



KATHWANA MUNICIPALITY

STRATEGIC PLAN
2020-2024



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STRATEGIC PLAN (2020-2024)

Vision

“Improved prosperity and quality of life in Kathwana”

Mission

“To continuously improve the quality of life, economic growth and eradicate poverty through best practice, sustainability and inclusive governance”

Core Values

- Good Corporate Governance
- Citizen-centric
- Teamwork
- Social Responsibility

FOREWORD



The Municipality of Kathwana hosts the County Headquarters of Tharaka Nithi County. It is centrally located within the county making it easily accessible and thus facilitating ease of access and effective delivery of services for our great people. Kathwana was granted the municipal charter in its recognition of being the county headquarters. Besides the administration function, the locational advantage is a potential opportunity of transforming it into a vibrant urban settlement and a vital node for driving economic development in the county. Tharaka Nithi is endowed with enormous amounts of natural resources. This calls for better and efficient exploitation in the planning, development and management of these resources for the betterment of the people of Kathwana and Tharaka Nithi in general

Kathwana's Vision during this Strategic period is "Improved Prosperity and Quality of Life in Kathwana". The development of this Strategic Plan is a culmination of an extensive participatory process involving the Secretariat, Board of the Municipality, Staff and key stakeholders. Together, we have reviewed our Vision, Mission and agreed on the strategic objectives while conforming to our core values. This is with a view to attaining an appropriate corporate culture that supports effective realization of our mandate.

The Strategic Plan outlines several strategic initiatives to facilitate the achievement of the Vision 2030, Third Medium Term Plan (MTP III), Big 4 Development Agenda and Urban Development priorities. The plan prioritizes interventions aimed at continuously improving the quality of life, economic growth and eradicating poverty through best practice, sustainability and inclusive governance in the municipality. These strategies address the major concerns of our stakeholders and the public.

I wish to acknowledge from the very onset that we face exciting challenges in the course of executing our mandate. The development of this Strategic Plan is therefore imperative as it avails an opportunity to outline strategies for tackling the challenges we anticipate, recognizing the lessons we have learnt so far, and identifying the performance gaps witnessed in the recent past; while effectively determining our critical success factors that should subsequently inform future planning. Based on this contextual analysis, we have formulated strategic objectives that the Municipality will pursue over the next five years; while consistently engaging key stakeholders at all levels. The County Executive will walk together with the municipality leadership to ensure realization of the goals herein set.

PAMOJA TUNAWEZA!

H.E Muthomi Njuki

Governor, Tharaka Nithi County

PREFACE

Kenya Vision 2030 provides the key highlights towards achieving rapid urbanization in Kenya and the Third Medium Term Plan (MTP3) 2018–2022 aims to facilitate a sustainable urbanization process through an integrated urban and regional planning management framework of Kenyan urban areas. Developing the basic institutions required for effective urban management is critical to deliver these investments, especially if urbanization is to contribute to sustainable growth in Kenya. Kenya's response to urban development challenge is articulated in the National Urban Development Policy 2016 (NUDP), which envisages secure, well-governed, competitive, and sustainable urban areas and cities. This urban policy framework aims to facilitate sustainable urbanization through good governance and the delivery of accessible, quality and efficient infrastructure and services.

Acknowledging that there are limited capacities for counties to address urban development challenges and no dedicated institutions for urban management, development of this inaugural Kathwana Municipality Strategic Plan is aimed at establishing effective and empowered urban planning and management systems that deliver infrastructure and supporting services, economically, efficiently and effectively based on locally determined spatial plan and urban integrated development plan (IDeP).

Sustainable Urban development is given prominence in the global and regional development agenda as contained in the Sustainable Development Goals (SDGs) to Make municipalities and human settlements inclusive, safe, resilient and sustainable. National urban policies are policy strategies that specifically respond to the urbanization challenges of today. As of the beginning of 2019, 150 countries had developed such policies, and almost half are already implementing them.

This Strategic Plan (SP) has been developed through a rigorous process including Review of documents particularly the Urban areas and cities Act, 2011 (amendment 2019) and the County Governments Act, 2012. Views from Municipal Board members, staff and stakeholders were the main foundation upon which the SP was built.

This SP is intended to present consensus on SWOT, PESTEL, Vision, Mission, Strategic Themes, Objectives, Performance Targets and Indicators for the planning period for the Municipality. It will go a long way in helping the Kathwana achieve its overall mandate.

I thank all the stakeholders for their contribution to the SP and their unstinting helpfulness to us during the entire process. The Board commits to the development and operationalization of institutional frameworks and procedures that will enable the Municipality to achieve its core mandate in conformity with the Government Development Agenda. The Board recognizes the catalyst to achieve the goals set in this Strategic Plan is innovation, embracing change and effective engagement with key stakeholders. In this regard, the Board shall give secretariat full support during the implementation of this Strategic Plan. The Board will also provide the necessary oversight and lobby for the required resources to achieve the goals and objectives set out in the Strategic Plan.

Lawrence Kaburu Gitonga

Kathwana Municipality Board Chair

ACKNOWLEDGEMENT

I am glad to introduce to you the strategic plan for Kathwana Municipality that covers the period 2020-2024.

This strategy has been developed through a participatory effort conducted by technical working teams from the municipality supported by our consultants Global Consulting Partners. This approach was based on a comprehensive methodology that actively engaged key partners that are directly involved in the implementation of urban development agenda. In addition, the expectations and needs of our clients -who are the citizens of Kathwana, partners including civil society organizations, academic institutions and the private sector were all integrated in the strategy.

The Strategy development process was coordinated by Ms. Faith Kalunda, the Chief Officer Lands, Physical Planning and Urban Development and a team drawn from the Municipality. Their unwavering commitment and teamwork is duly acknowledged.

Special thanks go to His Excellency the Governor Hon. Muthomi Njuki and H.E the Deputy Governor Hon Francis Kagwima and Hon Eng Jasper Nkanya, the CEC Member Lands, Physical Planning, Urban Development, Water, Irrigation, Environment and Natural Resources for providing leadership and support in the development of this plan. We especially thank them for mapping out the strategic direction they wanted the Municipality to take to effectively and efficiently execute her constitutional mandate

I also take this opportunity to thank all our Executive Committee Members, Chief Officers and heads of county departments for their invaluable contribution during the drafting retreats held to prepare the plan.

To all who were involved and not mentioned, I salute you but at the same time acknowledge that the greater challenge lies in the actual implementation of the Strategic Plan towards the achievement of our stated long-term County and Municipality development goals.

This strategy is linked to the Kenya Vision 2030, the African Union Agenda for 2063 and the recently adopted international Sustainable Development Goals (SDGs) for 2030. In the final analysis, strategic goals were developed along with affiliated thematic programmes and projects all integrated within the landscape of national and global urban development objectives. Key performance indicators were identified and will constitute the implementation milestones for this strategy. They are linked with performance indicators in the MTP III and in harmony with Kathwana's Urban Integrated Development Plan 2019-2024 and Urban Development Policy Framework 2018-2030

Asanteni.

Shadrack Munyithya

Municipal Manager

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ACRONYMS AND ABBREVIATIONS

GIS	Geographical Information System
HR	Human Resource
ICT	Information Communication Technology
KenUP	Kenya Urban Programme
KUSP	Kenya Urban Support Program
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NUDP	National Urban Development Policy
QMS	Quality Management System
SDG	Sustainable development Goals
SPIC	Strategic Plan implementation committee
UACA	Urban Areas and Cities Act

ORGANISATION OF THIS STRATEGIC PLAN

This strategic plan for Kathwana (2020-2024) is the first strategic plan since the municipality was granted a charter in 2018 and it has been occasioned by the recognition and realization that the Kathwana needs to be more relevant, competitive, and sustainable in the management of Urban development and so achieve its Vision: “Improved Prosperity and Quality of Life in Kathwana”. This shall be addressed through its Mission: “to continuously improve the quality of life, economic growth and eradicate poverty through best practice, sustainability and inclusive governance”.

This strategic plan is aimed at achieving the following strategic objectives

- Strengthen municipal administration
- Improve level of governance and accountability
- Speed up service delivery and foster innovation
- Strengthen waste collection and disposal structures
- Strengthen urban planning functions
- Improve infrastructure
- Promote trade and investments
- Improve the corporate visibility of the municipality

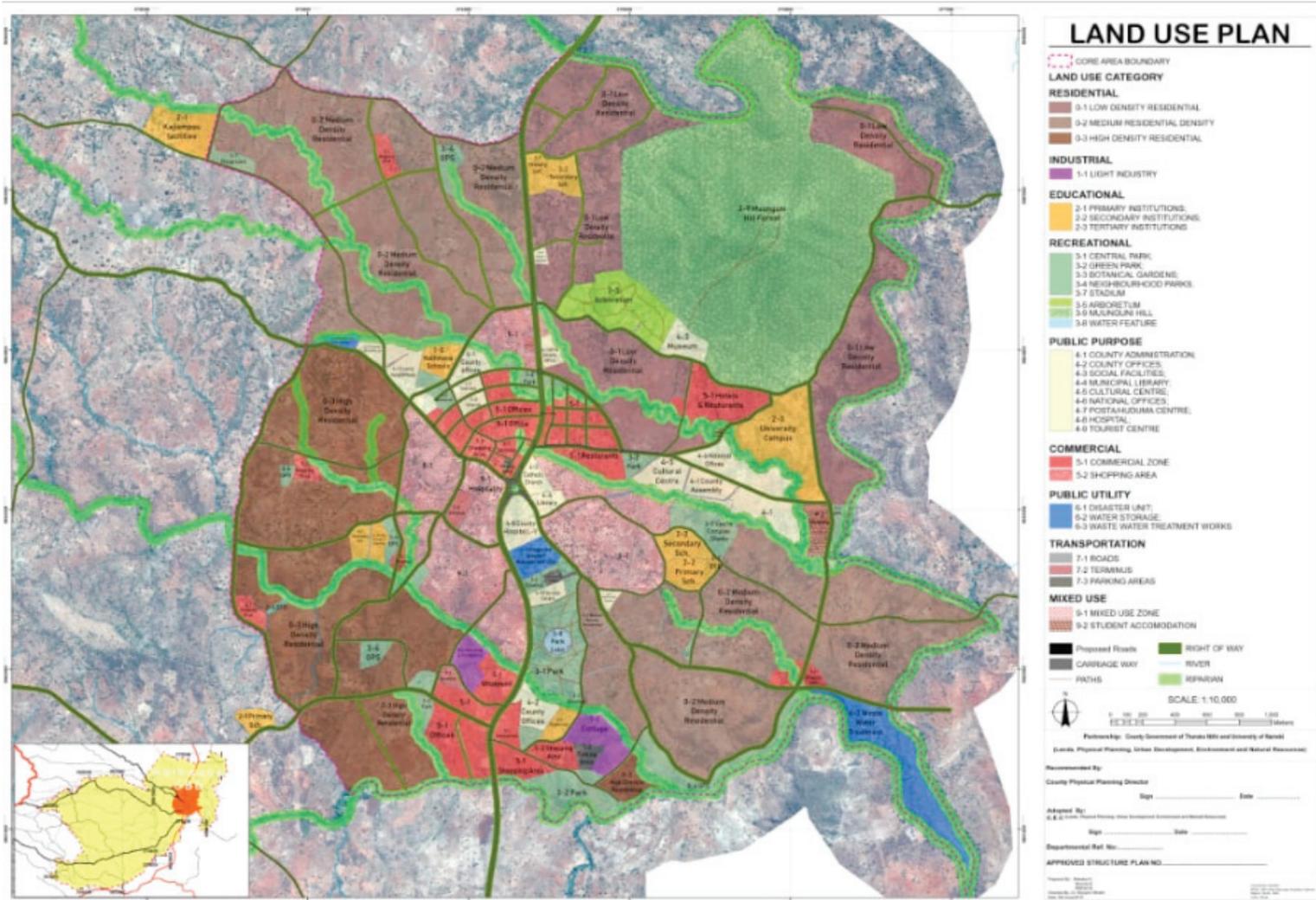
Part One presents the global, regional, and national context of Urban development and management and brief historical profile of Kathwana, the strategic framework covering vision, mission, core values and the general principles guiding the sustainable urban development and management.

