



ENGINEER MUNICIPALITY IDEP2024-2029



FOREWARD

The Integrated Development Plan (IDeP 2024-2029) for Engineer Municipality represents a significant milestone in our journey towards a more sustainable and prosperous community. Guided by our core values of transparency, integrity, social inclusion, equity, sustainability, and accountability, this plan sets out a comprehensive framework for the growth and development of our municipality over the coming years. It is closely aligned with the County Integrated Development Plan (CIDP) 2023-2027, Kenya's Fourth Medium Term Plan, and the Bottom-Up Economic Transformation Agenda among other national and international policy documents.

This plan is the result of a collaborative and inclusive process involving extensive consultation and engagement with stakeholders across the community. It reflects the diverse perspectives, concerns, and aspirations of residents, businesses, and local leaders, ensuring that the development of Engineer Municipality is responsive to the needs of all its citizens. Through careful research, analysis, and planning, we have identified priority areas for investment and development, including infrastructure, services, and social programs, all aimed at enhancing the quality of life for our community.

At its heart, this IDeP is about creating a future where Engineer Municipality is not only functional but also a place where all residents can thrive. We are committed to improving infrastructure, enhancing public services, and fostering economic opportunities, while also safeguarding the natural environment and promoting sustainability. Our vision is to build a resilient, inclusive, and vibrant community that offers equal opportunities for all, regardless of background or circumstances.

Innovation and creativity are central to this plan. By embracing new ideas and technologies, we aim to transform Engineer Municipality into a hub of progress and opportunity, where entrepreneurship flourishes and residents can enjoy a higher standard of living. We also recognize the importance of preserving our environment and natural resources, ensuring that future generations will inherit a municipality that is healthy, sustainable, and filled with opportunity.

As we embark on this journey, we invite all residents, businesses, and stakeholders to join us in realizing the vision outlined in this plan. Together, we will create a brighter, more prosperous, and sustainable future for Engineer Municipality.

TABITHA WAMBUI

CHAIRPERSON –ENGINEER MUNICIPALITY BOARD

ACKNOWLEDGEMENT

I would like to extend my deepest appreciation to all those who contributed to the preparation of the Integrated Development Plan (IDeP) for Engineer Municipality, 2024-2029. This comprehensive plan, which outlines a clear roadmap for the development and sustainability of our municipality, is a testament to the dedication, collaboration, and shared vision of many individuals and organizations.

First and foremost, I express my sincere gratitude to His Excellency, the Governor of Nyandarua County, HE Moses Kiarie Badilisha. His visionary leadership and unwavering support were crucial in guiding this process from inception to completion. CECM & CO The Governor's steadfast commitment to the advancement and development of Engineer Municipality provided the foundation upon which this plan was built. His leadership continues to inspire our collective efforts towards a better future.

I also extend my profound thanks to the Engineer Municipal Board, whose invaluable insights, counsel, and direction helped shape the IDeP into a responsive and future-oriented document. Special mention to Engineer Municipal Board Members led by the Chairperson; Tabitha Wambui, Vice Chairperson; Samuel Kimani, Julie Gachiku, Martin Mwangi, and David Kinyanjui. Their dedication to ensuring that the plan aligns with the needs and aspirations of the residents of Engineer Municipality is greatly appreciated.

Special mention goes to County Directors Physical Planning and Survey & Mapping Directorates Rachel Mugo and Samuel Kamau who collaboratively spearheaded the team from the Department of Lands, Physical Planning, and Urban Development in preparation of this particular document. I would like to specifically appreciate the unrelentless efforts by the County Physical Planning Officers inclusive of Job Mang'ara, Benson Thuku, Eunice Kamau, Philip Wachira, Catherine Maina, Samson Mwaura, Solomon Githinji, Ann Gatere, Zebidah Wanjiku, Donatus Karuiru, and Jesse Ngatia. I also recognize the efforts of Surveyors; Henry Ngaruiya, Oscar Muiruri, Peter Ndirangu, Joe Wanyoike and Francis Manene for their invaluable input. It's also noteworthy the efforts of the Economist; Daniel Waweru and Engineer Municipality Accountant; Ruth Wangui for their contribution and guidance throughout the development of the plan. Special appreciation to the drivers; Joseph Mucira, Josiah Kimotho, Dedan Kimathi, and Paul Chege who offered dedicated services in ferrying officers during data collection among other key activities.

Finally, I would like to express my gratitude to all the stakeholders and residents whose input, knowledge, feedback and active engagement significantly enriched the IDeP. Your active participation ensured that this plan truly reflects the diverse perspectives of our community. Together, we will build a resilient, inclusive, and prosperous future for our beloved municipality.

NJOKI GATUHI
MANAGER –ENGINEER MUNICIPALITY

ACRONYMS AND ABBREVIATIONS

AP - Administration Police

CBD - Central Business District

CBD - Central Business District

CBD – Central Business District

CIMES: County Integrated Monitoring and Evaluation System

EAC – East Africa Community

ECDE - Early Childhood Development Education

GIS - Geographic Information System

ICT - Information and Communication Technology

IDeP: Integrated Development Plan

KM – Kilometer

Ksh - Kenyan Shillings

M&E: Monitoring and Evaluation

MSME – Micro, Small, and Medium Enterprise

MTEF: Medium-Term Expenditure Framework

NIMES: National Integrated Monitoring and Evaluation System

NMT - Non-Motorized Transport

PPP - Public-Private Partnership

PSV - Public Service Vehicle

SACCOs – Savings and Credit Cooperative Organizations

SDGs – Sustainable Development Goals

TV: Television

UN – United Nations

VTC - Vocational Training Centre

EXECUTIVE SUMMARY

The plan is divided into seven chapters as outlined below:

Chapter one gives a contextual background of Engineer Municipality highlighting its location and topographic conditions among others.

Chapter two provides the linkages to other policy documents and legal provisions. It explores linkages with international and local policy framework, as well as legal provisions of various aspects of socio-economic development to ensure sustainability and coherence.

Chapter three delves into the situational analysis of the Municipality. It provides an in-depth scan of the Municipality in various aspects inclusive of health, economic stability, and social infrastructure accessibility by municipal residents

Chapter four explains the municipal administration and institutional framework while chapter five outlines the Municipal Strategic Direction, mission, vision, and goals.

Chapter six identifies sector programmes and their accompanying projects to address the municipal needs and gaps. Chapter seven gives details on the implementation framework appropriating costs to individual projects aggregating to specific programmes. The chapter also explores resource mobilization strategies necessary to fund the projects and resource management practices.

Chapter eight covers monitoring, evaluation, and reporting framework for tracking the implementation progress of the IDeP. It gives strategies for quarterly, annual, midterm and end-term reviews for programmes implementation. Together let's make Engineer Municipality a sustainably livable place.

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CHAPTER 1. : INTRODUCTION

1.1 Overview

This chapter provides an overview of the plans vision and mission statements, strategic goals, core values and quality policy statement. These elements help in defining the strategic direction of the municipality by providing a clear sense of purpose, direction, and values for the next 5 years

Vision Statement

“A Functional, Competitive, and Sustainable Municipality Excelling in Service and Innovation.”

Mission Statement

To serve Engineer Municipality and the wider county with excellence, fostering economic development, sustainability, and good governance, to ensure a functional, competitive, and sustainable future for all.

1.2 Mandate of Engineer Municipality

The Municipal Charter, Urban areas and Cities Act and the Executive order 2022 outlines the delegated functions of the Municipality by the county as;

- Promotion, regulation and provision of refuse collection and solid waste management services;
- Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
- Development and maintenance of urban roads and associated infrastructure;
- Development and maintenance of storm drainage and flood controls;
- Development and maintenance of walkways and other non-motorized transport infrastructure;
- Maintenance of recreational parks and green spaces;
- Development and maintenance of street lighting;
- Development, maintenance and regulation of traffic controls and parking facilities;
- Maintenance of bus stands and taxi stands;
- Regulation of outdoor advertising;
- Maintenance and regulation of municipal markets and abattoirs;
- Maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- Engineer Municipality own source revenue generation

1.3 Strategic Goals

During the plan period, Engineer municipality seeks to:

- Develop and maintain robust, modern infrastructure systems that support economic growth, enhance quality of life, and ensure the resilience of communities
- Sustainable growth and development
- Environmental Sustainability

- Fostering Community Empowerment and Social Cohesion
- Enhance preparedness, response, and recovery efforts to effectively mitigate the impacts of natural and human-made disasters on communities
- Create sustainable, inclusive, and resilient urban environments that promote equitable access to opportunities, enhance quality of life, and mitigate environmental impacts.
- Foster effective, efficient, transparent, and accountable governance structures and processes that serve the needs of residents, promote sustainable development, and enhance quality of life within municipality
- Ensure sustainable and diversified resource mobilization to support the implementation of the Ol'kalou Municipality initiatives, while fostering partnerships and maximizing community engagement for inclusive and impactful development initiatives.

1.4 Core Values

The following core values of Engineer Municipality encapsulate a commitment to fostering a vibrant, inclusive, and sustainable community:

1. **Transparency:** Engineer Municipality upholds transparency by ensuring that its actions, decisions, and processes are open, accessible, and understandable to all stakeholders. This includes providing clear information about governance, budgeting, and development projects, as well as actively engaging with the community to promote transparency and accountability.
2. **Integrity:** Integrity is paramount in all aspects of the municipality's operations. It adheres to high ethical standards, honesty, and fairness in its dealings, thereby building trust and confidence among residents, businesses, and other stakeholders.
3. **Social Inclusion:** Engineer Municipality embraces social inclusion by recognizing and respecting the diversity of its population. It strives to create an environment where all individuals, regardless of their background, ethnicity, gender, or socio-economic status, have equal opportunities to participate in decision-making processes and access municipal services.
4. **Equity and Diversity:** The municipality is committed to promoting equity and diversity by addressing disparities and ensuring that resources and opportunities are distributed fairly among all members of the community. It actively works to eliminate discrimination and barriers to inclusion, thereby fostering a more equitable and cohesive society.
5. **Sustainability:** Sustainability is a guiding principle for Engineer Municipality, which aims to balance economic development with environmental conservation and social well-being. It implements policies and initiatives that promote sustainable practices, such as energy efficiency, waste reduction, and green infrastructure, to safeguard the environment for future generations.
6. **Resilience:** Engineer Municipality prioritizes resilience by building strong, adaptive communities capable of withstanding and recovering from various challenges and crises, including natural disasters, economic downturns, and social disruptions. It invests in infrastructure, emergency preparedness, and community resilience-building efforts to enhance the municipality's ability to bounce back from adversity.

7. **Accountability and Good Governance:** The municipality operates with a strong emphasis on accountability and good governance, ensuring that public resources are managed responsibly and in the best interests of the community. It establishes clear mechanisms for oversight, evaluation, and reporting, holding itself accountable to residents and stakeholders.
8. **Creativity and Innovation:** Engineer Municipality encourages creativity and innovation in problem-solving and service delivery. It embraces new ideas, technologies, and approaches to address complex challenges and improve the quality of life for its residents. This spirit of innovation drives continuous improvement and adaptability within the municipality.
9. **Professionalism and Customer Focus:** Finally, Engineer Municipality values professionalism and customer focus in its interactions with residents, businesses, and visitors. It strives to deliver high-quality services efficiently, courteously, and responsively, meeting the diverse needs and expectations of its constituents while maintaining a strong focus on customer satisfaction.

1.5 Quality Policy Statement

The municipality's policy provides that every resident of Engineer Municipality should receive exceptional municipal services characterized by transparency, efficiency, and responsiveness.

The municipality endeavors to upholding the highest standards of integrity, accountability, and ethical conduct in all our operations.

The primary focus of the municipality is on customer satisfaction as it continuously strive to exceed expectations by listening to the needs of our community and delivering tailored solutions that enhance quality of life for all.

1.6 Rationale for Preparing the IDeP

The Integrated Development Plan preparation has been driven by the need for strategic, inclusive, and effective governance of the municipality in development and administrative aspects. The plan is projected to provide a comprehensive roadmap for the municipality's socio-economic and infrastructural development. It ensures that planning is not done in isolation but considers all aspects of development, such as housing, health, education, transportation, and environmental sustainability. With a focus on a five-year period or longer, the IDeP provides continuity and consistency in planning. It ensures that the municipality has a clear long-term vision and objectives, reducing the risk of fragmented or short-sighted decision-making.

The municipal development plans ought to align with international, national, county, and local priorities and ensures compliance with legislative requirements. The IDeP seeks to integrate municipal initiatives with broader policy frameworks such as the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East Africa Community Vision 2050, and Kenya Vision 2030, alongside constitutional provisions. Similarly, the plan pursues inclusive development by involving various stakeholders, including residents, businesses, community organizations, and other groups. This participatory approach ensures that the needs and concerns of all sectors of the community are considered, promoting ownership and accountability. The IDeP also serves as a tool for

harmonizing competing interests by providing a clear framework for decision-making. It acts as a reference point when conflicts arise, ensuring that development decisions are aligned with agreed-upon goals and policies. Consequently, the plan guarantees synergy and thus a holistic development approach.

