surveillance cameras installed strategically within the municipality help in monitoring security within the municipality. The cameras are installed at;
 - i. County Government Headquarters
 - ii. County government motor vehicle yards,
 - iii. Major health facilities,
 - iv. Major markets (Wholesale market and hawkers' market)
 - v. Selected streets in the CBD (Kimarer Street and Market Street)

The existing CCTV surveillance system has a capacity of over 200 cameras and a data centre from where the County enforcement team monitors security within the municipality. The system has a backup that offers a 10 days allowance, after which data is overwritten.

5.6.3 On-going and Planned Projects

On-going projects by the Department of ICT include;

1. Installation of LED screens within the municipality
2. Upgrading of CCTV surveillance
3. Incorporation of USSD system in payment for services rendered by the County Government.

Planned projects to be undertaken by the Department on the other hand include;

- 1) Installation of additional CCTV cameras at strategic points along major traffic junctions within the municipality. These would be interlinked with an upgraded traffic lights system, to facilitate traffic management within Eldoret.
- 2) Installation of CCTV surveillance at the entrances to major public facilities for security purposes, as well as for traffic management.
- 3) Incorporation of smart access control to County offices i.e. through use of fingerprint and facial recognition.
- 4) Phasing out of point-to-point internet connection at County government offices by installing fiber optics.

5.6.4 Issues and Opportunities

1. Eldoret municipality has a relatively good ICT and communication infrastructure with all the major players in the communication industry having a footprint therein.
2. Presence of Institutions of higher learning providing training hence there are adequately skilled and innovative people
3. The population in Eldoret is relatively young thereby creating ready demand for IT compliant services.
4. Inadequate staffing and financial resources hence inability to cope with consistent changes in the IT sector.
5. Inadequate capacity building for Information Technology staff.

5.6.5 Plan Objectives and Strategies on ICT Development

Objectives	Strategies	Projects and Programs
<ul style="list-style-type: none"> To increase access to the Internet and public information. 	<ul style="list-style-type: none"> Establish internet hotspots at recreation spaces and Education institutions. Invest in expanding the broadband network to all areas in the municipality. 	<ul style="list-style-type: none"> Create internet hotspots at Nandi Park, Sosiani recreation area, and the County Headquarters open space. Establish at least 4 ICT centres in town (Municipal Headquarter, Langas centre, Kapsoya, and the County Headquarters grounds)
<ul style="list-style-type: none"> To increase efficiency and transparency of the business of the municipality to improve back-office processes of the municipality; 		<ul style="list-style-type: none"> Build service automation systems that are data-driven.
<ul style="list-style-type: none"> To onboard all Municipality services for ease of administration and governance 	<ul style="list-style-type: none"> Create a geodatabase for all properties within the municipality to streamline service provision and revenue planning and collection. 	<ul style="list-style-type: none"> Build a database in a GIS environment for all properties with updated valuation, ownership, and land use.
<ul style="list-style-type: none"> To leverage technology to attain economic and social progress. 	<ul style="list-style-type: none"> Encouraging entrepreneurship in the field of ICT. 	<ul style="list-style-type: none"> Come up with legislations that focus on promoting ease of setting up ICT-related businesses.
	<ul style="list-style-type: none"> Create innovation hubs within the institutions of higher learning and create local solutions to problems. 	<ul style="list-style-type: none"> Create modalities to collaborate with RVTTI, Eldoret polytechnic, and EVTC to establish innovation hubs.
<ul style="list-style-type: none"> To make Eldoret the preferred destination for technology startups in the country. 	<ul style="list-style-type: none"> Expand the start-up ecosystem in Municipality, through innovation funding and venture capital support. 	<ul style="list-style-type: none"> Come up with legislations that focus on promoting ease of setting up ICT-related businesses.

5.6.6 ICT Projects Implementation Matrix

Projects	Performance Indicator	Timeline	Possible sources of finance
Establish at least 4 ICT centres in town (Municipal Headquarters, Langas centre, Kapsoya, and the County Headquarter grounds)	Built and well-equipped ICT centres	1 – 5 years	County Government Development partners NGCDF MCA ward fund
Create internet hotspots at Nandi park, Sosiani recreation area, and the County Headquarters open space.	Active hotspots in the recreation and community spaces	1 – 3 years	County government Private sector
Build a database in a GIS environment for all properties with updated valuation, ownership, and land use.	Active geo-database for the properties in the municipality	1 – 5 years	County government Development partners
Come up with legislations that focus on promoting ease of setting up ICT-related businesses.	Laws and policies supporting ICT investments	1 – 2 years	The County Government Legislative assembly
Create modalities to collaborate with RVTTI, Eldoret polytechnic, and EVTC to establish innovation hubs.	Established innovation centres	1 – 3 years	The Ministry of education The County Government Development partners

CHAPTER 6: HOUSING DELIVERY STRATEGY

6.1 OVERVIEW

Housing is one of the Big Four Agenda projects that the national government is committed to executing before the year 2022. The underlying intention of the project is to provide affordable housing units to Kenyans. Article 43 (1) b of Kenya’s constitution guarantees the *right to accessible and adequate housing and reasonable standards of sanitation.* Supporting the constitution’s call for adequate housing is Vision 2030, which is Kenya’s long-term plan for the economic and social transformation of the country. Specifically, Vision 2030 aims for adequate and decent housing for all Kenyans and justified why housing policy and construction would be an important part of providing employment and meeting the country’s goals for development. Kenya is among the 190 countries which are dedicated to the attainment of the Sustainable Development Goals (SDGs) aimed at fighting poverty, inequality, and impediments to growth and human development. Goal number 11 aims to “make cities and Human Settlements Inclusive, Safe, Resilient, and Sustainable”. This goal captures the situation Eldoret municipality finds itself in, it’s among the fastest-growing town in Kenya, with this rapid urbanization happening also in many developing countries the Goal urges governments to “ensure for all adequate, safe and affordable housing and basic services and to upgrade slums.”

Eldoret Municipality started as a rural town; it has over the years developed into a vibrant socio-economic and political hub with its population growing steadily. The Human settlement strategy of 1978 identified Eldoret as a principal town and one of the fastest-growing regional and County growth centres. Housing is the main consumer of urban land normally accounting for about 60% of the total space. The uncontrolled rise in the cost of land and construction materials in urban centres coupled with lack of proper zoning plans have greatly jeopardized the development of affordable housing.

6.2 HOUSING PROVIDERS

The private sector, as well as the institutions, have augmented the supply of housing units to the Municipality over the years to house the highly urbanizing population. The Municipality has three main housing providers; Public/Municipal, private and institutional as indicated hereunder.

Table 7: Housing Providers in the Municipality

Housing Provider	Location
Private Sector	
1) Individuals	Various Estates/Neighbourhoods around the municipality
2) RUPA estates	Kapsoya
3) Raymonds	Kapsoya
County Government	
4) County Housing Estate	Pioneer, Khodhek Estate, Macharia, Mayabi, Kidiwa, Uhuru, Kilimani, Elgon view, and Bondeni

5) Agricultural Mechanical Services	Chepkoilel Farm
National Government Institutions	
6) Hazina Estate	Kapsoya
7) Central Bank of Kenya	Kapsoya
8) Kenya Re-Insurance	Kapsoya
9) National Housing Corporation (NHC)	Kipchoge, Kidiwa,
10) Railways	Railways
11) Police stations	Central Police line
12) Prisons Department	Prisons
Social Institutions	
13) Health Facilities	Moi Teaching and Referral Hospital
14) Schools	Moi Girls High Sch, Hill school, Uasin Gishu Sec, Kapsoya Primary,
Religious Institutions	
15) Anglican Church of Kenya	Kipkaren
16) RCEA	Pioneer

Source: Municipality of Eldoret, County Department of Housing, 2020

6.3 HOUSING AREAS

Housing areas in the Municipality can be categorized into two broad classes; formal and informal housing areas.

1. The formal housing areas are classified into three distinct forms; Low-density areas, medium-density areas, and high-density areas.
2. Low-density areas include Lower Elgon view, Upper Elgon view, Hillside, Mospa among others, the settlements in these areas are characterized by large plot sizes, and the dwellings are Bungalows and maisonettes, low plot-density and have access to many amenities as well as the basic infrastructure services.
3. Medium-density residential areas; some of them are; Kapsoya estate, Kimumu, Mwanzo, Kipkaren, Langas, Mailinne, and others. The common features of these settlements are the rising middle working class, the plot sizes in these areas are small with nicely built single-storey and multi-storey flats, and it has adequate access to social amenities as well as basic service infrastructure.
4. High-density residential areas include some parts of Kimumu, Munyaka, Kamukunji, Huruma, Langas, Parts of Maili Nne, Roadblock, Mwenderi Estate, Kambi Teso Estate, Kambi Turkana, Ngomongo, Jerusalem, Keroka, Silas, Kambi Nairobi, Kipkaren, Hill School Village, and Sugunanga. It is characterized by a small subdivision of plots, congestion and high population density per plot, temporary housing, lack of basic utility services, inadequate or lack of social facilities, and narrow or absence of roads.
5. Informal housing areas; Some of the housing areas christened as low-income housing areas in Eldoret municipality are exhibiting informal characteristics, which in essence is defined as ***'unplanned settlements and areas where housing is not in compliance with current planning and***

building regulations (unauthorized housing). The settlements occur due to uncoordinated subdivision of land coupled with uncontrolled development on the plots. Quite a big population in the town live in areas exhibiting informality. Some of these housing areas include; Munyaka, Langas, Roadblock, Kamukunji, King'ong'o among others.

6.4 FACTORS INFLUENCING THE LOCATION OF HOUSING AREAS

The dynamics that have helped shape the location of settlements in the Municipality of Eldoret range from; Land availability and ownership; this influences the location and pace of development in a particular area. The owners of large tracts of land around the town subdivide and sell to private developers to put up housing units.

Transportation corridors have also played a major role in the location of residential areas; many of the housing estates in the municipality have developed along the major spines in town for instance; Eldoret-Kisumu road C39, Nakuru-Eldoret-Kitale A104, Kaptagat-Eldoret B54 and Iten-Eldoret C51; this is due to ease of accessibility and convenience.

The urban fringes with a largely freehold land tenure system have contributed significantly to the establishment of many stand-alone homesteads, creating a rural-urban interface resulting in an urban sprawl where urban settlements have passed the municipality extent.

6.5 MUNICIPAL HOUSING

Eldoret Municipality has several schemes of housing estates, however, some of these estates have been handed over to National Housing Corporation (NHC) in a debt swap deal to clear the debt owed to the NHC, a development partner.

Plate 4: Municipal Housing at Kidiwa



Source: Field Survey, 2020

Table 8: Municipal and NHC Housing Areas

S/No	Municipal houses	NHC houses (debt swapped)
1.	St Mary	Elgon view
2.	Macharia	Kidiwa
3.	Kilimani	Kipchoge
4.	Tom Mboya	Kapsuswa 1, 2
5.	Kuria	Bondeni 1, 2
6.	Mayabi	
7.	Kodhek	
8.	Kamanda	
9.	Uhuru	
10.	Transit	
11.	Pioneer	

Source: County Department of Housing, 2020

6.6 ON-GOING AND PROPOSED SOCIAL HOUSING PROJECTS

1. Redevelopment of Macharia estate municipal housing to high-density housing units.
2. Kidiwa estate, the project is undertaken by National Housing Corporation (NHC).
3. Development of low-density housing at Saroiyot on a 15-Acre land the County plans to have a site and service scheme on the site.
4. There is a 16 acres piece of land next to Mushroom Estate reserved for public purposes and utilities. Residents prefer the land to be used for a health facility, ECDE, police post, and affordable housing

6.7 HOUSING SUPPLY AND DEMAND

Eldoret Municipality experiences the highest rate of population growth due to urbanization and natural explosion. There has been significant investment by the private sector in real estate in the Municipality, which has been supported by the conducive business environment. Currently, there are no real-time statistics on the supply stock to housing in the municipality, it is however noteworthy to state that there are no homeless people.

On the other hand, the demand for housing in Eldoret Municipality keeps rising due to the ever-increasing population. The population of Eldoret is estimated to be 475,716 persons according to the National Population and Housing Census Reports with a household size of 4.2. This implies that the current demand for housing is approximately 119,042 units. There are factors influencing housing demands which determine the type of housing units on demand; A change in the incomes of household, The number of household members, A change in the household social status among other factors.

6.8 HOUSING CHALLENGES AND IMPLICATIONS

Challenges	Implications
The municipal houses are very old and dilapidated with broken infrastructure.	Poor living conditions for the people; and hence the County cannot be justified to increase rent.
There is poor collection of rent from the municipal houses due to defaults and court injunctions.	The County loses on a potential revenue source
There are many court cases on ownership disputes over municipal houses and land, for instance, the Elgon View estate.	The court cases hamper planning for and delivery of housing projects by the municipality.
There is no formal mechanism for tracking the housing supply in the Municipality.	Inability to ascertain the supply of residential properties impedes planning for service delivery; water, sewer, power, and community amenities.
Inadequate funding for housing development and redevelopment	Low supply of adequate and affordable housing. The proliferation of old and derelict housing areas
Urban sprawl	Conversion of more agricultural land to human settlements, therefore, overstressing basic infrastructure delivery. Expanding of the municipal boundary into agricultural
The emergence of informal settlements.	Poor living standards are occasioned by inadequate delivery of basic services; water and sewer.
A shortfall in the supply of social housing, thereby creating a proliferation of slums/informal settlements.	
The public sector is a minimal player in housing provision. Housing supply depends on the market forces, the private sector, therefore the cost of rent remains high.	

6.9 PLAN RECOMMENDATIONS

Recommended focus areas for the municipal board;

- 1 Immediate renovation of the old housing estates to justify the rent increment and improve revenue collection.
- 2 Revive the collapsed water and sewer infrastructure within these old estates to improve the living standards therein.
- 3 Redevelopment or renewal of old estates needs to be a priority to make good use of the prime land resource. Phase-out the old houses to put up new medium density housing estates especially in Pioneer and Macharia.

- 4 Prompt completion of the on-going and proposed affordable housing projects in Macharia Estate to enhance housing supply
- 5 Intervene in the matter of fraudulent acquisition of municipal houses by engaging the EACC and NLC to recover the properties back to the municipality. This will help to avail land to put up the infrastructure for the public interest.
- 6 Court cases against the County in respect to municipal housing rent and public property need to be dealt with. This will improve the revenue for a municipal authority.
- 7 Facilitate extension of the physical infrastructure (water and sewer) to serve the majority of the housing estates to improve their living standards.
- 8 The public sector needs to take a lead role in the provision of housing to tame runaway costs. Encourage Public-Private-Partnership (PPP) in the provision of housing
- 9 Sufficient infrastructure commensurate to the population living in housing areas should be a Municipal Government/Board priority
- 10 Cost of Housing approvals need to be minimal or reduced to encourage request for approvals
- 11 Elimination or reduction of red tape in approval, development & delivery of housing facilities by simplification of approvals processes
- 12 Subsidizing construction materials to lower the overall cost of housing

6.10 HOUSING DELIVERY STRATEGIES, PROJECTS, AND PROGRAMS

ISSUES	OBJECTIVES	STRATEGIES	PROJECTS AND PROGRAMS
<p>1) Inadequate decent and affordable housing</p> <p>2) Poor housing conditions in the municipal housing areas</p> <p>3) Old and dilapidated municipal houses in Macharia and Kidiwa estates</p> <p>4) Lack of basic infrastructure services in the housing areas</p> <p>5) A high population that surpasses the existing housing demand leading to the proliferation of slums and informal settlements</p>	<p>i. To provide adequate decent and affordable housing</p> <p>ii. To provide an adequate supply of public housing</p> <p>iii. To improve the conditions of the public housing</p> <p>iv. To provide adequate basic services and infrastructure in the housing areas</p>	<p>1. Redevelop the public housing areas and provide basic infrastructure and services through national government resources under the Big Four Agenda, County resources, municipal resources, development partners, or establishment of housing redevelopment kitty from willing beneficiaries. For the latter, a comprehensive Plan and beneficiaries engagement strategy must be developed</p> <p>2. Improve the housing conditions in the informal settlements especially Kingóngó, Sukunanga, Hill School village, and Kambi Teso by engaging the local communities, development partners, national government-supported programs, and employing County and municipal resources</p> <p>3. Provide adequate basic infrastructure services in all the housing areas using a multi-sectorial approach</p> <p>4. Provide housing facilities for the street families through the County and or municipal resources, partnering with local institutions, relevant NGOs, and engaging the well-wishers</p> <p>5. Improve the management of public housing by establishing a municipal housing Department/agency,</p>	<p>1. Preparation of public housing redevelopment Plans and programs</p> <p>2. Comprehensive redevelopment of the municipal housing areas</p> <p>i. Construction of modern high-rise residential houses in the municipal housing areas</p> <p>ii. Provision of basic infrastructure (access roads, water, and sewer facilities, waste facilities, drainage facilities, security lights, green and open spaces)</p> <p>3. Provision of basic infrastructure utilities (water supply facilities, sewer reticulation system, waste management facilities, access roads, drainage facilities, installation of street lights/high</p>

ISSUES	OBJECTIVES	STRATEGIES	PROJECTS AND PROGRAMS
		<p>entering into PPPs, or entering into partnerships with government agencies such as the National Housing Corporation</p> <p>6. Provide adequate resources for the provision of decent and affordable housing through prioritizing housing delivery during budgetary allocations, engaging development partners, engaging the national government under the Big Four Agenda, or engaging the private sector</p> <p>7. Develop a housing policy for the Municipality</p> <p>8. Develop a housing redevelopment strategy/plan for the Municipality</p> <p>9. Increase the capacity (financial and human) of the Municipality to undertake effective land use planning and development control</p>	<p>masts and public open spaces) in Kingóngó, Sukunanga, Hill School village, and Kambi Teso</p> <p>4. Construction of shelter for street families</p> <p>5. Preparation of a Municipal Housing Policy</p>

6.11 HOUSING DELIVERY PROJECTS AND PROGRAMS IMPLEMENTATION FRAMEWORK

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
1. Preparation of public housing redevelopment Plans and programs	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
2. Comprehensive redevelopment of the municipal housing areas a) Construction of modern high-rise residential houses in the municipal housing areas b) Provision of basic infrastructure (access roads, water, and sewer facilities, waste facilities, drainage facilities, security lights, green and open spaces)	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development iii. National Government iv. Private Sector 	5-10 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. KUSP iv. National Government v. Private Sector vi. Local and International Development Partners
3. Construction of shelter for street families	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development 	3-5 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. Local and International NGOs, CBOs, and Well Wishers
4. Preparation of a Municipal Housing Policy	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. KUSP

CHAPTER 7:

TRANSPORTATION AND TRAFFIC MANAGEMENT PLAN

7.1 OVERVIEW

Eldoret Municipality is a regional hub for the local and international transport network. The Municipality is well connected to urban nodes within and outside Uasin Gishu County. These urban nodes include Kapseret, Naiberi, Jua Kali, Iten, Ziwa, Chepkanga, Kuinet among others. The Municipality envisions itself with **“A transportation system that champions seamless connectivity, livability, economic growth, and technological advancement.”** The Management of the Municipality recognizes the role of transport in sustainable development.

Apart from linkages to and from a place, transport enables trade between people, which is essential for the development of civilization. Urban Areas and Cities Act of 2011 (Art. 36 (1) (d) (iii)), stipulates that one of the objectives of the integrated urban areas and city development planning is to provide a basis for the provision of physical and social infrastructure and transportation. According to the Fourth Schedule of the Constitution of Kenya 2010, County roads, parking, and management of public transport are the responsibility of the County governments. This plan hence provides a movement strategy to be used by the County Government of Uasin Gishu through the Municipality of Eldoret to carry out this mandate.

7.2 OBJECTIVES OF THE IDEP – TRANSPORTATION PLAN

The goal of the IDEP’s Transportation Plan is to provide an adequate, reliable, and efficient transportation system in Eldoret Municipality. The objectives of the plan include:

1. To provide an efficient transport system
2. To provide adequate and motorable access roads
3. To improve the conditions of the existing access roads
4. To increase the number of transport facilities in the Municipality
5. To provide spaces for expansion of the existing transport facilities
6. To integrate transport facilities with other land uses
7. To reduce traffic snarl-ups in the CBD
8. To develop traffic management systems
9. To reduce travel time
10. To provide adequate public transport facilities
11. To regulate the public transport sector to reduce the chaos and disorder

7.3 MODES OF TRANSPORT IN ELDORET MUNICIPALITY

Eldoret Municipality has two major modes of transport namely: Land (road, rail, and pipeline) and Air

7.3.1 Land Transport

7.3.1.1 Road Transport

The Municipality has an extensive road network that ranges from local (urban, peri-urban, and rural), regional and international trunk roads. The extensive network has facilitated good access to markets for agricultural and other products for the catchment population, employment opportunities as well as access to services including administrative, health, and education.

The International Trunk Road (A104)

The Municipality is located along the Trans African highway (A104) linking Nairobi, Kampala, and Kigali, the Capital Cities of Kenya, Uganda, and Rwanda respectively. Eldoret is directly linked to South Sudan through Kitale and Lodwar towns. The highway is one of the major transit routes to Kakamega, Kitale, Lodwar, as well as an inter-territorial route to Uganda, Rwanda, South Sudan, and Congo. The spine enables local and regional interaction between the municipality and Turbo, Kipkaren, towards the North West. It also enhances flows between the Municipality and Cheptiret and Burnt Forest to the South East.

Regional Roads

The Municipality is connected to the rich agricultural rural hinterland by a network of tarmac and murrum roads. Urban centres surrounding the Municipality are Cheplaskei, Ngeria, Kuinet, Chepkanga, Kipkorgot, Kapseret, Baharini, Cheptiret, and Burnt Forest. Eldoret Municipality is linked to regional urban centres through Class C39 (Eldoret – Kapsabet road), Class C48 (Eldoret – Iten road), and class B54 (Eldoret – Kaptagat road). The B2 ensures flows between the municipality and Soy, Nangili, Matunda, and Moi's Bridge, while the B54 enables flows to and from the south towards Kaptagat Chepkario and Nyaru. The C50 facilitates flows between the municipality and Moiben while, the C39 enables flows between the Municipality and Mlango, Mosoriot, and Cheptiret in the South West.

Local Roads

Several local access roads of access to local neighbourhoods, activity areas, and facilities range from paved, murrum to earth roads. Local roads are examined in this plan as urban and rural roads. Urban roads provide accessibility and connectivity within the urban areas of the Municipality while rural roads provide accessibility and connectivity within and around the rural areas of the Municipality.

Urban roads include class A to class G roads. The Kenya Uganda road is a class A104 road that traverses between Eldoret town, linking Eldoret to Uganda and Nairobi. This road has had a major impact on the growth of the town as well as a structural element. Notably, the roads within the CBD joins the Uganda road highway at right angles; Oginga Odinga Street, Kenyatta Street, Uhuru, Kago, and Oloo Streets forming a series of a grid-iron pattern (*Eldoret LPDP*).

Rural roads; the municipality boundary extends to the rural areas such as Ndalat, Kipkenyo, Namungoet Area, Nyakinyua Area, Chepkanga, Ilula, Jasho Area, Lamok Area, Laturet Centre, Kaptinga Area, and

Chemalal Area. Rural roads in the Municipality include Elgeyo Road, Iten Road, Nandi Road, and Plateau Road among others.

Conditions of the existing road networks.

- i. Most Roads within the CBD are tarmacked; however, they are in poor condition (narrow, congested, and poor surface) and lack adequate maintenance.
- ii. The major roads from the CBD are narrow and congested, especially in rush hours. Most do not have adequate requisite facilities i.e. pedestrian walkways, drainage facilities, and street furniture
- iii. Most roads within the estates of Kipkenyo, Kapsaos, Kipkaren, Ngeria/Moi University Kimumu, Jerusalem, Munyaka, Chepkoilel, and Kapsoya have road reserves ranging between 9m and 12m while estates of Kiplombe/Kamkunji road have a road reserve of 9m only.

Most local access roads in the informal settlements and peri-urban areas of the Municipality are not tarmacked hence impassable during the rainy seasons

Major Road Transport Corridors in Eldoret Municipality include; Malaba -Eldoret – Nakuru road (A8), Eldoret – Kisumu road (B8), Eldoret – Iten Road Corridor (B16), Poa place – Kipkorgot Centre (Kaptagat Road B54), Rivatex - Ndalat (C640), Kipchoge stadium - Kiplombe (C643), Mitaa Road, Elgeyo Road, Plateau Road, and Nandi Road

Length of the Different Classes of Roads within the Municipality

Class	Cumulative Road Length (Km)
A	20.088km
B	31.462Km
C	85.114Km
D	11.116Km
E	158.729Km
F	19.115Km
G	271.624Km
New unclassified roads	39.147Km
Total	636.395 km

Source: National Ministry of Roads, 2009

Motorized Road Transport

Public Transport

Public transport in the Municipality includes buses, matatus, tuktuks, taxis, and bodabodas. The private sector operates and manages the public transport service while the public sector regulates it through SACCOs. Public transport is operated both formally and informally. Public service vehicles ply different routes to and from the Municipality both long and short distance (town service) routes. There are an estimated 117 matatu SACCOs and 13 bodaboda SACCOs operating in the Municipality.

Town service public service vehicles operate from town and drop the passengers at different locations before reaching their trip destinations as follows; Town – Munyaka, Town – Kuinet, Town – Chepkanga, Town – Kapseret, Town – Outspan, Town – Naiberi, Town – Maili nne, and Town – Kiplombe

Key challenges faced by the matatu sector include:

1. Congestion in the town. Decongestion measures such as the provision of by-passes and expansion of existing roads need to be put in place.
2. Poor and narrow roads.
3. Poor planning of the Municipality
4. Lack of adequate facilities i.e., bus parks, pick and drop off points
5. Some designated bus parks have been encroached into and others grabbed
6. Bureaucracy in negotiating for matatu and bus parks in the town. Some of the public land or suitable areas identified for bus parks have been fraudulently acquired or the process of acquisition is too slow and complex. Other times there is no adequate support from the County Government
7. Administrative issues where the town is split into so many constituencies and wards creating avenues for police harassment.

Bodaboda SACCOs Inventory

S/No	Sacco	Members
1.	Ainabkakao Boda-boda Sacco	179
2.	Eldo-City Boda-boda Sacco	22
3.	Eldoret Motobyke Sacco	101
4.	Kapseret Sacco	25
5.	Kesses Bodaboda Sacco	120
6.	Ketukaso Sacco	6
7.	Kibagenge Bodaboda Sacco	337
8.	Koilonget Bodaboda Sacco	107
9.	Soy Bodaboda Riders Sacco	10
10.	Soy Bodaboda Sacco	136
11.	Tagore Turbo Mosque Sacco	93
12.	Turbo Bodaboda Sacco	38
13.	Turbo Motobike Sacco	187

Source: Eldoret Municipality Transport Plan 2020-2035

Bus Parks

There are two main bus parks in the Municipality; Eldoret Central Bus Park and Sosiani Bus Park, which are highly congested. Other smaller bus parks include; Tagore, Iten, Ndalat, and Marakwet termini. Bus stations for public transport in the CBD include: Eldoret Express Bus station, Sosiani Bus station, Nandi station, Chepkoilel route station, Bungoma route station, Iten route station, Mwanzo Station, Town service, Huruma stage, Western Region Bus Park, Tagore Western K terminus, Duka Moja station, Maili Nne station, Rift Valley Luxury shuttle, and Easy Coach Booking Office. Efforts have been made to move some of the bus parks away from the CBD to reduce congestion in the CBD. Some of the new temporary locations (2021) include the Moi Girls High School and Railways.

Proposed Central Bus Parks

No.	Proposed Bus Park	Affected Parcel	Routes Served	Actions
1.	Terminal A	Eldoret Block 13 No.1	All External PSVs	<ul style="list-style-type: none"> Acquire 2.4 ha land opposite the Railway Station. Design and Develop the bus park.
2.	Terminal B	Eldoret Block 13 No.22	All External PSVs	<ul style="list-style-type: none"> Acquire 0.8 ha land opposite Sosiani Primary. Design and Develop the bus park

Source: Eldoret Municipality Transport Plan 2020-2035

Proposed Peripheral Bus Parks

No.	Proposed Bus Park	Affected Parcel No.	Actions
1.	Chepkoilel Junction	Kimumu Settlement Scheme Sheet 4 No.390	<ul style="list-style-type: none"> Acquire 0.8 ha land at Chepkoilel Junction for a bus park Design and develop the bus park
2.	Maili Nne	Eldoret Municipality (Kipyemit) Block 20 Sheet 3 No.1318,1319,1320 & 1321	<ul style="list-style-type: none"> Acquire 0.5 ha at Maili Nne for a bus park Design and develop
3.	Kapseret	Kapseret/Lelmook & Chepkatet Block 1 Sheet 2 No. 177	<ul style="list-style-type: none"> Acquire 0.7 ha Design and develop the bus park
4.	Airport Transport Node	Pioneer/Ngeria Block 1 Sheet 1 No.263&264	<ul style="list-style-type: none"> Acquire 2.42 ha Design and develop park and ride facility
5.	Outspan	Pioneer/Ngeria Block 1 (Eatec) Sheet 3c No. 10609	<ul style="list-style-type: none"> Acquire 0.4 ha Design and develop the bus park
7.	Langas	Langas Plot No.4 & 198	<ul style="list-style-type: none"> Acquire 0.55 ha Design and develop the bus park
8.	Kipkenyo	Kapseret Simat Brock 4 Kisor No.97	<ul style="list-style-type: none"> Acquire 0.5 ha at Kipkenyo centre

No.	Proposed Bus Park	Affected Parcel No.	Actions
			<ul style="list-style-type: none"> Design and develop the bus park
9.	Kipkorgot	Kapseret Block 14 Kisor Sheet 89/3/25	<ul style="list-style-type: none"> Acquire 0.5 ha at Kipkorgot centre Design and develop the bus park
10.	Leseru Rail Station	Existing	<ul style="list-style-type: none"> Redevelopment of the old station to a modern station Development of a logistical hub Development of a park and ride facility
11.	Plateau Rail Station	Existing	<ul style="list-style-type: none"> Redevelopment of the old station to a modern station

Source: Eldoret Municipality Transport Plan 2020-2035

Parking Facilities

The Municipality lacks adequate parking facilities. Designated parking facilities are largely in the CBD. However, most of the street parking spaces are unmarked and if marked, the markings are faded. Several buildings and institutions provide domesticated parking. Parking fees are one of the most important sources of revenue to the County government; the County government has the responsibility for parking pricing so that the motorists can pay directly for using the parking facilities and collection is usually done by parking attendants employed by the local government. The County has embraced the use of electronic facilities in the collection of street parking fees. However, the number of staffs deployed for the collection of street parking fees needs to be sufficient as well as the time allocated in collecting the fees to enhance revenue collection in the Municipality. The street parking fees are one of the major income earners, which need to be improved for the enhancement of maximum revenue collection. Parking fees are paid on daily basis to the parking attendants who issue a receipt to the motorist and some are paid on a monthly, quarterly, or yearly basis to the County offices as reserved parking. The payments are done as per the set County rules and regulations.

Parking challenges

1. Inadequate parking spaces
2. Faded markings
3. Non – designated parking spaces in the CBD
4. Parking spaces with no markings

Recommendations

1. Increase the number of parking spaces by employing smart–street parking e.g. stack parking system, tower parking, and elevator parking systems.
2. Renew the markings that are faded
3. Mark parking spaces that have no labels at all

Non-motorized Transport

The NMT facilities not only enhance safety for pedestrians and cyclists but also increase the mobility of the households as well as reducing the costs of the total trips made. They include bicycles, motorbikes, handcarts, donkey carts, and walking. The most common mode of NMT is walking which constitutes approximately 94% of the NMT traffic counted (*Eldoret Municipality Transport plan 2020-2035*). The highest NMT traffic volumes were observed along routes with the highest traffic generators such as government offices, medical facilities, commercial and education facilities. Walking also provides first and last-mile connectivity as most public transport terminals provide poor accessibility and egress to these traffic generators. Eldoret Municipality has more than 80km of pedestrian walkways and bicycle paths constructed under two-world bank-funded programs.

Challenges in Road Transport

1. Traffic congestion in the CBD and on roads leading in and out of the CBD, which is caused, by narrow roads, high volumes of traffic through the CBD, and encroachment of road reserves by informal activities.
2. Poor road conditions due to lack of adequate maintenance
3. Poor access roads in the informal and peri-urban roads of the Municipality.
4. Road users conflict due to lack of traffic segregation
5. Lack of adequate parking facilities for private vehicles, public service vehicles lorries, tuk-tuks, and boda-bodas leading to road congestion and road users' conflict
6. Inadequate NMT facilities
7. Poorly regulated boda-boda sector. Boda-boda numbers have increased, they are uncontrolled, carelessly driven and there is a boda-boda stage in every road junction leading to congestion
8. Harassment from the County Askaris to the boda-boda riders and hawkers.
9. No public transport routes to provide services to flight passengers; only taxi services are available.
10. Insecurity and traffic offenses mostly by boda-boda Operators
11. Some streets do not have walking lanes
12. Lack of designated parking bays for Taxis
13. Encroachment of Traders and Hawkers in the PSV Termini, making entry and exit to stages narrow thereby creating traffic snarl-ups.

Plan Recommendations

1. Decongest the CBD by eliminating heavy trucks passing through the town. This can be done through the completion of the proposed Southern and Northern bypasses and revamping the rail transport.
2. Upgrade and or develop new access roads in the affected areas to improve accessibility and reduce inconveniences of the residents.

3. Municipality to provide adequate parking facilities. A policy to domesticate parking in every new development within the CBD should be put in place to augment parking supply and reduce congestion in the streets. All street parking spaces must be properly marked for proper and effective use.
4. Provide adequate facilities for Public Service Vehicles (PSVs). Bus parks should be provided at the entry and exit points of the CBD for all the major transit routes. County Government to assist the Municipality in land acquisition and development of the bus parks.
5. Proper regulation of bodabodas requires properly designate routes and parking areas/sheds. The Municipality should encourage all the riders to join SACCOs and every rider must display a Sacco security sticker when operating in the designated routes. Bodabodas to be restrained from operating in the CBD between 7 am and 7 pm or as may be agreed through public participation
6. Municipal askaris to display their identification cards when on duty.