Part Two addresses the situational analyses at global and regional levels, the general principles and lessons learnt in the development and management of successful Urban areas. It also discusses the context and state of national agenda for urban development in Kenya, including typologies, financing and resource mobilization, SWOT analysis, stakeholder analysis, and the summary of strategic issues.

Part Three of this strategic plan presents key strategic pillars and priority areas that are expected to guide efforts and resourcing in the next five years. In each of the thematic areas identified, key strategic issues, objective, actions, and output indicators are also presented.

Part Four provides for the implementation and coordination framework and the general guiding principles that would facilitate effective strategic plan execution. The section further presents the institutional framework and organization structure that would guide effective implementation, including detailed analysis on areas of partnership and collaboration with the various stakeholders in Urban development and management in Kenya.

Part Five presents an overview of the theory of change in the context of Urban development and management and its related monitoring and evaluation framework and reporting arrangements for the implementation of results orientation at Kathwana. The section further discusses the expected implementation challenges and assumptions and the ways by which the municipality can address the challenges for efficient, effective and productive execution of this strategic plan.



Kathwana Municipality spatial plan,

INTRODUCTION

1.1 Context of the Strategic Plan

Kenya has experienced strong economic growth in recent years where growth of gross domestic product (GDP) averaged 5.3 percent during 2004–14 and has exceeded 6.2 percent in 2018 (Kenya Economic Survey Report 2019) since then, driven primarily by public investment in infrastructure, higher private-sector investment, and strong consumer demand. However, despite the overall strong performance in the past decade and a half, the Kenyan economy has not reached its full potential and the provision of infrastructure and services has not kept up with the pace of economic growth.

Though economic growth has been accompanied by rapid urbanization, Kenya remains under-urbanized. This means the country can still leverage the benefits of urbanization for improving economic opportunities and living conditions. Kenya is at an early stage of urbanization, which offers the potential to drive economic growth. This will depend on the efficiency of public investments in cities and urban areas to create the economies of agglomeration and amplify the productivity of workers. As a result, investment urban areas is a very effective way to raise welfare and reduce total poverty in the medium to long run.

Kenyan urban areas are not currently able to meet the rapidly growing demands for infrastructure and services due to limited management and investment. Rapid urbanization has left Kenyan urban areas with huge unmet demand for critical infrastructure and basic services, which has subsequently constrained the productivity of businesses and negatively impacted the quality of life of residents.

The Government of Kenya has recognized the need to manage urbanization as part of its overall development strategy. Kenya Vision 2030 highlights rapid urbanization as one of four key challenges facing the country. Within the over-arching framework of Vision 2030, the urbanization component of the Third Medium Term Plan (MTP3) 2018–12 aims to facilitate a sustainable urbanization process through an integrated urban and regional planning management framework of Kenyan urban areas and towns. Aligned to that goal, the MTP identifies a series of investment programs to enhance infrastructure, connectivity, accessibility, safety and security. Developing the basic institutions required for effective urban management is critical to deliver these investments and for urbanization to contribute to sustainable growth in Kenya. Similarly, the national agenda identifies urbanization and infrastructure development as a key enabler providing a supportive ecosystem to the identified pillars and projects.

In the same light, the Kenya National Urban Development Policy (NUDP), formally launched in early 2016, is to secure, well governed, competitive and sustainable urban areas and cities. It aims to facilitate sustainable urbanization through good governance and the delivery of accessible quality and efficient infrastructure and services.

Based on the realization of the above, the County Government of Tharaka Nithi granted Kathwana Municipality a charter in August 2018 and appointed the Kathwana Municipality Board in November 2018 to support the establishment and strengthening of urban institutions and systems to deliver improved infrastructure and services.

This Kathwana Municipality Strategic Plan 2020-2024 was prepared through an all-inclusive process and aims to fast track socio-economic and political development of the municipality while improving the quality of governance thereby reducing the barriers and risks of doing business and improving the wellbeing of the people. The plan is based on review and assessment of the economic base and other determinants of development in the municipality, leading to a better understanding of the opportunities for economic growth and attracting investment. As part of this planning process, the strengths, weaknesses, opportunities and threats (SWOT analysis); the key factors that need to be addressed in order to achieve sustainable development are analyzed. During the formulation of the Strategic Plan, the available natural and human resources, the economic status of the municipality and its environment, its cultural and historical heritage and comparative advantages, including the needs of the community were reviewed.

To achieve short and long-term development objectives, The Kathwana Municipality leadership will keenly implement the following objectives and strategies that have been stated and defined.

1.2 Brief History Kathwana Municipality

Kathwana Market started in 1902 as a small goat market centre, with houses made of mud. Kathwana got its name from a small tree called Muthwana (*Bachemia Discolor*) that grew in its former location near the Maara River. Primary schools such as Kajiampau and Kathwana were established in 1950's and 1970's respectively. This was followed by a chief's camp and later a periodic market.

The Municipality of Kathwana is designated as the County headquarters of Tharaka Nithi.

The delineation of the new Municipality status of Kathwana is to allow for the provision of infrastructure services and the social amenities that are commensurate with the municipal standards.

The jurisdiction of the Municipality of Kathwana is defined by the Sub-county of Igambang'ombe and parts of Tharaka South Sub-county, which is defined by Igambang'ombe ward, Mariani ward and a part of Chiakariga Ward.

1.5. Legal Framework and Mandate of Kathwana Municipality

1.5.1 Mandate and Functions

The Fourth Schedule of the Constitution of Kenya (2010) spells out the distribution of functions between National and the county governments.

In particular, Chapter 11 Sec 176 establishes the county governments noting that every county government shall decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so (part II).

The declaration of Kathwana Municipality was affected as per the criteria set out in the sub section (3) of the Urban Areas and Cities Act No.12 of 2011. Which stipulates that every county headquarters to be upgraded to municipality status.

In the Constitution of Kenya 2010, and in recognition of the fact that both urban and rural areas in a county are two sides of the same coin, no separate governance structures were initially created (to replace the earlier urban and local governments). However, the Constitution (Art 184) mentions that "national legislation shall provide for the governance and management of urban areas and cities and shall in particular [...] establish the principles of governance and management of urban areas and cities; and provide for participation by residents in the governance of urban areas and cities."

It is through the Urban Areas and Cities Act (UACA, 2019 as amended), that the provisions of the Constitution and the County Government Act (section 48) with regards to urban governance are operationalized in terms of

areas being granted municipal or city status (by the county government)

the creation (by the governor) of city and urban boards.

Under the UACA (Art 9) the county governor may, on resolution of the county assembly, confer the status of municipality to an urban area if, amongst other things, that area has a population of at least 70-thousand people, as per the last census (but less than 250 thousand, in which case it would be considered a city). The Amendment to the UACA in 2016, specified that the urban area that serves as the seat of the county government is considered a municipality (even if it has less than 70-thousand inhabitants).

The First Schedule of the Urban Areas and Cities Act, 2019 (amendment) [Section 5] classifies Municipalities by Services;

“In classifying an area as a city, municipality or town, regard shall be had to the ability to provide the following services:

Planning and Development Control	Storm Drainage
Traffic Control and Parking	Ambulance Services
Water and Sanitation	Heath Facilities
Street Lighting	Fire Fighting and Disaster Management
Outdoor Advertising	Control of Drugs
Cemeteries and Crematoria	Sports and Cultural Activities
Public Transport	Electricity and Energy provision (gas, kerosene etc.)
Libraries	Abattoirs
Refuse Collection	Local Economic Development Plan
Solid waste management	Museum/cultural centres
Pollution (Air, water, soil) control	Fire Station
Child Care Facilities	Emergency Preparedness
Pre-Primary Education	Telecommunication services /postal services/ICT
Local Distributor Roads	Funeral Parlour
Community Centres	Cemetery
County Hospital	Recreational Parks
Constituent University Campuses	Animal control and welfare
Polytechnic	Religious Institution
County School	Theatre
Stadium	Library/ICT services
Airstrip	Administrative Seat”

Municipality should have a Population at least 50,000 (unless it's the county headquarter in which case the population will not be withstanding)”

In addition, the UACA establishes a Board of the Municipality whose main function is to oversee the affairs of the municipality. The municipality will also have a manager who will implement the decisions and functions of the board. The manager will be answerable to the board –sec28. He or she will be competitively recruited and appointed by the County Public Service Board.

The Act assigns the role of oversight of urban areas, to the county assembly. This is mainly exercised through the approval of plans and vetting of the application by an urban area to attain municipal status. These oversight powers correctly reflect Chapter Eleven of the Constitution. To facilitate the legislature to play its oversight role better, there is need for the Governor to report annually to the county assembly on the performance of the municipality.

Given that the Municipality plans will include performance indicators and targets, the Governor will be able to use their reporting against these targets to provide an informative report to the county assembly. It will also be critical for the CEC to communicate regularly with the board and secretariat and assist them to build their management and system capacities.

1.5.2 Vision

“Improved Prosperity and Quality of Life in Kathwana”

1.5.3 Mission

“to continuously improve the quality of life, economic growth and eradicate poverty through best practice, sustainability and inclusive governance”

1.5.4 Core Values

Good Corporate Governance: We are guided by principles of Good Corporate governance that calls for Integrity and Transparency in our dealings; Ethical Conduct; Accountability; Participation; Result-orientation, and Diversity Management.

Customer Centric: We are committed to achieving the highest levels of customer satisfaction through service excellence and continuous improvement of our services to meet and exceed customer expectations.

Teamwork: We embrace team spirit and collaborative approach to decision making and achieving results

Social Responsibility: As a municipality, we care for our staff, the communities around us and are sensitive to the environment.



WORKING TOGETHER: Kathwana Municipality service clinic in November 2019

SITUATIONAL ANALYSIS

2.1. Concept of Urban governance

Urban governance consists of a set of Institutions, Guidelines, Policy and regulatory Structures and Management mechanisms in which municipalities are key, but not exclusive, components. Municipalities require a new urban governance based on open decision-making, with the active participation of local stakeholders, civil society, private sector and with the aim of defining the best policies for the common good.

In terms of political process, its implementation is to combine representative democracy, and participatory democracy, ensuring the involvement of all at the local level.

This requires an effective system of multilevel governance framework based on appropriate decentralization policies that aim to construct a balanced and collaborative system of well-managed cities and improved urban- rural linkages so that no city or territory is left behind.

2.1.1 Urbanization issues, challenges and response in Kenya

More than half of the world's population now lives in urban areas. By 2050, that figure will have risen to 6.5 billion people – two-thirds of all humanity. Sustainable development cannot be achieved without significantly transforming the way we build and manage our urban spaces. The rapid growth of cities in the developing world, coupled with increasing rural to urban migration, has led to a boom in mega-cities. In 1990, there were ten mega-cities with 10 million inhabitants or more. In 2014, there are 28 mega-cities, home to a total 453 million people. Extreme poverty is often concentrated in urban spaces and national and city governments struggle to accommodate the rising population in these areas. Making cities safe and sustainable means ensuring access to safe and affordable housing and upgrading slum settlements. It also involves investment in public transport, creating green public spaces, and improving urban planning and management in a way that is both participatory and inclusive.

