

MUNICIPALITY OF EMBU



EMBU COUNTY GOVERNMENT

**INTEGRATED DEVELOPMENT PLAN
2023- 2027**

FORWARD

Statement from CECM for Urban Development



The preparation of this municipality of Embu Integrated Development Plan (IDeP), affirms the seriousness the Embu County Government towards urban development, which is a global agenda of “*the Future is Urban*”. The plan forms a basis for governance integrity, efficient management and administration, effective resource utilization, accountability and transparency. The Plan depicts activities, programs and strategies for Embu Municipal Board in order to make the Municipality of Embu a gem among the urban areas. Thus, the plan is informed by the Embu County Integrated Plan (CIDP) and the various international and national and local laws and policies. The IDeP endeavours to establish mechanism for orderly and sustainable development for provision of social, economic, and physical infrastructure, provide high quality services, harness and promote sustainable development in the Municipality of Embu.

Sincerely

A handwritten signature in blue ink, which appears to read "Raymond N. Kinjua". The signature is stylized and cursive.

Raymond N. Kinjua, OGW
CECM for Urban Development

Statement from Chairperson Embu Municipal Board



It is my pleasure to present the 2023-2027 Municipality of Embu Integrated Development Plan (IDeP), which postulates the Municipality's Development blue print. This plan is a coalition of the inputs of the Municipal Board Members, Urban Development Department Officers, Members of the County Assembly, Business Community, Municipality of Embu residents, Development partners and other publics. This IDeP forms an integral part of the County Integrated Development Plan (CIDP) and the development activities reflected in the Municipality's Strategic Plan, thus, impacting immensely to the county-wide development plan. The development in this IDeP is in tandem with the strategic focus of the Municipality's mission, vision and values in order to improve the wellbeing of the residents of Embu Municipality. Consequently, the activities implemented will seek to uphold integrity in governance, improve mobility and connectivity, ensure sustainable environment, and improve vibrancy of Embu economy. The development agenda takes into consideration the views of the public and the desire of the Municipal Board to get Embu Municipality attain a City status in the near future. The Embu Municipal Board's strong commitment to provide world-class municipal services for an exceptional community underlies the IDeP objective. The Board seeks a comprehensive process and a responsive budget that balances the diverse needs of the Municipality of Embu residents, through emphasis on accountability, partnership, innovation, efficiency and effectiveness. The Board conveys appreciation to H.E the Governor of Embu County for the support.

Sincerely

Dr. Esther Wanja Nthiga
Embu Municipal Board Chairperson

PREFACE

The Municipality of Embu Integrated Development Plan (IDeP) depicts the premise upon which the Municipality anchors its development. It details the physical, topographical, ecological, climatic and demographic profile in which the municipality rests. It then delves into the display of the legislative or legal and policy framework; including the global development focus, National and County legislations and Plans, alongside prescribed conventions. The IDeP is designed to converge on the delivery of services through a balanced choreography of the Municipality functions and organization structure. Through a well thought checks and balances process, the IDeP has a well-articulated mechanism for monitoring and evaluation. This permits flowless feedback, strategic reviews and enhance progressive planning of development. Summative reviews go a long way to check on stakeholder satisfaction and sustainability of project impact. All variables of consideration in the IDeP are geared to promote shared economic growth and job creation; enhance good governance and active citizenry; and enhance basic infrastructure for effective service delivery. The Municipality is able deliver well balanced development through a thorough assessment of the social, cultural, economic and environmental situation, determination of community needs and their alignment to the requirements of the constitution, prioritization of the identified needs in order of urgency and long-term importance, and protection and promotion of the interests and rights of minorities and marginalized groups and communities. This ultimately answers to the global and national urban agenda.



Cathrine Nyaga
Municipal Manager

ACKNOWLEDGEMENT

Great esteem is given to the Municipality of Embu technical team for their laudable brainwork depicted in the development of this well thought development masterpiece. Your invaluable endeavours will be perpetuated through the municipality developments for generations to come.