Summary of Availability of Road Facilities and Road Conditions in the Municipality.

Ward/Area	NMT	Streetlights	Drainage Facilities	Parking Facilities	Bumps	Boda boda stage	Pedestrian crossing	Volume of traffic	Traffic lights/marshals	Condition	Surface Type
CBD	57% - yes 43% - no	100% - available	86% - yes 14% - no	86% - yes 14% - no	57% - yes 43% - no	57% - yes 43% - no	36% - yes 64% - no	Low	None 14% - traffic lights	93% - good 7% - poor	93% - tarmac 7% - earth
Langas	None	33% - floodlights 53% - street lights 13% - none	20% - no 80% - yes	None	47% - available 53% - none	53% - yes 47% - no	None	Low	None	27% - poor 20% - good 53% - fair	33% - murrum 40% - earth 27% - tarmac
Kimumu	60% - no 40% - yes	50% - yes 50% - no	30% - no 70% yes	20% - yes 80% - no	40% - no 60% - yes	60% - yes 40% - no	80% - yes 20% - no	90% - low 10% - medium	None	50% - good 50% - bad	40% - earth 50% - tarmac 10% - murrum
Kapsoya	15% - yes 85% - no	100% - available	46% - available 54% - no	15% - available 85% - no	54% - yes 46% - no	15% - no 85% - yes	8% - yes 92% - no	15% - medium 85% - low	None	46% - good 31% - fair 23% - poor	31% - tarmac 69% - murrum
Kuinet/	33% - yes	89% - no 11% - yes	33% - no 67% - yes	None	22% - yes 78% - no	11% - yes	None	Low	None	56% - good	56% - tarmac 46% - earth

Ward/Area	NMT	Streetlights	Drainage Facilities	Parking Facilities	Bumps	Boda boda stage	Pedestrian crossing	Volume of traffic	Traffic lights/marshals	Condition	Surface Type
Kapsuswa and Kiplombe	67% - no					89% - no				22% - fair 22% - poor	
Racecourse	29% - yes 71% - no	71% - yes 29% - no	79% - yes 21% - no	None	100% - yes	79% - yes 21% - no	31% - yes 69% - no	Low	None	29% - poor 71% - good	50% - tarmac 50% - murrum
Kipkenyo	50% - yes 50% - no	81% - yes 19% - no	56% - yes 44% - no	6% - yes 94% - no	56% - no 44% - yes	31% - yes 69% - no	6% - yes 94% - no	Low	None	75% - good 6% - fair 19% - poor	75% - tarmac 25% - earth
Huruma	20% - yes 80% - no	80% - yes 20% - no	80% - yes 20% - no	20% - yes 80% - no	100% - yes	80% - yes 20% - no	None	Low	None	80% - good 20% - poor	80% - tarmac 20% - earth
Kapsaos	33% - yes 67% - no	78% - yes 22% - no	56% - yes 44% - no	78% - no 22% - yes	89% - no 11% - yes	33% - yes 67% - no	None	11% - high 22% - medium 67% - low	None		33% - tarmac 67% - murrum

Source: Field Survey 2020

7.3.1.2 Rail Transport

The rail network in Kenya consists of three-track line categories: Mainline, Principal Line, and Branch Lines. The Mainline from Mombasa to Malaba (1,082.18 km) on the Kenyan / Uganda border is a 1-meter gauge railway that passes through Voi, Nairobi, Nakuru, Eldoret, and Bungoma, and continues through to Kampala. The rail also links the local region of Uasin Gishu County covering a distance of 17km with eight railway stations. Three railway stations are within the municipality, which includes the main station at the CBD, Leseru station, and Kaptagat station. The existing railway station serves as an important terminus for local freight as well as a transit town from Mombasa through to Uganda. The main functions of the railway are the transportation of the raw materials and the finished products from the sources to the markets respectively. Average Transit Time (one way) from Mombasa - Eldoret is 48hrs.

Main Depot Stations / Rail Tracker Terminals

There is a Main Depot Station in Eldoret. Other main depot stations in Kenya are in Mombasa (i.e. Changamwe, Kilindini), Nairobi, Nakuru, Malaba, Kisumu (incl. Kisumu pier and Kibos terminal), and Voi (basically for maintenance purposes).

Storage Facilities / Transit Sheds

The storage facilities are currently leased out to private businesses, though they can be repossessed. Transit sheds also exist in Nairobi, Mombasa, Nakuru, Eldoret, and Nanyuki.

Conditions of the Rail Transport

The rail transport is not operating effectively. Following Kenya Railways (KR) continuous budgetary constraints and deterioration of its infrastructure, locomotives, rolling stock, and equipment, the liberalization in 1992 of the transport industry, and the prolonged absence of a transport policy (there is one in place now), KR is facing increased competition from the private road transport sector. Particularly, since 2000, KR has experienced consistent negative growth. Before the Standard Gauge Railway was built, the rail transport market share in the transportation of cargo through the port of Mombasa had reduced to about 20% of the port's throughput cargo. Compared to road transport; KR's quality of services is less efficient, though it is more cost-effective i.e. Mombasa to Eldoret is about USD 12 /mt less than the road transport. The rail transport has a competitive advantage only over long distances, provided that there are no time restrictions, i.e. Transit freight services.

The current condition of the rail tracks and stations in Eldoret is less than average. They are in poor condition, neglected, and allowed to deteriorate. There is a need for renewing the dented and corroded sleepers and the rotten and worn timber sleepers. Also, corrugated and worn rails particularly on curves need to be replaced. Concerning accidents, track defects, wagon defects, mechanical failure of wagons, staff and crew error, train handling, faulty equipment, and the narrow gauge, are the causes of accidents. They are however not relatively high in Eldoret. KR has developed several corrective actions, which have not yet been fully implemented.

Rail transport needs to be revamped all over the country. Reviving railway transport will offer an alternative mode of transport, noting that railway transport is cheaper in transporting bulk goods. Other meter-gauge lines set for rehabilitation are Voi-Taveta, Gilgil- Nyahururu, Eldoret-Kitale, and Kisumu- Butere sections. Presently, KR is in process of implementing several reforms to improve its performance, i.e. rehabilitation of locomotives and wagons towards increasing their availability and safety of operations, re-training of staff, improvement of the rail tracker system, including the installation of an integrated telecommunications system, and enhanced supervision of the operations. Concerning signal and telecommunications equipment and installation in Kenya, KR has put forward an action plan to improve the performance of the existing equipment, replace obsolete equipment, improve safety and monitoring of rail operations, and provide better services in terms of transit and turn-around time performances. The Government is assisting in resourcing part of the funds through IGAD and NEPAD. KR is also exploring possibilities of collaboration with the public and private sectors.

East African Regional cooperation initiatives have mainly focused on joint efforts to modernize the railway network and development of an African railway network with the ultimate objective of Member States having a standard railway policy. The East African Railway Master Plan came into effect to guide the future development of the railway services in the region. The Master Plan is a proposal for rejuvenating existing railways serving Tanzania, Kenya, Uganda and extending them initially to Rwanda and Burundi and eventually, to South Sudan, Ethiopia, and beyond.

7.3.1.3 Pipeline Transport

Eldoret Municipality is part of the Western Kenya Pipeline Extension (WKPE) network and hosts Kenya Pipeline Company Limited (KPC) depot. According to KPC, the total storage capacity for Eldoret Depot is 48,089m³. The Western Kenya Pipeline Extension (WKPE) network was commissioned in March 1994 and consists of 325 km 8-inch and 6-inch diameter pipelines running from Nairobi to Eldoret with a flow rate of 220,000 liters per hour. Given the demand increase for petroleum products in the region, KPC constructed in 2011 a 14-inch diameter parallel pipeline from Nairobi to Eldoret, which enhanced the flow rate to Western Kenya by 311,000 liters per hour. Ultimately, the parallel pipeline is designed to achieve a flow rate of over 750,000 liters per hour through the installation of additional pumping stations when higher flow rates will be required in the future given the growth of Kenya's economy and that of its neighbours.

The pipeline network's size and capacity are as follows:

Line Section	Length (Km)	Diameter (inches)	Installed Flow Rate (M ³ /Hr)	No. of pumping stations
Nairobi-Nakuru-Eldoret (Line II)	325	8/6	220	4
Nairobi-Eldoret (Line IV)	325	14	311	2

Source: Kenya Pipeline Company Limited, 2020

KPC has established new state-of-the-art loading facilities in Eldoret and new tanks in the Nairobi Terminal, which will ensure the provision of sufficient capacity for receipt of higher volumes of products, expected once the Mombasa – Nairobi pipeline is replaced. At East Africa’s regional level, there is an agreement to extend the pipeline to Kampala. In addition to this, the viability of extending the pipeline to Rwanda and Northern Tanzania is being considered. In this regard, economic and commercial implications of the mooted extension of the pipeline in the municipality need to be examined, along with environmental issues.

7.3.2 Air Transport

The Municipality boasts of the presence of an international airport and an airstrip within its proximity; making it a regional transportation hub. Eldoret International Airport is a regional airport approximately 14 km from Eldoret Town in Kapseret ward. It has a runway of approximately 3500m long and 45m wide. The Airport was built with the vision of achieving accelerated economic growth, through integration and opening up of the Western Kenya region to local and international markets. The airport is also expected to promote the exploitation of the rich tourism circuit of Western Kenya, which is largely unexploited. It has daily scheduled flights to Nairobi and Lodwar and weekly international cargo flights operated by Emirates (airline) and Etihad Airways. Four domestic airline companies operate in this airport: Fly 540, Jambojet, Skyward Express, and Silverstone Air. Currently, the airport has three scheduled international cargo flights and several ad hoc freighters per week.

Eldoret airstrip, also known as the Eldoret Boma, is located along Eldoret – Iten road just past the Kipchoge stadium. It has a runway, 1,130m long at an elevation of 7,050 ft above sea level. The Eldoret Airstrip, also known as the Eldoret Boma Airport, is a small airstrip located within Eldoret Town on the Eldoret Iten road. It has an elevation of 7,050 ft above sea level and a single runway measuring 1,130 meters. The County Government of Uasin Gishu took over operations of the Eldoret airstrip in July 2015

7.4 SWOT ANALYSIS OF THE TRANSPORT SECTOR

Strengths	Weakness
<ol style="list-style-type: none"> 1. Presence of an airport, airstrip, rail, Trans African Highway, regional roads, and extensive local roads network that facilitates accessibility within, in, and out of the Municipality 2. The Municipality is well connected to the external markets through roads, rail, and air which is a huge potential for continued economic growth 3. The Eldoret international airport has opened the economy of Eldoret and the western region of Kenya to the local and international markets. 4. Presence of development partners to improve the transport sector in various areas such as upgrading and development of new roads, provision, and management of parking facilities, provision of NMT facilities, provision of requisite infrastructure such as drainage facilities and street furniture, enhancement of traffic control, revamping of the rail transport among others. 5. Devolved system of government that promotes the provision of transport facilities and coordination of the transport sector at the national, County, and municipal levels. 	<ol style="list-style-type: none"> 1. Lack of proper planning and development control leading to increased challenges in transportation such as congestion and road users' conflict 2. Narrow roads and poor road conditions causing congestion, increased travel times, road accidents, and reduced livability. 3. Underutilization of the rail services 4. Deteriorating rail infrastructure 5. Inadequate parking facilities and spaces within the CBD 6. Lack of public land outside the CBD for new bus parks 7. Inadequate picking and dropping points for the matatus and boda-boda riders 8. Lack of adequate designated NMT facilities has led to frequent accidents involving pedestrians and boda-bodas/bicycles in the Municipality.
Opportunities	Threats
<ol style="list-style-type: none"> 1 The presence of the Eldoret International Airport and Kenya-Uganda railway, Trans African highway, and extensive road network provides an opportunity for Eldoret Municipality to be a regional transport hub. 2 The on-going and proposed Eldoret bypasses projects will enhance traffic flow through the municipality thus reducing traffic congestion in the CBD 3 The proposed Revival of the Kenya Uganda railway offers an alternative cheap transit transportation corridor for goods in and out of Eldoret Municipality. This will enhance transportation of raw materials and the finished products from the sources within and around the Municipality and to the respective markets respectively 4 Availability of development partners such as National and County Governments, the World Bank, KUSP Programme among others for the provision of transportation facilities. 	<ol style="list-style-type: none"> 1. Lack of adequate resources for the provision of transportation facilities and services 2. Poor resource management at the national, County, and municipal levels 3. Bad governance and politics

7.5 HIGHLIGHTS OF THE TRANSPORTATION PLAN FOR ELDORET MUNICIPALITY (2020 -2035)

7.5.1 Objectives of the Plan

1. To propose an integrated plan that promotes multi-modal connectivity including vehicular, transit, bicycle, pedestrian, and air while supporting the principle of equity.
2. To formulate an implementation strategy for capital projects in the transport plan based on stakeholders' priority list.
3. To provide a costing framework for transport sector projects and identify the possible sources of finance and propose a governance structure.
4. To prioritize environmentally sustainable projects using a sensible, balanced approach and proposes conflict areas where Intelligent Transportation System solutions can be used to improve traffic management.

7.5.2 Key Proposals of the Plan

Area of Focus: Transportation Efficiency; an Efficient Transport System

Project:

1. Preparation and adoption of a Transportation Development and Management Plan

Area of Focus: Transport Facilities

Projects:

1. Development of a multi-storey parking facility in the CBD
2. Clearing of the informal activities along the roads in the CBD and high-density residential areas to acquire spaces for more on-street parking facilities
3. Provision of modern traffic control systems in the CBD
4. Provision of NMT facilities in the CBD and the high-density residential areas
5. Rehabilitation of the railway transport facilities
6. Development of lorry parks and new bus parks to decongest the CBD and enhance public transport efficiency
7. Construction of boda-boda sheds at the edges of the CBD and residential areas
8. Preparation of a municipal public transport sector policy
9. Develop central bus stations: at proposed areas near the railway and along Kisumu road near Reale hospital and develop peripheral bus parks:
10. Decentralize and reconfiguration of terminals for local transport within the CBD
11. Designate bus bays along major public transport routes

Area of Focus: Access Roads; adequate motorable access and improved road conditions

Projects:

1. Construction of access roads/missing links in Kambi Teso, Baharini, Baringo, the larger Maili Nne area, Kipkorgot, parts of Munyaka, and parts of Lower Elgon View

2. Improvement with requisite facilities (drainage, streetlights, and NMT) of access roads in Kipkaren, Langas, Kasarani, Kisumu Ndogo, King'ong'o, Baringo, Maili Nne, Kahoya, Roadblock, Tumeiyo area, Majengo village, Bondeni, Kamukunji, Silas, Jerusalem, Sinai, Kimumu, Kipkorgot, Lower Elgon View Estate,
3. Expansion of Eldoret-Kapsabet Road and Nakuru-Eldoret-Webuye Road
4. Implementation of the proposed construction of the Northern Bypass

7.6 TRANSPORTATION AND TRAFFIC MANAGEMENT PLAN STRATEGIES

Area of Focus: Transportation Efficiency; an efficient transport system

Strategies:

1. Adopt and implement the Transportation Plan
2. Involve all the stakeholders in the formulation of the Plan and strategies

Area of Focus: Transport Facilities

Strategies:

- i. Provide adequate parking facilities in the Municipality by purchasing land for new parking facilities, clearing the informal activities on the roads, and developing municipal policies on domesticated parking
- ii. Employing smart-street parking e.g. stack parking system, tower parking, and elevator parking systems.
- iii. Provide adequate traffic control systems and enhance the municipal institutional capacity to effectively run the traffic system
- iv. Provide adequate non-motorized transport facilities through municipal resources and KUSP money

Area of Focus: Reduce Traffic Congestion

Strategies:

1. Partner with the national government to expand the trunk roads, construct two bypasses, and revive the railway system.
2. Relocate the bus terminus outside the CBD
3. Provide adequate traffic control systems in the CBD and on the major roads and enhance the municipal institutional capacity to effectively run the traffic system
4. Provide an efficient and elaborate traffic management system to reduce congestion in the CBD and along the major trunk roads within the Municipality
5. Manage all the road intersection especially along the road A104 for easy flow of traffic by setting up traffic lights and traffic marshals along the intersections

Area of Focus: Public Transport; Adequate and Regulated Public Transport

Strategies:

1. Provide adequate and segregated bus parks for national, regional, and local public service vehicles through the County and municipal resources
2. Provide sheds and designate routes for bodabodas
3. Make it a requirement for bodabodas to join SACCOs
4. Prepare a municipal public transport sector policy
5. Partner with matatu and bodaboda sector to provide public transport management measures that are locally effective and realistic to achieve
6. Revive the railway transport especially the commuter rail passengers and increase in the freight services

Area of Focus: Access Roads; Adequate Motorable Access and Improved Road Conditions

Strategies:

1. Provide adequate access roads in Kambi Teso, Baharini, Baringo, Maili Nne, Kipkorgot, parts of Munyaka, and parts of Lower Elgon View by partnering with the County Government and National Government Road Agencies i.e., KURA and KERRA
2. Expand the narrow trunk roads and the access roads in residential areas by partnering with the County Government and National Government Road Agencies
3. Improve the conditions of access roads to motorable standards and provide requisite facilities such as drainage and pedestrian walkways using the County and municipal resources and KUSP money
4. Improve accessibility by closing the identified missing links especially in the peri-urban areas of the Municipality, which have never had any planning interventions.

7.7 PROPOSED PROJECTS

- 1 Acquisition of land and construction of new bus parks
- 2 Acquisition of land and development of lorry parks in Annex Area and Roadblock/Maili Nne
- 3 Completion of the proposed bypasses by KeNHA
- 4 Acquisition of land and development of a multi-storey parking facility in the CBD
- 5 Proper marking of on-street parking spaces and clearing of the informal activities that have encroached road reserves in the CBD to augment the supply of on-street parking facilities
- 6 Development of a smart traffic management and control system for the Municipality
- 7 Provision of NMT facilities in the CBD and the high-density residential areas
- 8 Rehabilitation of the railway transport facilities by the National Government
- 9 Construction of boda-boda sheds at the edges of the CBD and residential areas
- 10 Preparation of a municipal public transport sector policy

CHAPTER 8:

URBAN ECONOMIC DEVELOPMENT PLAN AND JOB CREATION STRATEGY

8.1 OVERVIEW

The Municipality of Eldoret has been designated a regional growth centre owing to the high returns on investment witnessed in recent years throughout the municipality. It should hence strive to achieve a vibrant, sustainable, and inclusive economy that promotes sustainable and inclusive industrial development, as well as sustainable consumption and production patterns, in addition to fostering an enabling environment for businesses and innovation. This plan seeks to a sustainable foster market-driven, gender-sensitive, environmentally sound, economically viable local economy that contributes to poverty reduction through inclusivity, cooperation, and partnerships. The plan has made due reference to the Sustainable Urban Economic Development Diagnostics Report that is meant to inform the preparation of the Urban Economic Plan for Eldoret Municipality.

The plan will be guided by the following goals and objectives:

- i. To promote wealth creation and wealth distribution.
- ii. To create jobs and employment for municipality residents.
- iii. To increase income generation by the municipality residents.
- iv. To optimize the creation of new economic and business opportunities.
- v. To reduce poverty levels within the municipality.
- vi. To enhance the quality of life for municipality residents.
- vii. To formulate a matrix to guide the municipality in terms of identification and prioritization of strategic projects.

The municipality management shall ensure that the plan is guided by a set of principles:

- i. Transparent and accountable governance.
- ii. Multi-sectorial partnership.
- iii. Equitable and sustainable economic growth.
- iv. Acknowledgment of the private sector as the engine of employment and growth and setting the right environment for the local economy to grow.

The significance of the involvement of the municipal board in the accomplishment of the referenced objectives is that the UED would create employment, improve and streamline the municipality's fiscal policies, increase and widen the Municipal tax base subsequently add to the maintainability of the region and reduce poverty levels in the municipal wards and neighbourhoods. The undertaking of economic advancement is a space on the County Government, similarly overall for the National government. While

the public government outlines wide key guides, for example, the National Development Plan, Local government speaks to the most significant space through which important advancement can happen. This is essential because the National Government is nearest to the individuals on a County and Municipal level. In that capacity, the County Government identifies with the specific situation, culture, and difficulties in a more valuable path than different levels of government.

8.2 KEY ECONOMIC DRIVERS OF THE MUNICIPALITY

According to the *Kenya National Bureau of Statistics* County Gross Domestic Product, GDP, data collected in 2018, Uasin Gishu County ranked 15th with a GDP of Kshs 162,273,000,000 and a Purchasing Power Parity, PPP, of 324,000,000,000. Uasin Gishu County contributes at least 2.3% towards Kenya's GDP according to a study done by *the World Bank, 2018*.

The County's economy can also be analyzed using the *Gross County Product, GCP* that is a geographical breakdown of a County's GDP giving an estimate of the size and structure of the County's economy. Table 9 below shows a comparison of Uasin Gishu's Gross County Product 2019, GCP, based on current and constant prices;

Table 9: Gross County Product

Gross County Product, 2019 (GCP) by Economic Activities – (Ksh Million)		
Economic Activity	Current Prices	Constant Prices
Agriculture, forestry and fishing	63,017	27,831
Mining and quarrying	713	592
Manufacturing	7,915	5,417
Electricity supply	1,042	594
Water supply; waste collection	1,314	800
Construction	7,121	3,969
Whole and retail trade; repair of motor vehicles	19,511	10,684
Transport and storage	17,552	10,724
Accommodation and food service activities	1,645	1,648
Information and Communication	1,075	1,942
Financial and Insurance Activities	17,218	8,090
Real estate activities	12,880	8,626
Professional, technical, and support services	1,482	1,088
Public administration and defense	6,267	3,297
Education	6,262	6,060
Human health and Social work activities	3,833	2,308
Other service activities	2,270	1,402
FISIM ₁	(8,843)	(3,851)
TOTAL	162,273	91,221

Eldoret Municipality contributes at least 90% of Uasin Gishu's revenue base and 80% of the County's economy. Eldoret Municipality boasts a vibrant economy, driven by agriculture, agro-driven processing and manufacturing industrial activity, trade and commerce, tourism, and the service sector (health, education, transportation, hotel, and hospitality). The contribution of each sector to the economy of Eldoret Municipality is discussed as follows;

8.2.1 Agriculture

Agriculture is the mainstay of Eldoret Municipality and the largest contributor to the municipality's GDP. The municipality is one of the high agricultural potential districts in Kenya and is rightly referred to as part of the grain basket of the country. It produces wheat and maize in large quantities. People of Eldoret municipality know very little outside the main agricultural activities of wheat, maize, and livestock (mainly dairy farming). Located in the fertile highlands of the Rift Valley, the Municipality is surrounded by large farms producing wheat and maize on large scale. In addition to the two, cereal farmers in Eldoret and the larger Uasin Gishu in general also grow horticultural crops, particularly French beans, passion fruit, baby corn, cabbages, kales, and avocado.

The municipality and its hinterland, therefore, play a key role in the supply chain of agricultural products in the region and the country in general. In addition to arable agriculture, local farmers also pay great attention to dairy farming. In a given year, Uasin Gishu has one season for both maize and wheat. Maize does well all over the County, is planted in March to mid-April and harvesting occurs from November through to early January. Wheat, on the other hand, does well around the Ziwa area and is planted in April-May and harvested in August and September.

The National Cereals Board has one of the largest depots in Kenya, located at Moi's bridge, outskirts of Eldoret municipality. The depot consists of 8 large silos with a capacity of approximately 5 million tons of grain. This plays a major role in the municipality's food security and ready market for its produce. The agricultural potential of the larger Uasin Gishu County has attracted massive investment in auxiliary services within the municipality as well as in the sale of agricultural produce as discussed;

i. Sale of Agro Equipment and Farm Inputs

Given the demand for such in the region, several establishments, have been set up in Eldoret Municipality, where farm machinery including trailers, disc plows, disc harrows, garden tractors, and power tillers are sold. Notable outlets selling farm machinery in Eldoret include; Eldoret Farm Machinery Ltd., Chunic Limited, Fmd East Africa, R.M Patel & Partners among others. Farm inputs such as fertilizers, farming seeds, and animal feeds are sold in both retail and wholesale quantities by the numerous agro-vet stores set up in the town including Nyaru Agrovvet, Cheben Sons Agrovvet, among others.

ii. Establishment of Agro-based Industries

Ready and regular availability of agricultural produce within the municipality has attracted large-scale flour-milling and other food-processing industries into the town. These include Africa Grain Care that deals will

grain processing, Arky Industries that produces Edible Oils and Animal Feeds, Mace foods, and Brookside Dairy, which is renowned for dairy products, such as milk, yogurt, and cheese.

iii. Retail and Wholesale of Agricultural Produce

Eldoret also hosts several markets where agricultural produce is sold in both retail and wholesale. These markets attract food vendors and buyers from across the region and the entire country. The municipality also hosts the main cereals depo in Uasin Gishu County and indeed one of the most crucial in the country, constructed by the National Cereals and Produce Board. The storage facilities are located within the town next to Kipchoge stadium are converted to drying fields for maize.

iv. Fertilizer Companies.

The Toyota Tshusho Corporation built Kenya's first full-scale fertilizer blending factory at Ngeria on the outskirts of Eldoret. The \$15 million plant can produce 150,000 tonnes per year, which is 25% of Kenya's 600,000 annual requirements.

v. Agri-financing and consulting Institutions.

Eldoret municipality harbors Agriculture Finance Corporation, AFC, and Agri-Consulting offices. AFC provides sustainable financing through participative and collaborative financial and non-financial interventions, innovations, technology, and products. Loan products range from machinery, agribusiness, livestock and fisheries development, cash crop, horticulture and floriculture development loan, water development loan, agricultural finance amongst others.

Easy access to credit by farmers enables them to improve their agricultural practices and in return creating more income for themselves. Due to the lenient loan requirements, more farmers within the municipality can access loans and contribute towards the growth of the municipality's economy.

Farmers within the municipality also enjoy access to the Agricultural consulting office, which provides innovative services to farmers and implementation of multidisciplinary projects for farm, land, and environment management. In addition, they aid in the integration of technology in carrying out farming and agricultural activities.

vi. Trade and Commerce

Trade and Commerce are among the major economic activities in the Municipality. It is majorly concentrated within the core urban area. There are, however, other small pockets of trade and commerce activities outside the core urban area. These activities range from banking to hawking and comprise both formal and informal. The main commercial activities in Eldoret are concentrated at the core of the town, ranging from large-scale establishments such as supermarkets, franchises, and chain stores, which are mostly stationed at existing Rupa, Zion, and Eldo City malls, to small, micro, and medium enterprises (SMMEs), which are dominant in the town.

Several commercial nodes have also emerged within the municipality, mostly characterized by SMMEs. These occur strategically along major spines and in residential areas and include; Sogomo, Maile Tisa,

Kapseret, Naiberi, Kipkorgot, Marura, and Kimumu. Commercial interest within Eldoret includes, but is not limited to product distribution, insurance, legal, education, wholesaling, and retailing.

The main challenges affecting trade and commercial activities in the municipality are congestion (due to lack of facilities like markets and bus parks leading to competition in the use of little space available), lack of adequate space for business activities (the Municipality needs to be properly reorganized to create more space) and lack of capital to start a sustainable business.

To support trading activities within the municipality, the County Government of Uasin Gishu, through the Department of trade has provided several market facilities, whose stalls are rented out to traders to facilitate regulated trading activities within the municipality. The capacities and operational status of the facilities are listed in table 10 below;

Table 10: Market Facilities within the Municipality

Market	Type	Capacity	Operational Status
West Market	Open and closed	Lock up shops -63 Stalls -128 Temporary stalls - 200	Operational
Main Market	Open-air	Lock up shops -105 Stalls -97	Operational
Wholesale Market	Open-air	Lock up shops - 35 Stalls -86	Operational (renovated in 2018)
Hawker's Market	Open-air	Lock up shops - <i>data not available</i> Stalls - <i>data not available</i> Temporary stalls - <i>data not available</i>	Operational
Kimumu Marura Market	Open and closed	Lock up shops - <i>data not available</i> Stalls - <i>data not available</i> Temporary stalls - <i>data not available</i>	Operational
Kapsoya Market	Open-air	Lock up shops - <i>data not available</i> Stalls - <i>data not available</i> Temporary stalls - <i>data not available</i>	Operational
Kamkunji market	Closed	Lock up shops - <i>data not available</i> Stalls - <i>data not available</i> Temporary stalls - <i>data not available</i>	Operational
Langas Market	Open and closed	Stalls - 364 Temporary stalls - 50	Operational
Wholesale Modern (Kimumu Bahati)	Closed	Lock up shops -35 Stalls -860	Construction on-going
Kipkaren Estate Market	Closed	Lock up shops - <i>data not available</i> Stalls - <i>data not available</i> Temporary stalls - <i>data not available</i>	Construction on-going

Status of the Markets

- There is a large number of traders compared to available market spaces.
- The Department has in place measures to monitor the traders, through unique trade identification numbers.
- Each trader operating within the markets is charged Ksh.30 per day. County officers do revenue collection in the markets and the revenue figure is high particularly on market day (every Friday). The daily collection ranges from 50,000 to 100,000 per market
- Private entities and CBOs are contracted to provide sewer and sanitation services within the markets. Each is charged a monthly token by the County Government of Uasin Gishu. The County intends to appoint Interim market committees to manage existing sanitary facilities.

Trade and commercial activities within the municipality are supported by a strong banking sector, with branches of major banks, in the country notably Kenya Commercial Bank, Equity, Family Bank, Ecobank, ABSA among others, being available. Also available in the town is a branch of the national regulator, the Central Bank of Kenya. This depicts Eldoret's potential as a regional hub for trade and commerce.

8.2.2 Manufacturing and Industrialization

Manufacturing is the largest employer of Eldoret municipality residents. Eldoret's strategic location to the markets in Western Kenya, Uganda, Rwanda, Congo, and South Sudan, its position as a country's commercial, agro-industrial, transport (air and railway nodal town), health and education hub, its rich and developed agricultural hinterland as well as the availability of the necessary infrastructural services or facilities, make it an excellent choice for export-oriented industries.

The Municipality has emerged as an industrial hub in the region due to the ready availability of raw materials for agro-processing industries as well as the availability of quality physical infrastructures such as transport routes and facilities. Industries in the town are essentially urban-based and agro-based.

i. Urban Based Industries

These industries rely heavily on technological innovations in production and processing on large scale and are characterized by the use of heavy machinery in processing and value addition. Such industries in Eldoret are the majority and include Jumbo North EA Ltd, Buffalo Millers, and Steel Mills, all of which specialize in metal fabrication works.

ii. Agro-based Industries

They are mostly involved in value addition on agricultural produce. Within the Municipality, they include Sisibo millers include milk cooling and processing plants e.g., Kenya Cooperatives Creameries. There are other large-scale agro-based industries e.g., Ken-Knit, Paul's Bakery, and Unga Millers Limited.

Products	Industries
Grain Milling	Eldoret Grains, Unga Limited, Buffalo Millers
Wood Products	Raiply Wood Ltd, Wareng Saw Mills
Cotton products	Ken-Knit Ltd, Rivatex Ltd, Rupa Mills
Steel Products	Jumbo North EA Ltd, Steel Mills
Milk Products	KCC Eldoret, Brookside Dairy
Fertilizer	Tshusho Corporation

A study done on the two major industries operating within the municipality (Rai Plywoods (K) Ltd. and Unga Limited) gives an idea of the number of employment figures as well as the working conditions in local industries within the municipality.

a) Rai Plywoods (K) Ltd

It is a wood product manufacturing industry, located in Eldoret along Uganda Road, Huruma area. The company generates \$29.37 million in sales annually. In terms of profits and operational costs, operational costs have been increasing. This has been greatly attributed to the COVID-19 pandemic forcing the company to downsize its employees from 2,400 to 1,000 employees. Logging restrictions have also affected businesses forcing the company wood from farmers and other tree growing companies. Table 11 below shows the age and gender composition for the employees at the company;

Table 11: Age and Gender Composition for Rai Plywoods Company

AGE GROUP	FEMALE	MALE
^30	6	37
31-40	46	258
41-50	40	485
>50	10	114
Total	102	894
GRAND TOTAL	996	

Working hours are 8 in total and there are day and night shifts. Staff salaries vary depending on the job description. Table 12 below highlights the average net monthly salary for employees.

Table 12: Average Net Monthly Salary for Rai Plywoods Company Employees

Category of Staff	Payment
Driver	28,320
Clerical/ Typist	16,390
Guard	23,090
Supervisor	27,090
Machine operator	25,540
Messenger	16,180
Gardener	16,870
Electrician	26,290
Mechanic	24,890
Tailor	24,970
Turnboy	16,280
Artisan/ Fitter/ Labourer/ General Work	16,260

Employees have enrolled in a staff Sacco that offers loans and credit facilities to members at a friendly interest rate. The company has also embarked on a Corporate Social Responsibility, CSR, where they supply the residents of Eldoret municipality and the County at large with tree seedlings at no cost. Once trees are fully matured, the company buys the trees from the residents at market prices.

b) Unga Limited, Eldoret

It is a shareholding company involved in manufacturing and marketing a broad range of human nutrition, animal nutrition, and animal health products. In the past 2 years, the company has experienced considerable losses in its operations occasioned by the COVID-19 pandemic, market fragmentation, and local competition from Eldoret Grains and Kitale Millers. Table 13 below gives a glimpse of staff salary based on job category;

Table 13: Unga Limited Staff Salary Based on Job Category

Category of staff	Number:	Minimum monthly Salary (Kshs.)
Unga employees	55	10,000
Outsourced (cleaning services, canteen services, security)	220	30,000

The Male to Female ratio percentage is 84:16. The manual nature of the work justifies this. The company has an employees' welfare office fully dedicated to assisting employees. The employees are also members of the Company's employees Sacco and have access to credit facilities at lower interest rates compared to other Financial Institutions. Concerning CSR, the company has embarked on a sponsorship program targeting the neediest and best-performing students in the locality.

The main challenges faced by the company are traffic congestion affecting supplies, poor storm water drainage and sanitation around the factory, frequent power failure, delayed acquisition of distribution permits, increased parking fees, and a high amount of aflatoxin in maize.