Recent movements pushing to address sustainable development from an urban perspective have taken place throughout the world. Results from this movement can be seen in the inclusion of a stand-alone goal on cities and urban development in the 2030 Agenda, Sustainable Development Goal 11, “make cities and human settlements inclusive, safe, resilient and sustainable”. However, many challenges exist to maintaining cities in a way that continues to create jobs and prosperity while not straining land and resources. Common urban challenges include congestion, lack of funds to provide basic services, a shortage of adequate housing and declining infrastructure. The

challenges cities face can be overcome in ways that allow them to continue to thrive and grow, while improving resource use and reducing pollution and poverty. The future we want includes cities of opportunities for all, with access to basic services, energy, housing, transportation and more.

Managing the growing cities and urban areas is one of the major challenges of the 21st century. This was well acknowledged in the Kenya's Vision 2030, which identified urban issues as one of the four key areas in need of explicit attention in view of the county's development and targeted prosperity.

In 2016, Government endorsed the revised National Urban Development Policy (NUDP), to be operationalized through the Kenya Urban Programme (KenUP; February 2017). The overall objective of NUDP policy is to provide a framework for sustainable urban development in Kenya for the benefit of all.

Both the NUDP as well as KenUP are divided in three sections dealing with (i) urban management; (ii) urban core functions, such as planning, land, urban infrastructure, housing and disaster and risk management and (iii) social issues and inclusiveness. The urban management component is further divided in (a) urban governance; (b) urban finance, as the underlying condition for urban service delivery; and (c) the urban economy and the role the urban management has to play to facilitate private sector development and economic growth.

2.1.2 Building Capacities of Municipalities

To create the best possible outcomes for projects and planning, municipalities need appropriate capacities at all levels.

The need to build and strengthen the capacity of all actors with a part to play in managing the development of municipalities and administering the delivery of urban services has been widely recognized by many development partners.

The key principle is that the operational strategies for implementing Urbanization Programmes and the Sustainable Development Goals (SDGs 2015-2030), particularly the ten targets of Goal 11, must be underpinned by a strong emphasis on capacity building.

Capacity development for effective, sustainable and equitable urban development is part of a paradigm embracing the principles of 'local democracy', 'good governance', 'transparency', 'accountability' and 'empowerment', 'enabling' and 'partnerships' that has underpinned conceptual and practical approaches to urban development policies, planning and management for four decades.

Empowerment for the governance and management of cities and settlements is about subsidiarity – recognizing and giving responsibility to the most effective (most immediate or local) level of authority.

Enabling is about ensuring that those who are empowered have the capacity (information, technology, skills and support) to exercise their authority (power) responsibly and effectively

The following are basic principles that should underpin building of municipalities' capacities:

Economic Growth: Accelerated, stable and sustained inclusive economic growth that creates decent and productive employment that rapidly reduces inequality; nurtures sustainable social protection programmes; facilitates economic diversification; strengthens resilience to external shocks; and fosters rapid inclusive, resilient and sustainable socio-economic development leading to eradication of poverty.

Trade: Creation of a continental free trade area (CFTA) for an enlarged market that facilitates economies of scale and promotes harmonization and coordination of trade instruments. It emphasises on the investment of more resources into the production of higher value-added goods, which are more competitive and also capable of boosting the volumes of inter-counties trade.

Planning for Development: Proper planning and measurement of development outcomes requires adequate capacity for production of high-quality statistical information and data. Therefore, need for the generation of own data to enable countries to better monitor and track economic and social targets, including the goals and objectives of Agenda 2063 and SDGs.

Co-ordinated planning: Recognises the importance of harmonizing national, regional and continental development plans in the context of Agenda 2063 and the coordinated implementation of various development initiatives in achieving transformation objectives.

Financing: Recognizes that without adequate and predictable financing, successful implementation of development plans and strategies would not be possible, however good they may appear to be. Hence, need for domestic resource mobilization, through effective levying and tax policies, savings mobilization, and the use of other financing mechanisms.

ICT: Framework for harmonization of the telecommunication and ICT Policies and Regulation in Municipalities and counties for a strong, integrated and viable communications sector.

Harmonization of Regulations: Need for the harmonization of laws, rules and regulations at the municipal and county levels so as to create an enabling environment to regional integration.

Gender and Youth: Rights-based approach to decision making that seeks to promote a gender responsive environment and practices and undertake commitments linked to the realization of gender equality and women's empowerment in the country,

2.2. Internal Analysis

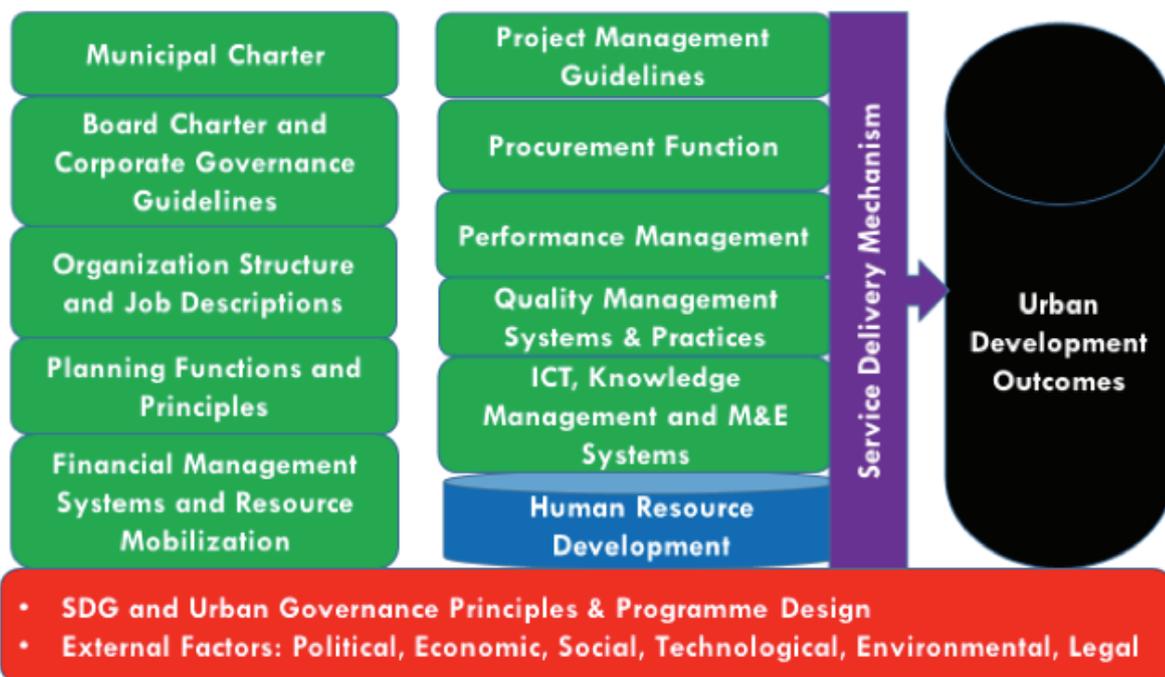
In analysing the Municipality to find out its weakness, strengths and areas of collaboration and improvement, Kathwana was analysed from the context of an institution existing within a larger global national urban agenda and within the structure of a devolved framework. Some of the aspects analysed have a direct correlation with the county agenda and how the county has organized itself to achieve constitutional imperatives articulated in the UACA and the County Governments Act. An analysis of the governance tools within the municipality, financial management tools, performance management, procurement set up, quality management, project management guidelines, ICT and the human resource functions was conducted in order to check the municipality’s preparedness towards overall service delivery and achievement of urban development outcomes.

Similarly, an analysis of the operating environment was done in order to identify the opportunities and threats that exist and which may hamper the strategic direction of the municipality.

Figure 1 summarizes the framework for the Municipalities’ analysis

Figure 1: Framework for analysis of Kathwana

Framework for analysis of Kathwana Municipality



2.2.1. Organizational Design and Structure

A strategic, carefully planned organizational structure helps an organization run effectively and efficiently. An ineffective structure can cause significant problems for an organization, including costly, rapid employee turnover and loss in productivity and competitiveness. Management experts use the six basic elements of organizational structure to devise the right plan for a specific organization. These elements are: departmentalization, chain of command, span of control, centralization or decentralization, work specialization and the degree of formalization. Each of these elements affects how workers engage with each other, management and their jobs in order to achieve the employer's goals.

The Kathwana organization structure is based on its interpretation of its strategic role in discharging the mandate and functions as contained in the Urban areas and Cities Act, 2019. The Act empowers Municipal Board to have control and management all affairs of the municipality. The Board is then assisted by a secretariat headed by the municipal manager who conduct the day to day activities of the municipality.

The municipality had not domesticated the UACA by designing its organization structure to guide human resource relationships within and streamline service delivery. This Plan articulates how the municipality will chart a way forward as pertains designing and approving an organization structure that resonates with the legal and regulatory frameworks.

2.2.2. Identity and Governance of Kathwana

The governance, vision, mission, and culture are the basis for the reputation of an organization. It must have clearly defined identities, regulatory frameworks, values, vision and mission, and governance structures that establish its identity and a mutually shared understanding of its objectives. Governance of the organization provides legitimacy, leadership, and direction to the organization.

Being a nascent structure within the urbanization space in Tharaka Nithi county, Kathwana Municipality did not have a vision, Mission and core values of its own to articulate its sense of purpose and direction. Instead the Municipality operated under the Strategic orientation of the mother county. This is the inaugural strategic plan for the municipality and has therefore identified a strategic framework i.e. vision, mission and core values.

2.2.3. Stake Holder Analysis

In general, there is a broad agreement that no one organization or sector can address complex issues of urban management independently and that cohesive action is a critical component for driving meaningful change in addressing Sustainable urban management and service

delivery. Sustainable success in interventions by the Municipality will depend upon the ability of stakeholders across sectors and levels to implement and refine the agreement Framework as articulated by the municipality.

The objective of the assessment of stakeholder engagement and coordination is to determine the extent to which Kathwana has developed guidelines and stakeholder management framework (strategy) aimed at harmonizing actions of various stakeholders and partners in discharging its mandate based on the principles and best practices in stakeholder coordination and harmonization.

Kathwana Municipality has so far not developed or adopted any stakeholder engagement guidelines or framework. However, the municipality endeavors to adopt best practice when developing a framework for engagement.

All urban contexts are different, but the styles of engagement – **`inform', `engage', and `consult'** – are useful to prioritise and categorise stakeholders. A stakeholder analysis allows the Municipality leadership to understand who the key stakeholders are and decide on the best methods of engagement.

Methods of engagement and coordination will vary, depending on an agency's goals and their urgency, and on the timing of both its intervention and that of the stakeholder's work. Different forms of engagement include:

- **A bilateral relationship** with in-person or mobile communication, which can be formalised with regular checkins or be more ad hoc and informal. Looking for common ground, understanding who the person or organisation is accountable to and what they are trying to achieve, and establishing clear action points can help navigate these relationships.
- **A brokered relationship**, where at first an agency might rely on contacts to connect with the key stakeholder. This might include local civil society actors connecting an agency to community leaders, or government officials helping to mediate the agency's communication, or tribal leaders helping negotiate access with an armed group.
- **Key informant interviews (KIIs) or focus group discussions (FGDs)** to more formally capture assessment, monitoring, and evaluation information. Establishing a solid methodology, having a good notetaker, or recording discussions where possible, can ensure an agency captures analysable and actionable data. It is also important to share overall findings and next steps with programme clients and other stakeholders.