Development requires both financial and human resources. This implies the need to identify sources for these critical resources and defining strategies for their effective management. The IDeP seeks to optimize the allocation and utilization. It prioritizes projects and programs based on the needs of the municipality, ensuring that limited resources are directed towards the most impactful areas. The plan seeks to address issues of development funding deficit and provides applicable resource mobilization strategies including areas of collaboration with development partners. In addition, the plan's structured approach to planning and reporting as well as the comprehensive monitoring and evaluation framework ensures transparency, accountability, and achievement of desired short-term and long-term goals. This also ensures effective management of available resources to realize optimum outcomes and impacts

By clearly outlining service delivery goals, projects, and performance indicators, the IDeP helps improve the quality of services provided by the municipality, such as infrastructure, health services, education, and public utilities. Furthermore, by showcasing the municipality's development plans, priorities, and commitment to progress, the IDeP provides confidence to investors and development partners that their investments will be safe and well utilized. Consequently, it serves as a tool to attract both public and private investors.

1.7 Methodology

The methodology for preparing an Integrated Development Plan (IDeP) involved several key stages, ensuring a comprehensive and participatory process. The stages are outlined below.

1. Selection of the IDeP Preparation Team

A team was constituted comprising of the County Director for Physical Planning Directorate alongside the County Director for Survey and Mapping from the Nyandarua County Department of Lands, Physical Planning and Urban Development (LPP&UB) and technical staff consisting of Nyandarua County LPP&UB physical planners, surveyors, and economist alongside the municipal accountant to prepare the plan. to collaboratively spearhead the preparation of the plan.

2. Situational Analysis

The team undertook the following tasks during the situational analysis:

- **Data Collection:** Gathered baseline data on demographics, socio-economic conditions, infrastructure, environment, and local governance. Sources include census data, surveys, public consultations, and reports from various sectors.
- **Stakeholder Analysis:** Identified key stakeholders such as community members, government departments, private sector entities, non-governmental organizations (NGOs), and other relevant actors.

3. Public Participation and Consultation

Involved the community, civic organizations, businesses, and government agencies in identifying priority needs, issues, and goals through consultative public meetings. The vision and goals were set during the first public participation. The proceedings of the public participation are annexed in the report.

4. Developing of Strategies/Programs

Developed strategies to achieve the goals set out in the vision. This included programs for economic development, infrastructure improvement, service delivery enhancement, and environmental sustainability.

5. Project Identification and Prioritization

Specific projects and initiatives with clearly defined outputs, outcomes, and timelines for each strategy/program were identified. Projects were ranked based on importance, feasibility, and potential impact, ensuring alignment with community needs and available resources.

6. Institutional Arrangements and Partnerships

The team defined the roles and responsibilities of various departments, agencies, and partners in implementing the IDeP. It also identified possible partnerships with other levels of government, development agencies, private sector entities, and civil society organizations to support implementation.

7. Monitoring and Evaluation (M&E)

- **Framework Development:** Developed a monitoring and evaluation framework with clear indicators, targets, and timelines to track progress and assess outcomes.
- **Data Collection:** Set up systems for regular data collection and reporting on project implementation and performance.
- **Feedback Loops:** Incorporated mechanisms to revise and adjust the IDeP based on M&E findings and changing circumstances.

8. Drafting the IDeP

The team compiled all findings, strategies/programs, and projects into a comprehensive IDeP document, ensuring alignment with national and regional development policies.

9. Public Consultation on the Draft: Shared the draft plan with stakeholders for further feedback, ensuring transparency and inclusion.

10. Board Approval: Submitted the final draft to the municipal board for final review and formal adoption.

CHAPTER 2. : LOCATIONAL CONTEXT

2.0 Overview

This chapter provides the background information on Engineer Municipality. It gives an overview of the municipality's strategic location and regional linkages, the legal status, prominent personalities, its extent in size, geographic location, climate and geology. It provides a synopsis on the municipality's drainage, climate, terrain and geographic features. In addition, it explores the demographic and socio-economic characteristics, as well as, settlement patterns of the municipality's population.

1.1. Location and Regional Linkages

Engineer Municipality is located in Kinangop Sub County in Nyandarua County. Its headquarter is Engineer township located along the Ol-Kalou-Njabini Road. Engineer Township is primarily an agro-based urban centre mainly supported by horticulture and dairy farming. Its growth can greatly be attributed to its history as the centre where members of the public could access government services such as post office, Cooperatives Union banking services, central government administration, etc. Its location in the Nairobi-Ol-Kalou, Nyahururu circuit as well as proximity to Naivasha which is the second largest town in Nakuru County have also contributed to its growth. Engineer is 60 KMs from Ol-Kalou town which is Nyandarua County headquarter and accessible through the Ndudori-Olkalou-Njabini tarmac road.

The inhabitants for this town are predominantly of Kikuyu ethnic group accounting for more than 95% of all inhabitants. However, there are other communities who have settled such as Turkana, Luo, Luhya, Kisii and Kamba ethnic communities.

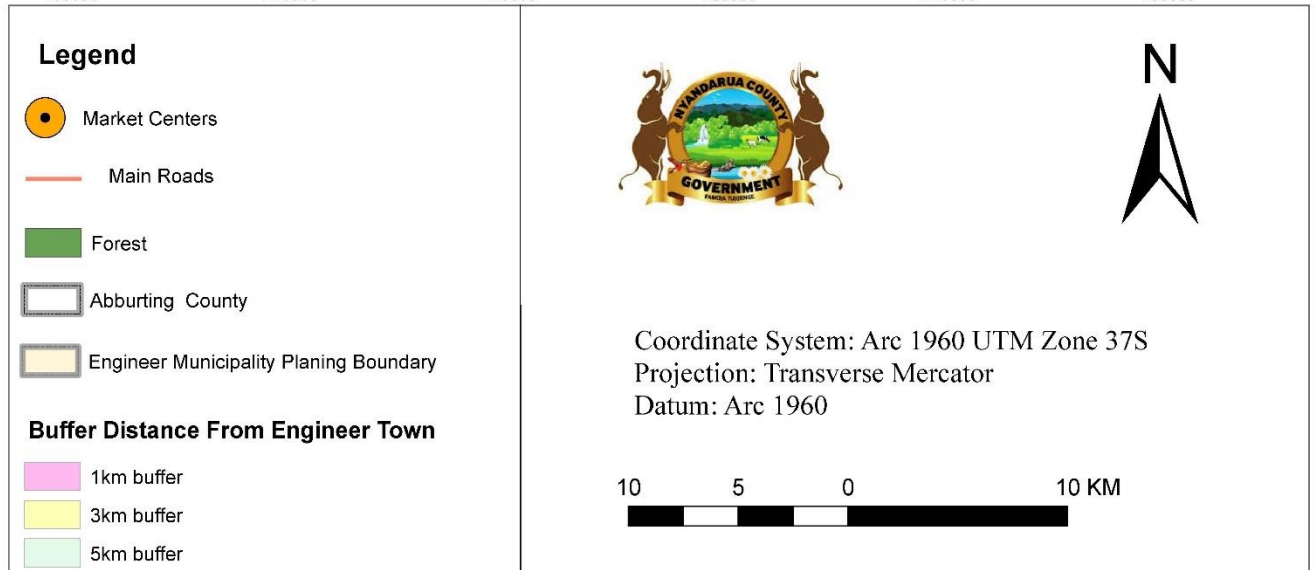
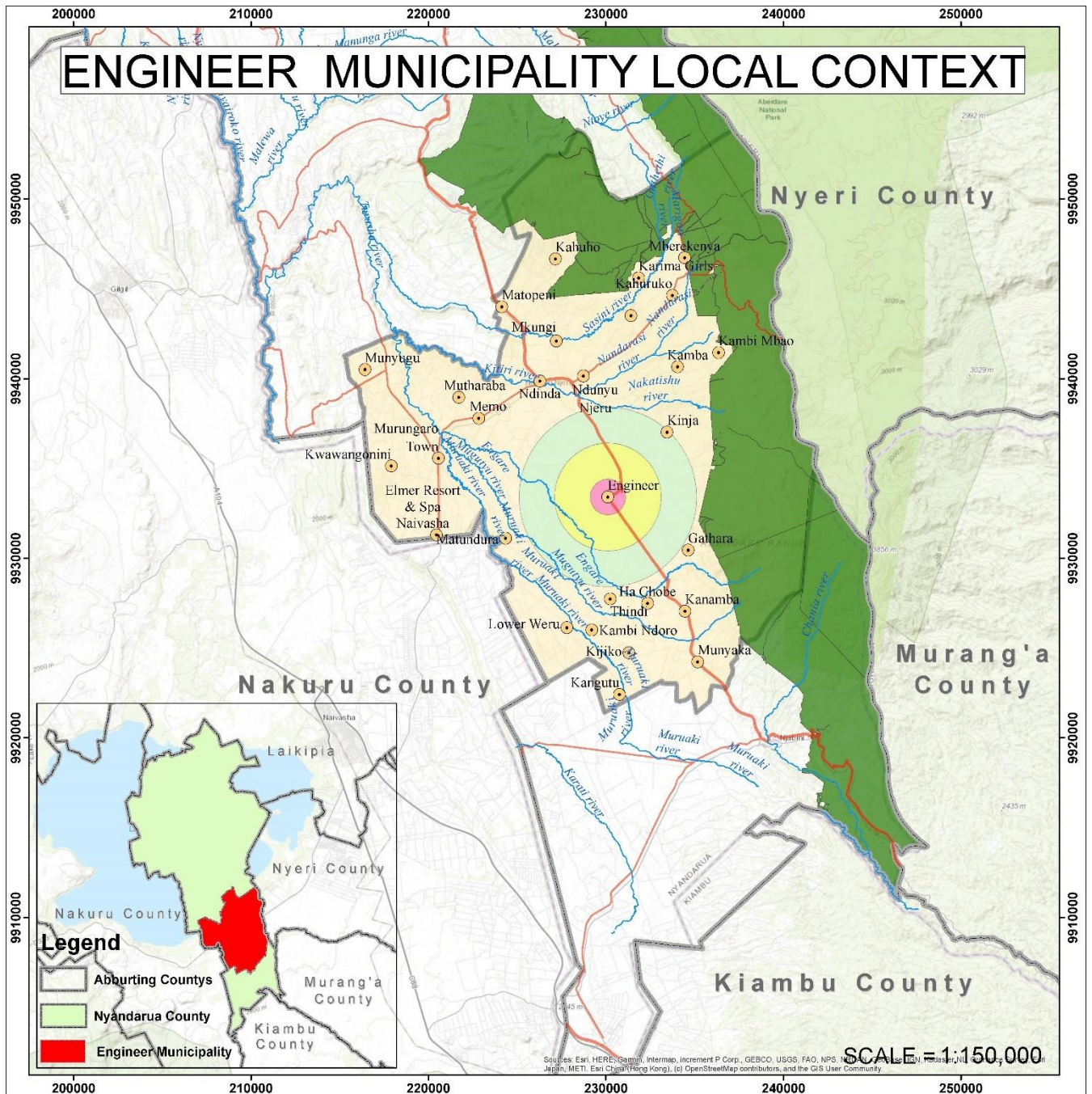
2.1 Engineer Municipality Legal Status

Engineer municipality is established as per the Urban Areas and Cities Act of 2011. It qualified to be a municipality because it met the 50,000 minimum population thresholds set for conferment of Charter and Municipal status to legible urban centres.

2.2 Location and Size of Municipality of Engineer

2.2.1 National Context

Nyandarua County lies in the central part of Kenya between latitude 0°8' North and 0°50' South and between Longitude 35° 13' East and 36°42' West. Nyandarua borders Nyeri County to the East, Laikipia to the North, Nakuru to the West, Muranga to the Southeast and Kiambu to the South. Nyandarua County has a total area of 3,246 Km² and had a population of 638,239 according to 2019 Kenya Population and Housing Census [9]. The county has five sub- counties and twenty-five wards.



Regional Context

In terms of regional connectivity Nyandarua County is relatively well connected by a number of roads

to major cities and towns in Kenya, hence enjoying a regional advantage for investments. Some of the major roads are, Gilgil-Olkalou-Nyahururu road (A4), Nyahururu-Ndaragwa-Nyeri road (B21) and Dundori-Olkalou-Njabini road (B20). These are the major roads which traverse the County. Engineer lies along the Dundori-Ol'Kalou-Njabini and Engineer-Kirima-Naivasha roads. The municipality is well connected to Naivasha, Njabini, Ol Kalou, Nyahururu, Gilgil, Nakuru, Nyeri, and Nairobi.