Among the suggestions to mitigate the challenges and improve operations are, decongestion of CBD by expanding the road network, improvement of drainage facilities, replacement of old power connection poles and wires, digitizing and quickening the acquisition of permits, review of parking fees, and addressing the high amounts of aflatoxins in local soils.

8.2.3 Tourism and Hospitality

Uasin Gishu County boasts of several beautiful sceneries and tourist attraction sites including Kapsururiet Falls, Kesses dam, two Rivers Dam. These attractive sites are situated close to the Eldoret Municipality and can be accessed easily by local and international tourists staying in the town. Eldoret has multiple hotels that continue to offer MICE tourist management, accommodation, food, and entertainment to such tourists travelling and those seeking to access the western tourism circuit and the country's northern region.

Additionally, international athletes who visit the north rift region for high altitude training also choose to reside in the town, justifying the potential for sports tourism in Eldoret.

8.2.4 Transportation

The municipality is centrally located and enjoys access to main Kenyan and Africa road networks, linkages, and corridors. It also hosts Eldoret International Airport and airstrip, and the Eldoret International Airport has a vibrant cargo unit and is a potential dry port. Capitalization on this industry would boost the Municipality's economy.

8.2.5 Government and Private Institutions

Government and private entities make an important contribution to the economy of Eldoret through the creation of direct and indirect employment. There are numerous government institutions and private firms in Eldoret for instance Health institutions (Public and private high-end medical facilities), higher education institutions (Universities and Polytechnics), companies, and commercial ventures. This is mainly because of its role as a regional commercial and industrial hub and as the headquarters of Uasin Gishu County.

8.2.6 Sports and Athletics Activities and Development

Eldoret is home to many of Kenya's athletics world champions, which has greatly contributed to placing Kenya on the global map leading to increased tourism and the resultant growth of the country's economy and Eldoret's urban economic development. Many athletes have directly contributed to the economy of Eldoret through direct investment in businesses and property buying and creating employment in their homes and farms.

8.2.7 Informal Sector

The informal economy makes an important contribution to the economic and social life of most residents of the Municipality. It developed rapidly in the 1990s due to the deregulation of the economy and the transition to a democratic political system. The Informal Economy in the Eldoret Municipality area is heterogenic, comprising small-scale manufacturing, wholesale and retail shops, food kiosks, selling second-hand clothes, hawking, repairs, metal fabrication, wood carving, motor vehicle repair, transport, small-scale commercial agriculture, and other service activities and enterprises.

This sector is often characterized by its flexibility, creativity, resilience to absorb shocks, and ability to adapt to changing external environments. However, by its description it falls outside the regulatory environment in which all formal businesses and their workers operate, increasing the risks faced by informal economy workers and enterprises, characterized by reduced financial and protection of the workers and enterprise from economic shocks.

Most of the population in Eldoret is engaged in the informal sector comprising small-scale manufacturing, wholesale and retail shops, food kiosks, selling of second-hand clothes, hawking, repairs, metal fabrication,

woodcarving, motor vehicle repair, transport, small-scale commercial agriculture, and other service activities and enterprises.

The Municipality's informal sector offers an unmatched potential as a source of new employment opportunities for the rapidly expanding population and will continue to do so in the nearest future. However, to a lesser extent, those in the informal sector are involved in the decision-making of the planning and development of the Municipality; they have very limited capital to start formal businesses, limited access to credit, training, and extension or advisory services.

8.2.8 Informal Commercial Activities

Informal commercial activities play an important role in the socio-economic life of the Eldoret Municipality. The activities include general retail, hawkers, vegetable sellers, tailors, workshops, second-hand clothes sellers, among others. Hawkers are effective and efficient as economic agents in the distribution of goods and services. The Central Business District (CBD) area of the municipality has been crowded with many informal commercial activities, which have taken over public space such as road reserves. This vibrant informal sector needs adequate support to create more jobs and enhance livelihoods.

Jua-Kali Industry

Eldoret municipality enjoys a vibrant *Jua-Kali* industry whose services range from welding, tinsmith, tailoring, metal fabrications, mechanics, salon services, electricity fabrications, and repairs. The industry has an established society, with members ranging from several *jua-kali* related activities. Each member pays a subscription fee of Kshs 150. In addition, each artisan pays kshs 90 per week to the municipality's revenue Department, amounting to Kshs 360 per month.

On average, a business owner earns between Kshs 15,000- Kshs 20,000 during the off-season, February to October. In the peak seasons, November to January, a business owner pockets an average of between Kshs 30,000- Kshs 40,000. Employees in these businesses earn a range between Kshs 10- Kshs 1,000 per piecework, depending on the assigned task.

Market Traders

These comprise both wholesale and retail traders. Traders within Eldoret municipality have a traders' association, comprised of 60 registered members with the office of the Attorney General, and 3,000 unregistered members. Registered members make a contribution of Kshs 100,000 to the National Government after every 4 years. The municipality collects Kshs 30 from each trader as a fee, averaging to Kshs 720 monthly. This enables the traders to enjoy services such as garbage collection and water access. A trader earns an average of Kshs 100- Kshs 300 per day, which amounts to Kshs 2,400- Kshs 7,200 per month.

Fish Mongers

A survey done relating to fishmongers operating at Eastleigh, Eldoret CBD revealed that these traders have a huge contribution to the municipality's economy and job creation. The traders have a society registered under the Societies of Kenya Act. The society comprises 29 members, each making a daily contribution of

Kshs1,000 to their Sacco, totalling Kshs 29,000 per month. The traders expressed concern about the high statutory charges in terms of levies and fees paid to the municipality for operation. The table below outlines the average cost of operating as a fish trader at Eastleigh market;

Business charge	Amount (Kshs_	Frequency of payment
Business registration fee	4,000	Payable once
Annual trading license	8,000	Annually
Public health levy	300	Once every 3 months
Rent of the business premises	2,500	Monthly
Income tax	3,500	Monthly

The traders suggested that the municipality management looks keenly into the operational cost. A revision of the operational costs would attract more traders into the industry hence creating more employment opportunities for the municipality's residents.

A trader makes an average of Kshs 1,500 per day, while daily workers earn between Kshs 200- Kshs 400 per day. The traders also have access to credit from their Sacco at an annual interest rate of 10%. This has played a huge role in empowering traders to expand their business and vent into other viable business opportunities. There is a need for the municipality management to work collaboratively with the traders to achieve the municipality's vision of job creation.

There are several projects the traders have managed to carry out through their monthly contributions to the Sacco. The traders managed to construct their municipality-built stalls' veranda and kitchen areas, costing Kshs 2.7 Million. Among the proposed projects is the acquisition of refrigerated transport trucks. This initiative has been attributed to the high cost of transporting fish from Uganda. On average, each trader pays Kshs 500 as cess and Kshs 350 as transit charges. A refrigerated transport truck costs an average of Kshs 4.8 Million. Still, the traders have not acquired a truck of their own due to the inaccessibility of credit from the commercial banks or the County government.

Eldoret Municipality management ought to come on board, reinforce these traders, and provide a kitty for low-cost credit options for traders' Saccos, entrepreneurs, start-up businesses, and even existing traders. This move would go a long way in solving the issue of unemployment within the municipality.

8.2.9 Small Scale Manufacturing Units

There are numerous small-scale manufacturing units. Other goods produced include fabricated iron basins, steel doors, windows, boxes and wheelbarrows, and chains. In the automobile industry, numerous garages, some in the open air, offer repair services such as panel beating and wiring. This area of the informal economy requires big support from the Municipality, County Government, and all the development partners for the industrialization potential it holds.

8.3 ECONOMIC PARTNERS

Given the inadequacy of annual budgetary allocation, the municipality partly relies on financial assistance offered by key development partners in grants. Funding obtained has contributed significantly to the development of support infrastructure within Eldoret. The table overleaf shows a list of key economic partners that are active in Eldoret and their contribution to the development within the municipality;

Table 14: Key Economic Partners

No.	Partner	Contribution
1	World Bank	Funding support through the Kenya Urban Support Programme (KUSP).
2	European Union	Funding support for the on-going construction of the Modern Wholesale Market at Kimumu Bahati.

There is a need to identify and involve more development partners, including other government entities, Non-Governmental Organizations, Community Based Organizations, Faith-Based Organizations, and private investors in the development affairs of the municipality. Other proposed economic partners are: UN and other agencies, Countries and bilateral relationships, Local business community, Kenya Chamber of Commerce and Industry, Residence associations, Jua-Kali industry, Local sports fraternity, Local academic institutions.

The World Bank, through its Kenya Urban Support Programme (KUSP), however, remains the major development partner for the municipality the total grants issued under the Urban Institutional Grant (UIG) and the Urban Development Grant (UDG), so far totalling Kshs. 41,200,000 and Kshs. 630,147,000 respectively. The tables overleaf show the on-going projects funded through KUSP and planned projects to be undertaken under the same program.

Table 15: On-going Projects funded through KUSP

Project	Total Cost (Kshs)
Improvement of Road Infrastructure at C39 (Ndalat Stage) – Oldonyo Lessos Bridge, CMC-Panvilla, Panvilla-Miris, Pioneer Health Centre-Langas (Rexona)	160,200,000.00
Construction of Storm water Drainage from KPLC Yard-West Market Wetland through Arap Kitongo & Farmers Street, Eldoret; Beautification (Greening), ACK- MTRH, 64 Street- A104 & CBD; Construction of High Masts at Kipkaren, Asis & Ngomongo; Frontage Improvement from Iten Road (C51) to Muliro Street along A104 plus Drainage Works	79,080,680.00
Project Name: Paving of Eldoret CBD Service Lanes: Paradise-Nandi Road, Standard Bank – Korosiot, Barclays Bank-Nandi Arcade, Main Stage – Elijah Cheruiyot, and Frontages of Nandi Park & Korosiot	68,574,937.00

Non-Motorized Transport Infrastructure: Chepkoilel Junction-Sogomo, Zion Mall-Rupa Mall-RVVTI-AIC Kaplimo, Sosiani-Oil Libya, Public Works-PCEA, A104 (ACK Cathedral)-MTRH	154,800,000.00
Project Name: Improvement of Road Infrastructure Posta-Toyota Area-Railways-Wagon Wheel-Lands-Iten Road-Dola-Moi Girls	120,909,816.00

Table 16: Planned Projects under KUSP Programme

Planned Projects	Estimated Cost (Kshs)
Tarmacking of Arap Kitongo Road in Kiplombe neighborhood	100,000,000.00
Tarmacking of Racecourse Road to Oletapes & Marriott in Racecourse Neighbourhood	120,000,000.00
Non-motorized Transportation, beautification of the Park and Arboretum in Kapsoya Neighbourhood	68,000,000.00
Storm water drainage in Kapsaos and two security lighting high mast at Kipkaren in Kapsaos neighbourhood	70,000,000.00
CBD lanes paving and street lighting in Huruma neighbourhood	80,000,000.00
Sixty-Four Stadium in Huruma Neighbourhood	250,000,000.00

8.4 URBAN ECONOMIC DEVELOPMENT SWOT ANALYSIS

Strength	Weaknesses
<ol style="list-style-type: none"> On-going preparation of the Economic Plan for the Municipality. Functional UED support structures (forums). Favourable climate for agriculture. Local athletic talent. Availability of large tracts of arable land in the hinterland. 	<ol style="list-style-type: none"> The high rate of youth unemployment. A limited number of active economic partners. Inefficient monitoring and evaluation of municipal development projects. Increased growth of slums within the municipality. Lack of a functional UED plan. Lack of EPZs and SEZs. Inadequate space for doing businesses

Opportunities	Threats
1. Availability of potential economic partners.	1 Inefficient monitoring of municipal revenue streams
2. Existence of local processing industries	2 Inefficient monitoring and evaluation of municipal development projects
3. Agricultural potential for large scale wheat and maize farming	3 Inadequate and inconsistent municipal revenue allocation from the County Government of Uasin Gishu
4. Existing Eldoret International Airport through which highly perishable agricultural produce can be transported.	4 Economic disruptions due to pandemics such as COVID-19
	5 Inadequate financial support for local SMEs

8.5 STRATEGIC PROGRAMS RESPONSIVE TO THE MUNICIPALITY'S URBAN ECONOMIC PLAN AND JOB CREATION.

8.5.1 Setting up of Industrial Parks.

Eldoret Municipality faces a shortage of Export Processing Zones (EPZs) and Special Economic Zones (SEZs). Industrial parks are areas in which business and trade laws are different from the rest of the boundary. The aim is to increase trade balance, create employment, increase investment, job creation, and effective administration.

In a push to achieve Vision 2030, Kenya established the *Kenya Investment Authority* to act as an oversight body on matters relating to Investment within Kenya. With a vision to transform Kenya into a newly industrialized middle-income country providing a high quality of life to all citizens by 2030, the establishment of SEZs sits at the core of this objective. The SEZ authority, under KenInvest, issues the license and implements government policies and programs. In addition, it determines the investment criteria and thresholds for the business in the zone and maintains records of the enterprises and residents operating in each zone.

Eldoret Municipality hosts a KenInvest office. The municipality ought to work in conjunction with the County government and national government to establish industrial parks within the locality. This is meant to foster innovation and steer investment spirit within the municipality. The municipality's economy will experience massive growth and improvement by ripple effect, hence converting it into an innovative commercial hub. These Industrial parks can be grouped into public-owned parks and private-owned parks. Additionally, the municipality management ought to pursue the implementation of the *ICDC Industrial Park Masterplan*. The proposed location sits on a vast piece of land, 200 acres. The implementation of this project will ensure existing and potential Investors, including residents have ample space to carry out their businesses.

There also exists a proposed private-owned Industrial park at Kapsoya. The municipality should collaborate with the investors to offer incentives and funds for its construction.

8.5.2 Public-Private Partnerships.

The *Public-Private Partnerships Act no.15 of 2013* provides the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the Government through concession or other contractual arrangements; the establishment of the institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure or development projects and for connected purposes.

PPP Unit provides technical support (technical, legal & financial) to various government agencies (contracting authorities) keen to implement PPP projects. In this regard, the PPP Unit supports all contracting authorities from project identification through the phases of appraisal, procurement, negotiation, contracting to the operational phase.

In a consultative meeting held with various stakeholders, the PPP's office in Eldoret municipality expressed the desire to work collaboratively with the municipality management towards achieving the municipality's vision of becoming an economic muscle in the region. The PPP comes in different forms; the most common include, Build-Operate-Transfer (BOT), Build-Own-Operate (BOO), Build-Own-Operate-transfer (BOOT), Design-Build, Design-Build-Finance, Design-Construct-Maintain-Finance (DCMF), and Operation & Maintenance (O&M). The municipality should lookout for the most viable of these options to achieve its mandate of service delivery and improvement of the quality of life for the municipality's residents.

Eldoret Municipality would greatly benefit from PPPs by incentivizing the private sector to deliver projects on time and within budget, creating pacification in the economy by making the municipality more competitive in terms of its facilitating infrastructure base, development of local private sector capabilities through joint ventures with larger national and international firms, Improved operational inefficiency, extraction of long-term value-for-money, transfer of skills, the introduction of private-sector technology and innovation, imposing budgetary certainty by setting present and the future costs of infrastructure projects over time, and job creation amongst other benefits.

A thorough analysis of the benefits and risks involved in any kind of Public-Private Partnership is essential to ensure the common goal of service delivery is achieved at the end of each project.

8.5.3 Empowering the Chamber of Commerce and Industry.

The Kenya National Chamber of Commerce and Industry is registered under the Companies Act, 486 of the Laws of Kenya. Its vision is to promote a vibrant and prosperous business community, and the mission is to facilitate and promote a sustainable business environment for economic growth and prosperity.

Eldoret Municipality enjoys the benefit of hosting a KCCI office. Among the functions of this office is to promote, co-ordinate and protect the commercial and industrial interest, promote trade within and outside Kenya, establish and organize finance trade, exhibitions, and displays, provide facilities for the study, inquiry, and research into commercial and industrial matters and publish material and journal among others.

In a joint Departmental heads meeting conducted by the municipality, the KCCI expressed the need to work together to solve unemployment and internship placement for graduates. A study case in Durban, a city in South Africa where the Chamber of Commerce is strengthened, is at the core of advising on the establishment and location of business. A collaboration with KCCI would sort out the issue of unemployment in a win-win situation.

8.5.4 Expansion of Credit Facilities and Funding Programs.

The municipality currently has a funding program targeting youth and women. This program is meant to offer capital to women and the youth for investment purposes. Uasin Gishu County also issues unsecured credit facilities at a low interest rate, 5% p.a through the *Inua Biashara Programme* to women, youth, and persons living with disabilities. The credit ranges from Kshs 10,000 to Kshs 500,000. The credit facilities are mainly aimed at existing businesses and start-up businesses where the requirement is a business proposal. The loanee should be a resident of Uasin Gishu County.

Eldoret Municipality ought to sort out more ways to expand the funding program. This allows more borrowing for businesses to take out money over an extended period and enable companies to generate income and capital over some time. This ripples positively towards the municipality's economy through income and revenue expansion, as well as job creation.

8.5.5 Promotion of the ICT Sector.

Upon the full assumption of the municipality's functions, the management will embark on a serious undertaking of strengthening the ICT sector through the Department of Trade, Industrialization, and ICT. The municipality currently hosts several technology-based companies and industries. Among them is the Digital-assembly plant at Rivatex, which can produce laptops, tablets, electric meters, smartphones, and other digital devices. Additionally, the municipality also hosts Safaricom's second-largest call centre located. The facility is valued at Kshs 900 million employing at least 1,000 permanent employees and interns. The municipality also hosts MGW site, Safaricom's data centre located at Kapsoya.

The municipality faces an inadequacy in Innovation and Incubation hubs. Kenya having been ranked second leading innovation hub in sub-Sahara Africa by the World Intellectual Property Organization in Global Innovation Index (GII) 2019, the municipality ought to speed up its attempt to develop Eldoret municipality into an Innovation hub.

Innovation hubs encourage people to share ideas and perspectives, hence advancing the speed of research and development. Information and ideas flow throughout the hubs and to the outside. Incubators are focused on strengthening a company and nurturing start-up businesses and ideas. Innovation and Incubation hub is an excellent environment to generate strong, competing ideas for companies and businesses. In addition, they foster free-form experimentation and the generation of ideas that businesses and companies can expand on. The workshops are used to explore new market areas, new technologies, and entirely new business models.

8.5.6 Strengthening the Tourism Sector.

The Municipality is not a traditional tourist destination. However, the municipality is slowly growing into a sports tourism destination courtesy of renowned world runners and the high altitude that makes the municipality a suitable place for athletics training. In a consultative meeting engaged with the Department of culture, the municipality does have traditional artefacts that can be assembled in a museum. This will promote local tourism, which will play a huge role in growing the municipality's economy.

8.5.7 Market Aggregation.

The municipality should scale up products and services produced in the region to the global arena. This happens where similar products and services are classified together and then exported to realize the best value. In this model, all customers are treated as a single group and handled homogeneously.

In conjunction with the key industries in the region, the municipality should deliberate on the process in which goods and services are standardized to a larger population of people with similar needs. This move will help reduce production and marketing costs and reduce expenses incurred by customers/consumers. Large production runs for companies mean more value for money for consumers.

8.5.8 Creation of Enabling Policy/Regulatory Environment.

8.5.8.1 Investment Retention Policy.

The municipality should work collaboratively with the County and national government and develop policies and regulations to attract potential investors and retain investment in the region. This could be in terms of tax holidays and other types of incentives.

8.5.8.2 Informal Economy Policy

Eldoret Municipality does not have an Informal economy policy in place. Upon assuming its functions, the municipality should hold consultative meetings with the stakeholders and plan the best and most sustainable policy to grow the informal sector. The main aim of the policy is to regulate the Informal economy, ensure that the informal traders are taken seriously as business people who also contribute to the economy, and ensure that they are included in the municipal budget.

A database on informal traders within the municipality should be developed, and the Informal Chamber ought to be established and launched. The municipality still has to develop an Informal Economy By-law, which is a rule or law established by the municipality to regulate the functioning of the informal traders in line with the policy. Street vendors form part of the informal traders and are therefore covered by the Informal Economy Policy.

8.5.8.3 Database for SMMEs and Cooperatives.

The County Government currently holds this database. The municipality should create a Department of Trade, Industrialization, and ICT that will maintain a list of services provided by SMMEs and Cooperatives.

8.5.8.4 Private Sector Resources.

The municipality does not have any resources received from the Private sector. However, with a proposal to work collaboratively with PPPs, the municipality should establish and properly maintain a database of any resources acquired from the private sector and a database of potential private economic partners.

8.5.8.5 Database for Municipal Land.

The County government maintains all municipal land and assets databases. The municipality should have this function incorporated into its structure and ensure all municipal land data and assets are maintained and supported by an up-to-date Valuation Roll.

8.5.8.6 Research and Development.

The Municipality does not have a research and development unit in-house, however where a need arises the program should be outsourced or conducted in-house depending on the nature of the research and or development to be undertaken.

8.5.9 Enhancing the Capacity of the Municipality to Implement the UED Plan

8.5.9.1 Creation of an Urban Economic Development (UED) Unit

The management of the Municipality should create an UED Unit. The UED unit will be a Department on its own and its implementation and facilitation led by UED Officers who report directly to the municipality Manager.

8.5.9.2 Capacity Constraints and Challenges.

The main challenge is that the UED plan is not in place. However, the plan is being prepared and it will guide the municipality on many areas of economic growth and job creation. Upon taking up its functions and in the process of implementing the UED plan, the municipality may introduce an internship program to ensure the smooth running of the unit.

8.5.9.3 Capacity Needs.

There is a need for human resources training and development within the municipality. The training plan will be developed and rolled out to municipal staff.

8.5.9.4 Budget and Performance Management

The management will set aside a budget to implement the UED plan activities for the forthcoming financial years. The plan will be in line with the set budget. The management of the Municipality will use this UED strategy as a Monitoring and Evaluation tool for implementing the projects and programs proposed in the plan.



CHAPTER 9: COMMUNITY AND SOCIAL DEVELOPMENT STRATEGY

9.1 OVERVIEW

The social pillar in Vision 2030 focuses on building a just and cohesive society that enjoys equitable social development. It is achievable through education and training, Health - Care Services, Environment, Water and sanitation, Gender, Youth and Vulnerable populations, Housing and Urbanization, Labor and employment, Science, Technology and Innovation. All these development aspects have been addressed in this report under strategic sector plans. This Social Development and Integration Plan is a long-term commitment between Eldoret Municipality, municipality stakeholders, and communities served by the municipality. It presents major challenges in social development and proposes ways to integrate social dimensions within the municipality to local community needs and align them to economic opportunities. The social development plan intends to ensure the economic and social development of the municipality through the involvement of individuals, the wider community, and development partners working within the municipality.

9.2 OBJECTIVES OF THE SOCIAL DEVELOPMENT AND INTEGRATION PLAN

This social Development Plan sets out to:

1. Build a partnership base among local players within the communities, between support organizations and agencies that serve the communities and varied levels of government. To achieve remarkable success requires all the communities within the municipality to work together to address their collective economic challenges.
2. The Social Development Plan is a community-driven initiative that intends to bring together individuals, communities, municipal leaders, government, and stakeholders to initiate a strategy and build an action plan.
3. The plan aims at addressing the needs identified by the community members through the exploitation of various economic opportunities. Many of the proposed development interventions in actionable programs and projects are community-based and require a significant amount of community commitment.

9.3 SOCIAL MANAGEMENT PLAN

Issues	Priorities	Strategies	Projects/ Programmes
High poverty levels	Provision of adequate economic opportunities such as income-earning activities, training, start-up packages, business incubation centres, and formation of self-help groups	<ul style="list-style-type: none"> • The County, Municipality, and private Micro-finance institutions (MFI) access finance to the poor through loans, savings accounts, small credit schemes, and insurance services to support women youth, and other small-scale traders • The National and County Government to provide enabling environment and complementary measures including security and anti-corruption measures that are essential for enterprise development • The County to develop trade policies providing for public subsidies or protective tariffs • Liaison with Kenya Industrial Estate (KIE) to capacity build the entrepreneurs on business management • Undertake capacity development for the marginalized communities through the provision of education and health services • The County to provide an enabling environment and complementary services i.e. anti-corruption measures and provision of basic services. 	<ul style="list-style-type: none"> i. Establish and mobilize financing institutions i.e. credit schemes, MFIs and KIE ii. Develop a capacity building and training program for small-scale traders. iii. Provide water, sanitation, and security services in all informal settlements and slums
Community Facilities	<ul style="list-style-type: none"> • Upgrade Kapsoya playing field 	<ul style="list-style-type: none"> • Partner with the County Government Departments and development partners to provide adequate social halls, 	<ul style="list-style-type: none"> i. Land banking for construction of community facilities

Issues	Priorities	Strategies	Projects/ Programmes
<ul style="list-style-type: none"> • Inadequate social halls, open and green spaces, public libraries, cemeteries • Poor maintenance of the existing community facilities • Inadequate sports and recreational facilities • Inadequate recreational facilities and community centres to grow their social bond, undertake social activities, and promote talent 	<ul style="list-style-type: none"> • Construction of community facilities at Munyaka, Kapsoya (primary school, Maili Nne area, Maili Nne Ngechek area, Emkoin, Kapkoros, Kapsaos, Kiplombe Trading Centre, Kamukunji, Subari, Kambiteso, Bondeni, Block 10, Racecourse ward, Huruma ward, Kipkaren, Pioneer West farmer, Kipkenyo, Ainaptich and Tac centre • Convert Central Primary School to a Green Park 	<ul style="list-style-type: none"> open and green spaces, public libraries, cemeteries, community centres, sports, and recreational facilities, cultural centres • Advocate the Municipality for improved funding mechanisms of social infrastructure; • Provide modernized (with internet facilities) that benefit the broader community • Develop a Community Facility Hierarchy that will guide appropriate facility development • Facilitate formation of community facility development and management committee to be chaired by the director for social services during quarterly meetings for status review • Facilitate preparation of Facility Improvement Action Plans indicating improvement timelines, the scope of works, and funding required among others • Fix charges for facility hire to raise funds for management costs • Design and use online booking and payment system for facility hire • Integrate existing planning standards, best practices and WHO guidelines in allocation of community facilities 	<ul style="list-style-type: none"> ii. Construction of community facilities at Munyaka, Kapsoya (primary school, Maili Nne area, Maili Nne Ngechek area, Emkoin, Kapkoros, Kapsaos, Kiplombe Trading Centre, Kamukunji, Subari, Kambiteso, Bondeni, Block 10, Racecourse ward, Huruma ward, Kipkaren, Pioneer West farmer, Kipkenyo, Ainaptich and Tac centre iii. Construct fully-fledged cultural centre (Art gallery, Museum, Library, Multi-purpose Hall, auditorium, open-air stage, music production studio) iv. Develop a Green Park where Central Primary School is located

Issues	Priorities	Strategies	Projects/ Programmes
		<ul style="list-style-type: none"> • Acquire adequate municipal resources (financial and human) for proper maintenance of the existing community facilities • Involve respective community members including marginalized communities and the disadvantaged groups in the identification, construction, and maintenance of facilities that are specific to them 	
<p>Slums/Informal Settlements</p> <p>upsurge</p> <ul style="list-style-type: none"> • Lack of title Deeds for slum dwellers • Lack of basic services • Insecurity 	<ul style="list-style-type: none"> • Slums/informal settlements upgrading • Provision of basic infrastructure and services • Provision of land ownership documents • Provision of adequate community facilities • Provision of adequate economic opportunities • Security improvement 	<ul style="list-style-type: none"> • Collaboration between County Government in the Self-help and in-situ slum upgrading approach • The County Government Department of Physical Planning to undertake comprehensive physical and land use planning for all the informal settlements through own resources, national programs such as KISIP, and funding from development partners to facilitate the provision of basic infrastructure and services as well as identify livelihood opportunities for the people living in the settlements. • Engage the National Ministry of Lands and Physical Planning and the National Land Commission to facilitate the provision of ownership documents to communities living in Munyaka, Silas, and Kipkaren informal settlements 	<p>Initiate slum up-grading program</p>

Issues	Priorities	Strategies	Projects/ Programmes
		<ul style="list-style-type: none"> • Provide adequate community facilities in the informal settlements such as social halls, community empowerment centres, cultural centres, talent growth and promotion centres, libraries, open and green spaces, sports and recreation facilities, market facilities, security installations through the participation of communities and disadvantaged groups, integrated programs for social inclusion for improved living conditions through partnerships between community and development partners • Facilitate formation of urban poor development revolving fund and low-interest loans for community-driven programs • Formulate enabling policies for inclusion of slum dwellers in decision making, design of development projects, and construction process • Reduce poverty levels in the slums and informal settlements. This is a multi-sectorial approach and a concerted effort that requires attention and support from all the sectors and stakeholders within the Municipality 	

Issues	Priorities	Strategies	Projects/ Programmes
		<ul style="list-style-type: none"> Initiate vocational scholarship programs in the informal settlements to encourage work-based training and education 	
<p>Street Families</p> <ul style="list-style-type: none"> Constant harassment by the law enforcement, especially the street families and those who engage in small-scale trading activities Child Labour Unsustainable street feeding program Lack of medical care and services Glue sniffing has lifelong consequences 	<ul style="list-style-type: none"> Provision of free medical care Provision of donations and foodstuffs to institutions caring for children Creation of teams to work with street children 	<ul style="list-style-type: none"> Initiate formation of a consortium involving charitable children’s institutions, NGOs, County Government. Ban street feeding programs and encourage giving donations and foodstuffs to institutions caring for children Work with County Government Hospital (social workers) to provide free medical care Lobby Municipality and County Government to criminalize the purchase of scrap metal from children under 18 years Strengthen child protection unit within the County Teach street children their rights The Municipality and other stakeholders to trace back on what’s happening in the family of the street children, and integrate them back into their families/community. The Municipality to create a team to rescue, rehabilitate and re-unite street children. This will need emphasis by a religious institution, administration, and collaboration with community institutions at large. The municipality 	<p>Strengthen the rehabilitation and rescue program</p>

Issues	Priorities	Strategies	Projects/ Programmes
		<p>needs a multi-faceted team of psychiatrists, counsellors and sociologist on solving street families' issue</p>	
<p>Marginalized Communities and Disadvantaged Groups (The Youth)</p> <ul style="list-style-type: none"> • Inadequate capital to start-up businesses • Teenage pregnancy resulting in school dropouts. This has increased during COVID 19 times in the year 2020. • High unemployment rates. 	<ul style="list-style-type: none"> • Provision of low-interest loans • Support young people's greater access to decent work and productive employment • Protect and promote the rights of young people and support their civic and political engagement 	<ul style="list-style-type: none"> • Integration of the minority into mainstream society • Youth Participation through active decision-making, sports, schools, or faith communities • Youth Mainstreaming that acknowledges the roles the youth can play in the development 	<ul style="list-style-type: none"> i. Setting up credit scheme for the youth ii. Introduction of existing SMEs and cooperatives to access finance, markets, and business development services to the youth
<p>(Women)</p> <ul style="list-style-type: none"> • subject to violence, and lack access to the same economic opportunities as men • Underrepresentation in decision Making • Discrimination • Widespread unemployment. 	<ul style="list-style-type: none"> • Provide women financial empowerment 	<ul style="list-style-type: none"> • Propagate gender mainstreaming in program development • Monitor the one third gender rule that ensures equity through affirmative actions that require employees to be women • Draw policies that allow upward mobility of women in both the private and public sector 	<p>Setting up credit scheme for the women</p>

Issues	Priorities	Strategies	Projects/ Programmes
<ul style="list-style-type: none"> • Lack of adequate capital to start a business • Inability to access credit facilities, due to requirement of collateral • The collapse of businesses due to COVID 19 pandemic • Lack of inclusivity and gender-based discrimination 			
<p>(PLWDs)</p> <ul style="list-style-type: none"> • Lack of designated trading spaces for PLWD traders. • Poor infrastructure planning and development (e.g. lack of parking reserved for PLWD). • Communication barriers hindering access to services especially among the deaf and the blind. • Inadequate employment opportunities 	<ul style="list-style-type: none"> • Development of social protection for persons with disabilities 	<ul style="list-style-type: none"> • A disability framework/legislation is needed • Disability has to be prioritized in all the programs • Establish a multi-purpose skills centre for people with disabilities • Strategies for the recruitment of people with disabilities are needed. • Engagements with disability NGOs are crucial 	<ul style="list-style-type: none"> • A program on improving services and promoting the rights of people with health challenges/ disabilities • Development of website and e-learning platform for PLWDs • Improve access to information for the disabled by upgrading the capacity and collection of materials of the specialized library for disabled

CHAPTER 10: SPATIAL DEVELOPMENT AND MANAGEMENT PLAN

10.1 OVERVIEW

Spatial management involves the regulation of land use activities and spatial development to ensure it sustainably takes place. The benefits of improved spatial management could range from environmental to economic and social. Eldoret Municipality is located on one of the two main national corridors with the country, hence the needs the Spatial Development and Management Plan to regulate land and land-based resources within it. This plan also incorporates a place-based strategy to enhance urban redevelopment and renewal within the municipality, which are key deliverables under the Terms of Reference of the planning project.

Under section 20 of the Urban Areas and Cities Act, 2011, a municipal board may be given the responsibility to undertake spatial management through ensuring controlled 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. This strategy provides a basis on which land use-related decisions within the municipality shall be undertaken to ensure efficient, productive, and sustainable land use. Three (3) factors inform it;

1. Emerging spatial constraints, problems, opportunities, trends, and patterns;
2. The need for spatial restructuring;
3. The need for land reform

10.2 SPATIAL STRUCTURE AND FORM

The Municipality's form of urban growth exhibits both linear and concentrated patterns of development. It experiences massive linear development along the major roads, including the A104, the central spine in the town, the B54 road to Kaptagat, C39 road to Kapsabet, and the C48 road to Iten. Along the A104, a dense commercial establishment of high-rise office blocks, shopping malls, and market stalls characterize this linear development. However, commercial development along the other roads is not as dense and is characterized mostly by wholesale and retail shops and artisan outlets.