- **Inter-agency cluster or working group meetings** (eg national, city, area) to align interventions with the actions of other organisations, share information on approaches, assessments, and learning to a broader group that may feature different levels of officials. Even with participation in formal coordination, it may still be useful to have a more in-depth bilateral relationship with other technical or programmatic contacts within the same stakeholder organisation. It is important to internally discuss the time and resources needed to contribute within these fora and have support/sign-off on the agency representative's participation.
- **Other working groups or information sharing bodies**, including NGO coordination or representation groups, programme stakeholder boards, and online communities for information sharing. These can be mechanisms that provide more feedback at the implementation level, provide opportunities for accountability and discussing best practice, and to share contextual information.
- **Mobile technology platforms**, such as Service. Info, or Activity Info, can help to coordinate the delivery of services or provide a mobile channel for communication with, and accountability to, affected populations.
- **Informal mechanisms**, such as client WhatsApp groups or connections via professional or social networks. While it is best to not rely on informal communication, it is also important to look for non-traditional ways of sharing information more broadly

Stakeholder analysis was carried out to identify the municipalities key stakeholders, assess their interests and determine ways in which these interests' impact on the municipality. The municipality's linkage with its stakeholders is summarized in table 1.

Table 1: Analysis of Kathwana Municipality Stakeholders

Stakeholder	What the stakeholder expects from Kathwana	What Kathwana expects from the stakeholders
Citizens	<ul style="list-style-type: none"> Availability of cost-effective urban service Reliability and convenience of Municipal Services Quality and reliable infrastructure Effective corporate communications services Corporate Social responsibility, employment opportunities Business growth and opportunities for expansion Good Corporate Citizen and adherence to the Constitution and laws of the land 	<ul style="list-style-type: none"> Patronage to the Municipal services Marketing of Municipality to potential investors Prompt payments and conformity to the terms and conditions of service agreements and other commitments levies, fees, taxes Self-discipline to maintain the municipal infrastructure intact. Providing good investment climate for Kathwana growth and expansion Collaboration and Partnerships
Municipal Board members	<ul style="list-style-type: none"> Adherence to good corporate governance and management practices Good corporate image and reputation of Municipality Contribute to business growth and opportunities for expansion of the municipality Good human resource practices 	<ul style="list-style-type: none"> Adherence to good corporate governance and management practices, and core values of the Municipality Commitment to the mandate and long term strategic objectives of Kathwana Provide good corporate image and public relations to Kathwana
Municipality Staff	<ul style="list-style-type: none"> Favorable Terms and Conditions of Service, Job security, Work environment that supports employee wellness Business growth and opportunities for expansion Good human resource practices 	<ul style="list-style-type: none"> Adherence to good corporate governance and management practices, and core values of the Municipality Commitment to the mandate and long term strategic objectives of Kathwana Provide good corporate image and public relations to Kathwana
Service Providers	<ul style="list-style-type: none"> Adherence to good corporate governance and management practices, and adhere to principles of good competitive principles in a liberalized economy Prudential public resource management and stewardship Good business collaboration and partnership Ethical practices in business operations 	<ul style="list-style-type: none"> Investment services and good outcomes and impact to the society Ethical practices in business operations

Trade unions	Adhering and respecting the industrial relations framework as per the provisions of the country's Constitution, Labour Laws and Industrial Charter and fair labour practices and principles	Adhering and respecting the industrial relations framework as per the provisions of the country's Constitution, Labour Laws and Industrial Charter and fair labour practices and principles
Government and Other State Agencies	Undertaking and Supporting project in line with SDG principles and guidelines and national development goals Good Corporate Governance Compliance with spirit of the mandate and laws and regulations governing Kathwana Municipality Good corporate citizen Participation in socio-economic development and poverty alleviation interventions, Develop good working relations with the Government and other state agencies	Provide policies and legislation to govern the operations as well as to provide an enabling environment for growth and development of MSMEs in urban and rural areas of Kenya Good working relationships, partnership, and collaboration
Development Partners	Good Corporate Governance Undertaking and Supporting project in line with SDG principles and guidelines and national development goals A cordial working relationship	Continued support to MSME sector in Kenya Continued support to the municipality in undertaking its mandate in Kenya Good working relationship, partnerships and collaboration
Suppliers	Free and fair tendering process Prompt honoring of their invoices Financially and operationally stable institution Adherence to fair and ethical business practices	Right quality, quantity of goods and services provided to Kathwana Honour terms of reference An honest supplier Reliability
Service Providers (E.g. insurance companies, consultants, system vendor etc.	Cordial relationship and cooperation Implementation of strategies Effective payment of premiums Prompt payment for services offered Free and fair tendering process Confidentiality	Honoring of services level agreements Prompt solutions to systems down time Favorable terms and considerations Competency and Confidentiality Good working relations

2.2.4. Operational plans

Measures of good corporate governance and strategic management principles require that the corporate strategic plan is cascaded through the development of departmental (operational plans) in order to achieve the strategic plan objectives, and the needs of those served by the organization. The operational plans are used to inform budget preparation and are detailed and are implementable within a specified timeframe. The operational plans should indicate the human, financial, and material resources needed to achieve objectives and the staff uses

operational plans for decision making in day-to-day operations. Further, the staff performance and departmental deliverables are linked to the operational plan.

The current practice at Kathwana is that the strategic plan has indicated an implementation framework with detailed broad actions (activities) to be undertaken, timeframes, responsible persons, and the budget. The responsible persons are normally the head of departments and are thus expected to interpret the broad actions and develop annual work plan with clear targets and assign responsibilities.

However, this approach is widely used in the public sector and it makes the strategic issues get misaligned and systematically cascaded down and acquire ownership by the service provider (lower level employees). If not implemented well, may result into the plan turned into an operational (annual plan) and hence losing the strategic content of the whole plan.

Further, lack of detailed operational plans make it challenge to develop an objective and defensible budget line that is directly linked to the corporate value of the activities and budget attached to the activities (value for money).

- This strategic plan shall reconsider recommending and put measures to instituting a culture of developing and cascading the corporate strategic plan through operational plans.

2.2.5. Monitoring of Strategic and Operational Plans

Kathwana has yet to develop formally and structured measures and monitoring systems for the corporate strategic and operational plans that report on and communicate progress toward achievement of the plans' objectives to staff and stakeholders. This practice is expected to periodically engages staff to critically reflect on the strategic and operational plans' objectives and uses the information to adjust the plans or their implementation.

2.2.6. Human Resource Management and Capacity Development

Human resource management is the practice of integrating procedures, policies, and practices to recruit, develop, and maintain employees who are needed by an organization for it to meet its goals. Robust human resource management is defined by a strategy that enables an organization to systematically address the dynamics of the health workforce across the working lifespan—from entry, to development and performance, and then exit. By clearly defining each employee's responsibilities as they link to an organization's mission and building the policies and systems needed to enable those responsibilities, human resource capacity management can increase the capacity of an organization.

The objective of the assessment of human resource and capacity development is to establish

whether or not the municipality has put in place the requisite human resource systems to guide effective management and development of employees at the municipality. The assessment covered the aspects of human resource development policy, training and development, human resource audit, job descriptions, job evaluation.

Though the HR functions of the Municipality are largely domiciled within the County Public Service Board, there is need to have a fully functional HR department at the Municipality level. The main functions of the HR Department would include:

- Developing and implementing human resource and development strategies, policies, and procedures
- Staff recruitment and placement
- Developing and managing Staff Compensation and Rewards
- Developing and managing career progression and succession plans
- Undertaking Performance Management and Appraisals
- Managing employee relations and staff welfare
- Payroll administration and records management

The Municipality human resource function is currently being guided by the county Human Resource Policies and Procedures Manual. However, the municipality should domesticate its Human Resource Policies and Procedures Manual guided by a comprehensive Human Resource Audit.

Kathwana is yet to conduct a comprehensive institutional capacity assessment and Human Resource Strategy. The absence of such makes it challenging for Kathwana to know and harmonize its organizational design, in terms of quantity and competencies.

2.3. SWOT Analysis for Kathwana

SWOT analysis involved evaluating Kathwana's internal strengths and weaknesses and its external opportunities and threats. The aim of SWOT framework is ensure that the strategy is based on a good fit between Kathwana's internal capability and its external situation. The results of the SWOT analysis are shown in Table 2 below.

Table 2; SWOT analysis

STRENGTHS	WEAKNESSES/CONSTRAINTS
<ol style="list-style-type: none"> 1. The Legal framework in UACA, gives katwana articulate recognition and the institution mandate to undertake overall coordination of activities within the municipality. 2. Kathwana is Located within an agriculturally rich region. This can help the municipality leverage for support and funding. 3. The municipality has an approved spatial Plan which articulates the spatial zoning and priority projects. 4. Good infrastructure; the Municipality is located within an area with good infrastructure in transport and communication 5. Political goodwill; The county leadership fully supports the growth of the municipality. 6. Favourable organizational (corporate) culture that supports client/customer-orientation, excellence, integrity, change and innovations. This is drawn from the county set-up 	<ol style="list-style-type: none"> 1. Limited information management systems 2. High reliance on county for funding 3. Limited framework for implementing the mainstreamed approaches in gender, ICT, public complaints handling mechanism, customer relationship orientation, work environment, good governance and anti-corruption measures, and drug and substance abuse. 4. Absence of institutional assessment reports, capacity enhancement procedures, and HR Strategy 5. Lack of formal approaches to addressing knowledge management and documentation. 6. Sustain an identity for Kathwana and connect with the investors 7. Limited automation of processes
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. The existence of the Constitution 2010 and County Government Act 2012, which have laid the frameworks for transformative governance principles of transparency, accountability, participation and collaboration, and coordination of public sector services. 2. Support from national and county governments. 3. Global (UN and SDG) and regional platforms in support of Sustainable Urban development initiatives for the improved food, nutrition, water security, and poverty reduction 4. Existence of smart technology for use in Agriculture sector and in remote communities for sustainable Agricultural development. 5. Existence of varied categories of stakeholders in Urban development/Management sector, who are willing to partner with the municipality. Currently, Kathwana is a beneficiary of Sustainable Urban Economic Development Program (SUED) by UKAid and Kenya Urban Support Program by the World Bank 	<ol style="list-style-type: none"> 1. Lack of supportive legislation for municipality level to support/complement/domesticate the county legislation and improve service delivery. 2. Lack of an established Human resource function at the municipalities' level can lead to overdependence on the county for staff and hence not build capacity at the Municipality. 3. Infectious disease pandemic such as the COVID 19 could hamper service delivery. 4. Being in a largely agricultural set up, effects of Climate change could be a set back to the economic activities of the municipality 5. Inadequate coordination framework between the county government and Municipality management over resource mobilization



Working with people: Stakeholders engagement during the ESIA process for the upcoming multi-storey Kathwana Modern Market.



Tharaka Nithi Governor H. E. Muthomi Njuki engages municipality residents during a market day within the Kathwana Municipality.