2.2.2 Local Context.

Engineer Municipality lies in latitude 0.0003390 ° N and longitude 36.4182880 ° E which is predominantly on the northernmost parts of Nyandarua County. It is located west of Aberdare Ranges and approximately 120kms West of Nairobi. The municipality covers an area of 531 sq.km which include four wards namely Gathara, Engineer, North Kinangop and Murungaru wards. It borders Kinangop sub county, Kipipiri, Aberdare ranges, Nyeri and Nakuru Counties.

CHAPTER 3. : IDEP LINKAGES WITH OTHER POLICY DOCUMENTS AND LEGAL PROVISIONS

3.0 Overview

Engineer Municipality IDEP is designed to align its objectives and mandates with the following national, international, and local frameworks to ensure a comprehensive and integrated approach to meeting the needs of the community.

3.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs), established by the UN in 2015, focus on global sustainability amidst desired developments. Goal 11 seeks to promote inclusive, safe, resilient, and sustainable urban environments. Engineer Municipality's IDEP aligns with these goals by emphasizing inclusive urban planning, engaging all residents in decision-making, including marginalized groups, to create accessible and cohesive communities. Key initiatives include sustainable infrastructure focusing on waste reduction and environmental conservation. The municipality will enhance safety by improving street lighting and implementing community-based safety initiatives while also prioritizing disaster preparedness, fostering resilience, sustainability, and inclusivity in urban development.

3.2 African Union Agenda 2063

Agenda 2063 outlines Seven Aspirations for Africa's development by 2063, with Aspiration 1 focusing on improved quality of life, economic transformation, and sustainable communities. Engineer Municipality plans to contribute through several strategic initiatives. First, the municipality will invest in sustainable infrastructure to enhance access to essential services, improve living standards, and create a more inclusive environment. This includes upgrading utilities, transportation, and public amenities. Economic growth will be encouraged by supporting local markets, small businesses, and cottage industries, thereby creating jobs and boosting entrepreneurship. Environmental conservation will also be prioritized, with initiatives for sustainable land management, biodiversity preservation,

and renewable energy adoption to ensure climate resilience. The municipality is committed to fostering citizen participation in decision-making, promoting transparency, and ensuring diverse perspectives are incorporated into governance. Additionally, Engineer will strengthen public safety through improved emergency response systems and community-driven efforts to build safer, more resilient neighborhoods.

3.3 East Africa Community Vision 2050

The EAC Vision 2050 presents a forward-looking perspective aimed at optimizing resource utilization to boost productivity and enhance the social well-being of East Africa's inhabitants. Visualizing a future characterized by increased personal prosperity, united communities, competitive economies, and vibrant inter-regional connectivity, the vision sets ambitious benchmarks for the region. Engineer Municipality stands poised to play a pivotal role in realizing these aspirations by giving precedence to infrastructural advancement. This will contribute to establishing an accessible environment for all, including individuals with disabilities, thereby promoting fairness and equity. By investing in sustainable and resilient infrastructure, Engineer Municipality endeavors to lay the groundwork for sustained growth and prosperity while advancing the objectives outlined in the EAC Vision 2050.

3.4 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The Kenya Vision 2030 sets forth an ambitious objective of propelling the nation towards becoming a newly industrializing, middle-income country with an enhanced quality of life for all its citizens by the year 2030, while concurrently upholding a clean and secure environment. This vision is operationalized through strategic initiatives like the Bottom-Up Economic Transformation Agenda and the Fourth Medium-Term Plan, which center on five pivotal pillars: Agriculture, Micro, Small, and Medium Enterprises (MSMEs), Universal Healthcare, Affordable Housing and Settlement, and Digital Superhighway & Creative Economy. Throughout the plan duration, Engineer Municipality is committed to contributing to these aspirations by directing its efforts towards the enhancement of urban infrastructure, with a particular focus on sanitation. By undertaking these measures, the municipality endeavors to cultivate a vibrant environment and elevate the overall quality of life for its residents.

3.5 Engineer Municipal Charter

The Engineer Municipal Charter serves as a foundational legal document establishing the municipality, delineating its powers, objectives, and functions. Throughout the designated plan period, the municipality will undertake its specified mandates as outlined in this crucial document. This encompasses governance structure, service provision, financial management, land use planning, community engagement, and legal authority.

3.6 Constitution of Kenya 2010

Fourth Schedule of the constitution on the distribution of functions has county planning and development as one of the functions that have been devolved to the counties. The preparation of IDEP takes into account the provisions of the constitution where devolved units are required to plan and budget for development programs over a stipulated period. Other functions which are devolved which this IDEP intends to focus on include public amenities, fire and disaster management services, and

urban infrastructure services among others.

3.7 Urban Areas and Cities Act (No. 13 of 2011)

The Urban Areas and Cities Act gives effect to Article 184 of the Constitution; Governance and management of urban areas and cities in Kenya. This legislation delineates criteria for defining urban areas, lays out principles guiding their governance and management, and underscores the significance of residents' engagement in governance processes. Serving as a regulatory framework, the Act aims to facilitate efficient urban planning, development, and service delivery within urban areas and cities. In section 36(2) it states that; “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of functions.” Engineer Municipality is committed to aligning its mandates with the stipulations of this Act, striving to foster sustainable urban development and enhance the well-being of its residents.

3.8 County Government Act 2012

County Government Act 2012 stipulates the County Governments to prepare 5-year integrated County development plans, Urban Areas Plans, Spatial Plans and annual county budgets for their implementation. Under Section 102 of the Act, County planning is to provide a platform for a unified sector-wide planning, budgeting, financing programmes, implementation, and performance review. The Act mandates the County Planning Unit for coordination of the integrated development planning. In addition, the Act stipulates that county planning shall serve as a basis for engagement between government agencies and the citizenry, other stakeholders and interest groups. It provides for the integration of economic, physical, social, environmental and spatial planning. These county plans (section 107(2)) “shall be the basis for all the budgeting and planning in a County”. They include;

3.8.1 County Spatial Plan (County Physical and Land Use Plan)

The County Spatial Plan (2020-2030), harnesses the power of Geographic Information System (GIS)-based database systems to outline desired land use patterns within the county. It meticulously identifies areas requiring strategic interventions while establishing clear linkages to regional, national, and other county plans. The IDep will prioritize areas identified for strategic interventions by the County Spatial Plan, ensuring alignment with broader development objectives.

3.8.2 County Sectoral Plan (2023-2032)

In adherence to legal requirements, every sector is required to develop a comprehensive ten-year County Sectoral Plan, serving as the bedrock for budgeting and performance management within the county governance structure. These sectoral plans are meticulously crafted to synchronize financial and institutional resources with sector-specific policy objectives and programs, ensuring strategic resource allocation to achieve sector goals and objectives over a specified duration. The Infrastructure Sector Plan for the period 2023-2032 lays the groundwork for the preparation of the IDEP plan and other planning documents. Consequently, this plan will harmonize its initiatives with the objectives outlined in the sectoral plan, fostering cohesive and coordinated efforts towards advancing infrastructure development within the Engineer municipality.

3.8.3 County Integrated Development Plan (2023-2027)

The County Integrated Development Plan (CIDP) functions as a comprehensive roadmap spanning five years, essential for guiding the county's budgetary allocations and aligning with annual

development priorities. This strategic blueprint addresses the internal transformational needs of the county, encompassing diverse investment and development endeavors across infrastructure, physical, social, economic, and institutional domains. It plays a critical role in formulating action plans to execute strategies, integrating transparent input, output, and outcome performance indicators. This structured methodology ensures systematic planning, execution, and monitoring of development initiatives within the designated timeframe. Throughout the plan duration, the IDeP will synchronize its strategies with the CIDP, fostering a unified and harmonized approach to county development.

3.9 Public Finance Management Act (PFMA), 2012

The PFM Act 2012 provides for effective and efficient management of public resources. Article 125 of the Act spells out the budget process for government agencies in any financial year. This is to consist of integrated development planning process, both long term and medium-term planning, as well as financial and economic priorities for the agency over the medium term. Articles 126 of the Act obligates each County Government to prepare an integrated development plan that includes strategic priorities for the medium term that reflect the county government's priorities and plans, a description of how the county government is responding to changes in the financial and economic environment; and, programmes to be delivered. This Municipality of Engineer Integrated Development Plan (IDeP) is prepared in tandem with the requirements of the PFM Act 2012.

CHAPTER 4. : SITUATIONAL ANALYSIS

4.0 Overview

Situational analysis is a useful tool for determining the level of service provision. It presents the current situation in service infrastructure and determines the strengths, weaknesses, opportunities and threats in the development of the Municipality.

The rapid development of Engineer Municipality like any other town in Kenya has brought with it many development and planning challenges that required immediate redress. The main problems include uncoordinated development, inadequate and unsafe water supply, unplanned human settlements and encroachment into road reserves, solid and liquid waste management among others.

4.1 Climate

Engineer Municipality has a cool and temperate climate with reliable rainfall, which is generally well distributed throughout the year. In a typical year, the Municipality experiences two rainy seasons: long rains from March to May with a maximum rainfall of 1,600 mm and short rains from September to December and with a maximum rainfall of 700 mm. The average annual rainfall of the Municipality is 1,500 mm. It experiences an average temperature of between 8°C in the cold season and 23°C in the hot season. The highest temperatures are recorded in the month of December and the lowest in the month of July (Nyandarua County Statistical Abstract, 2014).

Agricultural and livestock productivity is worsened by limited, unreliable and poorly distributed rainfall pattern. In recent years the rains have become erratic and unpredictable hence making it difficult to plan on farming.

4.1 Vegetation

Engineer Municipality has one of the heaviest woody biomasses in the county. It is covered with large tracts of forest. If well exploited, this would offer an opportunity of eco-tourism, which would be a revenue generation activity for the county. Some areas in Engineer Municipality are characterized by scattered trees with expansive grass cover. In elevated areas, tree cover increases forming thick forests with thick undergrowth. However, most of the natural vegetation has been cleared leading to environmental hazards such as environmental degradation which has claimed large portions of land. This has had some negative effects such as reduced rainfall, soil erosion, reduced soil fertility, poor health and reduced food production.

Engineer Municipality has been greatly affected by climate change which has led to unpredictable weather patterns in the last decade affecting negatively agriculture production as well as increasing health challenges associated with weather changes. Floods and droughts have become common occurrences lately.

4.1 Geology and Soils

The geological structure in Engineer Municipality is primarily volcanic due to volcanic activity and faulting with the dominant rock formation comprising volcanic rocks. Igneous, alluvial rocks and volcanic ash rocks dominate the underlying rock structure. Weathering has transformed most of the rocks into deep soils. These rocks form basement rocks that retain underground water that percolate through the soils. The land in the municipality is geologically stable for urban development including

human settlement.

Soil types range from well-drained deep soils to shallow, rocky, and poorly-drained soils. Shallow soils are found in hilly areas, while the deep, well-drained soils are predominantly on the slopes. Soils in some areas are poorly drained clay loams. These soils have different characteristics and crop production potentials.

4.1 Drainage

The drainage system in Engineer Municipality is greatly influenced by the geological structure, topography and land use. The Municipality is located at the windward foot of the Aberdares and thus mildly sloped. The Municipality is characterized by several rivers and streams inclusive of Muruaki, Turasha, Nandarasi, Mkungi, and Kitiri. Owing to the uniform geology, the drainage is also relatively uniform with surface water run-off joining rivers and streams. There are very rare cases of flooding. However, poor settlement planning and lack of drainage structures along roads result to flooding during heavy rainfall seasons. Poor solid waste management particularly in the urban and peri-urban areas has led to blockage of drainage systems in urban centres causing flooding and destruction of properties. There exist a few cases of gully soil erosion in places where drainage structures are yet to be established or have been poorly maintained.

1.8 Demographic Structure and Trends

The growth rate of the population in Engineer Municipality is projected to be 4.1% per annum, which is higher than the national growth rate of 2.2% per annum (KNBS, 2019). This reflects the urban nature of the area and indicates a significant increase in population over time.

The population of Engineer Municipality is currently on a growth trajectory, with projections indicating an increase from 93,870 individuals to 131,418 by the year 2034. This expected growth underscores the need for proactive planning to accommodate the rising number of residents. As the population expands, it is crucial to consider the implications for housing, infrastructure, and public services to ensure sustainable development.

The demographic structure of Engineer Municipality is notably youthful, with a significant portion of the population 55.46% falling within the 0-24 age range. This indicates a high fertility rate and suggests that the area is likely to experience continued population growth in the coming years. The youthful demographic highlights the importance of focusing on services such as education, healthcare, and job creation, which are vital for supporting this growing segment of the population. Moreover, the presence of a young population could have long-term impacts on the labor market and economic development of the municipality.

Population density across Engineer Municipality averages 363 people per square kilometer, though this figure varies across different sub-locations. The variation in population density suggests that some areas may face more pressure on resources and infrastructure than others, necessitating targeted interventions to manage population distribution and maintain quality of life across the municipality. Understanding these density patterns is essential for effective urban planning and resource allocation, particularly in areas experiencing rapid population growth.