Over the years, Eldoret continues to exhibit linear growth along the major roads, particularly A104-Uganda road and B16 –Iten road. These two patterns of growth continue to define the spatial structure of the municipality. Recently as however several, other growth centres have emerged. These have continued to expand chaotically, eating into rich surrounding agricultural land due to poor implementation of development control standards in existing spatial plans for the Municipality.

The municipality also continues to grow radially outwards from the urban core, with lesser dense development occurring on the city's outskirts. However, generally, it displays a low skyline, with five buildings exceeding five floors in height. Recently, there has been an emergence of minor growth centres, such as Kesses, Ngeria, and Sogomo, around which development has been clustered. The rural hinterland experiences dispersed development characterized by traditional homesteads and large tracts of agricultural land.

Urban concentration is at the CBD, Elgon View Estate (upper and lower), Kapsoya Estate, Munyaka, and Silas areas. Land ownership, economic activities, and income levels mainly influence this growth pattern. Clustered development occurs mostly around higher learning institutions across the planning area, including Kesses, Ngeria, and Sogomo.

Commercial activities are highly concentrated in the CBD and spreading out along the major trunk roads. Due to this high concentration of urban activities in the Central Business District, it is experiencing high degeneration. The CBD was not designed for the emergent urban role as a commercial and administrative hub of the County. The streets are narrow, poorly maintained, encroached by informal activities, and the infrastructure cannot cope with increasing demand. The plots are also small, and development requires a rethinking of land management to create enhanced urban aesthetics.

Poorly regulated industrial activities being undertaken within the Municipality also contribute to the growth patterns. The municipality in 2020 commissioned the preparation of a Structure Plan for the municipality to help regulate the spatial structure of Eldoret. It is expected that the plan will be premised on previous Spatial Plans and Development plans for the municipality to ensure it captures the previously intended spatial pattern of development. However, stricter development control standards will have to be applied during its implementation to address the rampant urban sprawl currently being witnessed.

10.3 PLANNING IMPLICATIONS OF THE GROWTH PATTERN

The Municipality is experiencing rapid urban sprawl extending far and beyond the current demarcated boundary. This sprawl has mainly been caused by rapid urbanization without coordinated urban growth and development, increased population due to high rural-urban and urban-urban migration, high demand for urban land. The spread of this nature comes with the following accompanying challenges

1. Availability of land for development is becoming scarce
2. There are several irregularly allocated public land within the Municipality
3. Lack of land use framework to guide the use of agricultural land.
4. Poor conservation of ecologically sensitive areas.
5. Conversion of more agricultural land to human settlements, therefore, overstressing infrastructure delivery and reducing agricultural productivity,
6. High subdivisions of land into uneconomical sizes,
7. Encroachment into the environmentally sensitive areas and
8. High costs for the provision of infrastructural services such as water, sewer, and roads.

9. This sprawl also causes inefficient land utilization, leading to a lack of adequate space/land to provide facilities, e.g., industries.

10.4 STRUCTURING ELEMENTS

Structuring elements are key natural and artificial features that determine urban development and form. Eldoret municipality has several structuring elements, including River Sosiani, the meter-gauge railway line, and major roads. River Sosiani, which flows southeast through the municipality, has greatly influenced agriculture and industrial activity. Industrial activity has also been influenced by the meter-gauge railway, which offered transportation services for bulky goods produced by the various industries. The A104 road section linking Nakuru to Malaba, a significant transportation corridor nationally, cuts through the municipality in a North West - South East direction and has attracted significant commercial development. Other roads influencing development within the municipality include the B54 road to Kaptagat, C39 road to Kapsabet, and the C48 road to Iten. Other structuring elements in the municipality include Eldoret Town Escarpment, which restricts development towards the north and existing wetlands.

10.4.1 River Sosiani

River Sosiani, which flows southeast through the municipality, has greatly influenced agriculture and industrial activities. The Municipality's main administrative and commercial part is on the north side of Sosiani River, while the south side of the river is where residential areas are situated.

10.4.2 Trunk Roads

The A104 road section linking Nakuru to Malaba, a major transportation corridor nationally, cuts through the municipality in a North West - South East direction and has attracted significant commercial development. Other roads influencing development within the municipality include the B54 road to Kaptagat, C39 road to Kapsabet, and the C48 road to Iten.

These trunk roads act as arteries (linear pattern) on which most activities in the Municipality are hooked, i.e., commercial, industrial, residential, transport, and education activities as follows:

1. Uganda Road (CBD, Shauri Moyo, Mwanzo Estate, Huruma Estate, Raiply Company Limited, Kenya Pipeline Company, Baringo Estate, Roadblock/Tairi Mbili, Fly-over, and Maili Nne)
2. Eldoret-Nakuru Road (Rupa Mills, Ken-Knit Ltd, Acacia estate, Sukunanga estate, Annex estate, Moi University Annex School of Law, and Outspan Centre)
3. Eldoret-Kapsabet Road (Pioneer Estate, Hill School, Hill School Estate, Catholic University of Eastern Africa, Eldoret Polytechnic, Eldoret ASK Showground, Langas, Racecourse, Kapseret shopping centre, and Eldoret International Airport)
4. Eldoret-Iten Road (part of CBD, Railway Station, Government offices, Eldoret Airstrip, Jerusalem Estate, Kimumu Estate)
5. Eldoret-Kiptagat Road (Rift Valley Technical Training Institute, KCC Eldoret, Hill Side Estate, Kenmosa Estate, Mountain View Estate, and Kipkorgot Estate)

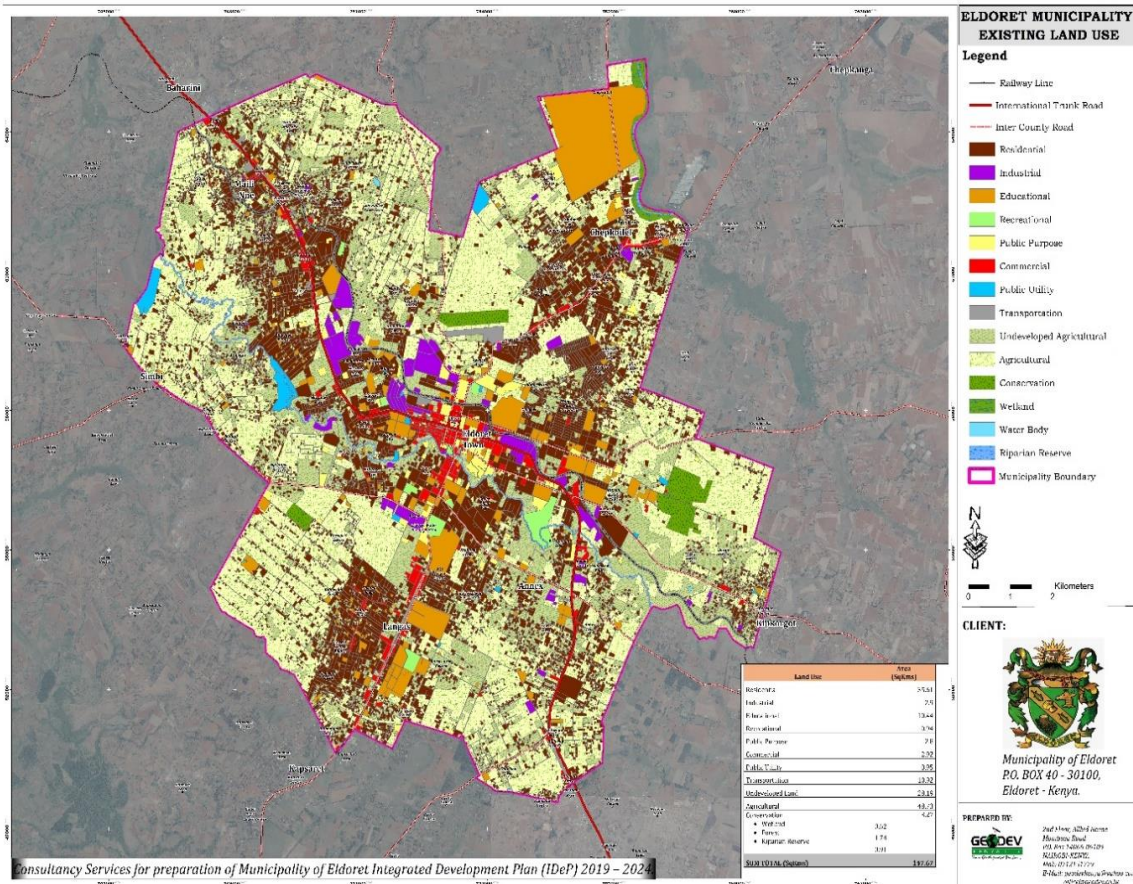
10.4.3 Railway Line

The meter-gauge railway is a major transportation corridor nationally and cuts through the municipality from South East to North West. Most development activities in the Municipality are located on the lower parts of the railway line. The railway offered transportation services for bulky goods produced by the various industries, greatly influencing the industrial activities and development in Eldoret. Other structuring elements in the municipality include Eldoret Town Escarpment, which restricts development towards the north, the existing wetlands, and land ownership/tenure.

10.5 LAND USE PATTERN

The various land use categories in the municipality include residential, industrial, educational, commercial, public purpose, public utilities, transportation, urban agriculture, and recreational. However, the configuration of the uses does not reflect what is anticipated by the existing spatial plan for Eldoret due to poor enforcement of development control standards provided. Additionally, there are multiple causes of land-use conflicts. It is expected that the Spatial Plan, which is currently being prepared, will set out to rectify the situation to create a balance and align the existing land use pattern to the spatial aspirations of the municipality. However, stricter development control standards will have to be applied during its implementation to address the rampant urban sprawl currently being witnessed. Overleaf is a map showing the current distribution of land uses.

Map 8: Existing Land Use



Source: Eldoret Municipality Local Physical and Development Plan, 2015

Table 17: Year 2015 Land Use Proportions

Land Use	Cover (Km ²)
Agriculture	48.73
Residential	35.61
Undeveloped Land	28.19
Transportation	10.92
Educational	10.44
Conservation	3.27
Commercial	2.92
Industrial	2.9
Public Purpose	2.8
Public Utility	0.95
Recreational	0.94
Total	147.67

Source: Eldoret Municipality Local Physical and Development Plan, 2015

10.6 LAND TENURE SYSTEMS

The original Eldoret municipal boundary is currently characterized by public land belonging to the National Government, County Government, and Parastatals, including Kenya Railways Corporation. However, some of this land has been leased out to private individuals for a maximum period of 99 years under the new land laws 99 years. However, the expansion of municipal boundaries has seen the inclusion of private land under freehold tenure within the municipality. Such land that was previously under agricultural use is now increasingly being developed into residential and commercial use. Currently, leasehold land covers Eldoret Municipality Block 1 -15 and some LR. Registration farms under Registered Titles Act, including Roch Centre, Kosgei Farm, Racecourse & Eldoret Showground lot. The municipality does not have any community land.

10.7 STRUCTURE AND FORM OF HUMAN SETTLEMENTS

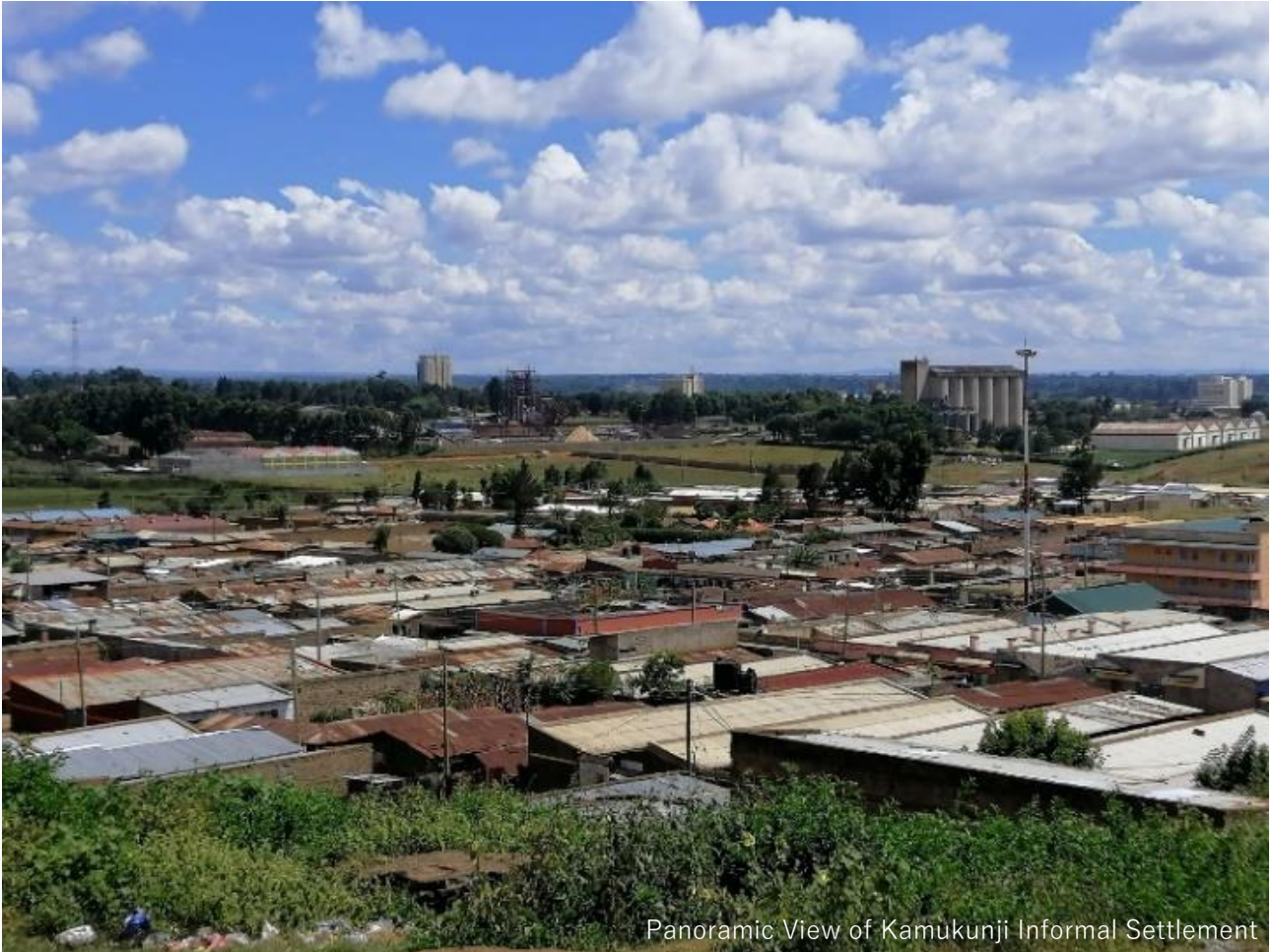
10.7.1 Formal Settlements

Formal settlements within the Municipality include Elgon View (Lower and Upper), Kapsoya, Mwanzo, Hillside, Eastern Avenue Estate, Kipkaren, Annex, Racecourse, parts of Langas, Kingóngó, Kiplombe, Kimumu, Kahoya, Pioneer, West Indies, Jerusalem, Acacia, Baringo, Kenmosa and Kipkorgot. These settlements are characterised by permanent buildings, housing typologies, wide access roads, basic services and infrastructure, and orderly developments. These settlements can be categorized into low, medium, and high-density settlements

- 1 Low-Density Residential Areas: *Lower Elgon View, Upper Elgon View, Hillside Estate, Kenmosa Gardens, Eastern Avenue Estate*
- 2 Medium and High-Density Residential Areas: *West Indies, Kapsoya estate (Site and service schemes), Kahoya Estate, Kingóngó, Kiplombe, Kimumu, Acacia, Annex, Jerusalem, Kipkorgot, Mwanzo (Site and service schemes), Kipkaren (Site and service schemes), Racecourse, Baringo, Parts of Langas, Maili Nne*

10.7.2 Informal Settlements

Informal Settlements in the Municipality include Munyaka, Silas, Kamukunji, Kambi Teso, Kambi Nairobi, Kambi Turkana, Ngomongo, Jerusalem, Kipkaren, Huruma, Shauri Yako, King'ong'o, parts of Baringo, Bondeni, parts of Kimumu, Langas, Maili Nne, Roadblock, Mwienderi, Keroka, Majengo, Umoja, Mwanzo, Sugunanga and Hill School Village.



Panoramic View of Kamukunji Informal Settlement

Main challenges affecting the informal settlements and slum areas within Eldoret Municipality include:

1. High poverty levels and associated social ills
2. Poor housing conditions. Most are temporary and or semi-permanent dwellings
3. Poor access roads that are narrow, inaccessible, and lacking requisite facilities
4. Lack of adequate water supply. The majority of residents use shallow wells
5. Poor liquid waste management due to inadequacy or lack of a sewerage system
6. Poor solid waste management.
7. Insecurity issues aggravated by poverty and inadequate or lack of security lights
8. Lack of green or open spaces
9. Inadequate health facilities, ECDEs facilities, and other community facilities

Plate 5: Condition of the Informal Settlements



Source: Field Survey, 2020

The high proliferation of informal settlements and slums areas in the Municipality is due to several factors that include but are not limited to the following:

1. Lack of proper implementation of existing municipal plans to properly guide and control developments, including standards for housing provision
2. Rapid urbanization without commensurate resources to provide basic services such as housing, water, and sanitation
3. Increasing urban population from other regions of the country comes to seek the vast livelihood opportunities that the Municipality offers. The Municipality is highly cosmopolitan
4. Diminishing rural and peri-urban agricultural lands within the County pushing people to move to Eldoret
5. Limited economic opportunities in the rural areas due to reduced income in the agricultural sector and the dwindling productivity of the agricultural lands. Most agricultural produce lacks value addition and markets.

An Integrated Development approach is required to curb this challenge, where it explores and optimizes all the available opportunities in the Municipality and the wider region to promote a solid commercial and industrial base anchored on the readily available local raw materials, abundant labour force, and the entrepreneurial spirit of people living in the municipality is required. The County Government needs to emphasize agricultural inputs and outputs through subsidization programs, agricultural extension services, value addition, and marketing.

10.7.3 Urban Fringes (Peri-urban) Areas

These areas include Baharini, Outspan Centre, Ndalat, Kipkenyo, Namungoet Area, Nyakinyua Area, Chepkanga, Ilula, Jasho Area, Lamok Area, Laturet Centre, Kaptinga Area, and Chemalal Area. They are either located at the edge of the Municipality or just outside the Municipality. These areas are characterized by farm activities, emerging trading centres, poor access roads, inadequate communal infrastructure, low or lack of solid waste collection, inadequate piped water supply, lack of sewer supply, poor drainage, and lack of land use planning.

10.8 PREVIOUS SPATIAL INTERVENTIONS

Several attempts have been made to regulate the spatial organization and the urban form and structure of Eldoret. This has mainly been through the preparation of spatial plans for the municipality. The first Physical Development Plan prepared in 1970 covered a total area of 25 km², which was the boundary of the urban area at the time. Subsequent expansion of the boundary to 59 km², and later to 149 km², necessitated a Local Physical Development Plan (LPDP) (plan no. ELD 17/81/13), in 1981, under the Town planning Act Cap 134. The plan covered the CBD and its immediate environment, serving as a development control tool.

In 2008, another LPDP was prepared under the Physical Planning Act (Cap 286). Despite not being approved, the plan identified elements of urban development control that included PDPs, subdivision plans, extensions and change of users, extensions of leases, and building plans. The implementation of these elements gave rise to the existing spatial pattern. The PDPs, however, were subject to abuse, especially during the period 1995-1996, leading to the irregular allocation of sites reserved for public use or riparian reserves.

Upon further expansion of the municipal boundaries, another Local Physical Development Plan intended to guide spatial development in Eldoret for the period 2015-2024. Poor implementation of development control standards laid out in this plan has seen urban development eat into the rich agricultural land in the outskirts of the municipality. This prompted the municipality, in 2019, to commission the preparation of a Structure Plan for the municipality to help regulate the spatial structure of Eldoret. It is expected that the plan will be premised on previous Spatial Plans and Development plans for the municipality to ensure it captures the previously intended spatial pattern of development.

10.9 EMERGING ISSUES

10.9.1 Spatial Development Constraints

1. High rates of urban sprawl lead to challenges in infrastructure and services provision, challenges in managing the Municipality effectively, and encroachment of urban activities into the agricultural areas. This urban sprawl has also led to the emergence of undefined urban growth limits that continue to increase challenges in infrastructure and services provision as well as urban management
2. Increased subdivision of urban and agricultural land to uneconomical sizes due to high population growth and demands for urban development
3. High proliferation of informal settlements and activities leading to unmanageable urban spaces, encroachment into public land, environmentally sensitive areas, roads, and private properties, as well as increased sprawl that lead to encroachment of urban activities into the rich agricultural areas and increased challenges in the provision of infrastructure and services
4. Uncontrolled development leading to encroachment onto wayleaves, roads, and riparian reserves,
5. Lack of land banks for the provision of public utilities and public investments such as housing.
6. Exposure of unutilized public land to grabbing.
7. Existence of un-surveyed plots leading to land conflicts, especially in the hinterland areas.
8. Poor enforcement of existing zoning regulations
9. Sprouting of urban nodes with undefined roles and functions

10.9.2 Spatial Development Opportunities

Potential/ Opportunities that can be exploited to regulate spatial development in the Municipality include;

1. Integrated Development Planning and Local Planning and Development initiatives that are being undertaken to provide the following: contain the high urban sprawl, set sustainable urban limits, provide adequate measures for planning and land use development control, as well as provide strategies and measures for provision of adequate basic infrastructure and services
2. The relatively flat terrain is an opportunity for urban development and provision of urban infrastructure and services
3. Presence of peri-urban areas that are not highly affected by the challenges of urban congestion. These areas provide a good opportunity for promoting sustainable urban agriculture before they are subdivided into uneconomical units. They provide an opportunity for proper planning and development in anticipation of future urban growth. They provide an opportunity for land banking before land prices escalate unaffordable rates. They also act as breathing areas of the municipality, which enhances the climate of the Municipality and an opportunity to combat climate change and its impacts.
4. The Municipality lies in a rich agricultural hinterland which should be promoted through proper planning and land use development control as well as the creation of urban limits to protect the areas

from further subdivision of land into uneconomical sizes, encroachment by urban activities, and enhance the economic development of the Municipality

5. The on-going preparation of the Spatial Plan for the municipality and review of the zoning and development control regulations will help urban control sprawl that is partly caused by linear development
6. The Municipality main activity areas are along the major trunk roads, which presents a good opportunity for infrastructure provision
7. High private land ownership is an incentive for maximum investment and optimal land use when encouraged and properly regulated.
8. Availability of legal system through which grabbed public land can be repossessed for infrastructure provision and the lacking public utilities.

10.10 ANALYSIS OF SPATIAL DEVELOPMENT ISSUES

ISSUE FOR ANALYSIS	ISSUES/CHALLENGES	CAUSAL FACTORS	EFFECT/IMPACT	EXISTING OPPORTUNITY TO SOLVE THE ISSUES
1. Spatial and Physical Development	<ul style="list-style-type: none"> i. Uncoordinated spatial development ii. Ineffective and uncontrolled urban sprawl iii. High Rates of uncontrolled urbanization iv. Uncoordinated use of land v. Poor land use and development control vi. Urban Decay vii. Old and dilapidated buildings and deteriorated urban spaces 	<ul style="list-style-type: none"> i. High population growth rates ii. High urbanization rates iii. Undefined urban growth limits. iv. Poor planning and land use development control v. Poor implementation of existing land use development plans vi. Poor enforcement of existing zoning regulations vii. Inadequate financial and human resource capital to undertake effective development control and proper urban management viii. Poor maintenance of urban infrastructure and buildings by respective owners ix. Increase in urban informalities 	<ul style="list-style-type: none"> i. Urban informality ii. Reduction of rich agricultural land iii. The emergence of urban nodes with undefined roles and functions iv. Encroachment into Marura, Eldoret West, Elgon View, Kimumu wetlands, and Sosiani river riparian reserves. v. Land fragmentation into uneconomical units vi. Poor aesthetics vii. Diminishing property values Challenges of urban management and provision of infrastructure and services 	<ul style="list-style-type: none"> i. National policies and plans on land, land use, and spatial development ii. Existence of spatial planning systems in the County, including a County Spatial Plan and a Department of Physical and Land Use Planning iii. Existence of Zoning regulations and County development control unit iv. Presence of planning technical committee v. On-going preparation of a 10-year Eldoret Municipality Spatial Plan vi. On-going Integrated development planning initiative to improve on services provision and advise on sustainable spatial development strategy

		<ul style="list-style-type: none"> x. Lack of appropriate redevelopment plans and strategies xi. Lack of a Municipal policy on urban revitalization 	viii. Unsustainable urban development	<ul style="list-style-type: none"> vii. Existing urban improvement plans and policies viii. Existing capacity and institutional frameworks to develop redevelopment strategies and urban revitalization policies
2. Public Land	<ul style="list-style-type: none"> i. Inadequate public land for public investments on basic infrastructure and services ii. Unutilized institutional public land 	<ul style="list-style-type: none"> i. Lack of adequate land banking for the municipality ii. Grabbing of public land, e.g., in Elgon View iii. Poor planning iv. Lack of political will to acquire enough public land for current and future use v. Poor management of institutional land 	<ul style="list-style-type: none"> i. Unavailability of ready land to cater for the current demands on housing, utilities, healthcare, and community facilities ii. The proliferation of informal settlements iii. Urban sprawl 	<ul style="list-style-type: none"> i. Existing public land that could be put into more optimal use ii. Expiring leases on municipal land that can be acquired to augment supply iii. Existing and on-going spatial plans

10.11 DEVELOPMENT PLAN AND MANAGEMENT STRATEGY

10.11.1 Key Objectives

The Spatial Management Strategy seeks to achieve the following objectives;

1. To promote optimal and sustainable use of land and land-based resources.
2. To protect agricultural land in the hinterland to safeguard the high potential of the Municipality
3. To control and coordinate land uses in an effective, efficient, and sustainable manner
4. Establish sustainable urban growth areas and extent.

10.11.2 Key Strategies

To achieve the above-listed objectives, the municipality shall pursue the following strategies;

1. Establish the urban growth limits for the built-up and urbanizing areas to reduce the increasing sprawl and encroachment into agricultural areas.
2. Promote mixed-use compact development to contain urban sprawl and provide services with ease
3. Rejuvenate the inner build core of the municipality
4. Enhance the capacity for proper development control
5. Regular monitoring of land-use changes

10.11.3 The Goal, Specific Objectives, and Strategies

GOAL: TO PROVIDE A RELIABLE AND EFFICIENT SPATIAL AND PHYSICAL DEVELOPMENT SYSTEM			
FOCUS AREA	SCOPE/TARGET	OBJECTIVES	STRATEGIES
1) Land Use Planning and Development Control	1) Uncoordinated spatial development 2) Ineffective and uncontrolled urban sprawl 3) High Rates of uncontrolled urbanization 4) Uncoordinated use of land 5) Poor land use and development control 6) Urban Decay 7) Old and worn buildings and deteriorated urban spaces	i. To improve the spatial and physical development in the municipality ii. To develop an efficient land use and development control system iii. To enhance the capacity of the land use and development control Department	i. Establish adequate measures that will see coordinated spatial development ii. Undertake Municipal Spatial Planning to guide development and mitigate ineffective and uncontrolled urban sprawl iii. Provide proper land use and development control measures to guide and control development and promote coordinated use of land iv. Enhance the Municipal Institutional Capacity to promote effective land use planning and development control v. Prepare a Municipal redevelopment/revitalization policy to reduce urban decay and to promote measures for the renovation of the old and worn buildings as well as the revitalization of deteriorated urban spaces
2) Public Investments	i. Inadequate public investments due to lack of adequate municipal land	i. To provide adequate public land for public investments in basic	i. Engage all the institutions that have land within the Municipality to establish adequate measures that will ensure their land is utilized optimally for the benefit of the Municipal residents

	<ul style="list-style-type: none"> ii. Underutilized public land iii. Old and worn public facilities 	<ul style="list-style-type: none"> infrastructure and services ii. To develop strategies and provide optimal measures that will ensure all institutional public land within the Municipality are optimally utilized 	<ul style="list-style-type: none"> ii. Partner with the National and County Governments and other development partners to provide for public investments and utilities that are currently lacking in the Municipality iii. Engage the National and County Governments and other development partners on ways and resources needed to develop the existing municipal land iv. Engage the municipal residents in identifying land uses for the existing municipal land that will benefit them the most, e.g., the 16 acres piece of public land next to Mushroom Estate reserved for public purpose and utilities. The land is ideal for a lorry park, a bus park, a health facility, ECDE, a police post, and affordable housing. County Government to prepare a PDP for the land v. Engage the National and County Governments and other development partners in redeveloping the municipal housing areas to provide modern decent, and affordable housing. Currently, the housing areas are underutilized, and they offer the opportunity to augment housing supply in the Municipality if properly redeveloped vi. Identify need (provision of lacking utilities and services) and prepare Land Use Plans for the existing public lands and present it to the landowners (institutions) for acquisition and implementation vii. Enhance the Municipal Financial Capacity to facilitate the acquisition of land for public investments and land banking
--	--	---	--

10.11.4 Proposed Projects and Programs

FOCUS AREA	STRATEGIES	PROJECTS AND PROGRAMS
Land Use Planning and Development Control	<ol style="list-style-type: none"> 1) Establish adequate measures that will see coordinated spatial development 2) Undertake Municipal Spatial Planning to guide development and mitigate ineffective and uncontrolled urban sprawl 3) Expand the current municipal boundary to control and regulate development as well as undertake physical and land use planning in the extended urban areas, mitigate further urban sprawl and safeguard the rich agricultural hinterland 4) Provide proper land use and development control measures to guide and control development and promote coordinated use of land 5) Enforce revised development control regulations for the municipality 6) Enhance the Municipal Institutional Capacity to promote effective land use planning and development control 7) Prepare a Municipal redevelopment/revitalization policy to reduce urban decay and to promote measures for the renovation of the old and worn buildings as well as the revitalization of deteriorated urban spaces 8) Regular monitoring of land-use changes 9) Promoting mixed-use compact development to eliminate the low skyline 10) Rejuvenate the inner build core of the town 11) Establish the urban growth limits for the built-up area. 	<ol style="list-style-type: none"> 1) Preparation of an up-to-date municipal Physical and Land Use Development Plan covering the municipality’s current and proposed extension areas. The Plan must provide a clear zoning plan and development control standards and regulations specific to each neighbourhood and locations of significant commercial, industrial, institutional and environmental use 2) Establishment of a municipal Physical and Land Use Planning and Development Control office 3) Employment of Physical Planners and GIS Experts 4) Establish a technical committee to evaluate applications for development permission based on revised standards. 5) Establishment of a Municipal Geographical Information Database and a modern GIS Lab to aid in monitoring spatial development 6) Preparation of a Municipal redevelopment/revitalization policy 7) Develop and implement land policy and land-use policy for the municipality 8) Comprehensive physical and land use planning of the municipal/public housing areas 9) Carry out a municipal-wide property enumeration exercise to facilitate regularization of development.