STRATEGIC PRIORITY AREAS

3.1 Strategic issues

In Kenya, the Urban development sector has been identified as a key enabler in achievement of development goals as captured in Vision 2030. Key flagship projects in the sector have been initiated since the first medium term plan (MP1) and continued to be developed in the second medium term plan (MTPII) as well as the third MTP(MTP III). The establishment of robust service delivery structures at the municipalities and securing of reliable financing is at the core of sustainable Urban Management. From Kathwana's perspective, here are the Strategic Issues identified that will inform the strategic pillars to steer the municipality for the next five years

This strategic plan shall give priority for investment and development in the following areas:

- **Strengthening of Municipal governance and administration;** This includes developing governance structures such as the Board charter, a Municipal organization structure, job descriptions and specifications to fully inform the composition of the secretariat.
- **Modernization and commercialization of Agriculture;** Agriculture, which is the municipality's main economic activity, is characterized by low productivity, poorly organized marketing systems, and low income. Kathwana can Improve access to high quality inputs, improve marketing infrastructure and value adding,
- **Promotion of trade;** Municipality lacks an effective feeder road network system connecting trading centres, farms and other institutions (i.e. schools and hospitals) to foster inter and intra municipality and county trade.
- Streamlining procurement and financial management systems.
- **Information management systems;** There exists no operational e-services in the municipality for information dissemination. Formulation of a) E-extension services b) E-learning systems c) E-Agriculture would go a long way in bridging the information gap and improving service delivery.
- **Establishment and strengthening of a resource mobilization** unit within the municipality to scout for financing opportunities in liaison with the county government.
- **Service delivery;** Municipality lacks a modernized sewerage, waste water, and drainage system and garbage collection regime. Construction of modern sewerage systems, culverts, drainage systems, purchase/lease of garbage collection trucks and dumping sites

3.2 Strategic Thematic Areas for Kathwana Municipality

This section introduces key strategic priority areas (thematic areas) that shall define and translate issues into goals and objectives for providing direction on areas of interventions for realization of Kathwana Municipality's vision, mission, and corporate goals and in guiding the development of performance standards. It is intended to make Kathwana acquire new capabilities for competitive success such as Strengthening of Urban Governance; Improvement of Urban Planning & Infrastructure; Improvement of Service delivery; and promotion of trade and investments.

3.2.1 Thematic Area 1: Urban governance and Administration

The Municipality was granted a charter which spells the mandate and functions. However, for operationalizing of the charter, certain structures need to be put in place. These include structures to measure and monitor the Board's activities, a functional urban administration with the right staff numbers and competencies and a citizen engagement framework/guideline.

Strategic Objective 1: Strengthen Municipal administration

Identify, recruit and train competent staff to work at the municipality.

The Municipality through the Board, and in conjunction with the county public service Board, shall identify gaps within the municipal administration Human resource structure and subsequently recruit competent staff to work at the municipality in order to improve quality of services rendered. Some of the Initiatives under this objective are;

Strategies

The corporate strategies to achieve this objective include:

1. Conducting a capacity needs assessment within the municipality

Empowerment for the governance and management of municipalities is about subsidiarity – recognizing and giving responsibility to the most effective (most immediate or local) level of authority.

Enabling is about ensuring that those who are empowered have the capacity (information, technology, skills and support) to exercise their authority (power) responsibly and effectively.

To identify the best fit human resources to run the daily affairs of the municipality, a needs assessment ought to be carried out to determine which what is currently in place, what ought to be there and what are the gaps

2. Design and approve organization structure

After identification of gaps within the human resource capacity, it is prudent that the municipality designs a structure which is best fit to deliver on the vision and mission of the municipality.

3. Develop a HR strategy

The Human Resource strategy sets the direction for all the key areas of HR, including hiring, performance appraisal, development, and compensation and succession planning. This ensures that the organization is robust and has continuity. It also motivates the staff and lets them focus solely on service delivery.

Strategic Objective 2: Improve the level of governance and accountability

Boosting citizen confidence by having reporting and feedback mechanisms is key to gaining their collaboration and trust.

Kathwana can improve levels of service delivery by having the right tools for monitoring and evaluating governance and management as well as engaging citizens.

Strategies

The corporate strategies to achieve this objective include:

1. Develop a Board charter

A board charter is a policy document that clearly defines the respective roles, responsibilities and authorities of the board of the Municipality (both individually and collectively). Some of the benefits of a Board charter are;

- The Board charter assists the municipality's leadership in delivering good governance;
- Documents the policies that the board has decided upon to meet its legal and other responsibilities;
- Serves as a reminder for the board of the legal framework within which it operates;
- Is a point of reference for disputes;
- Serves as an induction tool for new directors and senior managers;
- Greatly assists in establishing effective operating procedures for a board;
- Develops of a shared understanding of the board's role throughout the organization

2. Develop a citizen engagement policy

For all the decisions made within the municipality and in line with the constitutional requirements on public participation, the municipality shall develop a policy on how to engage with the public on various matters; budgets, priority projects, Municipal plans etc.

3. Develop Performance Management Tools

The Board shall develop performance management tools to monitor and evaluate performance of staff within the municipality in order to track progress and enhance productivity.

3.2.2 Thematic area 2: Municipal Service Delivery

Service delivery to the citizens within the municipality is perhaps the greatest reason why municipalities are created around the world- to take services closer to the people. It therefore goes without saying that any strategic orientation of a municipality that does not address this area, is moribund. Section 1.5.1 of this report highlights the range services that can be offered by the municipality. Some of the key strategic objectives that Kathwana will address under this theme are;

Strategic Objective 1: Speed up service delivery and foster innovation

In this era of ICT and data driven decision making, synthesis of data is vital for municipalities and other organizations to offer services faster and more efficiently.

The municipality shall collect data from many different sources and then processes and organizes that data to help make decisions. These days, technology and data collection are so prevalent that businesses large and small are using Management Information Systems to improve their outcomes. Strategies to advance automation are important contributors to the Municipalities' Safety and Innovation goals.

Strategies

Corporate strategies to achieve this objective include:

1. Provision of e-services

Kathwana Municipality's services are usually manually processed. In order to make service

delivery fast more efficient, Provision of e-services shall include; land use applications, development control functions, payment of levies, fees and taxes and application of licenses and certificates

2. Development of a Municipality Integrated information System

The municipality will develop information systems around major projects within the municipality for ease of tracking and evaluation.

3. ICT connectivity within the municipality

In order to stimulate and support innovations within the municipality, there shall be designated public spaces within the municipality, where wireless internet connections are available. The provision of these services will further assist the citizens to access other digitized services easily and faster.

4. Design an ICT incubation center within the municipality

As an add on towards fostering and harnessing innovation, the Municipality shall design an incubation center for entrepreneurs within the municipality who may have ideas that also benefit the municipality at large.

5. Implementation of a Quality Management Systems based on ISO Standards

A quality management system ensures quality service delivery as per international standards. Kathwana Municipality shall seek ISO 9001:2015 certification.

Strategic Objective 2: Waste collection and disposal

Solid waste collection and disposal remains one of the largest nuisances for urban areas around the world.

The Municipality shall develop and operationalize a solid waste collection and disposal strategy.

Strategies

Corporate strategies to achieve this objective include:

1. Develop a recycling strategy for waste within the municipality

Kathwana Municipality's waste can be recycled. This ensures maximum utilization of resources available, creates jobs and reduces pollution.

Strategic Objective 3: Traffic and Parking Management

Due to an ever-increasing population and demand for parking spots as well as transport management tools, the municipality plans to develop mechanisms to manage traffic and parking efficiently

Strategies

1. Develop an infrastructure development Plan

This will involve designing a masterplan for the municipality in order to handle demand for services as the population increases. This will involve a plan on walkways, bus (and car) parks

Strategic Objective 4: Strengthening of Sports arts and Culture

The municipality plans to invest on social amenities especially for the youth and promote culture and arts to boost tourism.

Strategies

1. Build and Equip a social hall; A hall for recreation and meetings will go a long way to mending the social fabric within the municipality. The hall can also be hired out to bring revenue.
2. Build a cultural centre: The municipality plans to preserve the cultural heritage of the larger Ameru community and specifically Tharaka, Mwimbi, Muthambi and Chuka sub-groups. This can boost local tourism.
3. Build and equip a municipal stadium; to promote sports within the municipality a stadia would go a long way as it would also attract teams from outside the municipality

3.2.3 Thematic area 3: Improvement of Urban Planning and Infrastructure

With rising population and growing demand for infrastructure, prudent planning is vital for any municipality in the 21st century to meet the needs of the populace.

Urban areas have experienced an unprecedented rate of growth in the last decade, and this continued growth highlights the importance of a sustainable future. More than half the world's population lives in urban areas. According to the World Bank, Cities have captured more than 80 percent of the globe's economic activity and offered social mobility and economic prosperity to millions by clustering creative, innovative, and educated individuals and organizations. Clustering populations, however, can compound both positive and negative conditions, with many modern urban areas experiencing growing inequality, debility, and environmental degradation. This plan recommends strategies and pathways that will aid Kathwana in the ongoing development of urban planning.

Strategic objective 1: Strengthening Urban Planning function

The urban planning unit within the municipality is vital to its survival as it is able to project and prioritize investments based on available planning data and trends.

Strategies

Municipalities strategies to achieve this objective include:

1. Develop a policy to acquire and store spatial data

Spatial data is vital in planning. It is also expensive to acquire but once acquired, it is malleable and can be used for a lot of other planning functions. Therefore, there need to be a deliberate effort by the municipality to acquire and carefully store that data based on a predetermined framework

2. Build and equip a GIS Lab

Geographic Information System labs are important in the acquisition, storage, analysis and display of geographic data. Today, a variety of software tools are available to assist this activity. The County Spatial guidelines of 2018 also identify GIS Labs as important facilities in Urban planning and management in municipalities.

3. Establishment of an Enforcement Department for development control

Without an enforcement department, it is difficult to keep tabs on whether the development control procedures are being implemented and punish offenders where necessary. The DC department should be headed by a person with both legal and planning background

Strategic Objective 2; Improvement of Infrastructure

Infrastructure development improves the municipality accessibility and opens up trade routes. In addition, it also improves security and eases service delivery.

Strategies

Municipalities strategies to achieve this objective include

1. Upgrading of feeder roads within the municipality

This helps link farmers to the markets and investors to the production areas. It also eases movement from rural-urban and vice versa hence stimulating settlements especially in the urban areas.

2. Put up solar street Lights within the municipality

A well-lit environment is construed to be secure enough to conduct business up to late hours. This stimulates the local economy

3. Put up Modern Market and recreational park

These public spaces are social amenities which are enablers of development for any urban setting

3.3.4 Thematic area 4; Promotion of Trade and Investments

Strategic objective 1; Industrialization

Strategies

1. Establish an industrial zone near the source of raw material
2. Commercialization of Agriculture through valued addition
3. Establish whole sale and retail hubs in the Municipality
4. Revitalization of cooperatives through capacity building and financial support

Strategic Objective 2; Improve the Corporate visibility of the municipality

Strategies

1. Rebrand the municipality.

Since the early 2000s, many Municipalities have recognized the importance of developing a brand image, increasing the potential to attract residents, bolster business, and boost

tourism. When a municipality is able to create a brand for themselves, they are implementing Place Branding. Within the last decade, many municipalities have made drastic moves to overhaul their current brand to help stimulate investment and growth.

The branding of the municipality should be driven by data on what the people of Kathwana identify themselves with; Agriculture? Sports? (any team from the municipality?), innovation? (from branded textile to a specific software), Tourism (any cultural centre or sites)?. This is followed by showcasing of the various brands from the municipality to different platforms; social media, conferences and trade hubs.

2. Develop and strengthen the corporate communication function

The function of corporate communications is important in order to centralize the flow of information into and out of the county. This averts confusion and blunders and portrays the municipality as one

3. Participate in major conferences, fairs and seminars

As a way to create networks and showcase the municipality, participation in major conferences and fairs (with value addition, not just as participants) is a good channel.