Marital status trends within the municipality reveal a dynamic social landscape. There is a notable

increase in the number of single and female-headed households, which reflects broader social changes. These trends have implications for community support structures, economic policies, and social services, particularly in terms of addressing the needs of single parents and ensuring that all households have access to adequate resources and opportunities.

Migration patterns within Engineer Municipality are shaped by various factors, including employment opportunities, marriage, and the availability of land. These patterns indicate that people are moving into and out of the municipality based on their economic and social needs. Understanding these migration trends is crucial for planning purposes, as it helps anticipate changes in population size and distribution, which can affect local economies and community cohesion.

Lastly, employment and economic conditions in Engineer Municipality show a high rate of self-employment, particularly in the agricultural sector. Employment rates and average incomes provide insight into the economic well-being of the population. With a strong emphasis on agriculture, there is potential for economic growth through investments in this sector, which could improve livelihoods and contribute to the overall development of the municipality.

The population distribution within Engineer Municipality, according to the 2019 Kenya Population and Housing Census, varies across different areas. Engineer Township is the most densely populated area, with a total population of 34,671 and a density of 795 persons per square kilometer. In contrast, Murungaru has a population of 16,536 and a density of 326 persons per square kilometer, while Kitiri has 17,363 residents with a density of 313 persons per square kilometer. North Kinangop has a population of 25,300, with a density of 367 persons per square kilometer. Overall, Engineer Municipality has a total population of 93,870, composed of 46,157 males and 47,713 females. The average household size is five members, and the municipality's average population density is around 363 persons per square kilometer.

This data highlights the uneven population distribution within the municipality, with Engineer Township being more densely populated than other areas like Murungaru and Kitiri. These differences in density are likely influenced by factors such as land use, infrastructure, and the availability of services, which vary across the municipality. Understanding these variations is essential for planning and resource allocation to meet the diverse needs of the population across different locations.

Table 4-1: Engineer Municipality population distribution by various aspects

Location	Total Population	Male Population	Female Population	Households	Density (persons/sq km)
Engineer	34,671	16,157	18,514	8,304	795
Murungaru	16,536	7,013	9,523	2,047	326
Kitiri	17,363	7,072	10,291	2,215	313
North Kinangop	25,300	11,294	14,006	2,278	367
Total	93,870	46,157	47,713	25,822	363.07

Source: 2019 Population Census

This table summarizes the population figures, gender distribution, number of households, and population density for each location within Engineer Municipality.

1.9 Social, Education and Service Linkages

1.9.1 Education

Two of Vision 2030's flagship projects for education and training projects for 2012 are to build and fully equip 560 new secondary schools to accommodate the increasing number of students graduating from primary schools and create "Centres of Specialization" for each of the Vision 2030's economic growth sectors.

1.9.1.1 ECDE Programme

The ECDE facilities within the jurisdiction of the Municipality are about 55. They are either stand-alone facilities or those within primary schools as per the Government Policies. However, Most of the ECDE centers are dilapidated and need to be renovated and enhance the pupil to teacher ratio. Some areas are underserved where children walk for more than 5KMs to access the facilities. There is need to develop more ECDE Centers in these areas.

1.9.1.2 Primary schools

1.9.1.3 Secondary schools

1.9.1.4 Polytechnics and VTCs

Engineer municipality has one Vocational Training Centre i.e. Kinangop Youth Polytechnic. This center helps empower the youth economically, through equipping of skills. This facility is inadequate and hence establishment of three other centers in Murungaru, North Kinangop and Engineer Wards can be established as training schools for short courses. The skills to be imparted are masonry, catering, tailoring, baking and pastry, confectionery, cosmetology and such cottage industries knowledge that can create self-employment. There is also a medical training college in Engineer.

1.9.1.5 Child Care Facilities

Child care facilities that exist are privately owned. Most are not registered by the department of education. In this case, policies are required for guiding and regulating them.

Figure 4-1: Education facilities within the municipality



Source: Engineer Municipality IDeP preparation team

In summary, the municipality has adequate ECDs/pre-primary facilities which can serve the population up to the year 2030. The only concern may be the condition of these facilities and the quality of education being offered. Some facilities are located in a small land thus discouraging children from playing. Some of the suggestions to improve the education sector include:

Regular monitoring and supervision to ensure education standards are maintained.

- Improving facilities for the public pre-primary facilities.
- Improving access to primary education in Engineer Municipality: -

- Acquiring land and building a new ECDE centres within the municipal
- Sports, Cultural, and Recreational Activities

The sports activities are mainly football and volleyball clubs in various localities where young men practice in the evenings and weekends. Most of them are not registered with the department of sports. Cultural groups that exist are mostly church based with music as the only activities. Those with other activities are about five. With proper development and resources many others can come up at least one in every location.

The existing playgrounds within the municipality are not developed. There is need to develop the facilities to enhance sporting activities and indoor games. Proposed Kinyahwe Cultural Centre and Museum in Gathara and Muti wa Kenyatta in Engineer should be developed to leverage on the tourism potential in the municipality.

There are no recreational parks in Engineer Municipality only a few open spaces which are used for recreational purposes. There is a need to establish green parks away from the CBD to cater for other parts of the municipality.

Figure 4-2: Playgrounds at Gathaara and Engineer



Source: Engineer Municipality IDeP preparation team

Figure 4-3: Muti wa Kenyatta and Kinyahwe Cultural Center



Source: Engineer Municipality IDeP preparation team

1.10 Public Facilities

1.10.1 Conference Facilities

There is no public conference hall. There is need to construct a modern social hall in Engineer. The new facility should include amphitheatres, sports halls for indoor games, fully equipped kitchens, gymnasiums, libraries and plenary halls. These will also be used as community/social halls.

1.10.2 Library Service

Library is a very important facility for sharing and accessing a wide variety of information and knowledge. It also serves as recreation facility to the surrounding population. There is need to construct a modern library within since there is none within Engineer Municipality.

1.11 Public Health, Sanitation and Environment

1.11.1 Water

Water access, distribution, and safety are essential to the livelihoods of the municipal residents and visitors. The Municipality of Engineer is supplied with piped water by community-based water projects. The water has been distributed to over 1000 households which is representative of over 50% of the municipality's population.

Figure 4-4: Community Water Projects



Source: Engineer Municipality IDeP preparation team

1.11.2 Solid Waste Management

The municipality has no established structure for solid waste management. There is only 1 cleaner in the municipality whom is a casual labourer. This function was formerly under the department of Environment but was transferred to the Public Health Officers. The department has 1 Lorry which collects waste within the municipal. There is dumpsite within the municipal leading to disposal of waste on roads.

There is need to establish a dumpsite, employ more cleaners, install waste bins in all major centres, engage private waste collectors, purchase of 2 skip trucks and skip bins for all major centres and leverage on research for best practice on solid waste management.

Figure 4-5: Solid waste disposal in Murungaru and Engineer Towns



Source: Engineer Municipality IDeP preparation team

1.11.3 Health

There is a need to acquire more land for future expansion of the Engineer County Hospital and equip existing health facilities with adequate medicine, medical equipment and personnel.

Security and Disaster Risk Preparedness.

Security is a critical factor in sustainable growth of any urban set up. Engineer Municipality has one (2) police station, District County Commissioners' Offices in Engineer with Administration Police (AP) Camp and several Chief camps. Police Patrol Base in Kaba and Matopeni also assists the municipality with security issues since they are located within the municipal's jurisdiction. The United Nations recommend a ratio of 222 police officers for every 100,000 people (1 police officer: 450 people). Engineer Police Division with a population of 93,000 has two (2) police stations, three (3) police posts and two (2) patrol bases.

Despite have few cases of disasters, the municipality needs to have a disaster risk management unit comprising mainly of the firefighting unit, which currently does not exist.

1.12 Transport

Transport is critical to accessing services within the municipality. Agriculture being the major economic activity in Engineer Municipality and its environment, the transport system ought to be reliable for transportation of agricultural goods and services. It should also encourage growth of business due to ease of movement and easy access of social services. Engineer Municipality has a robust road network connectivity comprising of bitumen and gravel standards. Key towns inclusive of Engineer, Ndunyu Njeru, Munyaka, and Murungaru among others urban centers are connected by bitumen roads. Other centers within the municipality are connected to the key towns by graveled roads. However, some of the gravel roads are in poor conditions primarily due to poor drainage and inconsistency in maintenance hence unreliable especially during heavy rainfall. The municipality also lacks cycling paths and walkways thus making its road system not entirely accommodative to the various sets of road users.

1.13 Terrain Features

The Municipality has a mix of flat and undulating terrain, with elevations ranging from 2018 m to 2850 m above sea level. The nature of topography in an area can either encourage or constrain urban development. The topography in these areas may limit accessibility and connectivity as it escalates the cost of construction of linear infrastructure such as roads, sewers, and electricity, among others.

In most areas, terrains are characterized as relatively flat, making it easy for the development of a road network and buildings. However, the flatness of the land, reduction of vegetation cover and poor drainage has contributed to flooding in the town during the rainy periods.

1.14 Settlement Patterns

The settlement patterns in Engineer Municipality exhibit a clear distinction between urban and rural areas. Urban centers within the municipality are densely populated, with clustered settlements due to better infrastructure, social facilities, and economic opportunities, attracting those seeking commercial and residential spaces. In contrast, rural areas have more dispersed settlements, as households interested in agriculture settle in regions with larger, more suitable land for farming, typically located outside urban fringes.

Population density varies significantly across the municipality, with areas like Engineer and Weru, which have superior infrastructure and services, showing higher densities. Conversely, regions such as Mekaro and Kambata, characterized by rugged terrain and scarce water resources, experience lower densities.

Settlement patterns are also shaped by land suitability, with fertile areas and favorable topography supporting higher population densities, while challenging terrains lead to sparser settlements, limiting social and economic activities. Infrastructure availability plays a crucial role, as well-served urban areas attract more residents, while rural areas often struggle to provide adequate services, resulting in lower population growth.

Economic opportunities further influence settlement trends, with regions offering more jobs, particularly in agriculture and small businesses, attracting residents, while those with limited economic activities experience out-migration. As the municipality faces rapid population growth, strategic planning for compact development is essential to manage these patterns and ensure sustainable growth and service delivery.

1.15 Socio- Economic Characteristics

The main economic drivers for Engineer Municipality include agriculture, trade and commerce, transport, industrial activities, and tourism as discussed below;

1.15.1 Trade and Industry

Trade and Commerce is a major player to the economic growth of an urban area through creation of formal and informal employment and generation of revenue to the government. Trade within the municipality encompassed existing open-air markets (Engineer, Murungaru & Ndunyu Njeru), wholesale and retail traders, financial institutions like banks, SACCOs and mobile money agents and other small-scale enterprises like hardware, agrovets, pharmaceuticals and liquor stores.

Most of the industries deal in value addition of agricultural products including milk, potatoes, French beans and wool processing. There are 34 registered industries and cooperative societies across the municipality. There is need for value addition initiatives to refine and package the end products to realize optimum returns and create more employment opportunities.

1.15.2 Agriculture

Engineer Municipality is situated in agriculturally viable land endowed with a variety of food and horticultural crops. Food crops mainly comprise of potatoes, cabbages, maize, beans and French beans. Livestock production comprises dairy cattle, pigs, goats, sheep, rabbits and chicken. The sector however is experiencing several challenges such as shortage of certified seedlings and fertilizer, poor infrastructure service development, poor market values, lack of National Cereal Board and cold storage facilities.

1.15.3 Micro, Small and Medium Enterprise (MSMEs)

Majority of the businesses within the Municipality fall under the MSME Category and are spread across with a good percentage of them being sole proprietorships and family businesses. There are over 2,500 licensed MSMEs in the Municipality.

1.15.4 Financial services

There are 2 commercial banks in the municipality (Cooperative and Equity Bank), 2 main SACCOS (Tower and Muki SACCOS) and over 20 Micro-finance institutions (Kenya Women Finance Trust, Juhudi Kilimo, Platinum Credit, Premier Credit among others)

1.15.5 Tourism and Hospitality

Tourism in Engineer is defined by the hotels, restaurants and the recreational areas. Notable Hotels include Elmer resort and spa, Golden ark hotel, Musan Garden, Olempus garden. Other tourist attraction sites include the Abardere National Park and Forest Range (Elephant hill, Rumeria hills, 12 apostles, 7 ponds, Kinangop plateau, Mt Kinangop, maumau caves, Plovers Eco camp and museum.

1.15.6 Municipality Comparative Advantage

- The location of the Municipality along Nairobi-Njabini-Olkalou-Nyahururu and Engineer-Kirima- Naivasha routes makes it accessible to other regions which provides a wide market for the produced goods and services.
- The Municipality has fairly developed infrastructure service within the CBD.
- The land is fertile with favourable climate for agriculture production.
- The topography is also fairly flat favouring development of infrastructure.
- The Municipality is both the administrative and political capital of Kinangop Subcounty. This accords it the impetus of a priority investment destination.