FOCUS AREA	STRATEGIES	PROJECTS AND PROGRAMS
		<ul style="list-style-type: none"> 10) Carry out public sensitization programs to educate on the spatial management strategies 11) Commission an Urban Renewal Plan for the CBD area (along the Uganda Road) 12) Delineate a new boundary for the municipality based on proposed boundary limits
Land Banking	<ul style="list-style-type: none"> 1) Engage all the institutions that have land within the Municipality to establish adequate measures that will ensure their land is utilized optimally for the benefits of the Municipal residents 2) Partner with the National and County Governments and other development partners to provide for public investments and utilities that are currently lacking in the Municipality 3) Engage the National and County Governments and other development partners on ways and resources needed to develop the existing municipal land 4) Engage the municipal residents in identifying land uses for the existing municipal land that will benefit them the most, e.g., the 16acres piece of land in Mushroom Estate reserved for public purpose and utilities. Residents in the area prefer the land to be used for a health facility, ECDE, police post, and affordable housing 5) Engage the National and County Governments and other development partners in redeveloping the municipal housing areas to provide modern decent, and affordable housing. Currently, the 	<ul style="list-style-type: none"> 1) Acquisition of land for the provision of basic infrastructure and services 2) Acquisition of land for future investments as provided for in the various municipal sectorial plans 3) Preparation of a PDP for the 16acres piece of public land next to Mushroom Estate and development of a bus park, lorry park, a health facility, police post, ECDE, and affordable housing 4) Reclamation programs of all grabbed municipal land. 5) Fencing of all public land belonging to the municipality 6) Revision of terms for renewal and extensions of the lease on public land within the municipality. 7) Approve the revised Spatial Plan for the municipality 8) Fast track the issuance of titles based on approved physical development plans and approved survey plans for the municipality. 9) Procure land for public utilities 10) Repossess 60% of public land on leasehold

FOCUS AREA	STRATEGIES	PROJECTS AND PROGRAMS
	<p>housing areas are underutilized, and they offer the opportunity to augment housing supply in the Municipality if properly redeveloped</p> <p>6) Identify need (provision of lacking utilities and services) and prepare Land Use Plans for the existing public lands and present it to the landowners (institutions) for acquisition and implementation</p> <p>7) Prepare sectorial plans that will provide for land banking and strategies to acquire the land for the respective infrastructure and services</p> <p>8) Secure and safeguard public land</p> <p>9) Enhance the security of land tenure</p> <p>10) Enhance the Municipal Financial Capacity to facilitate the acquisition of land for public investments and land banking</p>	

10.11.5 Proposed Projects and Programs Implementation Framework

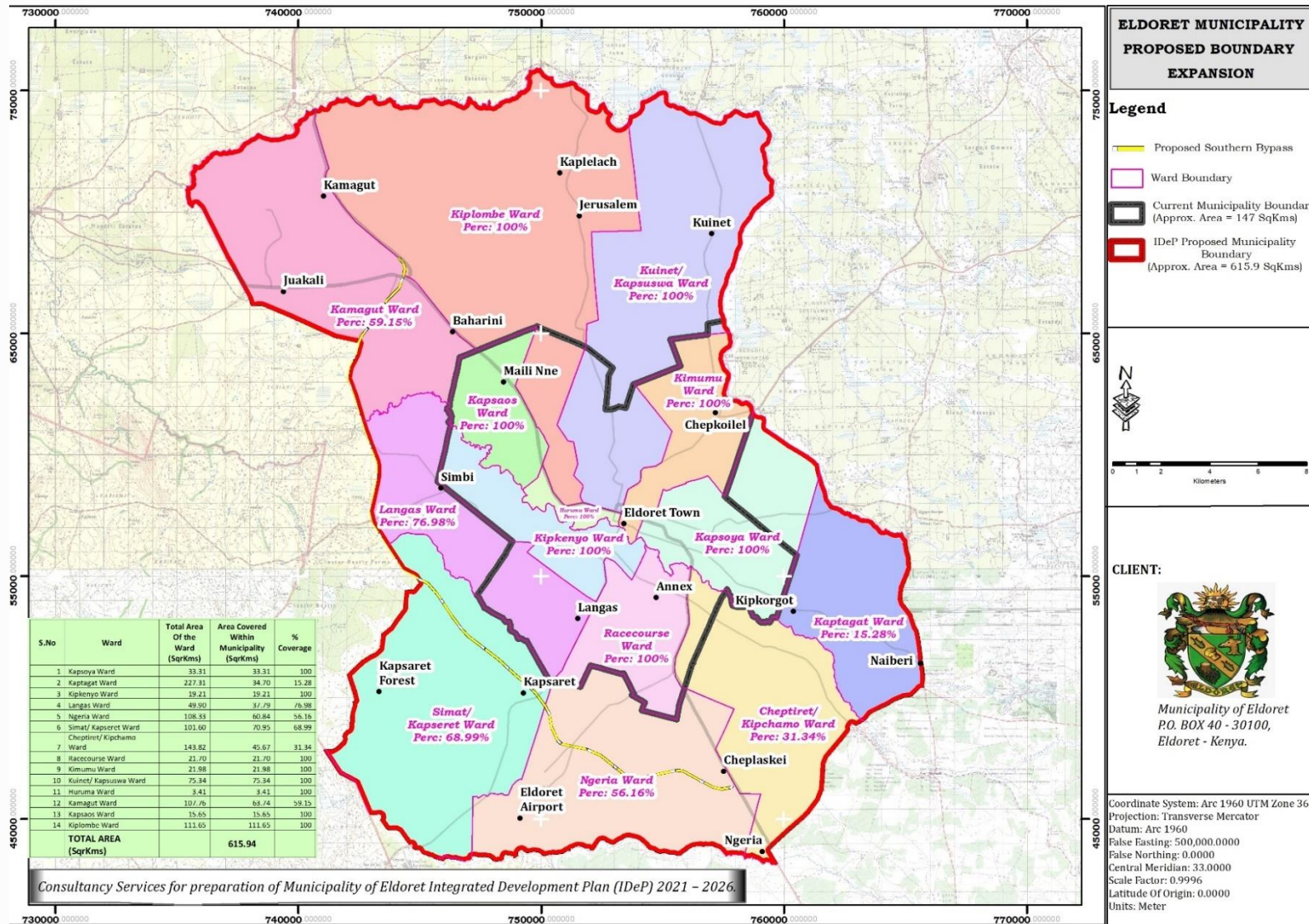
Project/Program	Actor	Timeline	Sources of Finances
1. Preparation of an up to date municipal Physical and Land Use Development Plan covering the current and proposed extension areas of the municipality	i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development	1-2 years	i. Municipal Finances ii. County Government Finances iii. Development Partners
2. Establishment of a Municipal Geographical Information Database and a modern Municipal GIS Lab	i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development	1-2 years	i. Municipal Finances ii. KUSP iii. County Government Finances iv. Development Partners
3. Establishment of a Municipal Physical and Land Use Planning and Development Control office and employment of Physical Planners and GIS Experts	i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development	1-3 years	i. Municipal Finances ii. KUSP iii. County Government Finances iv. Development Partners
4. Preparation of a Municipal redevelopment/revitalization policy	i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development	1-2 years	i. Municipal Finances ii. County Government Finances iii. Development Partners
5. Comprehensive physical and land use planning of the municipal/public housing areas	i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development	1-3 years	i. Municipal Finances ii. County Government Finances iii. KUSP iv. Development Partners

Project/Program	Actor	Timeline	Sources of Finances
6. Acquisition of land for public utilities and for the provision of basic infrastructure and services and future investments	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government Department of Land, Housing, Physical Planning and Urban Development iii. National Land Commission 	3-5 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. KUSP iv. Development Partners
7. Development of the 16acres piece of public land next to Mushroom Estate reserved for public purpose and utilities	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances iii. KUSP iv. Development Partners
8. Reclamation programs of all grabbed municipal land.	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government iii. National Land Commission 	3-5 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
9. Carry out a municipal-wide property enumeration exercise to facilitate regularization of development.	<ul style="list-style-type: none"> i. Municipality of Eldoret ii. County Government iii. National Land Commission 	3-5 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
10. Develop land policy and a land-use policy for the municipality	<ul style="list-style-type: none"> i. Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
11. Carry out public sensitization programs to educate people on the spatial management strategies	<ul style="list-style-type: none"> i. Municipality of Eldoret 	1-3 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances
12. Commission an Urban Renewal Plan for the CBD area (along the Uganda Road)	<ul style="list-style-type: none"> i. Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> i. Municipal Finances ii. County Government Finances

Project/Program	Actor	Timeline	Sources of Finances
13. Delineate a new boundary for the municipality based on proposed boundary limits	ii. Municipality of Eldoret iii. County Government	1-2 years	i. Municipal Finances ii. County Government Finances
14. Fencing of all public land belonging to the municipality	i. Municipality of Eldoret ii. County Government iii. National Land Commission	3-5 years	i. Municipal Finances ii. County Government Finances
15. Revision of terms for renewal and extensions of leases on public land within the municipality.	i. Municipality of Eldoret ii. County Government iii. National Land Commission	3-5 years	i. Municipal Finances ii. County Government Finances
16. Establish a technical committee to evaluate applications for development permission based on revised standards.	i. Municipality of Eldoret ii. County Government	1-3 years	i. Municipal Finances ii. County Government Finances
17. Fast track the issuance of titles based on approved physical development plans and approved survey plans for the municipality.	i. Municipality of Eldoret ii. County Government iii. National Land Commission	3-5 years	i. Municipal Finances ii. County Government Finances
18. Repossess 60% of public land on leasehold	i. Municipality of Eldoret ii. County Government iii. National Land Commission	3-5 years	i. Municipal Finances ii. County Government Finances

10.11.6 Proposed Municipal Growth Boundaries

Map 9: Present and Proposed Future Boundary of Eldoret Municipality



The Plan proposes an extension of the current municipal boundary from 147sqkms to 613sqkms (indicated in red on the map) to cover the Eldoret International Airport, Kapsaret Forest, Southern Bypass, Jua-Kali, Kamagut, Kaplelach, Kuinet, Kitale-Webuye interchange, Baharini Centre, Chepkoilel, Naiberi, and Ngeria.

The Municipality should consider having different rate regimes in the the proposed municipal area due to the inclusion of vast agricultural areas.

CHAPTER 11:

INFORMAL SETTLEMENTS REDEVELOPMENT PLAN

11.1 OVERVIEW

The National Housing Policy (Sessional Paper No.3 of 2016) seeks to arrest the deteriorating housing conditions countrywide and bridge the shortfall in housing stock arising from a demand that surpasses supply, particularly in urban areas. The policy recognizes that this situation has been exacerbated by population explosion, rapid urbanization, widespread poverty, and escalating cost of providing decent housing. Like in all large urban areas in Kenya, the shortage of decent housing in Eldoret Municipality is manifested in overcrowding, the proliferation of slum and informal settlements, poor quality of the housing fabric, and lack of basic services such as water and sanitation.

The Informal Settlement Strategy takes into account the Housing Policy's aims and undertakes to provide suitable preconditions to enable the poor and marginalized communities within the municipality to access adequate, safe, and affordable housing and basic services, necessary for a healthy living environment, under Target 11.1 of the Sustainable Development Goal 11.

Given the country's commitment to the Habitat Agenda, which advocates the use of shelter development as a tool to break the vicious cycle of poverty, homelessness, and unemployment, the strategy also explores integrated and participatory approaches to informal areas redevelopment and slum upgrading, including economic empowerment of informal settlement dwellers to effectively combat poverty. Additionally, it explores measures to facilitate increased investment by the formal and informal private sector, in the production of social housing.

Therefore, the strategy comprehensively addresses the challenge of informal settlements in its entirety from the processes and outcomes of housing production, use of residential units, the settlement needs, and functionality.

11.2 KEY ISSUES

Informal Settlements within the Municipality include Munyaka, Silas, Kamukunji, Kambi Teso, Kambi Nairobi, Kambi Turkana, Ngomongo, Jerusalem, Kipkaren, Huruma, Shauri Yako, King'ong'o, parts of Baringo, Bondeni, parts of Kimumu, Langas, Maili Nne, Roadblock, Mwienderi, Keroka, Majengo, Umoja, Mwanzo, Sugunanga and Hill School Village. The main challenges affecting informal settlements and slum areas within Eldoret Municipality include:

1. High poverty levels and associated social ills
2. Poor housing conditions. Most are temporary and or semi-permanent dwellings
3. Poor access roads that are narrow, inaccessible, and lacking requisite facilities

4. Lack of adequate water supply. The majority of residents use shallow wells
5. Poor liquid waste management due to inadequacy or lack of a sewerage system
6. Poor solid waste management.
7. Insecurity issues aggravated by poverty and inadequate or lack of security lights
8. Lack of green or open spaces
9. Inadequate health facilities, ECDEs facilities, and other community facilities

The high proliferation of informal settlements and slums areas in the Municipality is due to several factors that include but are not limited to the following:

1. Lack of proper implementation of existing municipal plans to properly guide and control developments, including standards for housing provision
2. Rapid urbanization without commensurate resources to provide basic services such as housing, water, and sanitation
3. Increasing urban population from other regions of the country comes to seek the vast livelihood opportunities that the Municipality offers. The Municipality is highly cosmopolitan
4. Diminishing rural and peri-urban agricultural lands within the County pushing people to move to Eldoret
5. Limited economic opportunities in the rural areas due to reduced income in the agricultural sector and the dwindling productivity of the agricultural lands. Most agricultural produce lacks value addition and markets.

An Integrated Development approach that explores and optimizes all the available opportunities in the Municipality and the wider region to promote a solid commercial and industrial base anchored on the readily available local raw materials, abundant labour force, and the entrepreneurial spirit of people living in the municipality will curb this challenge. The County Government needs to emphasize agricultural inputs and outputs through subsidization programs, agricultural extension services, value addition, and marketing.

11.3 REDEVELOPMENT STRATEGY

11.3.1 Redevelopment Objectives

The Informal Settlement Redevelopment Strategy seeks to achieve the following objectives;

1. To enhance access to decent, affordable housing that affords dignity, security, and privacy
2. To curb the proliferation of informal settlements
3. To spearhead sustainable poverty reduction in informal settlements

11.3.2 Redevelopment Strategies

The municipality shall pursue the following strategies to redevelop the existing informal settlements and curb the rising housing informalities;

1. Provision of adequate social housing by releasing all the municipal housing estates for redevelopment and social housing through public-private partnerships and partnerships with the County and national government.
2. Improvement of accessibility and basic infrastructure in existing informal settlements through undertaking detailed local physical development plans and resettlement action plans in all the informal settlements
3. Establishment of a land bank to enhance the private sector access to affordable serviced land for housing development.
4. Economic empowerment programs for the informal settlement dwellers
5. Provision of adequate community sensitization and integration programs in existing informal settlements
6. Promote economic opportunities in the rural areas to discourage rural-urban migration
7. A strict application of development control regulations as provided for in the municipality's spatial plan.

11.3.3 Projects/ Programs Implementation Framework

Objective	Strategy	Project/ Program	Actor
1. To enhance access to decent, affordable housing that affords dignity, security, and privacy 2. To curb the proliferation of informal settlements 3. To spearhead sustainable poverty reduction in informal settlements	Provide adequate social housing.	<ul style="list-style-type: none"> – Release all the municipal housing estates for redevelopment and provision of social housing through public-private partnerships and partnerships with the County and national government – Commission a redevelopment and urban renewal plans for all the old municipal estates (especially Pioneer and Macharia estates) 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Housing – County Department of Lands and Physical Planning – National Housing Corporation (NHC) – PPPs
		<ul style="list-style-type: none"> – Fast track redevelopment of Kidiwa estate 	<ul style="list-style-type: none"> – National Housing Corporation (NHC) – PPPs
		<ul style="list-style-type: none"> – Buy land in strategic areas within the Municipality – Engage national government institutions within the municipality to avail part of their land for the development of social housing – Reclaim all grabbed municipal land for purposes of establishing social housing (based on the approved Spatial Plan for the Municipality) 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Lands and Physical Planning – National Land Commission – Ministry of Lands and Physical Planning – National Government Ministries and Agencies
	Establishment of a land bank to enhance the private sector access to affordable serviced land for housing development.	<ul style="list-style-type: none"> – Strategically bar renewal and extension of leases on privately held municipal land (especially within the CBD) to put up social housing. 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Lands and Physical Planning – National Land Commission

Objective	Strategy	Project/ Program	Actor
			<ul style="list-style-type: none"> – Ministry of Lands and Physical Planning
	<ul style="list-style-type: none"> – Economically empower informal settlement traders 	<ul style="list-style-type: none"> – Establish a low-cost credit facility for small-scale traders in informal settlements. 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Social Services – Development Partners
		<ul style="list-style-type: none"> – Provide bursaries and scholarships for informal settlement dwellers to attend vocational training. 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Trade and Industrialization – Development Partners
	Eradicate social ills in the informal settlements	<ul style="list-style-type: none"> – Establish functional drug rehabilitation centres for drug addicts in the informal settlements – Establish youth sporting programs and events and informal settlement clean up campaigns 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Social Services
			<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Social Services – County Department of Sports
	Provision of adequate community sensitization and integration programs in existing informal settlements	<ul style="list-style-type: none"> – Facilitate the establishment of neighborhood associations and management committees in all the informal settlements for effective community sensitization and participation in development projects 	<ul style="list-style-type: none"> – Municipality of Eldoret – County Department of Social Services – Community representatives

CHAPTER 12:

ENVIRONMENTAL MANAGEMENT, DISASTER PREPAREDNESS, AND CLIMATE ACTION PLAN

12.1 ENVIRONMENTAL MANAGEMENT

12.1.1 Introduction

The need to foster environmental conservation for sustainability and resilience is being embraced across the world. Eldoret Municipality is quickly becoming highly urbanized and has an increasingly growing population. Managing this growth within the constraints of the municipality's physical boundaries while ensuring its continued sustainability presents a unique challenge that the municipality must address in this Plan. This plan's formulation and practical implementation are critical for Eldoret Municipality to sustain and consolidate the development, protection, and conservation of the environment and natural resources. The following must bear in mind to achieve these efforts successfully:

- That, environmental sustainability is the main source of growth and development;
- That, currently environmental deterioration is prevalent in our communities surrounding and must be urgently addressed by all;
- A sustainable supply of environmental goods and services and health ecosystem functions without compromising future growth needs is the new approach to environmental management.

Sustainable development utilizes ecosystem-based management to conserve or restore habitat quality to maintain ecosystem services sustainably. Ecosystem-based management considers the complex interactions between humans and the living and non-living environment. This approach to development ensures that natural resources are utilized to ensure economic, social, and cultural needs are met while maintaining ecosystem integrity and biological diversity and without compromising the ability of future generations to meet their needs. This approach is also often described as a "triple bottom line" approach. The impacts of Eldoret Municipality decisions on social and environmental well-being are considered equally important as implications for the economy. Taking this approach not only means that the economy must work to the benefit of society, but that the economy and society must both fit within the constraints and capacities of the natural world.

12.1.2 Rationale

Eldoret Municipality's Environmental Sustainability faces several threats. The threats are poor liquid and solid waste management, poor sanitation facilities, weak air quality policy enforcement, poor quarrying methods, and the destruction of water shades. Besides, land degradation and pollution from untreated sewage and agro-chemicals use, destruction of greenery and forests due to over-harvesting are threats. The threats are resulting in changes to natural habitats, biodiversity loss, and reduced ecosystem services. These are anticipated to worsen in the coming days, resulting in a negative impact on the local economy

and the national environment. The problem is that the current National legislative, institutional arrangements, and resources allocated have failed to protect ecosystem integrity and functioning, has promoted the unsustainable use of natural resources and accelerated land degradation and biodiversity loss.

In short, the lack of strategic planning for resource management and lack of understanding of the finite nature of natural resources results in a degradation of ecosystem functions, which will lead to a decline in quality of life. Resources are few by definition, and the linkages within the ecosystems are fragile and easily broken. Consequently, there is an urgent need for Eldoret municipality to equate the balance of human extraction demands and the effects of human alterations to the environment against maintaining a viable ecosystem and a resultant sustainable quality of life.

The strategic plan takes cognizance that responsible environmental management fits into a broader process of sustainable development. It addresses all the most urgent economic, social, and environmental challenges of this generation, reflected through the 17 Sustainable Development Goals (SDGs), agreed to by all countries, for overcoming poverty while protecting the planet and ensuring that all people enjoy peace and prosperity by 2030. Besides, this is also underscored by Article 42 of the 2010 Kenya Constitution, which entitles citizens to the right to a clean and healthy environment. Likewise, the municipality endeavours to reduce air pollution to meet ISO 137120 requirements, thereby safeguarding the health of the inhabitants. A complete turnaround to the way residents utilize the surrounding is critical now more than ever before. As a result, the environment faces major threats from high population pressure; escalating poverty; poor land-use practices; inadequate bylaws, policies and weak institutional framework; poor environmental education and awareness; and inadequate community involvement.

12.1.3 Public Engagement

Community input was central to the development of this plan, from its early conception to its completion. As a result, the plan is a product that reflects the uniqueness of the municipality community. Its success will rest on continued collaboration between the municipality and the many community groups, businesses, developers, and citizens who live and work in the municipality.

12.1.4 Key Environmental Issues

Currently, the major environmental disaster in waiting is the disposal of solid waste whose management has largely relied on a single dumpsite and the use of old technology of waste management and disposal which is greatly compromising the quality of the environment and rolling back on the positive gains made towards environmental conservation. This problem is made worse by exposure to surface and ground water, air, and noise pollution, which if no action is taken right away, may be a major contributor to poor environmental quality and human ailment. The gravity of the aforementioned can easily be discerned from River Sosian, which cuts through the centre of Eldoret town. The River has slowly turned into a major channel of both solid and liquid waste disposal. Liquid waste, some carrying human waste, from the formal

and informal businesses (mainly cafeterias and kiosks along the entire town stretch) is channeled directly into the River through camouflaged underground pipes.

Further, Kimumu, Kapsoya, and Kidiwa are chronic flooding areas likely to contaminate both the ground water aquifers and surface river systems. The flooding issues are further complicated by the fact that many wetlands within the Municipality have either been grabbed or seriously encroached and thus not available to clean and recharge the ground water aquifers.

In addition, the Municipality has challenges related to the availability of open green spaces, parks, and areas to be developed into arboretum for recreational activities and ecosystem services. Green areas and parks within the municipality will assist in the restoration of air quality and microclimate balance. Ecological systems and their services provide the life-support systems necessary for an acceptable quality of life, which in turn, directly linked to, and dependent on a successful and sustainable economy. A healthy environment means healthy people and thus less expenditure on medical care. A healthy population reduces budgetary requirements for remedial health care and increases potential human productivity toward economic development. One of the best means to alleviate poverty is to provide an enabling framework for good health for all, which will translate, to everyone being involved in some activity hence generating wealth.

Eldoret Municipality's interest is, therefore protecting the natural environment to meet the needs of the present and future generations. This need was crystallized from public and stakeholders' participation that were held at different levels within the municipality, which underscored the need for a Clean and Green environment as envisaged in this Plan. It became clear from the various presentations that the municipality should adopt the broader principles of environmental sustainability. Environmental sustainability relates to the way resources are used to minimize the negative impact on the natural environment locally and its subsequent contribution nationally and globally. Applying sustainability practices takes a broader perspective towards 'value' which in practice will often result simultaneously in cost savings and reduced cost of living.

This plan allows a focus to be applied to the management of significant environmental aspects associated with business activities, potential impacts, and the control of the inherent environmental risks therein. The County's aspirations are consistent with the Kenya Government's policy to significantly negative impacts while remaining committed to achieving business excellence in every aspect of delivering services to the residents.

12.1.5 Goals of the Environmental Management Plan

Broadly, the goals are, establish guidelines and practices that help minimize the impacts of development on the environment, integrate green infrastructure, and preserve natural spaces in the design of new and existing developments.

12.1.6 Objectives of the EMP

Broadly, the Environmental Management Plan's objective is to assist various institutions, Departments, business communities, and all other stakeholders to integrate environmental and natural resources sustainability into their, strategies, action plans, programs, and projects to promote the effectiveness and efficiency of the cross-sector collaboration. This plan is therefore developed in an inclusive manner instead of the sector stand-alone strategy and action plan to achieve the following specific objectives:

1. To avoid negative environmental impacts and ensure efficient use of natural resources.
2. To protect the environment by improving the quality of development projects and programs.
3. Develop a package of economic instruments that will provide incentives or disincentives for protecting and or restoring the environment.
4. To strengthen environmental education, raise awareness, and provide training in support of environmental management and the sustainable use of natural resources.

12.1.7 The Strategies

These strategies are products of inputs from local communities and stakeholders/ organizations, government agencies and NGOs, public officials, and private sector agencies. As a result, these Strategies represent a broad consensus on the most urgent actions needed to stimulate sustainable development in Eldoret Municipality. The Strategy is a planning document and as such, it seeks to maintain focus on the most critically needed projects, for many of the objectives identified. The Strategy will be implemented through projects and annual work programs, which will further detail the specific tasks and mechanisms for implementation.

Strategy One (1)

The Municipality of Eldoret will, in collaboration with a wide cross-section of stakeholders develop, implement, and promote programs that ensure wise management of the environment and natural resources to provide maximum protection and economic benefits.

Actions:

- Provide technical packages for small investors in the area of waste management, green spaces & parks development, and watershed management;
- Establish mechanisms for collaborations with stakeholders (MU, Rivatex) to develop programs for improvement, maintenance, and management of ecological resources and sensitive environments;
- To develop corporate environmental management plans to guide the private sector in taking greater responsibility for the protection of the environment;
- To engagement local companies/businesses and other funding agencies for collaboration strategy for project-level environmental assignments.
- Use fiscal incentives to foster environmental stewardship among enterprises including for remediation of polluted areas.

Strategy Two (2)

Formulate, promote and implement integrated development bylaws, to ensure that environmental management is treated as an integral component of planning processes in pursuit of sustainable development.

Actions:

- To make use of Environmental and Social Impact Assessments (ESIA) and Environmental Audits (EA) tools mandatory for licensing development projects and issuance of trading licenses;
- Create, initiate and enable collaboration linkages with other government agencies like NEMA and WRA to enhance compliance monitoring;
- To enforce environmental audits of private sector enterprises to ensure compliance with environmental standards and best management practices.
- To draft bylaws for the involvement of civil society in environmental management initiatives

Strategy Three (3)

Possible keep recyclables out of the waste stream. Formulate programs for preventing recyclables from getting into the landfill through more rigorous sorting at point source and bylaws that ensure that recyclable materials placed in bins or larger loads are not “contaminated”.

Action: Develop an enforcement program to enhance the regulation of the Solid Waste Management and Recycling Bylaw.

Strategy Four (4)

Discourage the dumping of solid waste of whichever nature. To reduce the practice of illegal dumping, the Municipality should take steps to bring greater awareness of the impacts of illegal dumping on environmental and human health, continue to support community clean-up events, and work to educate residents on appropriate practices.

Action: Provide support programs for community, schools, and college cleanup events to grow awareness of the impacts of illegal dumping.

Strategy Five (5)

Support business organizations involved in waste reduction strategies.

Actions:

1. Collaborate with universities and other stakeholders to identify businesses’ needs and barriers to create tools to help achieve better waste diversion;
2. Explore the potential for the creation of an “eco-industrial network and park” as a means of identifying collaborations between enterprises to reduce waste generation.

Strategy Six (6)

Develop programs that will through natural means, return storm water to natural pathways. Sustainable storm water management requires improving the permeability of the ground to reduce flooding and return water to its natural pathways. These help to reduce the volume of runoff over the surface of the ground and improve the quality of the runoff entering the downstream environment i.e., rivers by filtering storm water through soil and other organic material.

Actions:

1. Implement a system of green infrastructure or the incorporation of absorbent landscapes e.g., rain gardens and pervious paving material like ballast into the urban fabric.
2. Develop and Implement the Integrated Storm water Management Plan.

Strategy Seven (7)

Protect water quality and enhance instream and riparian habitats.

Actions:

1. Design and implement a Watercourse and Riparian Areas Protection Plan to protect and enhance Eldoret's watercourses and riparian areas.
2. Review the Riparian Areas zoning bylaws and enhance opportunities for collaboration with NEMA for compliance that is more effective monitoring.

12.2 RESILIENCE/DISASTER RISK PREPAREDNESS AND MANAGEMENT

The municipality residents are vulnerable to natural and man-made hazards including flooding, fires, droughts, collapsing of buildings, earthquakes, epidemic diseases and infestations (pests), terrorism, vehicle/plane accidents, vehicle/jet fuel spill, and political violence. Vulnerability issues are further compounded by a low level of preparedness to identify exposure and respond to the hazards. In addition to the foregoing, the municipality also suffers from a lack of sufficient and suitable equipment for responding and containing the hazards.

It is, therefore, the responsibility of the municipality to ensure that explicit structures across levels of government agencies, and communities for preparing for, managing, and recovering from disasters are in place and at the same time set up mechanisms for understanding hazards and addressing disaster risk reduction, including climate change adaptation within the municipality.

12.2.1 Goals

The goal for disaster risk management is that Eldoret Municipality community understand the hazards they are facing, address these hazards by taking all necessary measures to prepare for, respond to and recover from disasters when they occur while at the same time, and over time, take measures to reduce their vulnerability to disaster risks. These sets of measures require a coordinated arrangement across sectors and

government agencies to access the necessary information for decision-making and necessary support for taking action.

12.2.2 Objectives

1. Analyze possible hazards in the municipality;
2. Create public awareness of natural and other disasters
3. Support communities understand and manage their hazards, to reduce and mitigate their risks;
4. Support communities manage their disasters through preparedness for response and recovery;
5. Establish infrastructure for the reduction of vulnerability to natural and manmade hazards to reduce loss and social dislocation.
6. Provide measures to reduce vulnerability to disasters and build capacity and resilience at the County, ward, and community levels.
7. Formulate and implement disaster response unit and Centre with a full mandate to identify, respond, manage and assist the communities to bounce back when hazards events happen;
8. Formulate and implement standard operating procedure framework;
9. Undertake hazards mapping and form hazard committees;
10. Develop emergence response plan;
11. Undertake emergency response simulations;
12. Formalize and enforce maintenance enforcement unity with mandates or maintenance programs for utilities, roads, drainage, and other critical infrastructure;
13. Review/revise/adopt and enforce zoning ordinances and building codes and standards;
14. Strengthen building inspectorate unity to enforce compliance;
15. Strengthen disaster management unity to facilitate the coordination and reporting on the disaster mitigation process.

DISASTER AND RISK REDUCTION

The residents of Eldoret Municipality are exposed to several potential disasters and risks such as fire outbreaks, floods, collapsing buildings, oil spillages from the oil pipeline and fuel tankers, political violence, disease outbreaks, and insects' invasion on cropland. The vulnerability to these factors is further compounded by the rapid growth of the municipality and increasing special vulnerable groups such as the elderly and the poor; the increased complexity of housing, communication technology advancement, and transportation systems; and the potential fragility of an increasingly electronic and computer-based economy, which further increases the potential for catastrophe in the wake of a hazardous event.

Despite advances in hazard and risk assessment, vulnerable development continues in disaster-prone areas, often without recognition of the hazard. Although scientific knowledge exists to forecast where, for

example, floods are most likely to occur, vulnerable new structures are being built in areas that ought to be avoided.

Natural hazards and other catastrophic events are inevitable. Steps can be taken to protect natural resources and existing structures. Individuals can take action to protect their lives and their homes. Hazard and risk assessments combine information on natural hazards with information on human activity to determine vulnerability to natural disasters. Effective—and cost-effective—disaster reduction must be grounded in a thorough understanding of the physical forces a community faces and their likely impacts on the human, built, and natural environments. The main Goal for disaster risk reduction should be to diminish progressively the effects of natural hazards and other calamities by a fundamental shift in public perceptions of natural disasters and other calamities. Hazard reduction policies and practices need to be integrated into the mainstream of community activities throughout the municipality. This process should build on successful programs, encourage governmental and NGOs cooperation, and find new ways to implement previous and current research into proposed developments. The result of all these should culminate in the widespread existence of new and expanded hazard reduction programs that are compatible with community goals and aspirations.

Strategy 1

Prioritize formulation of comprehensive training and development program for the public/stakeholders and fire Department;

Actions

1. Develop and implement a sustainable training method for the public/stakeholders and fire safety staff;
2. Create partnerships with the community to identify a situation that may predispose them to fire instances deal with them;

Strategy 2

Prioritize fire Department technology for training, collecting information, analyzing, and respond to fire hazards quickly, safely, and efficiently;

Actions

1. Embrace ICT for training, information collection, analysis, and responding to hazards when they occur;
2. Develop programs to acquire, maintain and replace equipment, facilities, and fire engines.

Strategy 3

Review bylaws to enhance efficient fire safety compliance monitoring and inspection.

Actions

1. Develop sustainable fire safety awareness and training for all businesses and corporate organizations,
2. Embrace compliance monitoring and inspections of all buildings and business activity places within the municipality.

Strategy 4

Formation of multidisciplinary and multi-sectorial disaster management unity within the municipality organogram in pursuit of effective preparedness and timely response to disasters.

Actions

1. Identify requirements for the units through consultancies, implement, and operationalize the unity.
2. Recruit and train the management unity staff
3. Set up the entire infrastructure required by the Department.
4. Align relevant County legislations, policy, and regulation policies to national legislations.

Strategy 5

The municipality reviews, updates, and improves its hazard and risk assessments with the assistance of stakeholders and the national government and uses this information in their decision-making processes.

Actions

1. Develop multi-hazard geographic information systems indicating the most vulnerable areas and prioritize sensitive regions for planning and budgeting. This information would enable planners, emergency managers, and other public officials to identify potential disaster vulnerability by integrating data on locations of population, essential facilities, natural resources, and hazards.
2. Research on the physical and biological nature of disasters through partnering with both national and international research institutions such as Moi University, KFRI, and Kenya Agricultural and Livestock Research Organization (KALRO) to name a few. Understanding of the physical and biological processes that cause hazardous events such as the ecosystem changes that cause outbreaks of insect pests, could contribute to more accurate and useful hazard assessments and improved prediction capabilities. Risk assessments can be enhanced by research on how a single hazardous event can trigger a sequence of disasters.
3. Research on the social factors that govern response to hazards. It has, however, been noted that lack of technical knowledge is rarely the primary obstacle to disaster reduction rather social, political, administrative, legal, and economic factors are the greatest barriers to implementing loss reduction strategies. Therefore, researching the means to overcome these barriers within our communities will be critical to improving risk assessments and reducing vulnerability.

Strategy 6

The municipality to conduct rigorous community-wide awareness and education programs about natural disasters, which should be made a priority.

Actions

1. The municipality to develop programs for all groups of residents for information campaigns and educational efforts whose effectiveness can be evaluated and, where possible, be continually improved.

2. Given the dynamic nature of disasters, the municipality and other stakeholders continue to strengthen capacities through training, mentoring, and skills development at all levels.

Strategy 7

Every community for every significant risk to adopt and enforce an appropriate mitigation program, including both near-term and a comprehensive long-range plan for reducing the impacts of natural and other disasters by incorporating both structural and nonstructural mitigation measures in new development, examine ways to reduce the vulnerability of existing structures, take steps to reduce the vulnerability of natural resources, and undertake mitigation training with support from municipality and well-wishers stakeholders and national government.

Actions

1. Incorporating mitigation into new development by ensuring that new developments are located, designed, and constructed to the required standards, to withstand earth tremors and strong winds.
2. The Municipality leadership through relevant Departments to implement mitigation by that all structures are designed, built, and located per modern building codes and sound land-use practices. Such standards should be considered for all infrastructures the requirements to be extended to existing buildings in a phased program that reflects their vulnerability.
3. Protection of natural resources particularly valuable natural resources such as endangered species of wildlife, fish, insects, and plants should be identified in mitigation plans and protection measures included in disaster response plans. Such natural resources can be protected not only in the wild but in zoos and parks as well. These will safeguard from calamities of outbreaks of diseases and insects.
4. Training programs that focus on contemporary challenges associated with implementing mitigation should be developed and offered in partnership with leading local learning institutions.
5. Barriers to community adoption of mitigation measures need to be identified and innovative strategies developed to overcome resistance.

Strategy 8

The municipality to ensure that after the first three years of implementation, every Business/Organization and County for every significant risk have plans for emergency response, recovery, and reconstruction that have been tested and coordinated with relevant local and national government agencies. It should be noted here that the recovery phase would be an opportune time for local leadership to reexamine community goals, select recovery strategies that are compatible with revised goals, and incorporate mitigation measures into both long-range planning and immediate decision-making.

Actions

1. Assessment of needs and capabilities.
2. Training for response, recovery, and reconstruction.
3. Improving coordination and communication and the many agencies involved.

4. Management of volunteers and donated resources.
5. Involvement of the utility and lifeline industries in preparedness planning.

Strategy 9

To expand and intensify programs to improve the prediction of significant natural hazard events and to ensure the effective and timely dissemination of warnings to all sectors of society.

Action

1. Upgrading of natural hazard prediction and warning systems through the application of state-of-the-art science and technology.