4. Establish a partnership and resource mobilization office

The municipality is a nascent administrative structure within the county, therefore there is huge potential for collaborations and partnerships both in service delivery and in infrastructure development. Therefore, recruiting the best human resources to undertake that task is crucial. This office will be in charge of MoUs with potential partners, and drafting proposals to would be investors and donors.



The CEO of GCP Mr. McDonald Oduor engaging Kathwana Municipality stakeholders during the Strategic Planning process.

STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

4.1 Implementation Framework

Despite the fact that most public entities in Kenya have strategic plans showing their vision, mission and objectives set to be achieved, their service delivery have been observed to fall below expectations of customers and members of the public due to lack of mechanisms to cascade it to business and employee levels. Good strategic plans put in place require good implementation which is steered by strategic leadership and it is on this background that this section of the report puts more emphasis of the mechanism's practices, and behaviours that would facilitate effective execution of this strategic plan during the plan period.

Strategy execution is the process that turns strategies and plans into actions in order to accomplish strategic objectives, goals, and achieve long term impact. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth and success. However, lessons learnt shows, sadly, that majority of organizations who have strategic plans fail to implement them due to a number of factors, namely failure by organizations to link strategy to budgeting; failure to link employee incentives to strategy; most managers spend less than one hour per month discussing strategy; and most employees doesn't understand their organization's strategy due to lack of strategy cascading to lower levels of the organization structure. According to Fortune Magazine, nine out of ten organizations fail to implement their strategic plan for many reasons:

- 60% of organizations don't link strategy to budgeting
- 75% of organizations don't link employee performance incentives to strategy
- 86% of top management spend less than one hour per month discussing strategy
- 95% of the typical workforce doesn't understand their organization's strategy.

This Strategic Plan is aimed at providing Kathwana Municipality with the roadmap it needs to pursue specific strategic direction and set of performance goals, deliver customer value, and be successful. However, this is just a plan; it doesn't guarantee that the desired performance is reached any more than having a roadmap guarantees the traveler arrives at the desired destination.

4.2 Strategy Communication and Coordination

The implementation of the strategic plan and the various activities outlined in the priority areas will call for the support of the County Government, the Board, Top Management Team, and all other staff members of the Municipality. The municipality shall form the Strategic Plan Implementing Committee (SPIC) that shall be comprised of a multitask representative from all the key departments. The SPIC shall be organized along key thematic areas to provide for effective coordination and harmonization in the implementation of the plan. The municipality shall provide the necessary capacity building, and required technical and financial support. SPIC will develop a program design framework based on the log frame approach, including annual plans for facilitate implementation. The biannual progress reports will be conducted to inform the annual strategic performance review process. The review will include a validation of the annual operational plans measured against the Strategic Plan. This may involve a review of strategic priorities and the reallocation of resources.

The Quality Assurance and M&E functions will be expected to provide the guidelines for rolling out the plans and undertake Monitoring and Evaluation so as to ensure strict adherence to the achievement of the results set out in the plan. Communication and coordination are vital aspects of plan implementation. The following communications must be maintained throughout plan implementation:

- Email updates to formal committees, partners, and stakeholders on implementation progression, project successes and adaptive management
- Web site updates and improvements.
- Small-scale meetings and communications to initiate implementation projects.
- Annual “State of the Plan” meetings with stakeholders to report on accomplishments, invite project coordination, and maintain enthusiasm for the Plan.
- Individual phone and email communications.
- Maintenance and management of formal committee structures.

Therefore, effective implementation of this Strategic Plan will be facilitated by the development and implementation of the following Operational Plans:

- Departmental/Functional Plans to cascade the Corporate Strategy
- Annual Action/Work Plans

4.3 Institutional Framework and Organization

Structure of Kathwana

The governance and management organization structure of Kathwana consist of the Board and Secretariat headed by the Municipal manager. The core responsibility of the Board is to do oversight and provide overall strategic direction of the municipality. Additionally, the Board is to undertake corporate evaluation to ensure that the Municipality conforms to its statutory mandate and role.

The roles and duties of the Board are captured in the Urban areas and Cities Act 2011 (amendment 2019) and in the Municipality Charter. The administrative head of the Municipality is the Municipal Manager. The Board of the Municipality may subject to the approval by the County Public Service Board, employ such officers and employees as it deems necessary to execute the powers and duties provided by the Charter or other any other law.

4.3.1. The Functions of the Municipality

To comply with the requirement of the Urban and Cities act of 2011, the County Government of Tharaka Nithi granted a municipality a charter on 8th August,2018 establishing the Kathwana Municipality. This is an institution mandated to perform functions as follows:

- 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)
- Construction and maintenance of Municipality roads and associated infrastructure;
- Construction and maintenance of storm drainage and flood controls;
- Construction and maintenance of walkways and other non-motorized transport infrastructure;
- Construction and maintenance of recreational parks and green spaces;
- Construction and maintenance of street lighting;
- Construction, maintenance and regulation of traffic controls and parking facilities;
- Construction and maintenance of bus stands and taxi stands;
- Regulation of outdoor advertising;
- Construction, maintenance and regulation of municipal markets and abattoirs;
- Construction and maintenance of fire stations; provision of fire-fighting services,

- emergency preparedness and disaster management;
- Promotion, regulation and provision of municipal sports and cultural activities;
- Promotion, regulation and provision of animal control and welfare;
- Development and enforcement of municipal plans and development controls;
- Municipal administration services (including construction and maintenance of administrative offices);
- Promoting and undertaking infrastructural development and services within municipality;
- The County Executive Committee may delegate any other functions.

4.3.2. Functions of the Municipality Board

Section 3.2.4 of the Municipality Charter outlines the following functions for the Board:

- Oversee the affairs of the Municipality;
- Develop or adopt policies, plans, strategies and programmes and set targets for service delivery;
- Formulate and implement an integrated development plan;
- Control land, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the Municipality as delegated by the County Government of Tharaka Nithi;
- Promoting and undertaking infrastructural development in collaboration with the relevant national and county agencies;
- Maintaining a comprehensive database and information system of the administration;
- Administering and regulating its internal affairs;
- Implementing applicable National and County legislation;
- Entering contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions;
- Monitoring and, where appropriate, regulating Municipal services where those services are provided by service providers other than the Board of the Municipality;
- Preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the

- annual County Appropriation Bill;
- Collecting rates, levies, duties, fees and surcharges on fees as delegated by the County Government of Tharaka Nithi;
 - Settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government of Tharaka Nithi;
 - Monitoring the impact and effectiveness of any services, policies, programs or plans;
 - Establishing, implementing and monitoring performance management systems;
 - Promoting a safe and healthy environment;
 - Facilitating and regulating public transport
 - Performing such other functions as delegated by the County Government of Tharaka Nithi.

4.3.3 Roles and Responsibilities of Kathwana Municipality Key Personnel

4.3.3.1 Municipal manager

The Municipal Manager shall implement the decisions and functions of the Board of the Municipality and shall be answerable to the Board. The Municipal Manager shall perform the following functions:

- Act on behalf of the Board of the Municipality-
- In ensuring the execution of the directives of the Board of the Municipality;
- During all intervals between meetings of the Board of the Municipality;
- Keep all the minutes and other records of the Board.
- Prepare and present for approval of the Board of the Municipality, an annual estimate of revenue and expenditure to fund and carryout the programmes and operations of the Board;
- Be principally responsible for building and maintain a strong alliance and effective working relationships between the Board of the Municipality and the civil society, private sector and community-based organizations;
- Cause to be prepared, transmitted to the Board of the Municipality, and published at an annual report on the activities and accomplishments of the departments and agencies comprising the executive branch of the Municipality.
- Act as an ex-officio member of the Board and of all committees of the Board of the Municipality; and
- Such other functions as the Board may, by order, confer upon the Municipal Manager.

The Municipal Manager shall be fully responsible for the proper conduct of the executive and administrative work and affairs of the Municipality and shall thereby have the powers to:

- Exercise supervision over all departments and agencies of the Municipality and provide for the coordination of their activities;
- Enforce the provisions of this Charter, Municipal Regulations, and all applicable laws;
- Exercise powers granted to the Municipal Manager in this Charter, Regulations and applicable laws concerning the appointment and removal of certain officers, employees, and members of committees of the Board of the Municipality;
- Exercise such other powers as may be prescribed by the Charter, Regulations and applicable laws.

The Municipal Manager shall:

- Attend all Board of the Municipality meetings unless excused by the Chairperson of the Board or the Board of the Municipality;
- Make reports and recommendations to the Board of the Municipality about the needs of the Municipality;
- Administer and enforce all Municipality Regulations, resolutions, franchises, leases, contracts, permits, and other Municipality decisions;
- With the approval of the Board, appoint, supervise and remove Municipality employees;
- Organize Municipality departments and administrative structure;
- Prepare and administer the annual Municipality budget;
- Administer Municipality utilities and property;
- Encourage and support regional and inter-governmental cooperation;
- Promote cooperation among the Board of the Municipality, staff and citizens in developing Municipality policies and building a sense of community;
- Perform other duties as directed by the Board of the Municipality, the Governor and CECM in charge of the department in which the municipality is domiciled;
- Delegate duties, but remain responsible for acts of all subordinates.