1.15.7 Social Amenities

Table 4-2: Municipality's social amenities

	AMENITIES	NO. OF UNITS
1.	Primary schools	56
2.	Secondary schools	30
3.	Tertiary colleges	2
4.	Universities	0
5.	Community based water projects	11
6.	Public parks	2
7.	Prisons	0
8.	Museums	1
9.	Markets	3
10.	Historical monuments	3
11.	Health facilities	14
12.	Cemetery	4 (several private)
13.	Libraries	0
14.	Play fields	2
15.	Stadia	0

Source: Engineer Municipality IDeP preparation team

1.15.8 Disaster Preparedness.

The major disasters in Engineer are accidents. Natural calamities such as flooding are occasionally mostly during heavy rainfall seasons. Cases of fires have also been reported in the past. To improve on the disaster preparedness action, it is crucial to strategically establish a disaster management unit within the municipality.

CHAPTER 5. : MUNICIPAL ADMINISTRATION AND INSTITUTIONAL FRAMEWORK

4.0. Overview

This chapter provides and outlines the institutional framework that will be applied in implementing the Municipality Integrated Development Plan. The Municipality is established as per the requirements of Urban Areas and Cities Act, 2011 (amended in 2019). Engineer Municipality is committed to effectively coordinating the implementation of activities and programs in IDeP. It will ensure that institutional framework, leadership, systems, procedures, staffing levels, and skill sets are meticulously aligned and adequately equipped to support these endeavors.

4.1. Governance and Administrative Structures

The governance and administration of Engineer municipality consists of:

Municipal Board:

- The Municipal Board serves as the governing body of the municipality, representing the interests of the local community and overseeing municipal operations.
- The Board is responsible for making policy decisions, setting strategic priorities, and ensuring the effective delivery of services to residents.
- It is usually composed of elected officials, appointed representatives, or a combination of both, depending on local regulations and governance structures.
- The Board may establish committees to focus on specific areas of municipal governance, such as finance, planning, or public works, to facilitate more efficient decision-making and oversight.

Municipal Manager:

- The Municipal Manager serves as the chief executive officer of the municipality, responsible for implementing the decisions and policies of the Municipal Board.
- The Manager oversees the day-to-day administrative and operational functions of the municipality, including managing staff, allocating resources, and ensuring compliance with applicable laws and regulations.
- The Manager acts as a liaison between the Board and municipal staff, providing leadership, direction, and support to ensure effective communication and coordination across departments.
- The Manager may also represent the municipality in dealings with external stakeholders, such as other government agencies, community organizations, and the public.

4.2. Institutional Framework

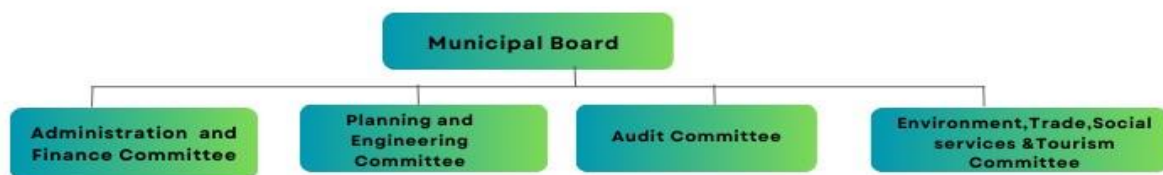
This section outlines the institutional framework, clearly delineating the roles of various individuals in implementing the IDeP. The management of the municipality is overseen by the Municipal Board on behalf of the County Government. The following are the functions of the Board:

- ❖ Promotion, regulation and provision of refuse collection and solid waste management services;
- ❖ Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
- ❖ Development and maintenance of urban roads and associated infrastructure;
- ❖ Development and maintenance of storm drainage and flood controls;

- ❖ Development and maintenance of walkways and other non-motorized transport infrastructure;
- ❖ Maintenance of recreational parks and green spaces;
- ❖ Development and maintenance of street lighting;
- ❖ Development, maintenance and regulation of traffic controls and parking facilities;
- ❖ Maintenance of bus stands and taxi stands;
- ❖ Regulation of outdoor advertising;
- ❖ Maintenance and regulation of municipal markets and abattoirs;
- ❖ Maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- ❖ County own source revenue generation

In order to execute the outlined functions, the board has established committees as well as definition of the management structure to support the board within existing guidelines (Urban areas and cities Act 2011) as shown below.

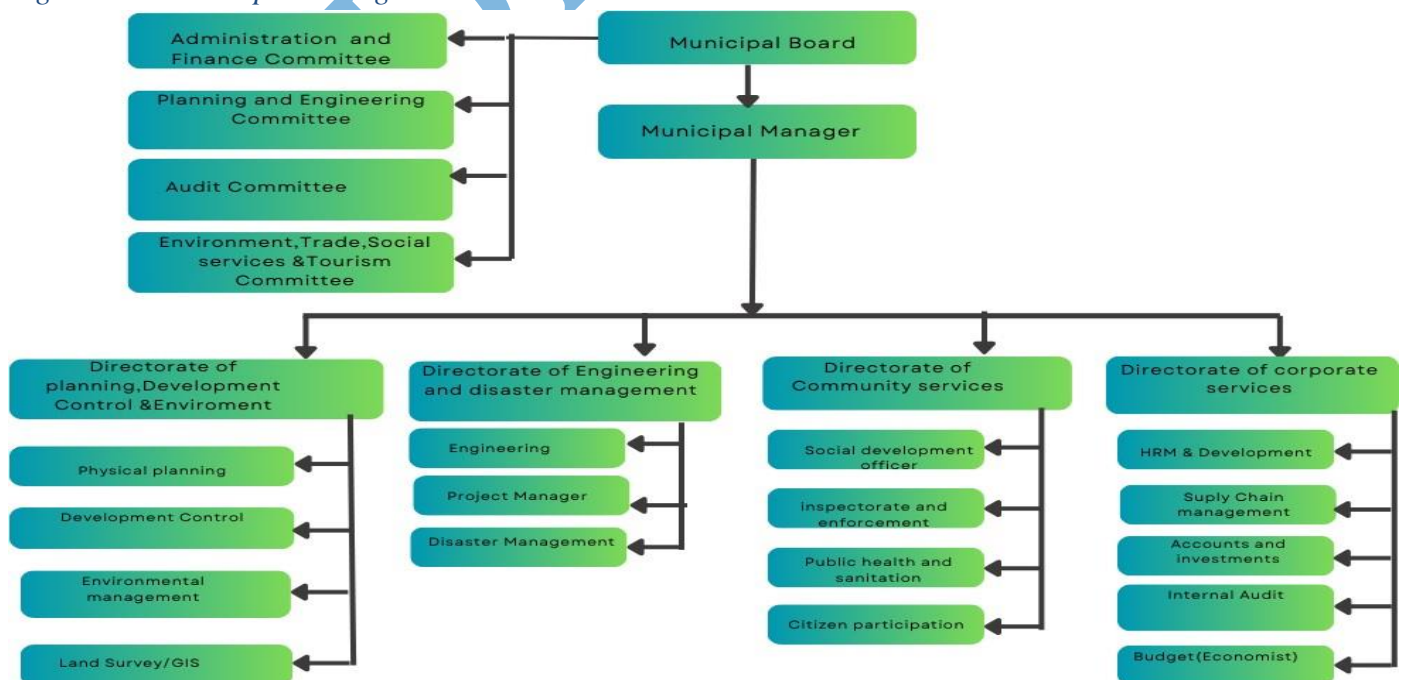
Figure 5-1: Municipal Governance Structure



Source: Engineer Municipality IDeP preparation team

The executive arm is led by a Municipal Manager who supervises the administrative and technical staff and is tasked with implementing the decisions of the board through the various directorates as shown below:

Figure 5-2: Municipal management structure



Source: Engineer Municipality IDeP preparation team

4.3. Staff Establishment, Skills Set and Competence Development

To ensure the successful implementation of Engineer Municipality's IDeP, it's imperative to have optimal staffing equipped with the right skills and competencies. The municipality's staff establishment, as outlined in Table 6.2, provides a framework for this endeavor. Achieving optimal staffing involves aligning staff positions with the plan's requirements, assessing existing skill sets, addressing skill gaps, and ensuring staff possess the necessary competencies. By focusing on these aspects, Ol'kalou Municipality can enhance its capacity to execute the IDeP effectively.

Table 5-1: Engineer Municipality Staff Establishment

S/NO	Position
1.	Municipal Manager
2.	Municipal Accountant
3.	Municipal Economist
4.	Physical planner
5.	G.I.S Officer
6.	Clerk of Works
7.	Municipal Environment Manager
8.	Enforcement Officer in Charge
9.	Enforcement Officers
10.	Administrative officer
11.	Procurement Officer
13.	Street Sweepers
15.	Secretaries
16.	Drivers
18.	Community Development officer
19.	Internal auditor
20.	Clerical Officers
21.	Project Manager
22.	Revenue Officer
23.	Revenue clerks
24.	Architecture
25.	Civil Engineer
26.	Quantity Surveyor
27.	Public health officer
	Total

Source: Engineer Municipality IDeP preparation team

Engineer Municipality has recognized significant staffing shortfalls by comparing the required staff establishment with the current staff in post. To address this and ensure optimal service delivery, a detailed staffing analysis was conducted, as outlined in Table 4-1. This analysis identifies existing staff and any gaps thus informing targeted human resource development efforts. By addressing these gaps through training or recruitment, the municipality aims to enhance its workforce's capabilities and improve overall service delivery effectiveness.

CHAPTER 6. : SECTORAL PLANS AND PROGRAMMES

6.0. Overview

Sectoral planning is strategic planning for defined entities, sectors or industries of the economy. Sector in terms of planning means the spatial planning under consideration of only one planning criteria such as traffic, motorized and non-motorized transport system, telecommunication, Tourism, Agriculture, education, health, power supply, Water and sewerage system, storm water management, recreational facilities, social amenities, environmental issues among others. Vision 2030 aspires for a country firmly interconnected through a network of roads, railways, ports, airports, water and sanitation facilities, health facilities, education, recreation, energy and telecommunications. The municipality therefore has the mandate to prioritize and effectively plan projects on key social infrastructure to realize the aspirations of Kenya Vision 2030. The government is also determined to improve security in order to provide residents with a more secure living and working environment.

6.1. Sector Plans

Sectoral planning process includes detailing sectoral development objectives, policies, strategies and providing supporting documentation for processes of planning.

6.1.1. Housing and Settlement Upgrading

Housing strategies encompass a variety of actions that include development of formal housing as well as settlement upgrading. Both aspects involve the development of infrastructure and the necessary facilities conducive to human habitation. As provided for by the United Nations under the International Covenant on Social, Economic and Cultural Rights adequate housing includes the following elements:

- Legal security of tenure
- Availability of services, materials, facilities and infrastructure
- Affordability
- Habitability
- Accessibility
- Location
- Cultural adequacy

The following are Municipal housing and settlement Objectives;

- To improve accessibility within the Engineer town and peripheral towns
- To improve security in the CBD, Kirathimo Street and Kwa-Bridge Estates.
- To improve condition of the County Housing Estates
- To improve solid waste management
- To develop a sewer system for Engineer town and major urban centres
- To reduce flooding incidences in the estates

Principles for the provision of formal housing will be guided by planning standards and building regulations operating in Kenya. In order to achieve the above proposed strategies, it is necessary that the Municipality of Engineer undertakes the following steps:

- Preparation of physical development plan for Engineer outlining zoning codes and regulations.

- Mobilization of resources - mobilize financial resources from the public sector, development partners, private sector, civil society and beneficiary settlement communities and individuals.
- Undertaking social and economic mapping about who will be affected
- Preparation of digitized base maps of satellite towns to aid in planning
- Planning for residential estates/neighborhoods
- Acquisition of land for infrastructure provision
- Execution of construction works

6.1.2. Environment Environmental and social impacts Mitigation and Management

The best use of the land needs to be assessed in terms of not only the economic aspects but also the environmental aspects. There is need therefore to integrate environmental concerns in the planning for urban development. However, in large urban agglomerations, the problems cannot merely be solved by pollution control measures such as control of pollution at source, providing sewage treatment facilities etc. The environmental aspects are not usually considered while preparing master plans or budget plans to produce well coordinated and developmental plans right at the planning stage itself.

The specific objectives of the environmental management are:

- Protecting and preserving natural water sources and courses
- Improving access to portable water
- Establishment of a sewer system
- Provide solid waste management
- Provide recreational parks in Engineer town
- Reducing environmental hazards and disasters

Environmental and Social Impact Assessments will be undertaken in a systematic way enabling project planners and decision makers to understand the proposed projects might impact the environment and society. The are undertaken to avoid negative impacts and to integrate environmental and social concerns into decision-making.

For ongoing projects the assessments are undertaken on periodic basis to ensure corrective measures are undertaken on a timely basis

6.1.3. Transport

Transport is one of the major challenges within the planning area. This strategy is based on pertinent challenges that should be addressed to improve the quality and extent of the transport system in Engineer Municipality. The proposed recommendations focus on the broad objective of improving access and mobility in addition to integrating other elements of a good transport system such as, comfort, reduced travel time, convenience, efficiency and low transport costs. Special emphasis should be put on developing infrastructure that supports non-motorized transport (NMT) to cater for cyclers and pedestrians.