12.3 CLIMATE CHANGE AND NATURAL RESOURCES

Eldoret Municipality has limited contribution on Green House Gas (GHG) emissions to global climate change but is very vulnerable to its impacts due to its low adaptation capacity and still dependence on natural resources and susceptibility to natural disasters. The climate variability and extreme weather events are anticipated to increase, causing floods that are more frequent, droughts, storms, heat waves, and outbreaks of pests and diseases. These will likely cause significant impacts on agriculture, water resources, forestry, fisheries, tourism, infrastructures, human health, and livelihoods. Increasing temperature and changing rain patterns pose significant risks to agriculture, which is the main economic earner and other rural livelihoods. Negative impacts have also been observed in infrastructure and tourism development. These are detrimental to Eldoret Municipality's economy because of its limited adaptive capacity to these on-going changes.

Fortunately, Eldoret Municipality has a relatively good weather pattern, which is facing a threat from climate change, which is taking place at a global level. Global climate change is possibly the greatest environmental challenge facing the world in this century. Climate change is more about serious disruptions of the entire world's weather and climate patterns. Rainfalls have become irregular and unpredictable with increased variability year to year and within the year, and when it rains, a downpour is more intense. Both minimum (night-time) and maximum (daytime) temperatures have been on an increasing trend.

According to the Kenya Meteorological Department (KMD), the minimum temperature has risen generally by 0.7 – 2.0 °C and the maximum by 0.2 – 1.3°C, depending on the season and the region. It is clear that Kenya must rise and develop policies and regulations that will mitigate against the impacts of climate change. Kenya has made tremendous progress in this direction as demonstrated by the Climate Change Act, 2016, and National Climate Change Policy, 2018 that should also be domesticated at the County level.

From the various public and stakeholder's participation, it was demonstrated that the residents are subjected to extended periods of no safe piped water due to rationing. This situation is not likely to improve unless some drastic actions are taken. This is true because, the natural endowment of renewable freshwater is low, and water resources are unevenly distributed in both time and space. Climate change will aggravate

this already precarious situation as it affects precipitation and runoff and causes more serious safe water shortages. In addition, during floods, diseases such as typhoid, amoeba, cholera, and bilharzia reach epidemic levels. Disease outbreaks will further burden the already stretched public health infrastructure. Torrential rains accompanied by floods can also destroy home states, roads, bridges, and other transportation and communication infrastructure.

In place of the foregoing, the municipality should endeavour to reduce risks to people, infrastructure, and shortage of safe water resulting from climate-related disasters such as droughts and floods. In response to climate change and related issues, several actions have to be undertaken by the Municipality and development partners, civil society, and local stakeholders. Several sectorial strategies and action plans have to be developed to improve the municipality's adaptation and mitigation capacity.

Goals: Prepare for and reduce impacts and risks related to climate change – although Eldoret Municipality releases negligible GHG, it is that, efforts to reduce greenhouse gas emissions are crucial. It is also imperative to note that the impacts of climate warming will continue to influence our communities in many ways related to high temperature, erratic and varied rainfall regime, from the emissions that have already been released into the atmosphere. On a positive note, although the efforts to prepare and implement sensitive Environmental Management Plan like Floodplain Management has not started, some measures are already in place to reduce the impacts of climate change events, such as the Integrated Storm Water Management Plan. The Municipality can build on this to create a new Climate Adaptation Strategy to ensure that the impacts of climate change are mitigated.

Strategy 1: Identify climate change impacts and risks.

Action: Initiate programs to enhance a deep understanding of the nature of climate change impacts likely in the area and prepare a set of feasible mitigation measures. For Eldoret Municipality to prepare for the impacts of climate change, it is important to first assess and understand the specific risks to the local communities, and identify solutions that are suited to the needs and context of Municipality various zones. The Municipality will then formulate a Climate Adaptation Strategy that will respond to climate risks, take action to increase the resilience of the Municipality's infrastructure, build the capacity of staff to implement climate change adaptation measures and programs, and increase awareness of climate change impacts to residents and businesses organizations and corporate communities.

Strategy 2: Reduce the flood risk and manage the impacts of flood events.

Action: develop and implement flood management plan - It is anticipated that one of the impacts of climate change for Eldoret Municipality is an increase in flooding of River Sosian and other areas prone to flooding due to extreme storm events and increased variability in expected rainfall. To help mitigate the effect of storm events, the Municipality should formulate a flood and floodplain management plan to regulate the

Flood Construction Level, which will in turn help to inform and update the Municipality's Floodplain Management Strategy.

Strategy 3: Improve the ability of the built environment to adapt to climate change.

Action: To embrace green building technology and formulate Eldoret Municipality energy performance building Code for all new buildings. The Code can be implemented on a voluntary Municipality basis as a building standard that provides the municipality with a series of measurable energy efficiency requirements for construction that can be included in the bylaws, and/ or that developers can voluntarily achieve with a menu of municipality incentives. The Municipality will begin by adopting lower requirements and incrementally move to higher and more stringent Code performance levels over time, with the ultimate objective of requiring net-zero energy-ready levels of performance in all new buildings by a certain year. If voluntarily implemented by the developer, then the developer receives certain incentives from the municipality.

Strategy 4: Encourage and support the creation of more green spaces within the municipality and in all new developments. This strategy will aim to identify opportunities to help protect existing natural areas and enhance the municipality's biodiversity, by including measures to increase green spaces on both new developments and private lands. This can be possible by revising construction Development Permit Application Guidelines bylaws to ensure it supports the inclusion of features that enhance natural habitat and demonstrate how they can be incorporated into new construction.

Actions:

- Review Development Permit Guideline bylaws to guide developers on habitat protection practices;
- Promote sustainable timber production on privately-owned land;
- Purchase land within the municipality for development into green spaces and arboretums
- Encourage planting of indigenous tree species on private land.
- Enhance the development of natural areas and integrate nature into the urban environment;
- Formulate bylaws to reclaim and protect all environmentally sensitive areas;
- Promote climate-proof water harvesting and water storage infrastructure thus improve flood control;
- Initiate afforestation and reforestation activities in degraded and deforested areas;
- Develop and implement national natural resource management plans;
- Strengthen enforcement against illegal sand mining;
- Strengthen enforcement against illegal dumping of garbage.

12.4 IMPLEMENTATION PLAN

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
1.	Degradation of the natural resources	Collaborate with a wide cross-section of stakeholders to develop, implement and promote programs that ensure wise management of the environment and natural resources	Provide incentives for the private sector waste management, green spaces & parks development, and watershed management	<ul style="list-style-type: none"> ▪ Availability of municipal fiscal incentives ▪ Involvement of the private sector in the provision/donation of greenspaces 	By end of 2022
			Develop mechanisms for collaborations with stakeholders to develop programs for improvement, maintenance, and management of ecological resources and sensitive environments	Create a Department to collaborate with other GoK agencies for monitoring and enforcement	By end of 2022
			Develop corporate environmental management plans to guide the private sector in taking greater responsibility for the protection of the environment	<ul style="list-style-type: none"> ▪ Documented corporate environmental management framework ▪ Review of bylaws to enable enforcement 	By end of 2022
2.	Degradation of the natural resources	Promote and implement integrated development bylaws, to ensure that environmental management is treated as an integral	<ul style="list-style-type: none"> ▪ Environmental and Social Impact Assessments (ESIA) and Environmental Audits (EA) tools mandatory for licensing development projects and issuance of trading licenses; 	<ul style="list-style-type: none"> ▪ Records showing ESIA/EA certificates as a requirement for licensing ▪ Recordings showing municipality environmental expert 	By end of 2022

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
		component of planning processes in pursuit of sustainable development	<ul style="list-style-type: none"> ▪ enable collaboration linkages with other government agencies like NEMA and WRA to enhance compliance monitoring ▪ enforce environmental audits (EA) of private sector enterprises by enacting bylaws that demand EA for renewal of licenses to ensure compliance with environmental standards and best management practices 	<ul style="list-style-type: none"> working with NEMA/WRA for surveillance ▪ Reviewed trading licensing bylaws 	
3.	Environmental pollution, loss of income from waste material, and requiring large tracts of land.	Formulate programs for preventing recyclables from getting into the landfill	<ul style="list-style-type: none"> ▪ Hold public awareness and education campaigns on solid waste separation and re-use; ▪ Provide bins for different categories of solid waste; ▪ Draft bylaws requiring waste segregation at source. 	<ul style="list-style-type: none"> ▪ Records of awareness meetings held; ▪ Presence of solid waste bins for holding different types of solid waste; ▪ Drafted by-laws are requiring solid waste separation at source. 	By the end of 2021.
4.	<ul style="list-style-type: none"> ▪ Soil and water pollution ▪ Encourages vermin and rodent proliferation 	Discourage the dumping of solid waste of whichever nature	<ul style="list-style-type: none"> ▪ Public awareness and education campaigns ▪ Organize community clean-up exercises involving schools, colleges, and the public; ▪ Discourage illegal dumping through the enacting of relevant bylaws. 	<ul style="list-style-type: none"> ▪ Records of campaign meetings held; ▪ Clean up exercises that have jointly been undertaken with the 	By the last quarter of 2021

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
				schools, colleges, and the public ▪ Enacted bylaws	
5.	Land requirements	Support businesses organizations involved in waste reduction strategies	<ul style="list-style-type: none"> ▪ Collaborate with universities and other stakeholders to identify businesses’ needs and barriers to create tools to help achieve better waste diversion; ▪ Explore the potential for the creation of an “eco-industrial network and park” as a means of identifying collaborations between enterprises to reduce waste generation; ▪ Develop a means of processing organic materials into compost manure for agricultural activities and landscaping 	<ul style="list-style-type: none"> ▪ Number of Consultancies undertaken in the area of solid waste stakeholder involvement in waste management; ▪ Creation of eco-industrial network and park; ▪ Processing and use of large-scale compost manure. 	By 1st quarter of 2023
6.	Soil erosion, pollution of surface water, and reduced water table	Reduce the amount of storm water flowing on the surface by returning it to the natural storm water natural pathways	<ul style="list-style-type: none"> ▪ Implement a system of green infrastructure or the incorporation of absorbent landscapes in the developed setup. ▪ Develop and Implement the Integrated Storm Water Management Plan ▪ Promoting rainwater harvesting across the municipality 	<ul style="list-style-type: none"> ▪ Presence of green infrastructure and rain gardens; ▪ Implemented storm water management plan ▪ Rainwater harvesting infrastructure 	Continuously

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
7.	Water pollution	Protect water quality and enhance instream and riparian habitats	<ul style="list-style-type: none"> ▪ Design and implement a Watercourse and Riparian Areas Protection Plan; ▪ Review the Riparian Areas zoning bylaws and enhance opportunities for collaboration with NEMA for more effective compliance monitoring 	<ul style="list-style-type: none"> ▪ Records of riparian areas protection plan ▪ Records of collaboration with other government agencies 	Mid 2022
8.	Erratic and variable rainfall and severe weather	Identify climate change impacts and risks.	Initiate programs to enhance a deep understanding of the climate change impacts likely in the area and prepare a set of feasible mitigation measures.	A clear municipality risk map with specific risks to the local communities and solutions that are suited to the needs and context of Municipality various zones	By December 2021
9.	Soil erosion, destruction of property, and possible humans' accidents/death	Reduce the flood risk and manage the impacts of flood events	<ul style="list-style-type: none"> ▪ Draft and implement flood management plan; ▪ Draft by-laws that prohibit developments in the river floodplain. 	Implemented flood management plan and bylaws prohibiting within the river floodplain	By the end of 2022
10.	GHG emissions	Improve the ability of the built environment to adapt to climate change	<ul style="list-style-type: none"> ▪ Promote low emission urban Designs ▪ Embrace green building technology; ▪ Formulate Eldoret Municipality energy performance building Code for all new buildings; ▪ Encourage homeowners to plant a certain type of trees; 	<ul style="list-style-type: none"> ▪ Bylaws requiring green technology building for design approval; ▪ Increased indigenous trees planted ▪ Solar street lighting 	End of 2022

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
			<ul style="list-style-type: none"> Install solar street lighting 		
11.	Increased air pollution, increased urban temperature, and storm water flow.	Encourage and support the creation of more green space within the municipality and in all developments	<ul style="list-style-type: none"> Review Development Permit Guideline bylaws to guide developers on habitat protection practices; Purchase land within the municipality for development into green spaces and arboretums Encourage planting of indigenous tree species on private land. 	<ul style="list-style-type: none"> Records of development Permit Guideline bylaws Records for land underdevelopment into green spaces or arboretum; Awareness creation for planting indigenous trees within the urban centre 	By the end of 2022
12.	<ul style="list-style-type: none"> Destruction of property Disruption of social network Increased poverty Death 	To reduce the risks of disasters by recognizing that hazards are imminent and finding sustainable ways of living with them.	<ul style="list-style-type: none"> Hazard and risk mapping to identify high-risk areas; Establish early warning systems at municipality, ward, and community level; Awareness-raising on hazards and risks, and likely consequences in times of disaster; Encouraging disaster risk avoidance behavior in communities 	<ul style="list-style-type: none"> Hazard and risk mapping Documented early warning systems Public meeting record 	End of 2021
13.	<ul style="list-style-type: none"> Destruction of property Disruption of social network Increased poverty 	Establish infrastructure for the reduction of vulnerability to natural and manmade hazards	<ul style="list-style-type: none"> Identify all hazards likely to affect the people; Undertake hazards mapping; 	<ul style="list-style-type: none"> List of hazards and Hazard mapping report Reviewed and adopt/enforced zoning 	2023

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
	<ul style="list-style-type: none"> ▪ Death 	to reduce loss and social dislocation.	<ul style="list-style-type: none"> ▪ And form hazard committees down to the ward level; ▪ Review/revise/adopt and enforce zoning ordinances and building codes and standards ▪ Create public awareness of natural and other disasters 	<ul style="list-style-type: none"> ordinances and building codes and standards ▪ Public awareness records 	
14.	<ul style="list-style-type: none"> ▪ Destruction of property ▪ Disruption of social network ▪ Increased poverty Death 	Provide measures to reduce vulnerability to disasters and build capacity and resilience at the County, ward, and community levels	<ul style="list-style-type: none"> ▪ Formulate and implement disaster response unit and Centre with a full mandate to identify, respond, manage and assist the communities to bounce back when hazards events happen; ▪ Formulate and implement standard operating procedure (OP) framework; ▪ Develop emergence response plan; ▪ Undertake emergency response simulations; ▪ Formalize and enforce maintenance enforcement unity with mandates or maintenance programs for utilities, roads, drainage, and other critical infrastructure; ▪ Strengthen building inspectorate unity to enforce compliance. 	<ul style="list-style-type: none"> ▪ Functional disaster response unit and Centre ▪ Records of OP ▪ Records of emergence response plan ▪ Records of emergency response exercise simulations ▪ Building inspectorate unity organogram with all staff 	2023

S/NO	IMPACT	STRATEGY	ACTION	MONITORING INDICATOR	TIMEFRAME
15.	<ul style="list-style-type: none"> ▪ Destruction of property and life ▪ Increased poverty and hopelessness ▪ Injury ▪ Pollution 	<p>Prioritize formulation of comprehensive training and development program for the public/stakeholders and fire Department</p>	<ul style="list-style-type: none"> ▪ Develop and implement a sustainable training method for the public/stakeholders and fire safety staff; ▪ Create partnerships with the community to identify a situation that may predispose them to fire instances and deal with those instances; 	<ul style="list-style-type: none"> ▪ Training manual ▪ Training record ▪ Records of collaboration with and empowerment of the community on fire safety 	By end of 2021
16.	<ul style="list-style-type: none"> ▪ Destruction of property and life ▪ Increased poverty and hopelessness ▪ Injury ▪ Pollution 	<p>Prioritize fire Department technology for training, collecting information, analyzing, and respond to fire hazards quickly, safely, and efficiently;</p>	<ul style="list-style-type: none"> ▪ Embrace ICT for training, information collection, analysis, and responding to hazards when they occur; ▪ Develop programs to acquire, maintain and replace equipment, facilities, and fire engines 	<ul style="list-style-type: none"> ▪ Training records, presence of ICT for training, data collection, and analysis 	By the end of 2023
17.	<ul style="list-style-type: none"> ▪ Destruction of property and life ▪ Increased poverty and hopelessness ▪ Injury ▪ Pollution 	<p>Review bylaws to enhance efficient fire safety compliance monitoring and inspection</p>	<ul style="list-style-type: none"> ▪ Develop sustainable fire safety awareness and training for all businesses and corporate organizations, ▪ Embrace compliance monitoring and inspections of all buildings and business activity places within the municipality 	<ul style="list-style-type: none"> ▪ Safety training record ▪ Monitoring and inspection records 	2022

CHAPTER 13:

MUNICIPAL INSTITUTIONAL DEVELOPMENT PLAN

13.1 OVERVIEW

A planning process usually presumes both a legal and institutional framework to mandate the process and the professional capacity to prepare and implement the prepared plans. However, as a country, the weakest link is the institutional capacity to prepare and implement plans. Our local institutions regularly suffer from financial constraints, inadequate technical staff at the local level, and the continuous lack of political will to support the planning process.

In Kenya, the delivery of public services to citizens is a function of national and County governments. County planning and development is a function delegated to the counties under the Fourth Schedule of the Constitution of Kenya, 2010. Section 48 of the County Governments Act, 2012, provides that each County government's functions and provision of services shall be decentralized to the urban areas and cities within the County established per the Urban Areas and Cities Act, 2011. The latter (amended in 2019) defines an urban area as a Municipality, town, or market centre.

This plan entails addressing the organizational capacity of the Municipality to deliver essential services effectively and efficiently to its residents as provided in the First Schedule of the Urban Areas and Cities Act, 2011 (amended in 2019). One of the values and principles of public service as per the Constitution of Kenya, 2010 is the responsive, prompt, effective, impartial, and equitable provision of services.

13.2 ORGANIZATIONAL STRUCTURE OF THE MUNICIPALITY

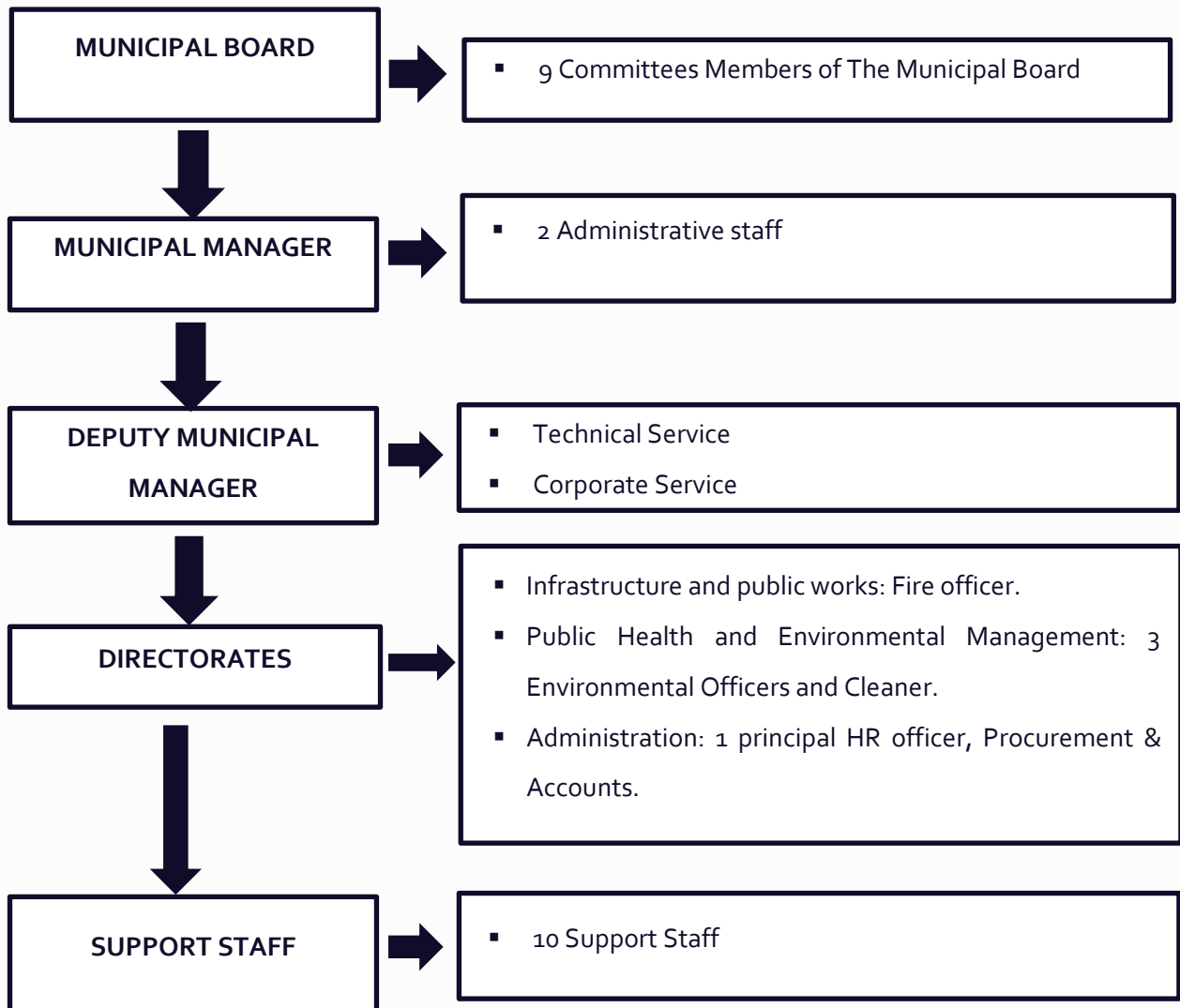
According to Section 12 of the Urban Areas and Cities Act, 2011 (amended in 2019), the structure and management of a city and municipality shall be vested in the County Government and administered on its behalf by:

- A board constituted per section 13 or 14 of the Urban Areas and Cities Act;
- A manager appointed under section 28 of the Urban Areas and Cities Act; and
- Such other staff or officers as the County public service may determine.

13.2.1 Current Municipal Organizational Structure

Currently, the Municipal structure is composed of the Municipal Board, Committees of the Board, Municipal Manager, technical staff seconded from the County Government and support staff. This is illustrated in figure 1 below.

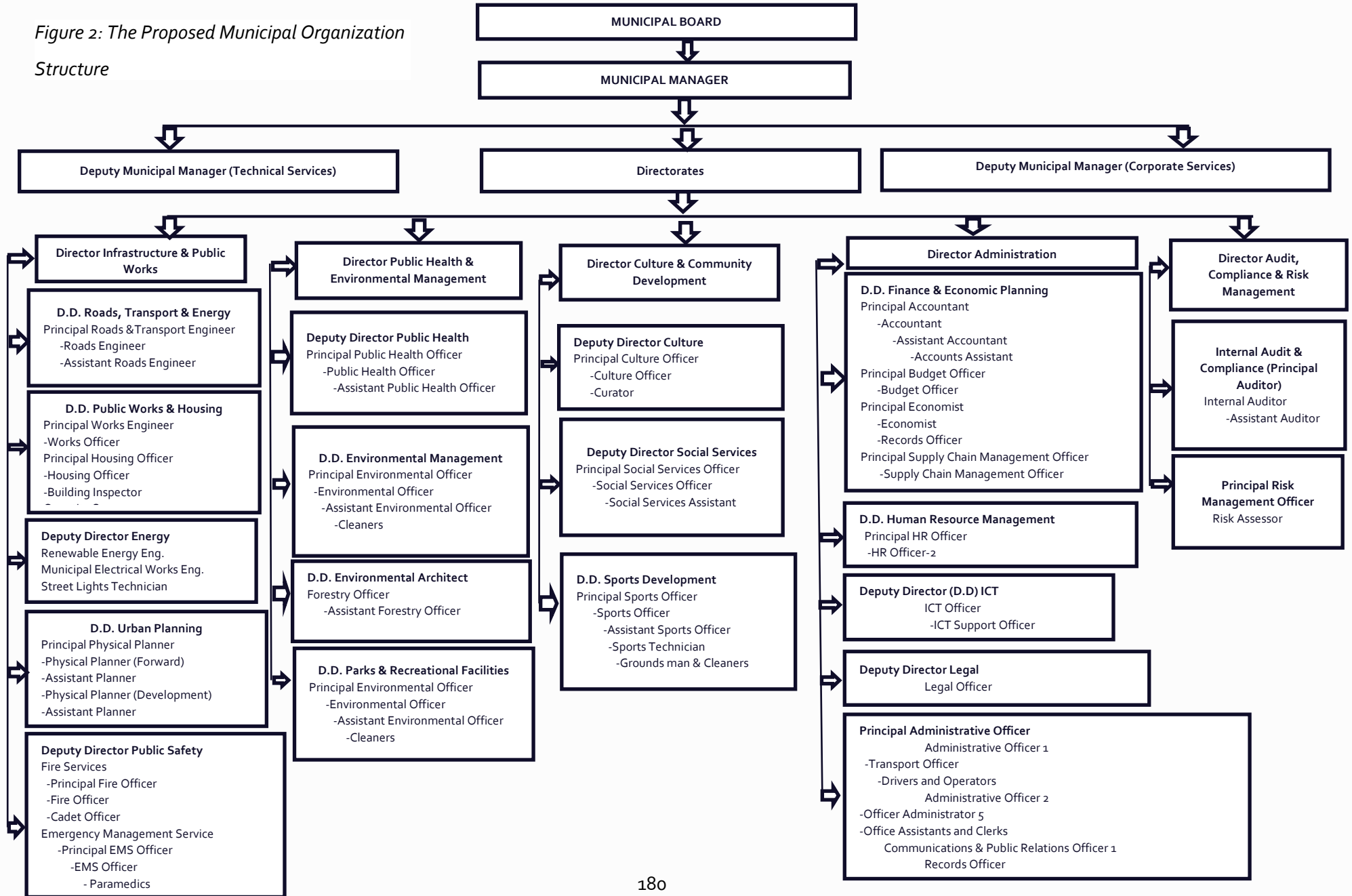
Figure 1: Current Municipal Structure



13.2.2 The Proposed Municipal Organizational Structure

The proposed municipal organization structure is as provided in figure 2 overleaf;

Figure 2: The Proposed Municipal Organization Structure



13.3 GOVERNANCE AND MANAGEMENT FUNCTIONS OF A MUNICIPAL BOARD

The Urban Areas and Cities Act establishes a legislative framework for governance and management of urban areas and cities and participation by the residents in the governance of urban areas and cities. The Act is based on principles, recognition of the principal and agency relationship between the boards of urban areas and cities and their respective County governments, including:

1. The carrying out by a board of such functions as may be delegated by the County government;
2. Financial accountability to the County government; and
3. The governance by each board for and on behalf of the County government;

Subject to the provisions of Section 20 of the Urban Areas and Cities Act 2011, a Board of a Municipality has the following functions:

1. Oversee the affairs of the Municipality
2. Develop and adopt policies, plans, strategies, and programs and may set targets for delivery of services
3. Formulate and implement an integrated development plan
4. 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.
5. As may be delegated by the County Government, promote and undertake infrastructural development and services within the city or municipality.
6. Develop and manage schemes, including site development, in collaboration with the relevant National and County agencies.
7. 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.
8. Administer and regulate its internal affairs.
9. Implement applicable National and County legislation.
10. 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.
11. 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;
12. 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;

13. As may be delegated by the County government, collect rates, taxes levies, duties, fees, and surcharges on fees;
14. Settle and implement tariff, rates, and tax and debt collection policies as delegated by the County government;
15. Monitor the impact and effectiveness of any services, policies, programs, or plans;
16. Establish, implement and monitor performance management systems;
17. Promote a safe and healthy environment;
18. Facilitate and regulate public transport; and
19. Perform such other functions as the County government may be delegated to it or provided for by any written law.

13.4 RESPONSIBILITIES OF THE MUNICIPAL MANAGER

Subject to the provisions of The Urban Areas and Cities Act 2011, a Municipal Manager shall implement the decisions and functions of the board and shall be answerable to the Board. The Municipal Manager as the head of administration shall be subject to the policy directions of the Municipal Board and be responsible and accountable for:

- i. The implementation of the Municipality's Integrated Development Plan and the monitoring of the progress of implementation.
- ii. The management of the provision of services to the local community sustainably and equitably.
- iii. Managing communications between the Municipality's administration and the Board.
- iv. Administration and implementation of the Municipality's by-laws and other legislations.
- v. Facilitating participation by the community in the affairs of the Municipality.
- vi. Developing and maintaining a system whereby community satisfaction with municipal services is assessed;
- vii. Implementation of National and County legislation applicable to the Municipality; and
- viii. The performance of any other function that the Municipality Board may assign

13.5 INSTITUTIONAL CHALLENGES FACING THE MUNICIPALITY

Key challenges facing the municipality concerning municipal organization capacity as highlighted by the various stakeholders are as provided in table 18 below.

Table 18: Municipal Organization Capacity Challenges

ISSUES/CHALLENGES	CAUSAL FACTORS	EFFECT/IMPACT	EXISTING OPPORTUNITIES
<p>i. Inadequate Municipal Institutional Capacity. The Municipality suffers from functional challenges and a lack of effective organizational structure.</p> <p>ii. A significant number of relevant and significant components of the municipal functions are yet to be transferred by the County government.</p> <p>iii. The Municipality lacks adequate structures to undertake its mandate effectively.</p> <p>iv. The Municipality lacks adequate skills, capacity, and resources to meet obligations.</p> <p>v. The Municipality does not have adequate financial and human resources to undertake effective delivery of services, urban governance, and implementation of this Integrated Development Plan.</p>	<p>i. The municipality is new and lacks elaborate municipal structures.</p> <p>ii. Lack of adequate staff and municipal financial capacity.</p> <p>iii. Low budgetary allocation by the County government.</p> <p>iv. Insufficient and inconsistent revenue collection by the County government.</p> <p>v. Low technology uptake in the monitoring of revenue collection by the County.</p> <p>vi. Limited funding options for development projects.</p> <p>vii. Lack of assets and investment to earn own revenue.</p> <p>viii. Lack of collateral by the municipality to secure funding through loans.</p> <p>ix. A limited number of development partners.</p> <p>x. Lack of a municipal transition plan to facilitate the transfer of functions such as revenue collection and management.</p>	<p>i. Poor service delivery.</p> <p>ii. Lack of adequate service delivery systems, policies, and processes.</p> <p>iii. Inability to meet the municipality's financial obligations.</p> <p>iv. Unpredictable budgetary allocation to the municipality.</p> <p>v. Reduced capacity to fund development projects.</p> <p>vi. Over-reliance on budgetary allocation and grants.</p> <p>vii. Under development in the Municipality.</p>	<p>i. The presence of National and County governments to offer financial and development assistance as well as capacity building.</p> <p>ii. Existence of local and international development partners such as World Bank, African Development Bank.</p> <p>iii. Existence of development programs such as KUSP that provide financial assistance and capacity building.</p> <p>iv. Technological advancement.</p> <p>v. Establishment of the Municipal Board as a body corporate that can borrow.</p>

13.6 OBJECTIVES OF THE MUNICIPAL INSTITUTIONAL DEVELOPMENT PLAN

The objectives of this plan are;

1. To provide an effective municipal organizational structure.
2. To establish adequate structures to undertake the Municipality's mandate effectively.
3. To enhance the staff capacity of the Municipality.
4. To improve the skills of the municipal staff.

13.7 MUNICIPAL INSTITUTIONAL DEVELOPMENT STRATEGIES

In addressing the challenges facing the Municipality about Municipal Organization Capacity, the following are the proposed strategies:

1. Develop an effective Municipal organizational structure to eliminate the current functional challenges and promote smooth and efficient transition.
2. Provide adequate skills, capacity, and resources to meet obligations.
3. The County Government transfers the relevant and significant components of the municipal functions necessary to facilitate the effective implementation of Municipal plans and programs.
4. Conduct functional analysis with clear structures, job descriptions, and specifications to support municipal/urban planning, investment attraction, trade development, resource mobilization, knowledge management, research, climate resilience, and social inclusion.
5. The Municipality will establish an institutional capacity development plan with indications of the required capacities within each identified function to provide the required workplace environment to support effective service delivery and employee performance.
6. With support from the County Government of Uasin Gishu, the municipality must complete the transfer of municipal functions, as contained in the Municipal Charter. It is critical in supporting the implementation of municipal/urban planning, investment attraction, trade development, resource mobilization, knowledge management, research, climate resilience, and social inclusion.
7. Develop a Municipal Transitional Plan (MTP), providing a roadmap on the processes and timeframe towards the complete transfer of the required municipal functions by the County government.
8. Undertake comprehensive competency assessment to establish the knowledge, skills, and attitudes required of the municipal staff to work in an environment that supports stakeholder engagement and participation, private sector-led growth, and the overall implementation of New Urban Agenda.
9. Develop programs that will enhance the competency and skills of the board and municipal staff on organizational culture and change management, mentoring, coaching, business incubation, experiential learning, and visits or exchange programs, both within and outside the municipality.

13.8 PROJECTS AND PROGRAMS

The following summarizes some projects aimed at addressing municipal organization capacity challenges faced by the municipality.