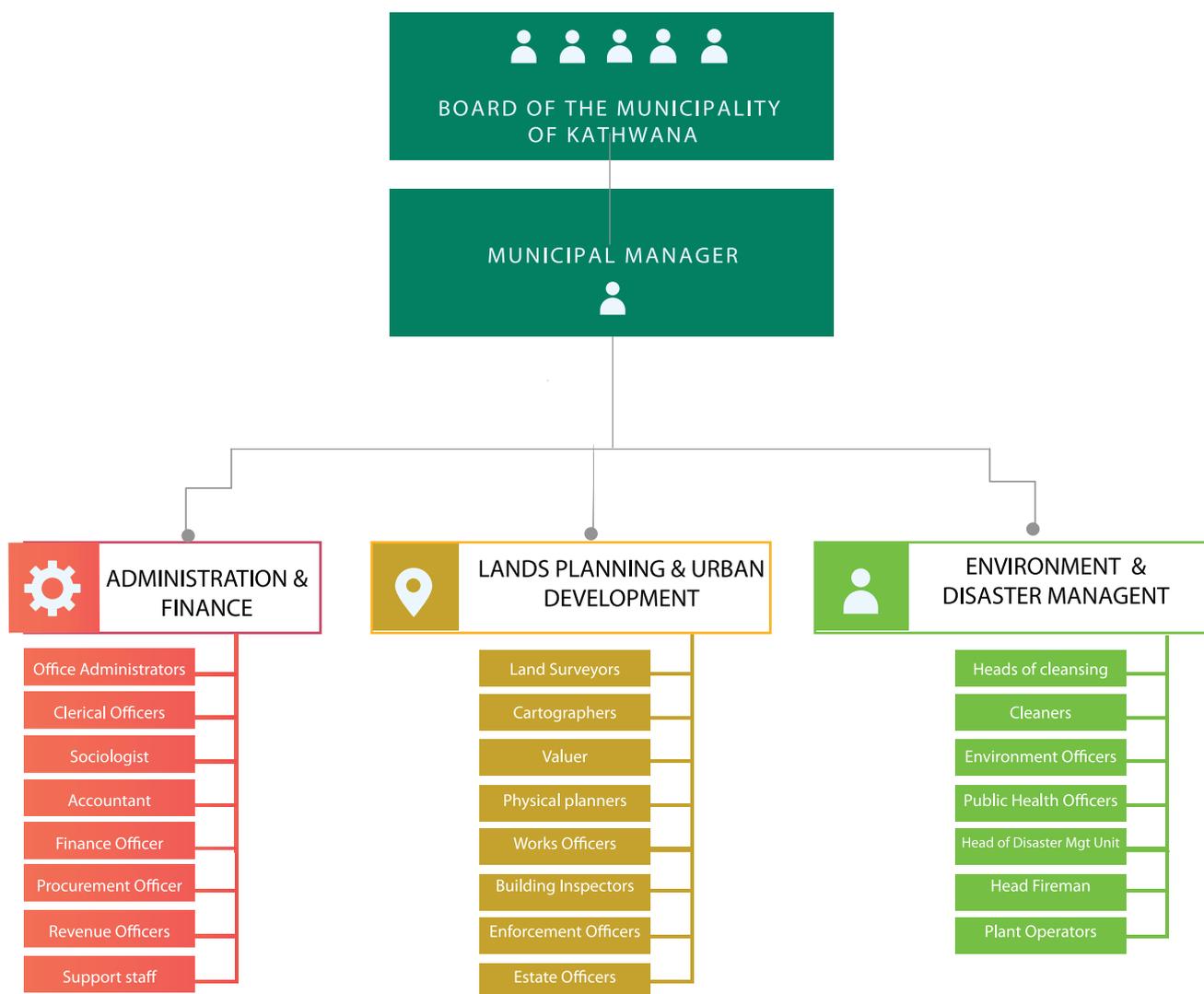
4.3.3.2 Head of Directorates

The Municipality is structured into six directorates below

- Physical and Land use planning, surveying and Development Control
- Engineering services, Transport and Disaster Management
- Water, Environment, Natural Resources and Solid Waste Management
- Corporate Services; Human Resource, Administration, Finance, Legal Affairs
- Enforcement Services
- Community Services- Education, Youth, Sports, Culture, Gender and Vulnerable Public Health and Veterinary Services

The figure Below shows a current high-level organogram for the municipality

Fig 2; Proposed Municipality Organogram



4.4. Resource Requirements

4.4.1. Human Resource Requirement

Optimal staffing is an essential requirement to effectively implement the mandate of the Municipality and particularly for the implementation of this Strategic Plan. This section illustrates the various departments of the Municipality highlighting the staffing requirements vis-à-vis the current staff establishment. The municipality team is undertaking an assessment to establish the current staffing situation and the requirement.

Table 3; Proposed Staff Establishment

S/No	DEPARTMENT	CADRE	NO. REQUIRED	JOB GROUP
1.	Administration & Finance	Municipal Manager	(1)	Q
		Office Administrator	1	J
		Clerical Officers	2	G
		Sociologist	1	K
		Support Staff	3	B
		Accountant	1	K
		Procurement Officer	1	K
		Revenue Officers	4	K
2.	Lands, Planning & Urban Development	Land Surveyors	2	K
		Asst. Planners/Cartographers	2	K
		Valuer	1	K
		Physical Planners	2	K
		Works Officers	2	K
		Building Inspectors	2	K
		Enforcement Officers	3	F
		Housing/Estate Officer	1	K
3.	Environment & Disaster Management	Head of Cleansing	(1)	N
		Cleaners/Support Staff	(25)	B
		Head of Disaster Management Unit	1	K
		Firemen / Emergency team	5	J
		Environment Officers	2	J
		Public Health Officers	3	K
		Plant Operators	3	H
		Total	69 (27)	

4.4.2 Financial requirements

The pecuniary requirements for the implementation of this plan will be estimated for each program and projects prioritized in chapter 5 of this plan. This costing has been derived from respective projects identified consistent with the Urban Integrated Development Plan as well as the Tharaka Nithi CIDP and the additional projects prioritized after analysis of the municipality needs. The table below shows the financial requirements for each program for the next five years.

Table 5; Financial Requirements

Programme	Financial Requirements Per Year (KES 'Millions')					
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Physical Planning and development control		15.0	20.0	10.0	10.0	55.0
Infrastructure, Transport and Disaster Management	50.0	50.0	80.0	150.0	300.0	630.0
Water, Sanitation and Waste Management	100	72.7	50.0	60.0	60.0	342.7
Corporate Services	20.0	13.5	20.0	20.0	25.0	98.5
Enforcement Services		5.0	7.0	8.0	10.0	30.0
Community Services		20.0	25.0	30.0	32.0	107.0
Public Health and Veterinary services		5.0	5.5	7.0	10.0	27.5
TOTAL	170.0	181.2	207.5	285.0	447.0	1,290.7

4.4.3. Resource Mobilization

The Municipality shall employ elaborate mechanism to mobilize the required financial resources to cope with the rising demand for development as stipulated in this Strategic Plan. This mechanism ought to rise the required financial resources to achieve the planned development in the municipality in the next five years. Primarily, the municipality, being a Semi-Autonomous Government Agency, is funded from budgetary allocation of the County Government of Tharaka Nithi. The Municipality has a separate vote and operates independently to contribute to the overall county growth. While funding by the County Executive shall be made each year, this funding may not be sufficient and sustainable given the needs identified in this plan. The table below illustrates the financial projections for the next five years

Table 6; Financial Projections

Description	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Financial requirements	170.0	181.2	207.5	285.0	447.0	1,290.7
Est. budgetary allocation from the county government	111.5	122.7	134.9	148.4	163.2	680.7
Grants; KUSP	58.5	58.5	58.5	58.5	58.5	292.5
Deficit/Surplus	-	-	14.1	78.1	225.3	317.5
Total Funding	170.0	181.2	207.5	285.0	447.0	1,290.7

4.5 Strategic Risks and Assumptions

The Board and Management Team of Kathwana municipality recognize that the path to the implementation of this plan would face a number of challenges, given the number and magnitude of the changes in structures, systems, and behaviours expected for the effective service at the municipality. For this matter, we expect change resistance coupled with resource constraints to facilitate effective implementation. However, all these will be considered and measures put in place to mitigate them. The risk management of this strategic plan shall be considered in order to take precautionary measures in good time and thus prevent failure of the strategic plan implementation. The following are some of the risks/risk factors to be considered:

- i) Collaboration, Teamwork, and Goodwill:** Collaboration and goodwill is necessary for the implementation of this Strategic Plan. If collaboration and goodwill, especially from the County Government, Board members, management team, and staff, and other stakeholders is lacking, there remains the risk of failure in implementing the plan. For instance, it means that considerable amount of time and resources shall be devoted to handle them.
- ii) Availability of resources:** Resources, financial and time, are essential for implementation of the strategic plan. Inadequate human, financial and other resources pose risks to the implementation of the planned activities. For instance, shortage and/or a high staff turnover in the municipality, especially the top board and top management level, may result in disruptions or failure in the coordinated strategic plan implementation.
- iii) Information flow and Effective M&E:** The absence of an effective and well-embraced

Communication Strategy and Monitoring and Evaluation Framework may result in poor information flow and thereby delaying decision making. This will result in a risk of failure/ delay in the implementation of the strategic plan.

iv) Ownership: The lack of ownership by the stakeholders, especially the municipal board, management team, and staff may lead to failure in the implementation of the strategic plan.

v) Resistance to change: Usually, staff in any organization resist change because of the 'fear of the unknown' or due to the comfort zones associated with an existing status quo. Resistance to change may itself result in failure or delay in the strategic plan implementation.

vi) Good Governance and Organization Structure: Supportive structures and management guidelines, and systems are key in ensuring good, creative and innovative work environment that values performance and good reward system.

4.5.1. Key Risks that could affect the achievement of the Strategic Objectives

The Municipality has identified key Risks that may affect the achievement of its Strategic Objectives as stated in the plan. Consequently, the plan has programmed strategies and activities to be implemented to mitigate on the effects of the risks. The Strategic objectives, Risks and their mitigation measures are presented in table below.

Table 7; Risk analysis

Risk	Risk Drivers	Magnitude	Risk Mitigation Strategies
Delay in completion of projects	<ol style="list-style-type: none"> Inadequate budgetary allocation for infrastructure development; Delay in release of funds from the county; Delays in relocation of services by utility companies 	High	<ol style="list-style-type: none"> Secure funding for development through PPP and development partners; Effective negotiation during budget sector hearings on the need to increase budgetary allocation for the municipality. Engage service providers to promptly relocate services
Lack of adherence to Development control guidelines	<ol style="list-style-type: none"> Inadequate resources for enforcement Limited public awareness on development control guidelines. 	High	<ol style="list-style-type: none"> Establish a directorate for enforcement and equip it fully; Public awareness on DC guidelines

Risk	Risk Drivers	Magnitude	Risk Mitigation Strategies
Weak Project and Contract Management	<ol style="list-style-type: none"> 1. Delays in relocation of utilities; 2. Inadequate contract document preparation and review; 3. Inadequate project cost estimation; 4. Inadequate designs, necessitating unplanned reviews; 5. Inadequate project supervision; 6. Inadequate capacity to manage contracts. 7. Inadequate project funding; 	High	<ol style="list-style-type: none"> 1. Develop and document contract preparation procedures with the bare minimum expectations, including lessons learnt from previous projects 2. Review project costing to clearly includes all components e.g. risk and inflation costs among others 3. Subject designs and bid documents to third party review ahead of tendering; 4. Strengthen corporate governance and integrity within the Authority 5. Train project teams to equip them with requisite skills 6. Source for alternative funding
Lack of Access to Funding	<ol style="list-style-type: none"> 1. Inadequate budgetary allocation; 2. Chronic delays in receipt of budgetary allocations; 3. Budget cuts after budgeting process; and 4. Unexploited alternative sources of funds. 	High	<ol style="list-style-type: none"> 1. Engage the private sector in road infrastructure development through PPP among others to aid in bridging inadequate budgetary allocation; 2. Develop and implement policy framework for revenue. 3. Lobbying to the assembly for additional budget. This can be easily leveraged when the municipality has put the previous allocation to meaning services 4. Create a resource mobilization office to source for funds

Risk	Risk Drivers	Magnitude	Risk Mitigation Strategies
Challenges from Devolution	1. Weak coordination framework between National and County Governments.	Medium	1. Strengthen interactions with County Governments through regular consultative meetings;
Human Resource Inadequacy	1. Lack of funds 2. Transfer of staff, resignation	Low	1. Budget for optimal staff numbers in each budget cycle 2. Develop and implement staff retention strategy 3. Develop and implement change management strategy.
Legal Risks	1. Stoppage of projects/ delay of projects; 2. Loss of reputation; and 3. Unplanned expenditure; Loss of money	Medium	1. Promptly address public complaints; 2. Sensitize project affected persons in a timely manner 3. Review bid documents before inviting tenders; and 4. Conduct legal audits.
Procurement Risks	1. Possibility of loss of public funds; 2. Possibility of compromising on the quality of works, goods and services; 3. Delays in procurement and payments.	Low	1. Develop Procurement and Work Instructions Manual. 2. Adhere to the requirements of PPAD Act, 2015 and related regulations
Vandalism	1. Inadequate legislative framework to deter vandalism of road assets 2. Inadequate information among the public on the need to protect road assets; 3. Loss of assets / funds;	Medium	1. Recommend appropriate legislation to deter vandalism and lobby together with other stakeholders for inclusion into the appropriate legislation 2. Sensitize the public on the benefit of road infrastructure and the need to protect them. 3. Develop and utilise alternative construction materials 4. Upscale performance-based management of road infrastructure.



Ensuring public participation: Engaging the public during the launch of the process of Kathwana Development Policy Framework and plan.