6.1.3.1. Public Transport System

One of the basic challenges in urban transport is to ensure a sustainable balance between public and private modes of travel. This can be achieved by adopting two general categories of measures, that is, public transport incentives and automobile disincentives. Since it will be too sensitive to adopt any automobile disincentive measure given the low level of auto ownership in Engineer, the focus for

ensuring a balanced development of urban transport should concentrate on providing public transport incentives and priorities. Some of the broader strategies that Engineer should consider in the medium/long term future include:

1. Provision of public transport priority measures, which include: (i) in the short term – well designed and sited bus stops which are at least 500m from the main origins and destinations; and, bus terminals with booking offices and covered passenger waiting areas, and well lit. (ii) In the medium/long term – road lanes for the exclusive use of buses; and, priority intersection controls for public transport vehicles.
2. In the long term, encourage the use of higher capacity public transport modes in the central parts of the municipality for better usage of road space and increases public transport supply.
3. Allow for controlled competition for routes by organized private transporters to reduce wasteful competition by operators who use very large numbers of small capacity and low-cost matatus and motor-cycles inconsistent with travel demand. In its extreme form, the wasteful competition can lead to inefficient use of the road network.

6.1.3.2. Walking and Cycling

Since walking and cycling are essential for the use of public transport, streets must be made safe from crime, friendly to disabled, and include public amenities, such as shops and restaurants, and planned street trading. These conditions can only be fulfilled if special attention is given to speed-reducing measures on streets where mixed traffic cannot be avoided or is allowed.

6.1.3.3. Parking

On-street parking should be provided on the minor and urban streets, but not on principal arterials. Development of off-street parking should also be encouraged by the Municipality as part of commercial and office space developments.

6.1.4. Health

There is need to acquire more land for future expansion of the Engineer District Hospital. As compared to North-Kinangop Catholic Mission Hospital has more land that can be used for future expansion.

Strategies

Improving health facilities in the municipality.

- Acquiring more land next to the Engineer District Hospital for expansion.
- Equip the satellite dispensaries with critical staff and essential drugs
- Improve the accessibility to the health facilities

6.1.5. Public Cemeteries

There are four Public Cemeteries whereby the one in Ndunyu Njeru is subject to perennial flooding. The others are unfenced thus with no clear extents. The municipality lacks a designated burial site for the Muslim Community. Currently, where Muslims are interred is full and inadequate.

Strategies

- Expanding the cemetery facilities to demarcate between Muslim's and other religions.

- Secure and fencing the cemeteries.
- Acquisition of land for new cemeteries.

6.1.6. Communication

Communication is dominated by the use of telephone (mobile). The mobile industry fuels communication within the town with the sole communication service providers being Safaricom, Airtel and Telkom networks. The municipality also has access to courier services. Public Service Vehicles (PSV) Bus companies, security companies and Kenya Postal Corporation are the main competitors providing this service within the municipality.

6.1.7. Security and Disaster Risk Management

As identified in the situational analysis, the municipality has several security infrastructure and facilities inclusive of police stations, police patrol bases, administration police camps, and administration offices but lacks a firefighting station. The municipality's management is therefore mandated to ensure the accessibility of these security facilities and plan for future establishments as security demands increase. Other security strategies include **sufficient lighting** of the municipality through establishment of street lights and flood lights in designated places within the municipality. The municipality is also seeking to establish a firefighting station to address any fire risks and educate the residents on how to avoid and handle fire incidences.

6.1.8. Electricity

Development projects recommended under this plan will definitely increase demand on Engineer's electricity supply. Currently, Engineer experiences regular power cut which is not good for investors. Approximately 35% have access to electricity in Engineer Municipality. This is skewed in favor zones closer to the CBD.

6.1.9. Water Connectivity

Water connectivity is an essential service to the community. As identified in the situational analysis, community projects are the main source of water serving about 50% of the households in Engineer Municipality. The municipality should be efficiently and sufficiently connected to a clean water supply.

6.1.10. Sports, Culture, and Recreation Activities

Supporting sports, culture and recreational activities within the municipality plays an important role in promoting the mental and physical health of the residents by encouraging healthy lifestyles. These activities also foster social cohesion by providing people with regular and common social interaction platforms and thus strengthening community bonds. Such activities also reduce crime rates especially among the youth. Sports and cultural activities stimulate local tourism thus promoting local economy by creating jobs and employment. On the other hand, recreational spaces contribute to environmental sustainability.

Consequently, the municipality focuses on:

- Identifying and improving existing cultural centers
- Constructing standard playgrounds and a standards stadium
- Constructing social halls

- Establishing green parks

6.2. Sector Programmes and Projects

The following are sector programmes emanating from the above sector plans:

Table 6-1: Sector Programmes and Projects

Programmes	Projects
Urban Planning and Development	
	Annual reviews of Engineer Municipality Integrated Development Plan
	Preparation of zoning plans for urban areas within the municipality (10 centres)
	Establishment of GIS Lab & training
	Enforcement of development control
Urban Infrastructure Improvement Program	Construction of 24,000m Sq. parking lots in Engineer town, Murungaru, Ndunyu Njeru & Munyaka
	Solar Street lights in Engineer town, Murungaru, Ndunyu Njeru & Munyaka & floodlights in 13 market centres
	Construction of a municipal administrative block
	Construction of bus park (Engineer town, Murungaru) & Improvement of Ndunyu Njeru bus park
	Local lorry park at Engineer town
	Long distance lorry park at Engineer Town
	Construction of boda-boda sheds in 8 market centres
	Construction of 5km storm water drainage in Engineer Town, Murungaru, Ndunyu Njeru, Matopeni, Munyaka
	Construction of modern public toilets in Engineer Town, Ndinda, Ndunyu Njeru, Munyaka, Matopeni, Murungaru
	Construct NMT in Engineer Town, Murungaru, Ndunyu Njeru
	Completion of Moset, Mbekenya Dispensaries
	Construction of health facilities at Kwa Chobe, Matopeni,
Local Economy Promotion	Construction of Modern Markets at Engineer, Ndunyu Njeru, Murungaru
	Establishment of a livestock market at Ndunyu Njeru
	Provision of standard kiosks
	Renovation of Kienjero Wool industry at Murungaru
	Redesign, improve access and construct market sheds in weru, moset, mikaro
	Construct potato & perishables warehouse for direct storage receipting system
	Improve roads & drainage to make the markets accessible during rainy season
	Construct modern slaughter house in Murungaru, Engineer Town
Improvement of Roads and Transport System	Upgrading of 5km roads to bitumen standards in Engineer town
	Construction of 2km walkway & provide street furniture from town to Kanyugi primary
	Acquisition of an access road serving the Engineer Hospital

	Morgue
	Construction of 2km road and walkway & provide street furniture from Engineer town to Nyayo Ward Hospital to Karoroha Primary
	To construct 2 km road each to gravel standards in Murungaru, Ndunyu Njeru, Gathara, Munyaka & their environs at Ksh 5m/km
	Upgrade to gravel standards, 10km of existing road network in peri-urban areas to gravel standards at Ksh 2m/km
Water, Sanitation, Waste Management & Environmental Management	
	Train & support youth groups to establish small scale waste management enterprises
	Construction of public toilets in Murungaru, Ndunyu Njeru, Gathara & Engineer towns
	Expand water reticulation in unserved areas of Engineer town & Ndunyu Njeru town targeting 2,500 households annually
	Drill boreholes in peri urban areas such as Weru, Olmaagogo & Matundura at Ksh 2.5m each
	Construction of sewer treatment plant & network expansion
	Provide 7 solid waste receptacles [2 Engineer and 5 in other market centres]
	Purchase 2 refuse trucks
	Construct of solid waste disposal site
Recreational & Social Facilities Program	Tree planting & beautification
	Kinyahwe Cultural centre & 3-star hotel thru' PPP model
	Construction of standard stadium in Engineer town
	Development of a modern municipal cemetery in Engineer town, Murugaru & Ndunyu njeru
	Construct 3 social halls with ICT services (Tech Hubs)
Disaster Risk Management	Purchase and equip one (1) mobile clinic.
	Construct fire station, fire-fighting truck & fire hydrants)
	Purchase of an ambulance
Administration and Human Resource Management	Carry out safety assessment & certification of buildings
	Job analysis
	Capacity building and staff training

Source: Engineer Municipality IDeP preparation team

CHAPTER 7. : IMPLEMENTATION FRAMEWORK AND FINANCIAL REQUIREMENTS

7.0. Overview

This chapter seeks will illustrate how the various programmes will be implemented over the cause of the five years. It will give the costing for each project thus providing the financial requirements in overall for the programmes. The chapter will thereafter evaluate the various revenue streams that will form the basis for funding the projects.

7.1. Financial Requirements by Projects and Programmes

The following table disintegrates financial requirements by projects over the five-year period

Table 7-1: Projects financial requirements

Programmes	Projects	2024/25 (Ksh)	2025/26 (Ksh)	2026/27 (Ksh)	2027/28 (Ksh)	2028/29 (Ksh)	Total Ksh.
Urban Planning and Development	Review of Engineer Municipality Integrated Strategic Urban Development plan			6,000,000			6,000,000
	Review of Engineer Municipality Integrated Development Plan	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	Preparation of zoning plans for urban areas within the municipality (10 centres)	4,000,000	2,000,000	2,000,000	2,000,000		10,000,000
	Establishment of GIS Lab & training	5,000,000	5,000,000				10,000,000
	Enforcement of development control	6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
Subtotal		17,000,000	10,000,000	11,000,000	5,000,000	3,000,000	46,000,000
Urban Infrastructure Improvement Program	Construction of 24,000m Sq. parking lots in Engineer town, Murungaru, Ndunyu Njeru & Munyaka	10,121,300	10,121,300	10,121,300	10,121,300		40,485,200
	Solar Street lights in Engineer town, Murungaru, Ndunyu Njeru & Munyaka & floodlights in 13 market centres	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
	Municipal administrative block	30,000,000					30,000,000
	Construction of bus park (Engineer town, Murungaru) & Improvement of Ndunyu Njeru bus park	50,000,000	60,000,000				110,000,000
	Local lorry park at Engineer town			6,000,000			6,000,000
	Long distance lorry park at Engineer Town			5,000,000			5,000,000
	Construction of boda-boda sheds in 8 market centres		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000

	Construction of 5km storm water drainage in Engineer Town, Murungaru, Ndunyu Njeru, Matopeni, Munyaka		40,000,000	40,000,000	40,000,000	40,000,000	160,000,000
	Construction of modern public toilets in Engineer Town, Ndinda, Ndunyu Njeru, Munyaka, Matopeni, Murungaru	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
	Construct NMT in Engineer Town, Murungaru, Ndunyu Njeru	6,000,000	6,000,000	6,000,000			18,000,000
	Completion of Moset, Mbekenya Dispensaries	10,000,000	10,000,000				20,000,000
	Construction of health facilities at Kwa Chobe, Matopeni,		50,000,000	50,000,000			100,000,000
Subtotal		117,121,300	188,121,300	129,121,300	62,121,300	52,000,000	548,485,200
Local Economy Promotion	Construction of Modern Markets at Engineer, Ndunyu Njeru, Murungaru	100,000,000	100,000,000	100,000,000			300,000,000
	Establishment of a livestock market at Ndunyu Njeru		10,000,000				10,000,000
	Provision of standard kiosks	7,892,849	9,900,000	9,000,000	9,000,000	9,000,000	44,792,849
	Renovation of Kienjero Wool industry at Murungaru		10,000,000				10,000,000
	Redesign, improve access and construct market sheds in weru, moset, mikaro		2,000,000			2,000,000	4,000,000
	Construct potato & perishables warehouse for direct storage receipting system			25,000,000			25,000,000
	Improve roads & drainage to make the market accessible during rainy season	-	2,000,000		-	-	2,000,000
	Construct modern slaughter house in Murungaru, Engineer Town	-	-	20,000,000	30,000,000	-	50,000,000
Subtotal		117,892,849	133,900,000	154,000,000	39,000,000	11,000,000	455,792,849
Improvement of Roads and Transport System	Upgrading of 5km roads to bitumen standards in Engineer town	20,000,000	20,000,000	12,000,000			52,000,000
	Construction of 2km walkway & provide street furniture from town to Kanyugi primary	16,779,600					16,779,600
	Construction of 2km road and walkway & provide street furniture from Engineer town to Nyayo Ward Hospital to Karoroha Primary	20,000,000	10,000,000	10,000,000			40,000,000
	To construct 2 km road each to gravel standards in Murungaru, Ndunyu Njeru, Gathara, Munyaka & their environs at Ksh 5m/km	10,000,000	10,000,000	10,000,000	10,000,000	20,000,000	60,000,000
	Upgrade to gravel standards, 10km of existing road network in peri-urban areas to gravel standards at Ksh 2m/km	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Subtotal		70,779,600	44,000,000	36,000,000	14,000,000	24,000,000	188,779,600