1. Preparation of a comprehensive Municipal organizational structure with clear structures, functions, jobs descriptions, and specifications that would support effective urban management, municipal land use planning and development control, efficient delivery of basic infrastructure and services, investment attraction, trade development, resource mobilization, knowledge management, research, environmental conservation, disaster management, and climate resilience, and social inclusion among others.
2. Preparation of a Municipal Institutional Capacity Development Strategy will incorporate programs on capacity and skills development for the Board and municipal staff.
3. Establishment of capacity-building programs for the municipal staff.
4. Preparation of a Municipal Transitional Plan (MTP)
5. Employment of additional municipal staff as per the prepared comprehensive Municipal organizational structure.
6. Construction of integrated office complex for municipal Departments/sections.
7. Digitization of municipal revenue collection and expenditure systems
8. Preparation of a municipal policy on revenue enhancement and expenditure control

13.9 PROJECTS/PROGRAMS IMPLEMENTATION MATRIX

PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FINANCE
1. Preparation of a comprehensive Municipal organizational structure	i. Municipality of Eldoret	1 year	i. Municipal Finances
2. Establishment of capacity building programs for the Board and municipal staff	i. Municipality of Eldoret	1 year	i. Municipal Finances
3. Preparation of a Municipal Institutional Capacity Development Strategy that will incorporate programs on capacity and skills development for the Board and municipal staff	i. Municipality of Eldoret	1 year	i. Municipal Finances
4. Preparation of a Municipal Transitional Plan (MTP)	i. Municipality of Eldoret ii. County Government	1 year	i. Municipal Finances ii. County Government Finances
5. Employment of additional municipal staff as per the prepared comprehensive Municipal organizational structure and the Municipal Transitional Plan (MTP)	i. Municipality of Eldoret ii. County Government	1 year	i. Municipal Finances ii. County Government Finances
6. Construction of integrated office complex for municipal Departments/sections	i. Municipality of Eldoret ii. County Government	3-5 years	i. Municipal Finances ii. County Government Finances iii. Development Partners
7. Digitization of municipal revenue collection and expenditure systems	i. Municipality of Eldoret ii. County Government	1-2 years	i. Municipal Finances ii. County Government Finances iii. Development Partners
8. Preparation of a municipal policy on revenue enhancement and expenditure control	i. Municipality of Eldoret ii. County Government	1-2 years	i. Municipal Finances ii. County Government Finances iii. Development Partners

CHAPTER 14: FINANCIAL MANAGEMENT STRATEGY

14.1 OVERVIEW

Municipal finance consists of the revenue and expenditure of local governments governing a particular municipality. The possession of demonstrable revenue collection or revenue collection potential and capacity to generate sufficient revenue to sustain internal operations are key considerations to the conferment of municipal status according to Section 9 of the Urban Areas and Cities Act, 2011. The Municipality of Eldoret is yet to be granted the mandate to collect and manage revenue within its jurisdiction despite having this capacity. The County Government of Uasin Gishu is still undertaking these functions. These functions must be strategically transferred to the municipality to enable it to fulfil its constitutional mandate. The Board, however, has a financial Manager who liaises with the County Government to ensure the municipality's financial issues are well managed.

14.2 MUNICIPAL EXPENDITURE

Expenditure by the municipality falls into two broad categories, namely;

- i. **Capital expenditure** – which comprises expenditure on the provision of public goods. It includes developing and maintaining key infrastructures such as roads, pavements, and drainage in the Municipality.
- ii. **Recurrent expenditure** – which is aimed at meeting the municipality's perennial costs. These costs mostly occur monthly, in the form of salaries and allowances of the municipal staff and other employee-related costs. Other recurrent expenditures are daily operational expenses and miscellaneous costs incurred to facilitate the smooth running of the municipality.

14.2.1 Supply Chain Management

The County Government of Eldoret manages the municipality's supply chain, Department of Procurement, using the *Integrated Financial Management Information System (IFMIS)* platform. This automated system used across the country for public financial management interlinks planning, budgeting, expenditure management and control, accounting, audit, and reporting. It hence ensures accountability in the use of public resources.

14.3 MUNICIPAL REVENUE SOURCES

The Municipality of Eldoret has been in existence for two financial years, since mid-2019 when it was instituted. Since it is yet to be assigned the responsibility to collect and manage its local revenue, it primarily relies on the annual budgetary allocation by the County Government of Uasin Gishu to meet its financial

obligations. Financial grants from various development partners also provide supplementary revenue for the municipality.

14.3.1 Municipality's Annual Budgetary Allocation

Since its institution, the municipality has received an annual budgetary allocation twice from Uasin Gishu County Government to enable it to meet its development and recurrent expenditure costs as summarized in table 19 below;

Table 19: Municipality's Annual Budgetary Allocation

Financial Year	Recurrent (Kshs.)	Development (Kshs.)	Total (Kshs.)
2019/20	17,767,023	1,281,915,516	1,299,682,539
2020/21	16,516,635	1,548,848,345	1,565,364,980
Grand Total (Kshs.)			2,865,047,519

Source: Municipal Financial Department, 2020

Between the two financial years, the annual municipal revenue allocation grew by 20.4%, with the development allocation increasing by 20.8% and recurrent dropping by 7%. The County Department of Finance and Economic Planning anticipates that the allocation shall vary annually depending on the total annual financial revenue base for the County Government of Uasin Gishu. It comprises of locally generated revenue from the various revenue streams, annual allocation from the national exchequer as per the County Allocation of Revenue Bill, 2020, and grants from development partners.

14.3.1.1 Local Revenue Generation

The County Government of Eldoret has various local revenue-generating streams with business permits, land rates, enclosed bus park fees, street parking fees, signboard, and advertising fees, and cess on agricultural produce contributing the highest percentages. Although revenue collection is done throughout the County, at least 80% is sourced from the municipality. Table 20 below compares revenue sourced from the various streams for three (3) financial years;

Table 20: Contribution of Various Revenue Streams to the Local Revenue

REVENUE STREAMS	2017/18 (KSHS)	2018/19 (KSHS)	2019/20 (KSHS)
Liquor Inspection fee	1,840,650	693,675	734,700
Application fee	3,433,184	3,654,797	3,144,818
Audit and supervision fees	1,429,530	1,875,750	1,849,350
Building plans approval fees	6,273,422	12,986,866	17,186,447
Burial fees	382,500	611,520	608,250
Business Permits Current Year	148,950,089	143,183,591	107,346,673
Clumping fees	2,562,446	5,481,509	3,964,890
Council premises Occasional hire (fees, etc.)	110,475	297,976	72,902

Court fines	6,750,551	8,700,272	7,162,124
Document search fee	750	-	-
Enclosed bus park fee	73,604,369	83,835,849	77,621,412
Fire-fighting services	3,530,288	4,743,856	4,121,597
Food Quality Inspection fee	3,641,894	2,663,737	2,327,428
Conservancy (ELDOWAS)	19,275,000	13,758,858	3,270,023
Housing estates monthly rent	22,042,292	13,340,761	12,902,090
Impounding charges	2,334,977	3,807,006	3,536,638
Inoculation fee	3,541,577	6,030,571	3,780,818
Land rates current year	79,142,545	89,132,844	76,411,658
Lease of Water Distribution network	-	-	52,823
Log cess/ Bark cess/ Hides and skin	80,578	1,156,538	2,290,334
Market fees	13,492,847	16,819,428	16,129,377
Milk fees	-	198,108	13,946
Refuse collection fee	15,965,329	18,245,173	12,686,288
Motor bikes	4,906,125	8,801,401	9,105,033
Right-of-way/ Way-leave fee/ (KPLN, Telkom, etc)	1,097,117	5,556,789	1,545,644
Sand, Gravel, and Ballast Extraction fees	4,458,698	8,081,973	9,735,069
Sign boards and Advertisement fees	44,316,463	41,441,276	41,371,134
ICT & E-Governance	-	447,000	94,875
Slaughtering fee	10,623,875	13,184,146	6,713,660
Street parking fee	50,244,499	80,366,326	80,562,266
Sugar cane cess	-	1,030,768	934,430
Tender document sale	19,875	900	-
Transfer fee	424,050	22,500	-
Weight and Measures	1,241,130	906,278	1,830,847
Water kiosks sale/supply	791,325	269,895	154,353
Wheat & maize cess	27,726,655	25,629,196	30,890,087
Public toilet fees	1,253,325	333,375	147,000
Agriculture AMS	787,005	1,392,546	489,783
Agriculture veterinary	4,786,470	4,528,990	4,453,912
Betting control	1,900,733	1,278,015	1,525,818
Health centres & Dispensaries fees	26,464,199	28,077,038	20,636,762
Public health	6,080,696	5,635,061	6,982,957
Direct banking (bank slips not receipted)	3,963,274	20,558,331	10,104,008
TOTAL	599,290,803	678,760,485	584,492,223

Source: County Department of Revenue, 2021

Total revenue collected increased by 13.2% between 2017/18 and 2018/19 financial years. Between 2018/19 and 2019/20 financial years, the revenue declined by 13.9%. The huge decline in revenue collection has been attributed to the effects of the prevailing COVID-19 pandemic and evacuation of some municipal-owned houses and estates for renovation.

Revenue Enhancement and Protection Measures by the County Government

The County Government of Uasin Gishu has incorporated ICT to automate some of its revenue collection processes to enhance revenue collection and protection. It recently adopted UGPAY, a digitized revenue collection system that supports the following;

1. **Issuance of single business permits** - the application is made online, and the permits are generated online from where entrepreneurs can print them.
2. **Payment for market stalls**- the payment is done through M-PESA (USSD technology), as well as through bank deposits. The receipt can then be obtained from the County Government of Uasin Gishu cash office
3. **Payment for Parking within the CBD** - also done via M-PESA using USSD technology.
4. **Collection of cess on agricultural produce** – also done via M-PESA using USSD technology.
5. Others include payment for slaughter slots, rent for existing public housing, and payment of land rates.

14.3.2 Grants

Given the inadequacy of annual budgetary allocation, the municipality partly relies on financial assistance offered by key development partners in the form of grants. Funding obtained has contributed significantly to development within the municipality. While the European Union (EU) also funds several development projects within Eldoret, the World Bank, through its Kenya Urban Support Programme (KUSP), remains the major development partner for the municipality. The total amount of grants issued under its Kenya Urban Support Programme is as indicated in table 21 overleaf;

Table 21: Financial Grants from World Bank through KUSP

Type of Funding	Amount (Kshs.)
Urban Institutional Grant (UIG)	41,200,000
Urban Development Grant (UDG)	630,147,000
Total	671,347,000

Source: Municipal Finance Department, 2020

14.3.3 Municipal Assets and Liabilities

In the two years since its inauguration, the municipality has not acquired any significant assets or incurred any liabilities. Attributed to this, it is the fact that most of the fiscal functions over Eldoret are yet to be handed over fully by the County Government. It is anticipated, however, that upon being firmly established and being granted full responsibility for the financial affairs of the Eldoret, this situation may change.

14.3.4 Municipal Borrowings

The municipality is yet to acquire any leveraged or non-leveraged funding which is attributed to the fact that the municipality is yet to assume its full functions. Additionally, the municipality may render itself unable to acquire loans due to a lack of security for such in the form of assets.

14.4 SWOT ANALYSIS

Strength	Weaknesses
<ul style="list-style-type: none"> - Strong Revenue base - The Municipality is a body corporate. It can borrow money for development - Unqualified Auditor General's opinion about the state of the County Government as a whole over the last three financial years. 	<ul style="list-style-type: none"> - The municipality is largely dependent on County and National Government Revenue allocation. - The municipality is not fully operational. - Finance Department staffing inadequacies. - A limited number of active economic partners. - Inefficient monitoring of municipal revenue streams. - Decentralization of Revenue collection functions from the County Government to the municipality is slim.
Opportunities	Threats
<ul style="list-style-type: none"> - An automated revenue collection system is being adopted. - Robust revenue base. - Budgetary allocation from the County Government. - Cooperation from development partners. - Use of the Integrated Financial Management Information System (IFMIS). 	<ul style="list-style-type: none"> - Inadequate and fluctuating budgetary allocation. - Delay in exchequer releases may paralyze operations. - The national government debt position is high; hence there is a threat of reduced revenue allocation. - No clear revenue collection functions. - Finance Department staffing inadequacies. - Low levels of local revenue collections (Appx \$5 Million Annually) - Low levels of County government funding (Appx \$15 Million Annually)

14.5 THE PROPOSED FINANCIAL STRATEGY

14.5.1 Strategy on Expenditure

i. Capital Expenditure

Upon assuming full functionality, with clearly gazetted functions, the municipality will undertake development projects fully. These will be funded by locally generated revenue, borrowings, among other funding alternatives. These projects of public good, often undertaken based on *Cost-Benefit Analysis*, which is a systematic process of calculating and comparing marginal benefits and marginal costs of the project. The optimal quantity of a public good is determined by first establishing its quantity, presented through the price-quantity schedules. This is done to avoid wasteful use of finances to fund projects whose benefits are not economically significant.

ii. Recurrent Expenditure

These costs are mainly categorized into:

- **Employee related Costs**

All employee salaries and allowance costs are currently borne by the County Government, Public Service Department. Once the municipality assumes its full functions, it will take up these costs.

- **Municipal Infrastructure Assets and Maintenance (O&M)**

Once the municipality fully undertakes its functions, it will have the role of maintaining all its assets.

14.5.1.1 Efficient Budgeting

Through the Department of finance, Eldoret Municipality will maintain a continuous budgeting processing that involves forecasting, implementing, monitoring, controlling, and evaluating the performance of a budget.

The maintenance of a budget is essential as it keeps track of the income and expenditure of the municipality. The municipality's budget is balanced if the estimated municipality expenditure equals expected municipal receipts in a particular financial year. Any disparities whatsoever, the municipality will conduct a thorough process to determine the factors that may have led to the differences.

A municipal budget will ensure appropriate allocation of resources to projects, performance monitoring and appraisal, effective finances management, improved decision-making, and easy identification of problems.

14.5.1.2 Assessment of Municipal Assets and Liabilities

In its two years since inauguration, the municipality has not yet acquired any significant assets, nor has it incurred any liabilities. This can be attributed to the fact that most of the fiscal functions of the Municipality are yet to be handed over fully by the County Government. However, it is anticipated that upon being firmly established and being granted full responsibility for the financial affairs of the Municipality, this situation may change.

14.5.2 Strategy to Enhance Municipal Financial Capacity

This entails setting out the different forms of taxes and fees, and levies under the municipality's mandate. In a quest to enhance municipal finances, the question should be which tax, fee, or levy can be added and which of them need amending, or in cases of gross inefficiency, in need of cutting.

The municipality may also opt to abandon that levy or fee that is costly in terms of collection cost. The municipality will consider the following factors before abandoning it;

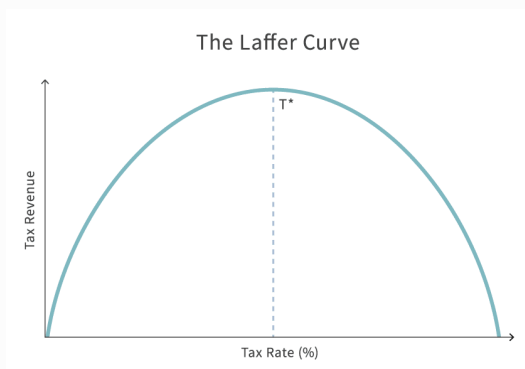
- Is the decrease in the levy/fee a short-term dip or a long-term trend?
- Is the levy's lack of profitability caused by unnecessary high collection costs? Rather than abandon it, alternative collection methods would make it profitable.
- Is the tax connected to the provision of an essential good or service? If yes, removing the levy/fee could save money instead of the destructive effects of withdrawing the service.

- Will the current costs of administering the levy/fee be eliminated if the tax is abandoned?

Eldoret Municipality management also ought to think about how revenue can be generated from different taxes, levies, and fees and a range of other economic activities within its jurisdiction. Building a city's income this way ensures that a shock to one part of the economy will not undermine the municipality's revenue base.

In working first world economies, local and national governments pursue expanding the base area of taxes and levies collection instead of increasing the height. In cases of burdensome taxes, businesses and individuals opt to avoid and evade taxes, fees, and levies. Friendly tax regimes attract more people and businesses willing to pay government taxes.

As opposed to the narrative, the more the government taxes, the more its revenue, the municipality ought to ensure efficient taxation to its locals. Increased taxes, levies, and fees scare away investors and citizens, and they opt to take their production chains elsewhere. Economically efficient taxes can be graphically illustrated in a graph commonly referred to as *Laffer Curve*.



Point T is the optimum point for taxes, levies, or fees. Eldoret municipality should be at point T because it is the point in which it collects the maximum amount of revenue. Any tax, fee, or levies on the right of point T should be lowered to stimulate economic growth by increasing the incentive to work and invest. More work and investment mean a larger tax base.

14.5.2.1 Recruitment of Competent Staff in the Finance Department.

There is a need for the municipality to embark on a vigorous process of hiring and putting in place skilled personnel to aid in carrying out all the functions of the Finance Department. The process is based on the ability of candidates to produce anecdotes of their professional experience, which can be used as evidence that the candidate has a given competency. The candidate demonstrates competencies on the application form and then in the interview, known as a *Competency-based Interview*.

14.5.2.2 Establishment of an Asset Register.

The municipality shall maintain a detailed list of all its assets, which shall provide details including location and condition. The register aids the municipality in knowing the type of asset, procurement date, location, price value, amortization rate, and the current value of each asset. In addition, the register shall provide

transparency of all asset data, and accurate data trail, ensuring compliance with regulatory standards, accurate calculation of depreciation, and estimation of maintenance and repair costs.

The municipality can maintain different types of asset registers depending on the type of assets it owns. There is a fixed asset register, IT asset register, and digital asset register. The Fixed Asset register should provide the following data; description of the asset, purchase date, purchase price, location of the asset, owner of assets, user, barcode or serial number, insurance coverage, the current value, the depreciation/amortization method used, warranty information from the manufacturer, maintenance information, remaining life of the asset and estimate resale/salvage value of the asset.

IT asset register should contain the type of asset-hardware or software, location, operating system, license renewal date, license start date, user, cyber insurance coverage, and depreciation method.

The digital asset register will describe the asset, type, location, asset owned or copyrighted, user, amortization method, digital insurance cover, asset format, preservation risk, and estimated value. Table 22 below illustrates the format of a fixed asset register;

Table 22: Sample of a Fixed Asset Register

Eldoret Municipality: Fixed Asset Register									
Date:					Prepared by:				
Name	Asset Number	Description	Location	Purchase Date	Purchase Price	Accounts Code	Depreciation method	Depreciation rate	Notes

The municipality can tailor-make the register in a digital format that is easy and understandable.

14.5.2.3 Mobilization and Use of Exogenous Resources.

In addition, the municipality shall consider exploring capital markets for capital expenditures funding. Bonds are the most common financial instrument adopted in municipalities and local governments. The use of appropriate bond funding provides additional depth and flexibility to municipality finance. Concerted efforts between the municipality, local and national government have to be pursued to eliminate market distortions and reduce transactional costs for easier market access. Due to the high transactional costs, the local and national governments may develop policies, such as providing tax-free status of some types of municipal bonds.

The municipality may also dispose of all their dead assets and invest in treasury bonds. Thereby, this would generate an average of 7% to 9.2% interest depending on the maturing of the treasury bills. The returns would be channeled into financing capital projects in the municipality.

The access to capital markets, debt, and equity should be mainly used to provide public goods, such as public transport.

14.5.2.4 External Borrowing

Being a body corporate, the municipality can obtain leveraged funds by International Financial Bodies, commonly referred to as external borrowing. The borrowing shall be based on two (2) principles;

- i. *Benefit principle*
- ii. *Ability to pay principle*

However, the challenge to exploring this project funding option is that the County Government is yet to assign the municipality assets under its ascendancy. Nevertheless, borrowing remains a viable funding option in the future. All acquired loans, including the interest, shall be paid in the currency the loan was obtained.

Eldoret municipality shall set clear policies and regulations to guide debt management. These policies shall be meant to ensure the municipality does not exceed its borrowing ceiling and a clear framework on how the debt will be serviced. *The Public Debt Management Authority Bill, 2020*, provides local governments to raise a loan within or outside Kenya. In borrowing, the municipality, through the County government, shall ensure its financial needs and payment obligations are met at the lowest possible cost in the market with a prudent degree of risk while ensuring the overall level of public debt is sustainable.

Eldoret municipality shall also set clear rules to ensure that the borrowed funding is used only for purposes prescribed. The municipality shall ensure that the regulations are strictly adhered to avoid cases of default that may result in a debt crisis or sovereign default.

14.5.2.5 Donor Finance

Through the County government, the municipality shall source grant funds from specialized donor-funded entities as an important source of capital expenditure funding. Such programs as the World Bank-funded - Kenya Urban Programme Funds are designed to support specific projects in the counties. Uasin Gishu County is one of the 47 devolved units, is a potential beneficiary of USAID. USAID works closely with the Government of Kenya, private sector, and civil society partners to make devolution work for the benefit of all Kenyans. Besides, USAID also develops sustainable systems to ensure that all citizens are healthy and educated and lay a foundation for long-term economic growth. WWF, UNHabitat among others alluded to above, are such organizations that may be sources of grant funds to finance the proposed priority projects.

14.5.2.6 Joint Ventures

In implementing the priority projects, the municipality shall also explore joint ventures, which are business arrangements in which two or more parties agree to pool their resources to accomplish a specific project. The municipality will partner with private individuals or companies with better financial and capital capacity to deliver certain projects proposed by this plan. Share of project profits shall be as agreed upon as per arrangements.

14.5.2.7 Public-Private Partnerships

A Public-Private Partnership (PPP) is an association between the government and the private sector to finance, design, implement, and operate public sector facilities and services. It allows the public sector to contract with the private sector. A PPP is a performance-based contract under which the private Sector supplies public services over time and is paid by the public sector, end-user, or a hybrid of both. The Contracting Authority specifies output, while input is the responsibility of the private sector. Governments normally apply this option in providing public infrastructure (including power, roads, rail, sea, and airports), and services (including water, health, and sanitation) are a key mandate of governments the world over. These public goods are a fundamental prerequisite for economic growth and development. The municipality shall also embrace PPPs as a way of financing its priority projects. Below are different types of PPP's applicable in the case of Eldoret;

Types of Public-Private Partnerships

i. Build, Operate, and Transfer (BOT)

The BOT scheme refers to the initial concession by a public entity such as a local government to a private firm to build and operate the project in question. After a set period, control over the project is returned to the public entity.

ii. Build, Lease, Transfer (BLT)

A public-private partnership (PPP) project model in which a private organization designs, finances, and builds a facility on leased public land. The private organization operates the facility for the duration of the lease and then transfers ownership to the public organization.

iii. Design, Build, Finance, and Operate (DBFO)

The private-sector party is awarded a contract to design, construct, finance, and operate a capital project. In consideration for performing its obligations under the agreement, the private sector party may be paid by the government agency (for example, availability payments) or fees collected from the project's end users. The government or government-owned entity retains ownership of the project.

iv. Build, Own, Operate, and Transfer (BOOT)

It is a form of project financing wherein a private entity receives a concession from the private or public sector to finance, design, construct, own, and operate a facility stated in the concession contract. It transfers it to the government or partner at a previously agreed-upon or market price. See also build, lease, and transfer.

14.5.3 Strategy on Financial Reporting and Management of Books of Accounts

Upon fully assuming its functions, the municipality will record all financial transactions conducted by the municipality through the Department of Finance. This entails recording, classifying, and organizing all financial transactions, including purchases, sales, receipts, and payments.

The municipality will also use the data collected to prepare and maintain various financial statements in its custody. These include;

- Statement of financial position/balance sheet.
- Statement of changes in equity.
- Statement of cash flow.
- Statement of comprehensive income.

These financial statements will aid in the Internal and external audit process and act as a basis for any financial decisions made by the municipality management.

The Accounting and Financial Manual for County Governments by the National Treasury shall guide the municipality's financial accounting and reporting. This function shall also be undertaken per the guidelines and rules of International Accounting Standards (IAS), International Public-Sector Accounting Standards (IPSAS), and International Financial Reporting Standards (IFRS). In managing its accounts, the municipality shall conduct regular internal and external audits of its financials to ensure prudent audit controls are in place.

Audit reports will serve to validate the municipality's financial statements to give a fair and true view of the position of the municipality. The reports will also comment on the validity and legality of the financial records. Upon preparing the final audit reports, the Internal or External auditors will give their opinions based on the financial records and working papers prepared.

The municipality shall ensure that financial data and reports are properly stored and easily accessible to stakeholders, including the County and national government and government agencies, debt providers, the public, and investors. As appropriate, the data shall be availed through print media, the municipality's website, and printouts upon request. This shall aim to enhance transparency within the municipality and aid in local and external capital borrowing and statutory audits.

14.5.4 Policy/Regulatory Framework

14.5.4.1 Statutory and Regulatory Requirements.

The municipality shall ensure all financial activities within the municipality are carried out in line with the national and County framework of rules and regulations. This includes alignment with regulations set by the various regulatory bodies, such as the Kenya Revenue Authority (KRA), the Ministry of Treasury and Planning, and the Central Bank of Kenya (CBK).

14.5.4.2 Building Better Local Financial and Asset Management Systems.

Usually, local funding projects are effective, but the hurdles are in the implementation stage. Once revenue is mobilized, the proceeds must be used efficiently. In an attempt to improve implementation, Eldoret municipality shall employ measures to improve transparency, access of data on the provision of infrastructure and services. In addition, the municipality ought to link those expenditures to the collection

of levies and fees. Expenditure budgeting shall also be based on the implementation needs of the agreed plan. Prioritization of capital and recurrent expenditures shall be done by choosing the most effective way of service delivery. The municipality shall ensure it gets value for money in its procurement processes. The procurement processes shall be transparent, rigorous, and flexible.

14.5.4.3 Expenditure Control Policies and Measures.

Effective expenditure control is the *sine qua non* of good public financial management (PFM). A lack of effective expenditure controls not only threatens macroeconomic stability and fiscal discipline but can also call into question the integrity of the public financial management system and undermine trust in a government's stewardship of public resources.

Expenditure control falls into six main categories: appropriation control, aggregate cash control, commitment control, control of regularity, and accounting control. Other specific control measures are controls of liabilities and guarantees, payroll controls, control of procurement, and verification of goods and services.

14.5.4.4 Dead Assets Policy.

The municipality currently does not have a dead asset policy. The Municipality shall formulate Dead Assets policy that advises on the treatment of assets with a very low or no salvage. The policy aids in managing assets by determining various ways of disposing of the dead assets and acquiring new assets.

14.6 BUDGET ESTIMATES FOR IMPLEMENTING THE IDEP

The following matrix presents the budget estimates of the projects proposed under this plan.

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
WATER SUPPLY	1. Expansion of the piped water supply in Annex, KPA, Kuinet, Chepkanga, Kesses, Kiplombe, Langas, Kesses, Moi University, Kipkorgot A, Kipkorgot B, and Kokwos.		52, 296,027.00
	2. Replacement of old water pipes and meters to minimize leakages, thereby reducing Non-Revenue Water.		449, 567,735.00
SEWER PROVISION	3. Expansion of the sewer systems to cover Annex, Shauri Havard, Prison P10, Huruma H15, Upper Elgon View, Kidiwa, Huruma, Elgon View EV13A, Elgon View EV13B, Kamukunji Extensions KM16, Kipkorgot, and Mwanzo MZ11.		309, 588,078.00
SOLID WASTE MANAGEMENT	4. Preparation of a Municipal Waste Management plan.	-	5M
	5. Engagement of youth groups, street families, and local communities in sweeping, collection of waste and recovery, and segregation of waste at the collection points, transfer stations, and at the dumpsite	50 youths/informal settlement, 14 settlements. @ 500/day twice a week in 5 years	168M
	6. Construction of a fence around the Kipkenyo dumpsite.	Total perimeter length - 850m Height of the perimeter wall - 3m. Cost per sqm = ksh1200	3.06M
	7. Purchase of waste collection equipment and transportation facilities	3 modern 10T compactors	30M

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
	8. Construction of waste transfer stations in the informal settlements and the CBD	10 stations* Ksh 2M/station	20M
	9. Construction of a management office at Kipkenyo dumpsite to control waste disposal.		2.5M
	10. Upgrading the Kipkenyo dumpsite into a modern landfill site and Construction waste sorting and recycling facilities/areas at Kipkenyo dumpsite for the different types of waste.		187.5M
STORM WATER	11. Construction of drainage facilities in the CBD (markets and bus parks), Maili Nne, Kambi Teso, Munyaka, Silas, Sukunanga, King'ong'o, Jerusalem, Sinai, and parts of Kimumu.		650M
	12. Construction of storm water outfalls in the flood-prone areas of the Municipality, i.e., Kimumu, Maili Nne, Sinai, Jerusalem, Baringo, parts of Racecourse area, and Lower Elgon View.	-	
	13. Implementation of the priority works as detailed in the Eldoret storm water drainage master plan.	-	
STREET LIGHTING	14. Replacement of non-operational street lights/high masts.		40M
	15. Install street lights on the mentioned sections of the municipality		100M
	16. Installation of high masts in Maili Nne, Langas, Roadblock, Munyaka, Silas, Jerusalem, Sinai, Kimumu, Kapsaret, Baharini, Outspan Centre, Kipkenyo, and Ndalat.	13 high masts each at 2.5M	32.5M

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
	17. Installation of solar panels at the social halls and health facilities within the municipality.	61 dispensaries @Ksh350,000 20 Health centres @Ksh350,000 (2 per HC) 9 social halls @Ksh350,000	38.5M
INFORMATION AND COMMUNICATION TECHNOLOGY	18. Establishment of an integrated community and ICT centre at the Municipal Headquarters.	-	24M
	- Business incubation and empowerment centre	-	12.75M
	- ICT centre with 50 computers, printing machines	-	20M
	- Construction of a Library and Equipping it with postmodern facilities	-	7M
	- Designs and Plans; Construction of a Gym	-	5M
	- Designing and construction of a swimming pool	-	15M
	- Create internet hotspots at Nandi Park, the Sosiani recreation area, and the County Headquarters open space.	-	26,032,952.00
	19. Build a Geodatabase for all properties with updated valuation, ownership, and land use.	-	5M
20. Establish a partnership framework with RVTTI, Eldoret polytechnic, and VTC to establish innovation hubs.	-	10M	
HOUSING	21. Preparation of public housing redevelopment plans and programs.	-	1.83B
	22. Construction of modern high-rise residential houses in the municipal housing estates – pioneer estate, Kidiwa& Uhuru	1,627 units @ Kshs. 1.125M – Pioneer estate	

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
		8,686 units @ Kshs. 1.125M – Kidiwa & Uhuru estates	9.775B
TRANSPORTATION	23. Partner with Kenya Railways to develop land, 2.4ha, opposite the Railway Station to create, design, and develop public transport terminal.	-	50M
	24. Develop a bus terminal on the land, 0.8ha, opposite Sosiani Primary School.	-	50M
	25. Peripheral bus parks – Acquisition of land for bus parks as proposed by the Eldoret Municipality Transportation Plan 2020-2035. (Maili Nne, Huruma, Chepkoilel, Munyaka/Kimumu, Outspan, Kipkorgot, Langas, Kasarani and Kapsoya)	1 acre @ 20M	180M
	26. Develop alternative parking areas; parking silos at Kipchoge Stadium, main stage, and sosiani stage	-	45M
	27. Deploy smart street parking, e.g., stark parking system	-	100M
	28. Define on-street parking spaces by street marking.	-	10M
	29. Installation of Intelligent Traffic Management System		100M
	30. Provide sufficient NMT facilities in the CBD and the residential neighbourhoods.	2KM/financial year @75M/KM	150M
	31. Construct of boda-boda sheds at the edges of the CBD and residential areas	10 Boda-boda sheds	3.3M
	32. Construct access roads/missing links in Kambi Teso, Baharini, Baringo, the larger Maili Nne area, Kipkorgot, parts of Munyaka, and parts of Lower Elgon View	10KM per Financial year	800M

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
SPATIAL DEVELOPMENT	33. Establishment of a Municipal Geographical Information Database and a modern Municipal GIS Lab	Office space & Equipment	6M
	34. Acquisition of land for public utilities and the provision of basic infrastructure and services and future investments	20Ha. of land	300M
	35. Reclamation programs of all grabbed municipal land.	-	5M
	36. Commission an Urban Renewal Plan for the CBD.	-	5M
	37. Delineate a new boundary for the municipality based on proposed boundary limits.	-	-
	38. Revise terms for renewal and extensions of the lease on public land within the municipality.	-	5M
INFORMAL SETTLEMENTS REDEVELOPMENT	39. Prepare social housing plans for all informal settlements.	9	45M
	40. Develop and provide cheap building construction technologies.	-	-
	41. Establishment of community centres in Langas, Huruma, Munyaka and Kamukunji	-	80M
	42. Establish a revolving fund/credit facility for small-scale traders in informal settlements.	-	5M
	43. Construct drug rehabilitation centres	1	1.5M
	44. Establish youth sporting programs, events, and informal settlement clean-up campaigns.	-	-
	45. Employment of additional municipal staff as per the municipal organizational structure.	-	50 M

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
MUNICIPAL INSTITUTIONAL DEVELOPMENT	46. Construct an integrated office complex for municipal Departments and sections.		36.5M
	47. Establishment of capacity-building programs for the municipal staff.		2.5M
ENVIRONMENTAL MANAGEMENT	48. Preparation of a comprehensive Municipal Environmental Management Plan	-	15M
	49. Creation of an online management system that interlinks Environmental and Social Impact Assessments (ESIA) and Environmental Audits (EA) approvals to development control for ease of enforcement.	-	10M
	50. Provision of technical and financial incentives to private waste collectors to promote waste segregation at the source.	-	-
	51. Creation of an “eco-industrial network” to identify industries that may use the waste from other industries as their raw materials to reduce waste generation.	-	-
	52. Preparation and implementation of a watercourse and riparian areas protection plan.		10M
DISASTER PREPAREDNESS	53. Preparation of a comprehensive Municipal Risks Reduction and Disaster Management Plan	-	25M
	54. Purchase of additional firefighting equipment facilities and installation of additional fire hydrants	-	60M
	55. Establish a disaster response unit and rescue centre.	-	65M
	56. Preparation of a municipal climate change action plan	-	10M

SFA	PROJECTS AND PROGRAMS	Units	Estimated Cost (Ksh.)
CLIMATE ACTION PLAN	57. Creation of a green network in the built environment, streets, and walkways. (planting of trees & grass along streets and tree planting campaigns)	-	50M
PUBLIC PARTICIPATION	58. Development of a communication and participation strategy for the plan period.	-	5M
	59. Initial community sensitization program in the 9 wards within the municipality on plan implementation.	-	4.5M
	60. Establishment of an open government digital system (citizen engagement portal) to receive feedback and engage the citizens	-	3M
	61. Establishment of a quarterly sensitization program in every ward on plan implementation, proper solid waste management, development control, maintenance of community facilities, economic empowerment programs, safety and security, maintenance of the drainage facilities, natural and human disasters, climate change, among others	Ksh500,000/ward/quarter	90M
TOTAL BUDGET ESTIMATES			16,195,594,792

CHAPTER 15:

PLAN IMPLEMENTATION FRAMEWORK

15.1 OVERVIEW

The implementation framework informs how the projects/programs are to be implemented by giving the expected timeline and the relevant institutions towards implementation. It also proposes the prioritization of projects and provides ways and means for the facilitation of funds. The given timeframe for each program/project is either immediate (quick wins), continuous or short-term implementation period.