MONITORING, EVALUATION, LEARNING, AND REPORTING

5.1 Objectives of Monitoring and Evaluation

The need to monitor and evaluate the performance of Kathwana against its vision and strategic objectives set out in this Strategic Plan cannot be overemphasized. These are the only means to ensure and gauge its success. The monitoring and evaluation of this plan shall be designed to ensure its effective and efficient implementation and sustainability. Monitoring is the process of tracking the progress of the implementation of this plan towards the attainment of the expected outputs. Evaluation, on the other hand, refers to its critical and objective appraisal in order to determine success and achievements of outcomes and impact of the strategic plan.

Monitoring will be undertaken on continuous basis while Evaluation will be periodic and quarterly basis as is conventionally acceptable. The municipality, through the evaluation process of the Strategic Plan will critically re-examine the strategic objectives, outcomes, and activities to ensure delivery of expected services. The process will help compare the actual attainment of targets set and identify the reasons for shortfall or achievements made for the documentation of “Best Practices”. Towards effective, results-based Monitoring and Evaluation of the implementation of the Strategic Plan, Kathwana will focus on utilization of projects resources; adherence to implementation plans; achievement of planned targets and problems encountered. Such a results-based M&E will help track progress and demonstrate impact of a given project, program or policy and thus assist Kathwana to focus on outcomes and impacts. These will be addressed in line with the Performance Contracts, Annual Work Plans and their relevance to the overall national objective of Vision 2030, the Medium Term Plans, and Big Four Agenda among others. An M&E framework will have the main purpose of focusing on those responsible for implementing various projects and programmes on the anticipated outcomes and or results.

5.2 Monitoring Framework at the Board Level

The board of Kathwana will take the overall responsibility in ensuring the implementation of this strategic plan. A Strategic Plan Team constituted shall be assigned tasks to ensure effective implementation of the Plan. The team shall be required to develop annual work plans based on this strategic plan, and to cascade the plan downwards to members of staff and progress reports made. The team shall be required to deliberate and take corrective action on areas of implementation that are not meeting the set performance parameters.

5.3 Monitoring and Strategic Plan Review Framework

The Strategic Plan will be reviewed annually by the Board and the Secretariat and at the mid-term by an external consultant to ensure that it remains relevant, feasible and delivers outputs that contribute to sustainable development. Annual review will evaluate the year's activities and indicate the extent to which the implementation of the actions in the Strategic Plan Pillars are being addressed. A comprehensive review of the strategic plan will be undertaken at the end of the strategic plan and the consultant will also give an independent objective overview and advice on appropriate action.

5.4 Conclusion

This Strategic Plan for Kathwana is designed to make the organization become relevant to its key stakeholders and remain competitive in the urban development space. It is intended to put in place mechanisms and systems for effective and responsive service delivery and enhance the corporate capabilities of Kathwana. However, all these can only be achieved if all parties and stakeholders join hands to play a role, however small it might look, to create a difference to the citizens and the Kenyan public and in the region.

Annex 1: Kathwana Municipality Strategic Plan Implementation Framework

STRATEGIC THEME 1: URBAN GOVERNANCE AND ADMINISTRATION

Goal: To strengthen urban administration within the municipality and promote good corporate governance principles

OBJECTIVES	STRATEGIES	OUTPUTS	INDICATORS	TIMEFRAME	BUDGET (Million)	RESPONSIBILITY
1. Strengthen Municipal administration	Conduct capacity needs assessment	Capacity needs assessment report	Municipality capacity needs (human resource, financial, technological, physical space etc).	Jul 2020	10M	HR
	Design and approve Municipality organization structure.	Approved organization structure with job profiles and job descriptions	A staff establishment, Job descriptions and Job grades.	Aug 2020	5M	HR
	Develop and adopt a HR strategy	A HR strategy	Recruitment, continuous training, retention, promotion and succession Plans	Oct 2020	5M	HR
			Board roles and responsibilities, Board committees	June 2020	1M	Legal
2 Improve governance and accountability	Develop a Board Charter	A Board charter	Citizen Fora calendar, Fora Minutes	April 2020	1M	Corporate communication
	Develop a citizen engagement policy and Plan	A citizen engagement policy and Plan	Staff performance indicators			HR
	Develop performance management tools	Performance management tools				

STRATEGIC THEME 2: MUNICIPAL SERVICE DELIVERY

Goal: To improve overall service delivery by the municipality to the citizens

OBJECTIVES	STRATEGIES	OUTPUTS	INDICATORS	TIMEFRAME	BUDGET	RESPONSIBILITY
1. To foster innovation and provide fast service delivery	Provision of E-services	E-service platform	Performance ratings of the app and/or USSD platform	Jan 2021	50M	ICT
	Development of a Municipality Integrated information system.	An integrated information system. Free Active Wireless	All municipality Projects' information uploaded on the system.	April 2021	20M	ICT
	Provide ICT connectivity within the municipality.	Internet connection spots	No. of users of the free Wi-Fi, daily.	May 2021	20M	ICT
	Design and build an incubation centre.	An active incubation centre	No of incubates and no. of projects born out of the centre	Jul 2021	100M	ICT
	Implementation of a QMS based on ISO 9001:2015 Standard	Certification on ISO 9001:2015 from a certifying body	System audit reports	Jan 2021	10M	Municipal Mgr
2. Develop and implement a Waste collection and disposal	Develop a waste collection and disposal strategy	An operation solid waste collection and disposal plan	Implementation reports and log frames	May 2020	10M	Environment
	Develop a solid waste recycling plan	An operational solid waste recycling plan	Implementation reports	Aug 2020	100M	Environment
Traffic and Parking Management	Develop a Traffic infrastructure development plan	An approved infrastructure development Plan touching on Walkways, bus parks and Cabro parkings	Demarcated locations for walkways, bus parks and cabro parkings and procurement dossiers for their development	Aug 2020	10M	Infrastructure
	Build and equip a social Hall	A completed Social hall	Monthly Reports No of meetings and sports activities held	June 2021	60M	Social Services
Strengthening Sports Arts and Culture	Build a cultural centre	A completed and equipped cultural centre.	No. of tourists who've visited	Dec 2021	90M	Social Services
	Build and Equip a municipal stadium	A completed municipal stadium	Monthly Reports of Sports, conference and other activities held.	March 2021	200M	Social Services

STRATEGIC THEME 3: IMPROVEMENT OF URBAN PLANNING AND INFRASTRUCTURE

Goal: To improve the Efficiency, Effectiveness of the planning function within the municipality and improve the state of infrastructure

OBJECTIVES	STRATEGIES	OUTPUTS	INDICATORS	TIMEFRAME	BUDGET	RESPONSIBILITY
1. Strengthen Urban Planning function	Develop a policy to acquire and store spatial data	Spatial data acquisition and storage policy.	Quarterly reports on status of Spatial data	Oct 2020	4M	Planning
	Build and equip a GIS Lab.	A completed and equipped GIS Lab.	Weekly reports on functional and dysfunctional street lights.	Nov 2021	100M	Planning
	Establish enforcement department for development control.	Fully functional and well-equipped enforcement department on development control.	Monthly reports of data mapped and analyzed in the lab Monthly Reports on Development control enforcement in the municipality	June 2020	2M	Planning
2 Improvement of Urban Infrastructure	Upgrading of access roads within the municipality.	Length of roads repaired, constructed, upgraded (in KM)	Quarterly reports on roads repaired, upgraded and constructed.	Dec 2020	100M	Infrastructure
	Solar street lighting within the municipality.	No of street lights installed	Weekly reports on functional and dysfunctional street lights.	Jan 2021	80M	Infrastructure
	Put up a modern Market	A completed and inhabited market.	Monthly Reports No. of traders operating from/types of goods in the market	Feb 2021	50M	Infrastructure
	Put up a recreational park	A completed recreational park	Monthly reports on the activities undertaken within the park and condition of the structures within	May 2022	130M	Infrastructure

4: STRATEGIC THEME PROMOTION OF TRADE AND INVESTMENTS

Goal: To promote and foster trade within the municipality

OBJECTIVES	STRATEGIES	OUTPUTS	INDICATORS	TIMEFRAME	BUDGET	RESPONSIBILITY
1. Industrialization	<p>Establish an industrial zone near raw materials</p> <p>Commercialization of agriculture through value addition.</p> <p>Establish wholesale and retail hubs within the municipality</p> <p>Revitalization of cooperatives</p>	<p>Completed and functional industrial zones.</p> <p>Factories of value addition</p> <p>Retail and wholesale hubs</p> <p>Revitalized cooperatives</p>	<p>Monthly reports on types of goods trading from the zone</p> <p>Progress reports on value addition to the agricultural value chain</p> <p>Weekly reports on performance of the hubs</p> <p>No. of revitalized cooperatives and their quarterly financial and physical progress reports</p>	<p>Jan 2021</p> <p>May 2021</p> <p>June 2021</p> <p>March 2022</p>	<p>130M</p> <p>70M</p> <p>50M</p> <p>150M</p>	<p>Agriculture</p> <p>Agriculture</p> <p>Agriculture</p> <p>Agriculture</p>
2 Improve corporate visibility of the municipality	<p>Corporate rebranding of the municipality.</p> <p>Establish and strengthen a corporate communications function.</p> <p>Participate in major conferences, Fairs and seminars.</p> <p>Trade fairs, conferences and seminars attended.</p>	<p>Corporate Rebranding strategy</p> <p>A fully functional partnerships and resource mobilization office</p> <p>Trade fairs, conferences and seminars attended.</p> <p>A fully functional partnerships and resource mobilization office</p>	<p>No of Branding campaigns. Monthly progress reports on the efficacy of the branding campaigns.</p> <p>Monthly Departmental progress reports.</p> <p>Conference and workshop reports.</p> <p>No of exhibitions displayed or papers submitted.</p> <p>No of MoUs Signed.</p> <p>No. of funding proposals submitted.</p>	<p>Aug 2020</p> <p>June 2020</p> <p>Dec 2022</p> <p>Dec2020</p>	<p>20M</p> <p>2M</p> <p>40M</p> <p>20M</p>	<p>Corporate communication</p> <p>Corporate communication</p> <p>Marketing</p> <p>Marketing</p>

ANNEX 2; MONITORING AND EVALUATION TOOLS

References

- Kenya Economic Survey Report, 2019, KNBS
- African Union Agenda 2063
- Kenya Vision 2030, MTP III (2018-2022)
- Sustainable Development Goals, 2030
- Urban Areas and Cities Act Kenya, 2011 (amendment 2019)
- County Governments Act Kenya, 2012
- Public Procurement and Disposal Act Kenya, 2015
- Public Financial Management Act Kenya, 2012
- Constitution of Kenya, 2010
- Spatial Planning Guidelines, 2018
- National Urban Development Policy
- Kenya Urban Program
- Kenya Urban Support Program, Program Appraisal Document
- Kenya Urban Support Program, Program Operations Manual Vol 1 and 2
- Tharaka Nithi County Integrated Development Plan, 2018-2022
- Kathwana Municipality Integrated Development Plan, 2019-2024
- Kathwana Municipality Urban development Policy Framework, 2018-2030
- Governor, H.E. Muthomi Njuki's manifesto 2017-2022
- Physical and Land Use Planning Act No.13 of 2019

A) MONITORING AND EVALUATION MATRIX

Name of project/ programme	Location of ward/ sub county	Project cost	Time frame	Monitoring Indicators	Monitoring tools	Findings	Implementation Strategy	Source of Funding	Recommendations

B) MONITORING AND EVALUATION TOOL

YEAR								CUMULATIVE
Indicator	Target	Achieved	Variance	Scorecard	comments	Im- proved Actios	Achievment Date	



KATHWANA MUNICIPALITY

STRATEGIC PLAN 2020-2024