Water, Sanitation, Waste Management & Environmental Management	Solid waste management in Engineer town, Murungaru & Ndunyu Njeru	20,000,000	50,000,000	20,000,000	20,000,000	20,000,000	100,000,000
	Formulation of a solid and liquid waste management policies and guidelines	1,000,000	10,000,000	5,000,000			
	Train & support youth groups to establish small scale waste management enterprises		1,000,000	1,000,000	1,000,000		3,000,000
	Improvements & construction of public toilets in 5 market centres		3,000,000	6,000,000	3,000,000	3,000,000	15,000,000
	Expand water reticulation in unserved areas of Engineer town & Ndunyu Njeru town targeting 2,500 households annually @ Ksh 5,000 each <ul style="list-style-type: none"> Feasibility studies (Desilt Kinja dam and tap Kitiri River and Ngurunga and) 		250,000,000	12,500,000	12,500,000	-	37,500,000
	Drill 5 boreholes in peri urban areas at Ksh 2.5m each	-	12,500,000	-	-	-	12,500,000
	Construction of sewer treatment plant & network expansion Feasibility study	-	-	25,000,000	15,000,000	15,000,000	200,000,000
	Provide 7 solid waste receptacles [2 Engineer and 5 in other market centres]	2,800,000	-	-	2,800,000	-	5,600,000
	Purchase 2 refuse trucks		15,000,000	15,000,000	-	-	30,000,000
	Construct of solid waste disposal site	-	15,000,000	15,000,000			30,000,000
	Tree planting & beautification	300,000	300,000	300,000	300,000	300,000	1,500,000
Subtotal		23,100,000	59,300,000	74,800,000	34,600,000	18,300,000	210,100,000
Recreational & Social Facilities Program	Kinyahwe Cultural centre & 3-star hotel thru' PPP model	35,000,000					35,000,000
	Construction of standard stadium in Engineer town	500,000,000	500,000,000	500,000,000			1,500,000,000
	Development of a modern municipal cemetery in Engineer town, Murugaru & Ndunyu njeru	10,348,943					10,348,943
	Construct 3 social halls with ICT services (Tech Hubs)	55,000,000	10,000,000	10,000,000			75,000,000
	Purchase and equip one (1) mobile clinic.				10,000,000		10,000,000
Subtotal		600,348,943	510,000,000	510,000,000	10,000,000	-	1,630,348,943
Disaster Risk Management	Construct fire station, fire-fighting truck & fire hydrants)	40,000,000	35,000,000				75,000,000
	Purchase of an ambulance		15,000,000				15,000,000
	Carry out safety assessment & certification of buildings	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Subtotal		41,000,000	51,000,000	1,000,000	1,000,000	1,000,000	95,000,000
Administration and Human	Job analysis	1,500,000	-	-	-	-	1,500,000
	Capacity building and staff training	-add value	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000

Resource Management							
Subtotal		1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
TOTAL		988,742,692	997,321,300	916,921,300	166,721,300	110,300,000	3,180,006,592

Source: Engineer Municipality IDeP Preparation Team

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The table below shows a summary of financial requirements by programmes over the five years

Table 7-2: Summary of financial requirements by programmes

Programme	2024/25 (Ksh)	2025/26 (Ksh)	2026/27 (Ksh)	2027/28 (Ksh)	2028/29 (Ksh)	Total Ksh.
Urban Planning and Development	17,000,000	10,000,000	11,000,000	5,000,000	3,000,000	46,000,000
Urban Infrastructure Improvement Program	117,121,300	188,121,300	129,121,300	62,121,300	52,000,000	548,485,200
Local Economy Promotion	117,892,849	133,900,000	154,000,000	39,000,000	11,000,000	455,792,849
Improvement of Roads and Transport System	70,779,600	44,000,000	36,000,000	14,000,000	24,000,000	188,779,600
Water, Sanitation, Waste Management & Environmental Management	23,100,000	59,300,000	74,800,000	34,600,000	18,300,000	210,100,000
Recreational & Social Facilities Program	600,348,943	510,000,000	510,000,000	10,000,000	-	1,630,348,943
Disaster Risk Management	41,000,000	51,000,000	1,000,000	1,000,000	1,000,000	95,000,000
Administration and Human Resource Management	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
TOTAL	988,742,692	997,321,300	916,921,300	166,721,300	110,300,000	3,180,006,592

Source: Engineer Municipality IDeP Preparation Team

7.2. Recurrent Expenditure

The following table shows the cost of recurrent expenditure over the five-year planning period.

Table 7-3: Recurrent Expenditure

Recurrent Expenditure	2024/25 (Ksh)	2025/26 (Ksh)	2026/27 (Ksh)	2027/28 (Ksh)	2028/29 (Ksh)	Total Ksh.
Salaries and wages	13,596,000	23,069,280	23,992,051	24,951,733	25,949,803	111,558,867
Operational costs	15,000,000	19,500,000	25,350,000	32,955,000	42,841,500	135,646,500
Contingency & maintenance	34,449,386	25,276,000	39,572,000	13,002,000	7,780,000	120,079,386
Total	63,045,386	67,845,280	88,914,051	70,908,733	76,571,303	367,284,753

Source: Engineer Municipality IDeP Preparation Team

7.3. Total Financial Requirements

The table below provides a summary total financial requirement given by the sum of programmes costs and recurrent expenditure

Table 7-4: Total Financial requirements

Expenditures	2024/25 (Ksh)	2025/26 (Ksh)	2026/27 (Ksh)	2027/28 (Ksh)	2028/29 (Ksh)	Total Ksh.
Programmes Costs	988,742,692	997,321,300	916,921,300	166,721,300	110,300,000	3,180,006,592
Recurrent	63,045,386	67,845,280	88,914,051	70,908,733	76,571,303	367,284,753
Total Projected Expenditure	1,051,788,078	1,065,166,580	1,005,835,351	237,630,033	186,871,303	3,547,291,345

Source: Engineer Municipality IDeP Preparation Team

7.4. Resource Mobilization Strategies

This particular section will outline the resource mobilization strategies for funding the above financial requirements for implementing the various identified programmes, as well as, the projected recurrent

expenditure.

The resource streams projected to fund the appropriated costs will include but not limited to:

7.4.1. County funds

This refers to the allocation by the county to the municipality. Currently, the financing is way below the resource requirements and thus the need for other sources of funding the resource requirements.

7.4.2. Own source municipal revenues

The Municipality will ensure collection of revenues within the Municipality jurisdiction which will in turn be used in financing some of its operations. The revenues that the Municipality collects will be limited to those permissible by law and as delegated by the County government. While the municipality continues to enhance its own source revenue, the current collection does not cover the deficit in resource requirements and thus prompting the municipality to delve into capital financing strategies.

7.4.3. Capital Financing

In order to finance massive projects in the Municipality, alternative sources of funding are crucial. The Municipality will initiate capital financing strategies such as:-

7.4.3.1. Public Private Partnership

Public Private Partnerships Act No.15 of 2013 provides for 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. Engineer Municipality will partner with Private Sector to carry out some of its projects through Public Private Partnerships (PPP) framework.

7.4.3.2. Lease Financing

Some services are essential yet expensive to offer. Through lease financing the Municipality will acquire equipment and services at a cheaper cost than purchasing them. The Municipality cash flow will improve when the leased equipment is utilized. Leasing is an effective credit tool as it ensures that the funds provided are used solely for the intended purpose. Some of the services that will be offered through lease include ambulances, firefighting engines, and motor vehicles and cleaning services among others

7.4.3.3. Development Partners

The Municipality will collaborate with development partners in setting up some priority projects and programs within Municipality. Some partners will give grants to the Municipality to develop some essential services within the Municipality. Such partners may include World Bank, French Agency for International Development (AFD), European Union (EU) German Aid (KFW) and Swedish International Development Agency (SIDA), etc.

7.4.3.4. Internal and External Borrowing

The Municipality may adopt borrowing as financing options for the projects it intends to do. It will come up with policies that will guide debt management. However, these have to be inline with the PFM Act (2012). The following table outlines appropriations sources of municipality financing for the

five-year planning period.

Table 7-5: Municipal revenue streams projections for financing the IDeP

Revenue Streams	2024/25 (Ksh)	2025/26 (Ksh)	2026/27 (Ksh)	2027/28 (Ksh)	2028/29 (Ksh)	Total Ksh.
Engineer Hospital	44,167,839	48,584,623	53,443,085	58,787,394	64,666,133	269,649,074
Others Streams	38,386,806	42,225,487	46,448,035	51,092,839	56,202,123	234,355,290
County Funding	30,000,000	40,000,000	45,000,000	50,000,000	50,000,000	215,000,000
Capital Financing	939,233,433	934,356,471	860,944,231	77,749,801	16,003,047	2,828,286,982
Total	1,051,788,078	1,065,166,580	1,005,835,351	237,630,034	186,871,303	3,547,291,346

Source: Engineer Municipality IDeP Preparation Team

7.5. Resource Management

The principles of public finance in financial management as outlined in Article 226 of the constitution of Kenya and PFM Act (2012). The Municipality budgetary resources will be used as per this integrated development Plan. The Public Finance Management Act (2012) will be complied with in use of accounting standards in preparing the Municipality financial estimates, preparation and submission for the approval of annual estimates and preparation and submission of relevant financial reports to the relevant institutions. All expenditure to be incurred in the Municipality will be within the approved budget. The Municipality will prepare annual procurement plans and strictly adhere to them and ensure adherence to the Public Procurement and Disposal Act (2015), and other relevant laws to ensure structures and practices are in conformity with the guidelines. The municipality will incorporate the following practices to ensure proper utilization of public resources.

- 1. Efficiency and Accountability:** The municipality is committed to ensuring efficiency and accountability in resource management. Rigorous mechanisms will be established to promote transparent and accountable practices, rooted in a corruption-free ethos.
- 2. Value Chain Execution Framework:** Embracing the value chain execution framework is fundamental to resource management strategy. This framework will guide in the allocation of resources towards activities that are aligned with the municipality's strategic objectives thus maximizing their impact.
- 3. BETA Principle:** Applying the BETA Principle will ensure prioritization and sequencing of programmes, projects and activities. Resources will be strategically allocated, adhering to a corruption-free model, and focusing on achieving impactful outcomes across various timeframes - quick wins, short-term, medium-term, and long-term objectives.
- 4. Transparency and Accountability:** This will ensure that all resource allocation and expenditure decisions are transparent and can be easily traced, fostering public trust and confidence.
- 5. Compliance with Regulations:** The municipality will adhere to laws governing resource utilization, accountability, and prudent use, including the Constitution, Public Finance Management Act, and the Public Procurement and Asset Disposal Act. This ensures that resource management practices are in line with legal requirements.

6. **Financial Control Measures:** Strong budgetary and financial control measures will be enforced to ensure that all expenditures conform to public resource management laws and regulations. This includes promoting value for money and preventing misuse or misallocation of resources.
7. **Timely Reporting and Evaluation:** Regular reporting to relevant authorities, such as Treasury, will be conducted to provide timely and quality information for decision-making. Additionally, continuous monitoring and evaluation of institutional work plans will be carried out to ensure timely implementation and corrective action when necessary.

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CHAPTER 8. : MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0. Overview

This chapter outlines the monitoring, evaluation and reporting framework for the implementation of Integrated Development Plan. It highlights the importance of a systematic and continuous approach to collect and analyze information based on predefined indicators and targets. It presents well-defined outcomes, output indicators, and targets spanning the entire five-year plan. This structured framework ensures effective tracking of implementation progress and provides a clear foundation for assessing and reporting the plan's success.

8.1. Monitoring Framework

In compliance with national and the county monitoring and evaluation system, the municipality will set up an M&E Committee that will regularly collect data on overall plan implementation and compile a report. The report will be reviewed by the Municipal Board on quarterly basis. On the other hand, through public and beneficiary's engagement, the Municipality will conduct impact assessment of the implemented projects and the improvement community's welfare. This process will establish the extent of impact in terms of how the projects have met County, Municipality and the beneficiary's expectations. It will also provide lessons learnt, areas of improvements and also recommend any corrective mechanisms needed.

8.2. Performance Standards

Under the Ministry of Planning, the Directorate of Monitoring and Evaluation has spearheaded the development of the National Integrated Monitoring and Evaluation System (NIMES). This system serves as a comprehensive framework that integrates monitoring systems from the Sub County (Municipality) level into the broader County Integrated Monitoring and Evaluation System (CIMES), thereby facilitating data flow into the national system. Key stakeholders involved in monitoring this plan include the Municipal Board, County Assembly, County M&E Committee, and other relevant actors.