15.2 QUICK WINS

These are projects that are expected to be completed within the first 100 days upon the plan's approval. Its implementation is meant to use minimum resources but gives satisfactory results to the citizens and the stakeholders. These programs/projects include:

Solid waste management

1. Repair, servicing, and deployment of waste collection and transportation equipment.
2. Construction of waste transfer stations in the informal settlements and the CBD.
3. Construction of a fence around the Kipkenyo dumpsite.

Storm water

1. Development of municipal programs on how to engage the local communities as well as sensitization on the maintenance of the drainage facilities
2. Engagement of the youth groups and street families in the construction of drainage facilities and storm water outfalls and unclogging of drainage facilities

Streetlights

1. Replacement of non-operational street lights/high masts.

Housing

1. Preparation of public housing redevelopment Plans and programs.
2. Preparation of a Municipal Housing Policy.

Transport

1. Marking of all on-street parking spaces.
2. Clearing the informal activities that have encroached road reserves in the CBD to augment the supply of on-street parking facilities.
3. Construction of *bodaboda* sheds in the CBD and residential areas as proposed.

Informal settlements

1. Engage national government institutions within the municipality to avail part of their land to develop social housing.
2. Establish a low-cost credit facility for small-scale traders in informal settlements.

Municipal Institutional Development

1. Establishment of capacity-building programs for the Board and municipal staff.
2. Preparation of a Municipal Institutional Capacity Development Strategy will incorporate programs on capacity and skills development for the Board and municipal staff.
3. Digitization of all municipal revenue collection and expenditure systems.
4. Preparation of a municipal policy on revenue enhancement and expenditure control.

The implementation framework for the priority thematic areas is indicated below.

15.3 IMPLEMENTATION FRAMEWORK

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
WATER SUPPLY	<ul style="list-style-type: none"> Expansion of the piped water supply to Kambi Teso, Outspan Centre, Baharini, Kiplombe, Chepkoilel, Ilula, Nyakinyua Farm, Marakwet Farm, Green Valley area, Milimani area, Kiambaa area, Racecourse area, Jerusalem area, Annex area, Maili Nne Ngecheck area, Sango area, and Kambi Nairobi area. 	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
	<ul style="list-style-type: none"> Extension of Sosiani water treatment plant and Two Rivers Dams capacity to enhance water reservoir and output volumes. 	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
	<ul style="list-style-type: none"> Digitization of the water reticulation system. 	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
	<ul style="list-style-type: none"> Undertake a feasibility study to explore other sources of water, e.g., boreholes, wells, and rainwater harvesting. 	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	<ul style="list-style-type: none"> Replace old water pipes and meters to minimize leakages, thereby reducing Non-Revenue Water. 	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
SEWERAGE SUPPLY	Expansion of the sewer systems to cover Silas, Bondeni, Kambi Teso, King'ong'o, Baringo, Annex, Mushroom, Maili Nne, Nyakinyua Farm, Kipkenyo, Outspan Centre, Baharini, and parts of Kipkaren estate.	Municipality of Eldoret ELDOWAS	1-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
			3-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Development Partners (World Bank, European Union, etc.) North Rift Valley Water Works Development Agency
	Expand Kipkenyo treatment plant.		3-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances Local and International Development Partners North Rift Valley Water Works Development Agency
	Digitization of the sewer supply system.		3-5 years	<ul style="list-style-type: none"> ELDOWAS Municipal Finances North Rift Valley Water Works Development Agency

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
SOLID WASTE MANAGEMENT	Preparation of a Municipal Waste Management Plan.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Employment of youth groups, street families, and local communities in sweeping, collection of waste and recovery, and segregation of waste at the collection points, transfer stations, and at the dumpsite	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism and Wildlife Management (CGDWENTW) 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Purchase of waste collection and transportation equipment.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Construction of waste transfer stations in the informal settlements and the CBD.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Construction of a fence around the Kipkenyo dumpsite.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Construction of waste recovery facilities/areas at Kipkenyo dumpsite for the different types of waste.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Construction of a management office at Kipkenyo dumpsite to control waste disposal.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Upgrading of the Kipkenyo dumpsite into a modern landfill site.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	Five years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners •

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
STORM WATER MANAGEMENT	Construction of drainage facilities in the CBD (markets and bus parks), Maili Nne, Kambi Teso, Munyaka, Silas, Sukunanga, King'ong'o, Jerusalem, Sinai, and parts of Kimumu	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Roads, Transport, Energy and Public Works (CGDRTEPW) 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Construction of storm water outfalls in the flood-prone areas of the Municipality in Kimumu, Maili Nne, Sinai, Jerusalem, Baringo, parts of Racecourse area, and Lower Elgon View.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Engagement of the youth groups and street families in the construction and maintenance of drainage facilities.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Development of municipal programs on how to engage the local communities as well as sensitization on the maintenance of the drainage facilities	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
STREET LIGHTING	<p>Replacement of non-operational street lights/high masts.</p> <p>Install street lights on the following sections;</p> <ol style="list-style-type: none"> 1. All NMT lanes in the municipality 2.UG Primary Road through Patrician School to Khan Heights 3. Juniorate section off Kapsoya road 4. Kofi Annan estate – Kapsoya 5. Kisumu road (opp. Ndupawa) towards showground, loop to Old Nairobi road 6. Royalton roads 7. Umoja Secondary School to Township Primary 8. From Kambi Teso to St Peter’s Sec Sch, along University Wall, along the road 9. Booster area, Sogomo, Koitebes 10. From Town-Kibulgeny-St Peters- Kiplombe-Kamukunji 11. Kingongo -Tuiyobei road 12. Great Rift Valley Conference (SDA HQ) - Kipkaren river <p>In Langas area, several streetlights need to be repaired from Kapsoya -Border Farm</p>	<ul style="list-style-type: none"> • Municipality of Eldoret • Kenya Power • CGDRTEPW 	1 – 3 years	<ul style="list-style-type: none"> • County Government • Development partners • Private investors
	<p>Installation of high masts at market areas and service centres within the municipality.</p>	<ul style="list-style-type: none"> • Municipality of Eldoret • Kenya Power • CGDRTEPW 	1 – 3 years	<ul style="list-style-type: none"> • County Government • Local and International Development Partners • Private investors

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Installation of solar panels at the social halls and government education and health facilities within the municipality.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1 – 3 years	<ul style="list-style-type: none"> • County Government • Local and International Development Partners • Private investors
	Partner with the solar power stations in the County, such as Alten solar power station, Eldosol solar, and Radiant solar to provide energy solutions to some of the Public institutions in the Municipality.	<ul style="list-style-type: none"> • Solar power firms • Municipality of Eldoret • CGDRTEPW 	1 – 3 years	<ul style="list-style-type: none"> • County Government • Local and International Development Partners • Private investors
	Incorporating smart street lighting.	<ul style="list-style-type: none"> • Municipality of Eldoret • Kenya Power • The County Department of roads and public works 	1 – 3 years	<ul style="list-style-type: none"> • County Government • Local and International Development Partners • Private investors
ICT	Establish 4 ICT centres in town (Municipal Headquarters, Langas centre, Kapsoya, and the County Headquarters grounds)	<ul style="list-style-type: none"> • Municipality of Eldoret • The County Department of ICT, Trade, and Industrialization. 	1 – 5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners • NGCDF • MCA ward fund
	Create internet hotspots at Nandi park, Arboretum, Sosiani recreation area, and the County Headquarters open space.	<ul style="list-style-type: none"> • Municipality of Eldoret • The County Department of ICT, Trade, and Industrialization. • Private sector 	1 – 3 years	<ul style="list-style-type: none"> • Municipal Finances • Private sector
	Build a Geodatabase for all properties with updated valuation, ownership, and land use.	<ul style="list-style-type: none"> • Municipality of Eldoret • The County Department of Lands, Housing, Physical Planning, and Urban Development (CDLHPPUD). 	1 – 5 years	<ul style="list-style-type: none"> • County government • Local and International Development Partners
	Come up with legislations that focus on promoting ease of setting up ICT-related businesses.	<ul style="list-style-type: none"> • Municipality of Eldoret • The County Department of ICT, Trade, and Industrialization. 	1 – 2 years	<ul style="list-style-type: none"> • The County Government

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Establish a partnership framework with RVTTI, Eldoret polytechnic, and EVTC to establish innovation hubs.	<ul style="list-style-type: none"> • Municipality of Eldoret • The County Department of ICT, Trade, and Industrialization. • Institutions within the municipality. 	1 – 3 years	<ul style="list-style-type: none"> • The Ministry of education • The County Government • Local and International Development Partners
HOUSING	Preparation of a Municipal Housing Policy	<ul style="list-style-type: none"> • Municipality of Eldoret • CDLHPPUD 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners
	Preparation of public housing redevelopment plans and programs.	<ul style="list-style-type: none"> • Municipality of Eldoret • CDLHPPUD • National Housing Corporation. 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International Development Partners • National Government
	Construction of modern high-rise residential houses in the municipal housing estates. Provision of basic infrastructure (access roads, water, sewer, waste, drainage, security lights, green and open spaces).	<ul style="list-style-type: none"> • Municipality of Eldoret • CDLHPPUD • National Housing Corporation • Private Sector 	5-10 years	<ul style="list-style-type: none"> • Municipal Finances • National Government • Private Sector • Local and International Development Partners
	Construction of shelter for street families	<ul style="list-style-type: none"> • Municipality of Eldoret • CDLHPPUD 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • Local and International NGOs, CBOs, and Well Wishers
TRANSPORTATION AND TRAFFIC MANAGEMENT	Acquisition of land for bus parks at identified neighbourhoods in the municipality.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Partner with Kenya Railways Corporation to develop land, 2.4 ha, opposite the Railway Station to create, design, and develop public transport terminal.	<ul style="list-style-type: none"> • Municipality of Eldoret • Kenya Railways • CGDRTEPW. 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Develop a bus terminal on the land, 0.8 ha, opposite Sosiani Primary School.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Development of the Main Bus Park as a designated BRT central terminal.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Purchase of high-capacity public transport buses.	<ul style="list-style-type: none"> • Municipality of Eldoret • Private sector 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners • Private sector
	Acquisition of land and development of lorry parks in Annex Area and Roadblock/Maili Nne area	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Redesign Uganda Road CBD section to decongest it.	<ul style="list-style-type: none"> • KeNHA 	1-5 years	<ul style="list-style-type: none"> • National Government • Development Partners
	Provide incentives to private developers and institutions for the establishment of multi-story parking facilities in the CBD.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Private developers and institutions
	Employ smart street parking, e.g., stark parking system	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Define on-street parking spaces by street marking.	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • National Government • Development Partners
	Clearing of the encroached road reserves in the CBD to augment the supply of on-street parking facilities	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Installation of Intelligent Traffic Management System	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Provision of NMT facilities in the CBD and the high-density residential areas	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Construction of boda-boda sheds at the edges of the CBD and residential areas	<ul style="list-style-type: none"> • Municipality of Eldoret. • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Decentralize and reconfiguration of terminals for local transport within the CBD	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Designate bus bays along major public transport routes	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Construction of access roads/missing links in Kambi Teso, Baharini, Baringo, Maili Nne area, Kipkorgot, parts of Munyaka, and parts of Lower Elgon View	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Expansion of Eldoret-Kapsabet Road and Nakuru-Eldoret-Webuye Road	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW • KeNHA 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • National government • Development Partners
	Development of a lorry park and a bus park on a 16-acre piece of land next to Mushroom Estate. The land is available	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Improvement with requisite facilities (drainage, streetlights, and NMT) of access roads in Kipkaren, Langas, Kasarani, Kisumu Ndogo, King'ong'o, Baringo, Maili Nne, Kahoya, Roadblock, Tumeiyo area, Majengo village, Bondeni, Kamukunji, Silas, Jerusalem, Sinai, Kimumu, Kipkorgot, Lower Elgon View Estate,	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Develop alternative parking areas; parking silos at Kipchoge Stadium, main bus park, and Sosiani stage	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances
SPATIAL DEVELOPMENT	Preparation of an up to date municipal Physical and Land Use Development Plan covering the current and proposed extension areas of the municipality	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Establishment of a Municipal Geographical Information Database and a modern Municipal GIS Lab	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDRTEPW 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Development Partners
	Preparation of a Municipal redevelopment/revitalization policy	<ul style="list-style-type: none"> • Municipality of Eldoret County Government 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances • KUSP, Development Partners

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Comprehensive physical and land use planning of the municipal/public housing areas	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • National Land Commission 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Acquisition of land for public utilities and the provision of basic infrastructure and services and future investments (land banking)	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • National Land Commission 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Development of the 16acres piece of land in Mushroom Estate reserved for public purpose and utilities.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Reclamation programs of all grabbed municipal land.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Carry out a municipal-wide property enumeration exercise to facilitate regularization of development.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Develop land policy and a land-use policy for the municipality	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Carry out public sensitization programs to educate people on spatial management strategies.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • National Land Commission 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Commission an Urban Renewal Plan for the CBD area (along the Uganda Road).	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • National Land Commission 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Delineate a new boundary for the municipality based on proposed boundary limits.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government of Uasin Gishu 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances
	Revision of terms for renewal and extension of public land leases within the municipality.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • National Land Commission 	3-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government Finances

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
INFORMAL SETTLEMENTS REDEVELOPMENT	Develop a framework for engaging the dwellers in municipal infrastructure projects.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances
	Extend water and sewer reticulation to the informal settlements.	<ul style="list-style-type: none"> • ELDOWAS 	3-5 years	<ul style="list-style-type: none"> • ELDOWAS • Development partners
	Establish efficient solid waste collection mechanisms.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Define and upgrade access roads in the informal settlements.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Department of Roads, Transport, Energy and Public Works. • KURA • KeRRA 	2-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners • National Government
	Installation of streetlights and high masts in the informal settlements.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • Private Sector 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • County Government • Private Sector
	Preparation of an affordable social housing plan for all informal settlements.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partner
	Development of programs for the provision of cheap construction technologies.	<ul style="list-style-type: none"> • Municipality of Eldoret • Private Sector Institutions 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners • Private Sector
	Establish a low-cost credit facility for small-scale traders in informal settlements.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • Private Sector 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Private Sector
	Establish functional drug rehabilitation centres for drug addicts in informal settlements.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • Private Sector 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Private Sector

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Establish youth sporting programs and events and informal settlement clean-up campaigns.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government • Private Sector 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Private Sector
MUNICIPAL INSTITUTIONAL DEVELOPMENT	Employment of additional municipal staff as per the municipal organizational structure.	Municipality of Eldoret	1-5 years	<ul style="list-style-type: none"> • Municipal Finances
	Construct an integrated office complex for municipal Departments and sections.	Municipality of Eldoret	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Provide technical equipment relevant to respective municipal Departments (e.g. office equipment's means of mobility).	Municipality of Eldoret	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Establishment of capacity-building programs for the municipal staff.	Municipality of Eldoret	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Develop a Municipal Transitional Plan (MTP) providing a roadmap on the processes and timeframe towards the attainment of complete transfer of the required municipal functions by the County Government.	<ul style="list-style-type: none"> • Municipality of Eldoret • Uasin Gishu County Government 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances
	Digitization of delegated municipal revenue collection and expenditure systems.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances
ENVIRONMENTAL MANAGEMENT, DISASTER PREPAREDNESS AND CLIMATE ACTION PLAN	Create an online management system that interlinks Environmental and Social Impact Assessments (ESIA) and Environmental Audits (EA) approvals to those of development control for ease of enforcement.	<ul style="list-style-type: none"> • Municipality of Eldoret • NEMA 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances
	Provision of differentiated waste separation skips within the 9 residential neighbourhoods.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners

	PRIORITY PROJECTS AND PROGRAMS	ACTOR(S)	TIME FRAME	SOURCES OF FUNDS
	Establish municipal programs to sensitize the residents within the municipality on proper solid waste management.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances
	Provision of technical and financial incentives to private waste collectors to promote waste segregation at the source.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Creation of an “eco-industrial network” to identify industries that may use the waste from other industries as their raw materials to reduce waste generation.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	2-3 years	<ul style="list-style-type: none"> • Municipal Finances
	Preparation and implementation of a watercourse and riparian areas protection plan.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Enforcement of riparian areas zoning regulations and enhancement of opportunities for collaboration with WRA for compliance.	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism, and Wildlife Management • Water Resource Authority 	1-3 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Establish a disaster response unit and Centre.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances
	Create public awareness of natural and other disasters.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances
	Create a green network in the built environment, streets, and walkways.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-2 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners
	Establishment of more public parks and green spaces in new developments within the municipality.	<ul style="list-style-type: none"> • Municipality of Eldoret 	1-5 years	<ul style="list-style-type: none"> • Municipal Finances • Development partners

CHAPTER 16: MONITORING AND EVALUATION FRAMEWORK

16.1 OVERVIEW

Planning seeks to be efficient, effective and aims to enhance equity in terms of opportunities and rights. Urban managers need to know how to use the limited resources best to address complex challenges to achieve this. The Integrated Development Plan contains individual projects and institutional responsibility to implement them. A Monitoring and Evaluation framework for the Plan validity has been prepared to achieve the goals of the Plan. The framework contains monitoring indicators for the proposed projects and programs. These indicators are cross-sectorial and are linked to quantitative goals, objectives, and policies.

16.2 PROJECT OUTCOME-BASED MONITORING AND EVALUATION FRAMEWORK

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
WATER SUPPLY	Enhanced accessibility to portable water	Expansion of the piped water supply to Kambi Teso, Outspan Centre, Baharini, Kiplombe, Chepkoilel, Ilula, Nyakinyua Farm, Marakwet Farm, Green Valley area, Milimani area, Kiambaa area, Racecourse area, Jerusalem area, Annex area, Maili Nne	Improved access to portable water	Achieve 50% connections by 2026	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • Municipality of Eldoret • ELDOWAS • RVNWWDA 	County Annual Reports. ELDOWAS Annual Reports.

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Ngechek area, Sango area, and Kambi Nairobi area.					
		Extension of Sosiani water treatment plant and Two Rivers Dams capacity to enhance the volumes of water reservoir and output.			<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • Municipality of Eldoret • ELDOWAS • RVNWWDA 	
		Undertake a feasibility study to explore other sources of water e.g. boreholes, wells, and rainwater harvesting.	Feasibility study report	Feasibility study report in 2 years	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • Municipality of Eldoret • ELDOWAS 	
	A well-maintained water reticulation system.	Replace old water pipes and meters to minimize leakages thereby reducing Non-Revenue Water.	Reduced NRW percentage.	20% NRW in 5 years	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • ELDOWAS 	
SEWER MANAGEMEN	Adequate sewer reticulation	Expansion of the sewer systems to cover Silas, Bondeni, Kambi Teso, King'ong'o, Baringo,	Adequate sewer coverage in the named estates	50% sewer coverage in the named estates in 5 years	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • Municipality of Eldoret • ELDOWAS 	County Annual Reports. ELDOWAS Annual Reports.

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
	and treatment	Annex, Mushroom, Maili Nne, Nyakinyua Farm, Kipkenyo, Outspan Centre, Baharini, and parts of Kipkaren estate.					
		Expand Kipkenyo treatment plant.	Higher treatment capacity	Construct 2 more lagoons in 5 years	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	<ul style="list-style-type: none"> • ELDOWAS 	
SOLID WASTE MANAGEMENT	Efficient solid waste management	Preparation of a Municipal Waste Management plan.	Waste management plan	Completed plan in 1 year	<ul style="list-style-type: none"> • Municipality of Eldoret 	<ul style="list-style-type: none"> • Municipality of Eldoret 	Municipal Annual Reports.
		Engagement of youth groups, street families, and local communities in sweeping, collection of waste and recovery, and segregation of waste at the collection points, transfer stations, and at the dumpsite	Clean streets and neighbourhoods	Achieved efficient waste management for 2 years.	<ul style="list-style-type: none"> • Municipality of Eldoret 	<ul style="list-style-type: none"> • Municipality of Eldoret • County Government Department of Water, Environment, Natural Resources, Tourism and Wildlife Management (CGDWENTW) 	
		Construction of a fence around the Kipkenyo dumpsite.	Constructed fence	A fence around the dumpsite in 4 years	<ul style="list-style-type: none"> • Municipality of Eldoret 	<ul style="list-style-type: none"> • Municipality of Eldoret • CGDWENTW 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Construction of waste recovery facilities/areas at Kipkenyo dumpsite for the different types of waste.	Constructed recovery facilities	Complete recovery stations	<ul style="list-style-type: none"> Municipality of Eldoret CGDWENTW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDWENTW 	
		Construction of a management office at Kipkenyo dumpsite to control waste disposal.	Constructed management office	Complete office in 3 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDWENTW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDWENTW 	
		Upgrading of the Kipkenyo dumpsite into a modern landfill site.	Improved disposal of waste	Landfill in use by 2025	<ul style="list-style-type: none"> Municipality of Eldoret CGDWENTW 	<ul style="list-style-type: none"> County Government Municipality 	
STORM WATER	Adequate and well-maintained storm water infrastructure	Construction of drainage facilities in the CBD (markets and bus parks), Maili Nne, Kambi Teso, Munyaka, Silas, Sukunanga, King'ong'o, Jerusalem, Sinai, and parts of Kimumu	An improved drainage system	Provision of adequate drainage in the CBD in 3 years	<ul style="list-style-type: none"> Municipality of Eldoret County government 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	Municipal Annual Reports.
		Sensitize the community on the maintenance of the drainage facilities	An actively engaged community in	Undertaken quarterly sensitization	<ul style="list-style-type: none"> Municipality of Eldoret 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
			drainage maintenance	meetings every year	<ul style="list-style-type: none"> County government 		
STREET LIGHTING	Secure streets and neighbourhoods and enhanced standards of living	Replacement of non-operational street lights/high masts.	Operational street lights/high mast	Replaced all faulty streetlights in 1 year	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret Kenya Power CGDRTEPW 	Municipal Annual Reports.
		Install street lights on the mentioned sections of the municipality	Well-lit streets	100% coverage in 3 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	
		Installation of solar panels at the social halls and public education and health facilities within the municipality.	The number of solar panels installed	100% installation in 3 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	
INFORMATION AND COMMUNICATION TECHNOLOGY	Enhance internet connectivity	Establish 4 ICT centres in town (Municipal Headquarters, Langas centre, Kapsoya, and the County Headquarter grounds)	Well-equipped ICT centres in the mentioned areas	Achieve 100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT 	<ul style="list-style-type: none"> Municipality of Eldoret The County Department of ICT, Trade, and Industrialization. 	Municipal Annual Reports.

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Create internet hotspots at Nandi park, Sosiani recreation area, and the County Headquarters open space.	WIFI connections	Achieve 100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT 	<ul style="list-style-type: none"> Municipality of Eldoret The County Department of ICT, Trade, and Industrialization. Private sector 	
		Build a Geodatabase for all properties with updated valuation, ownership, and land use.	Digitized property data	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT 	<ul style="list-style-type: none"> Municipality of Eldoret The County Department of Lands, Housing, Physical Planning and Urban Development (CDLHPPUD) 	
		Come up with legislations that focus on promoting ease of setting up ICT-related businesses.	Number of bills passed	100% in 1 year	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT 	<ul style="list-style-type: none"> Municipality of Eldoret The County Department of ICT, Trade, and Industrialization 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Establish a partnership framework with RVTTI, Eldoret polytechnic, and EVTC to establish innovation hubs.	Number of partnerships established	100% in 3 years	Municipality of Eldoret Department of ICT	<ul style="list-style-type: none"> Municipality of Eldoret The County Department of ICT, Trade, and Industrialization. Institutions within the municipality 	
HOUSING	Improved living conditions	Preparation of public housing redevelopment plans and programs.			<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD National Housing Corporation 	Municipal Annual Reports.
		Construction of modern high-rise residential houses in the municipal housing estates.	Number of high-rise residential houses	100% in 5 years			
TRANSPORT AND TRAFFIC MANAGEMENT	Well-connected transport network with adequate	Acquisition of land for bus parks in as proposed by the Eldoret Municipality Transportation Plan 2020-2035.	Amount of funds allocated Land sizes acquired	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	Municipal Annual Reports

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
	transport facilities.	Acquisition of land and development of lorry parks in Annex Area and Roadblock/Maili Nne area	Acres of land acquired. Presence of lorry parks in the mentioned areas.	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	
		Deploy smart street parking e.g. stark parking system	Available smart street parking system		<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	Municipal Annual Reports
		Define on-street parking spaces by street marking.	Labelled parking spaces	100% in 1 year	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	
		Installation of Intelligent Traffic Management System	Installed intelligent traffic management system	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	
		Provision of sufficient NMT facilities in the CBD and the residential neighbourhoods.	Length of NMT facilities constructed.	100% in the CBD in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Formulation of policy for regulation of <i>bodaboda</i> sector.	Policy document	100% in 2 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	
		Designate bus bays along major public transport routes	Number of constructed bus bays along major public transport routes.	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	
		Construction of boda-boda sheds at the edges of the CBD and residential areas	Number of sheds constructed	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	
		Expansion of Eldoret-Kapsabet Road and Nakuru-Eldoret-Webuye Road	Amount of funds allocated	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	
		Construction of a lorry park and bus park on a 16 acre piece of land next to Mushroom Estate	Amount of funds allocated	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Improvement with requisite facilities (drainage, streetlights, and NMT) of access roads in Kipkaren, Langas, Kasarani, Kisumu Ndogo, King'ong'o, Baringo, Maili Nne, Kahoya, Roadblock, Tumeiyo area, Majengo village, Bondeni, Kamukunji, Silas, Jerusalem, Sinai, Kimumu, Kipkorgot, Lower Elgon View Estate.	Amount of funds allocated	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	
		Construction of access roads/missing links in Kambi Teso, Baharini, Baringo, the larger Maili Nne area, Kipkorgot, parts of Munyaka, and parts of Lower Elgon View	Amount of funds allocated	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CGDRTEPW 	<ul style="list-style-type: none"> Municipality of Eldoret 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
SPATIAL DEVELOPMENT	Optimal use of urban land	Establishment of a Municipal Geographical Information Database and a modern Municipal GIS Lab	Developed geodatabase and operational GIS Lab	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	Municipal annual reports
		Acquisition of land for public utilities and for the provision of basic infrastructure and services and future investments	The number of parcels acquired		<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret County Government National Land Commission 	
		Reclamation programs of all grabbed municipal land.	Number of reclaimed parcels		<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret National Land Commission 	
		Develop land and land use policy for the municipality	Amount of funds allocated Taskforce Report		100% in 2 years	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
	Safe, clean and attractive urban space	Commission an Urban Renewal for the CBD.	Report Urban renewal works commenced.	100% in 2 years	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret County Government National Land Commission 	
		Delineate a new boundary for the municipality based on proposed boundary limits.	Approved municipal boundary	100% in 1 year	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret County Government of Uasin Gishu 	
		Revision of terms for renewal and extensions of lease on public land within the municipality.	Number of issued notices Number of public land reverted	100% in 3years	<ul style="list-style-type: none"> Municipality of Eldoret CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret County Government National Land Commission 	
INFORMAL SETTLEMENT	Improved living conditions in informal settlements	Develop a framework of engaging the dwellers in municipal infrastructure projects.	Public participation framework Number of public meetings held	100% engagements in 1 year	Municipality of Eldoret Dept. of Culture & Community Development	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of Culture & Community Development 	Monthly Departmental reports

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Extend water and sewer reticulation to the informal settlements.	The number of new connections to piped water and sewer system. The length of sewer line and water pipes extended.	100% coverage to sewer lines and water pipes.	ELDOWAS	<ul style="list-style-type: none"> • ELDOWAS • RVNWWDA 	Annual ELDOWAS reports
		Establish efficient solid waste collection mechanisms.	Number of skips installed Policy for solid waste segregation in place. Quantity of solid waste segregated.	Ensure 100% in operationalization	Municipality of Eldoret Dept. of Environment	<ul style="list-style-type: none"> • Municipality of Eldoret Dept. of Environment 	Monthly Departmental reports
		Define and upgrade access roads in the informal settlements.	The length of upgraded access roads.	100% in 5 years	Municipality of Eldoret Dept. of Roads	<ul style="list-style-type: none"> • Municipality of Eldoret Dept. of Roads • KURA • KeRRA 	Annual reports from KeRRA, KURA and Municipal Department of Roads.

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Preparation of an affordable social housing plans for all informal settlements.	The number of approved social housing plans.	100% completion in 5 years	Municipality of Eldoret Dept. of Public Works and Housing	<ul style="list-style-type: none"> • Municipality of Eldoret Dept. of Public Works and Housing • CDLHPPUD 	Annual Departmental reports
		Development of programs for provision of cheap construction technologies.	The number of programmes established. The number of beneficiaries.		Municipality of Eldoret Dept. of Public Works and Housing	<ul style="list-style-type: none"> • Municipality of Eldoret Dept. of Public Works and Housing • CDLHPPUD • Private Sector Institutions • National Housing Corporation. 	Annual Departmental reports
		Establish a low-cost credit facility for small-scale traders in informal settlements.	Number of credit facilities. Number of beneficiaries		Municipality Dept. of Finance & Economic Planning	<ul style="list-style-type: none"> • Municipality Dept. of Finance & Economic Planning • Private Sector 	Annual Departmental reports

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Establish functional drug rehabilitation centres for drug addicts in informal settlements.	Number of established drug rehabilitation centres The number of beneficiaries.	70% of drug addicts reformed	Municipality of Eldoret Dept. of Culture & Community Development	Municipality of Eldoret Dept. of Culture & Community Development	Annual Departmental reports
		Establish youth sporting programs, events, and informal settlement clean-up campaigns.	Number of youth programmes in place Number of youths who benefited	100% in 5 years	• Municipality of Eldoret Dept. of Culture & Community Development	• Municipality of Eldoret Dept. of Culture & Community Development	Monthly Departmental reports
MUNICIPAL INSTITUTIONAL DEVELOPMENT		Employment of additional municipal staff as per the municipal organizational structure.	Number of new municipal staff	100% constitution of the municipal organization structure	• Municipality of Eldoret	• Municipality of Eldoret	Annual municipal reports
		Construct an integrated office complex for municipal Departments and sections.	Amount of funds set aside Approved plans The number of office spaces availed	Achieve 100% in 5 years	• Municipal finance Eldoret	• Municipality of Eldoret	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Establishment of capacity-building programs for the municipal staff.	Capacity building programme. The number of capacity-building programs held. The number of municipal staff engaged.	Achieve 100% in 1 year	<ul style="list-style-type: none"> Municipality of Eldoret 	<ul style="list-style-type: none"> Municipality of Eldoret 	
		Develop a Municipal Transitional Plan (MTP).	The number of municipal functions transferred.	100% done in 2 years	<ul style="list-style-type: none"> Municipality of Eldoret Uasin Gishu County Government 	<ul style="list-style-type: none"> Municipality of Eldoret Uasin Gishu County Government 	
		Digitization of delegated municipal revenue collection and expenditure systems.	Number of digitized revenue streams Improved collections	100% in 2 years	<ul style="list-style-type: none"> Municipal Department of Finance 	<ul style="list-style-type: none"> Municipality of Eldoret 	

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
ENVIRONMENTAL MANAGEMENT	A clean and healthy environment	Creation of an online management system that interlinks Environmental and Social Impact Assessments (ESIA) and Environmental Audits (EA) approvals to development control for ease of enforcement.	Reports An active online system. Number of approved plans	100% in 5 years	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT CDLHPPUD 	<ul style="list-style-type: none"> Municipality of Eldoret Department of ICT CDLHPPUD 	Annual Departmental reports
		Establish municipal programs to sensitize the residents within the municipality on proper solid waste management.	Number of sensitization meetings held	Attain 100% awareness on responsible solid waste management	<ul style="list-style-type: none"> Municipality of Eldoret Department of environment 	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment CGDWENRTWM 	Monthly Departmental reports
		Provision of technical and financial incentives to private waste collectors to promote waste segregation at the source.	The number of private waste collectors dumping segregated waste in the dumpsite.	Ensuring 100% solid waste dumped in the treatment plant is segregated in 5 years.	<ul style="list-style-type: none"> Municipality of Eldoret Department of environment CGDWENRTWM 	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment CGDWENRTWM 	Weekly Departmental reports

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Creation of an “eco-industrial network” to identify industries that may use the waste from other industries as their raw materials to reduce waste generation.	Number industries are embracing “eco-industrial network.” Quantity of reused wastes	Ensuring 100% of reusable waste from industries does is re-used.	Municipality of Eldoret Department of environment CGDWENRTWM	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment CGDWENRTWM 	Monthly Departmental reports
		Preparation and implementation of a watercourse and riparian areas protection plan.	Approved plan. Number of the protected watercourse and riparian	Inventory, protection of all watercourses, and riparian reserves in the municipality.	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment CGDWENRTW M WRA 	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment CGDWENRTWM WRA 	Annual Departmental reports
DISASTER PREPAREDNESS	Efficient response to emergencies	Establish a disaster response unit and Centre.	An operational Disaster response unit	To have a fully functional disaster response unit in 5 years	Municipality of Eldoret Dept. of public safety	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of public safety 	Annual Departmental reports

SFA	OUTCOME	PROJECTS AND PROGRAMS	INDICATOR	TARGET	DATA SOURCE	RESPONSIBILITY	REPORTING
		Create public awareness of natural and other disasters.	The number of awareness creation meetings held.	Full awareness on disaster awareness to municipality awareness	Municipality of Eldoret Dept. of public safety	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of public safety 	Monthly Departmental reports
CLIMATE ACTION PLAN	Resilient city	Preparation of a municipal climate change action plan	Reports	100% in 2 years	Municipality of Eldoret Dept. of environment	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment 	Annual Departmental reports
		Creation of a green network in the built environment, streets, and walkways.	Number of Green networks created	Greening of all walkways, roads within the CBD, and in all major roads	Municipality of Eldoret Dept. of environment	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment 	Annual Departmental reports
		Establishment of more public parks and green spaces in new developments within the municipality.	The number of public parks and green spaces in the municipality.	Provided green spaces in all developments in the municipality.	Municipality of Eldoret Dept. of environment	<ul style="list-style-type: none"> Municipality of Eldoret Dept. of environment 	Annual Departmental reports