Emphasizing inclusivity, Engineer Municipality will collaborate closely with County Departments, communities and their organizations, faith-based groups, implementers, and financing agencies. This participatory approach ensures diverse perspectives are considered in the monitoring and evaluation processes. M&E activities will encompass all programs and projects under implementation, examining their linkages with county programs in achieving the Medium-Term Expenditure Framework (MTEF) objectives. This comprehensive approach ensures that Engineer Municipality remains accountable, transparent, and effective in its governance and service delivery efforts.

8.3. Evaluation Framework

The evaluation of Engineer Municipality's IDeP will be conducted at both midterm and end term intervals to assess the plan's effectiveness in meeting its implementation objectives and timelines. The details are captured in the outcome performance matrix appended as [Annexture I](#).

8.3.1. Mid-Term Evaluation

The mid-term evaluation will serve as a pivotal checkpoint in assessing the progress of Engineer Municipality's Integrated Development Plan implementation. It will focus on evaluating the extent to

which the plan is meeting its implementation objectives and adhering to established timelines. Through comprehensive analysis and assessment, this evaluation will identify any deviations from the planned course, challenges encountered, and areas of success.

8.3.2. End-Term Evaluation

A thorough end term evaluation will be conducted in 2029. This evaluation aims to assess progress, achievements, and areas for improvement, offering valuable insights to guide future planning and development efforts. The following thematic issues will be reviewed during the end term evaluation:

Achievement of Objectives: The evaluation will assess the extent to which the IDeP objectives have been achieved. This includes reviewing whether the desired outcomes and impacts outlined in the plan have been realized.

Implementation Effectiveness: The evaluation will examine the effectiveness of the implementation strategies and actions outlined in the plan. This involves assessing the efficiency of resource allocation, coordination among stakeholders, and execution of initiatives.

Timeliness and Progress: The evaluation will review the timeline for implementation and progress made towards achieving milestones and targets. This includes analyzing whether activities were completed as planned and identifying any delays or deviations from the schedule.

Impact on Stakeholders: The evaluation will consider the plan's impact on various stakeholders, including residents, businesses, and community organizations. This involves assessing whether the plan has addressed the needs and priorities of different groups and improved overall well-being.

Sustainability: The evaluation will evaluate the sustainability of the plan's outcomes and interventions. This includes assessing whether the initiatives implemented are likely to have lasting effects and contribute to long-term development goals.

Lessons Learned and Recommendations: Finally, the evaluation will identify lessons learned from the implementation process and provide recommendations for future planning and improvement efforts. This includes highlighting best practices, challenges encountered, and areas for further attention or refinement in subsequent planning cycles.

8.5. Reporting Framework and Feedback Mechanism

The reporting mechanism for the IDeP will follow a structured process:

1. Engineer Municipality departments will submit reports monthly, quarterly, and annually to the departmental M&E Committee. These reports will detail municipality performance, explain any significant variations from expected performance, discuss challenges, lessons learned, and recommendations.
2. The M&E Committee will analyze, summarize, and consolidate these reports.
3. The M&E report will then be forwarded to the Chairperson of Engineer Municipal Board, before being submitted to the Executive Committee.
4. The municipality will ensure effective dissemination of information to the target audience by utilizing various channels such as radio, TV, websites, e-bulletins, newsletters, and booklets to reach stakeholders.

Progress reports on the implementation of the IDeP will be provided quarterly and annually, with reporting templates outlined in Tables 8.2, 8.3, and 8.4.

Table 8-1: Quarterly Progress Reporting Template

Expected Output	Output Indicator	Achievement of the year....			Cumulative to date (Years)			Remarks	Corrective Intervention
		Target(A)	Actual (B)	Variance (C-B)	Target(D)	Actual (E)	Variance (E-D)		

Source: Revised Guidelines for Preparation of the fifth Generation Strategic Plans, 2023 – 2027

Table 8-2: Annual Progress Reporting Template

Expected Output	Output Indicator	Annual target (A)	Quarter for year.....			Cumulative to date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Source: Revised Guidelines for Preparation of the fifth Generation Strategic Plans, 2023 – 2027

Table 8-3: Evaluation reporting template

Programme	Projects	Outcome	Outcome Indicator	Baseline		Target	
					Year	Mid-term Period	End-term Period
Programme 1	Project 1						
	Project 2.....						
Programme 2	Project 1						
	Project 2.....						

Source: Revised Guidelines for Preparation of the fifth Generation Strategic Plans, 2023 – 2027

ANNEXURES

Annexure I: Outcome Performance Matrix

Programme	Projects	Outcome	Outcome Indicator	Baseline		Target	
				Value	Year	Mid-Term Period	End-Term Period
Urban Planning and Development	Review of Engineer Municipality Integrated Strategic Urban Development Plan	Reviews Done	No. of ISUD plans reviewed	0	2024	1	2
	Review of Engineer Municipality Integrated Development Plan	Reviews Done	No. of plans reviewed	0	2024	2	4
	Preparation of zoning plans for urban areas within the municipality (10 centres)	Zoned Urban Areas	No. Zoned Urban Areas	0	2024	5	10
	Establishment of GIS Lab & training	Advanced; 1. Spatial data Management 2. Urban Planning	Level of advancement in 1&2 in a scale of 1 to 5	2	2024	3	4
	Enforcement of development control	Controlled and sustainable development	1. Well planned urban centers with requisite services within the municipality	-	2024	3	5
			3. Own source revenue % increment from building plans approvals	-	2024	20%	40%
Urban Infrastructure Improvement Program	Solar Street lights in Engineer town, Murungaru, Ndunyu Njeru & Munyaka & floodlights in 13 market centres	1. Improved Security	% decrease in crime rates	-	2024	10%	20%
		2. Growth of business	No. of new businesses opened	-	2024	30	20
			Increase in B/S working hours	-	2024	2	4
		3. Revenue enhancement	% Increase in revenue (license fees) in the designated urban centers	-	2024	10%	15%
	Municipal administrative block	Access to municipal services	%Increase in No. of clients served	-	2024	10%	25%
	Construction of bus park	Revenue enhancement	% Increase in revenue (license	-	2024	10%	40%

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	(Engineer town, Murungaru) & Improvement of Ndunyu Njeru bus park		fees) collected businesses within bus parks				
	Construction of 24,000m Sq. parking lots in Engineer town, Murungaru, Ndunyu Njeru & Munyaka	Revenue enhancement	% Increase in revenue from parking fees	-	2024	10%	30%
	Local lorry park at Engineer town			-			
	Long distance lorry park at Engineer Town			-			
	Construction of boda-boda sheds in 8 market centres	Boda boda sheds constructed	No. of boda boda sheds constructed	4	2024	12	16
	Construction of 5km storm water drainage in Engineer Town, Murungaru, Ndunyu Njeru, Matopeni, Munyaka	Flooding cases	% of decrease in cases of flooding	-	2024	15%	40%
	Construction of modern public toilets in Engineer Town, Ndinda, Ndunyu Njeru, Munyaka, Matopeni, Murungaru	Improved hygiene and sanitation within the municipality	% increase in Revenue collected from toilet use charges	-	2024	20%	35%
	Construct NMT in Engineer Town, Murungaru, Ndunyu Njeru	Road safety	% decrease in cyclers and pedestrian accidents	-	2024	10%	20%
	Completion of Moset, Mbakenya Dispensaries	Access to health services	% increase in number of outpatient visits	-	2024	15%	25%
	Construction of health facilities at Kwa Chobe, Matopeni,						
Local Economy Promotion	Construction of Modern Markets at Engineer, Ndunyu Njeru, Murungaru	Revenue enhancement	% Increase in revenue collected from the designated markets	-	2024	20%	30%
	Establishment of a livestock market at Ndunyu Njeru						
	Improve roads & drainage to make the market accessible during rainy season						
	Redesign, improve access and construct market sheds in weru, moset, mikaro				2024	20%	30%
	Provision of standard kiosks	Self-employment	% Increase in revenue (license fees)	-	2024	15%	25%

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	Renovation of Kienjero Wool industry at Murungaru	Improved living standards	-No. of people employed	-	2024	20	30
			-Increase in volumes of wools sold in kgs	-	2024	15%	30%
	Construct potato & perishables warehouse for direct storage receipting system	Levels of produce returns	% increase in average potato prices	-	2024	15%	25%
	Construct modern slaughter house in Murungaru, Engineer Town	Levels of produce returns	% Increase in meat market prices	-	2024	10%	20%
		Revenue Enhancement	% Increase in revenue collected from the slaughter house	-	2024	15%	25%
Improvement of Roads and Transport System	Upgrading of 5km roads to bitumen standards in Engineer town	Improved levels of access to the Municipality headquarters	% of roads upgraded to bitumen	-	2024	50%	100%
	Construction of 2km walkway & provide street furniture from town to Kanyugi primary	Improved road safety	% decrease in the No. of pedestrian accidents	-	2024	10%	15%
	Construction of 2km road and walkway & provide street furniture from Engineer town to Nyayo Ward Hospital to Karoroha Primary	Improved accessibility to services	% of walkways done	-	2024	40%	100%
	To construct 2 km road each to gravel standards in Murungaru, Ndunyu Njeru, Gathara, Munyaka & their environs at Ksh 5m/km	Improved accessibility to services in the designated centers	% of roads done	-	2024	50%	100%
	Upgrade to gravel standards, 10km of existing road network in peri-urban areas to gravel standards at Ksh 2m/km	Improved accessibility in the designated zones	% of roads done	-	2024	50%	100%
Water, Sanitation, Waste Management & Environmental Management	Solid waste management in Engineer town, Murungaru & Ndunyu Njeru	Improved hygiene and sanitation	No. of cleaners municipal employed	-	2024	10	20

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	Train & support youth groups to establish small scale waste management enterprises	Improved hygiene and sanitation	No. of waste management enterprises established	-	2024	5	10
		Self-employment					
	Improvements & construction of modern public toilets in 5 market centres	Improved hygiene and sanitation	Number of centers with modern toilets	-	2024	2	5
		Revenue enhancement	% increase in revenues in the market centers	-	2024	5%	10%
	Expand water reticulation in unserved areas of Engineer town & Ndunyu Njeru town targeting 2,500 households annually @ Ksh 5,000 each	Improved access to clean water	%increase in homesteads connected to clean water supply	50%	2024	75%	95%
	Drill 5 boreholes in peri urban areas at Ksh 2.5m each		%decrease in water borne diseases in the designated centers	-	2024	15%	30%
	Construction of sewer treatment plant & network expansion	Improved hygiene and sanitation	%increase in households accessing sewer services	-	2024	20%	40%
	Provide 7 solid waste receptacles [2 Engineer and 5 in other market centres]	Improved hygiene and sanitation	No. of solid waste receptacles provided	-	2024	3	7
	Purchase 2 refuse trucks	Improved hygiene and sanitation	No. of refuse trucks purchased	-	2024	1	2
	Construct of solid waste disposal site	Improved hygiene and sanitation	No. of solid waste disposal sites constructed	-	2024	1	1
	Tree planting & beautification	Environmental conservation	No of trees planted and managed for beautification	-	2024	2500	5000
Recreational & Social Facilities Program	Kinyahwe Cultural centre & 3-star hotel thru' PPP model	Cultural Preservation	No. of cultural events held	-	2024	10	20
		Revenue enhancements	%Increase in revenue generated by the center and hotel	-	2024	-	20% of mid-term
	Contruction of standard stadium in Engineer town	Talents nurtured	% increase in the No. local talents	-	2024	-	20% of mid-term
		Revenue enhancement	%increase of revenue generated from tickets and entry fees	-	2024	-	20% of mid-term

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	<i>Development of a modern municipal cemetery in Engineer town, Murugaru & Ndunyu njeru</i>	Enhanced urban plan and land use	No. of modern cemeteries established	-	2024	2	3
	<i>Construct 3 social halls with ICT services (Tech Hubs)</i>	Revenue enhancement	%increase in revenue generated from leasing halls	-	2024	-	20% of mid-term
		ICT/Tech skilled youths	No. of youths equipped with TECH skills	-	2024	1000	2000
	<i>Purchase and equip one (1) mobile clinic.</i>	Improved access to health services	Increase in No. of patients served	-	2024	-	40%
Disaster Risk Management	<i>Construct fire station, fire-fighting truck & fire hydrants)</i>	Reduced level of loses from fires	% increase in No. of successful interventions	-	2024	-	20% of mid-term
	<i>Purchase of an ambulance</i>	Improved access to healthcare services	%decrease in mortality rates from emergency cases	-	2024	-	20% of mid-term
	<i>Carry out safety assessment & certification of buildings</i>	Safe housing	%decrease in collapsing of buildings	-	2024	-	20% of mid-term
		Revenue Enhancement	%increase in revenues generated from certification fees	-	2024	-	20% of mid-term
Administration and Human Resource Management	<i>Job analysis</i>	Identification of critical gaps in staffing	Job analysis reports	-	2024	2	4
	<i>Capacity building and staff training</i>	Efficiency of staff in implementing the IDeP	Weekly reports analyses	-	2024	12	24