Special gratitude to the following:

1. The H.E Hon. Cecily M. Mbarire for providing requisite leadership.
2. The County Executive Committee Member for Urban Development Mr. Raymond Kinyua for unreserved support to the Municipality.
3. The Chief Officer for Urban development; Mr. Benjamin Mutisya Muasa for providing technical & financial Support.
4. Special regards and appreciation to the great team comprising of: -
 - (i) Catherine Nyaga -Municipal Manager &Board Secretary
 - (ii) Jacob Kariuki Gititi- Director Urban Development
 - (iii) John Njeru Mucira -Deputy Director Administration - Municipality of Embu
 - (iv) Nashon Ndungu Mucheru - Deputy Director -Physical Planning
 - (v) Dennis Munene -Finance Officer Municipality of Embu
 - (vi) Nicholas Mogaka Barare – Legal Officer -Embu County

for the unmatched technical expertise in the development of this development masterpiece.

EXECUTIVE SUMMARY

The Embu Municipal Integrated Development Plan, 2023-2027 is the second to be formulated by the Embu Municipal Board to actualize the provisions of the Constitution 2010, Urban Areas and Cities Act, 2011, amended 2012, 2019, and the Public Finance Management Act, 2012. The plan guides the execution of priority projects and programs within Embu Municipality by leveraging heavily on the Embu County CIDP 2023-2027. The plan has five chapters. Chapter one provides the general information of the Municipality of Embu by detailing the physical, topographical, ecological, climatic and demographic profile. It enumerates the administrative as well as political units within the Municipality jurisdiction.

Chapter two provides the legal and policy framework by looking into international and national laws and policies. The chapter references the SDGs and the New Urban Agenda as the springboard for the plan. Further, the chapter embraces the linkage of the plan to the Constitution of Kenya 2010, County Government 2012, Urban Areas and Cities Act 2011 amended 2012, 2019, Physical and Land Use Planning Act 2019, Environmental Management and Coordination Act 1999, National Urban Development Policy, the National Land Policy, Vision 2030, MTP IV goals, National Spatial Plan and the Embu CIDP.

Chapter three highlights Municipality of Embu institutional framework, its functions as envisaged in the UACA 2011 and the Embu Municipality Charter. It details the organizational structure and gives an analysis of various stakeholders.

Chapter four forms the core basis of this plan by laying out the development priorities, programs and projects. It outlines the goals of the plan and the strategies of achieving them as well as the approximated costs.

Chapter five outlines the projects and programs implementation process, monitoring and evaluation as well as the formative and summative review. It details the proposed sources of funds and articulates the expected proportion. The chapter gives a proposed monitoring and evaluation guide/template.

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LIST OF ACRONYMS AND ABBREVIATIONS

CAE	County Assembly of Embu
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
GDP	Gross Domestic Product
GIS	Geographic Information Systems
IDeP	Integrated Development Plan
ISUDP	Integrated Strategic Urban Development Plan
KUSP	Kenya Urban Support Programme
LIHUD	Lands, Infrastructure, Housing and Urban Development
MDGs	Millennium Development Goals
NSP	National Spatial Plan
NUDP	National Urban Development Policy
PLUPA	Physical and Land Use Planning Act
SDGs	Sustainable Development Goals
UACA	Urban Areas and Cities Act
UHC	Universal Health Care

CHAPTER ONE: GENERAL INFORMATION

1.0 Introduction

Chapter one provides the general information of the municipality on the socio-economic status and infrastructural related development. It also provides detailed information on the municipality location, size, physiographic and natural conditions, demographic profiles as well as the administrative and political units.

1.1 Historical Background of Embu Municipality

Embu town is a major trading centre in Eastern Kenya. For a long time, it was the main economic center for the Embu, Mbeere and Kamba communities as well as other communities from central Kenya. Embu is the administrative headquarters of Embu County, a role which the town played for the former Eastern Province. The town, located on the foothills of Mount Kenya, was established in the late 1800s.

The presence of several institutions of higher learning has led to a significant boost of the town's real estate market, with an increased demand for housing and office space. Urban sprawl is a major challenge confronting urban planning in the town with Embu town being no exception to the myriad urban challenges facing urban areas in Kenya such as inadequate infrastructure and housing, land-use planning challenges, inadequate urban planning, and urban poverty. Despite the challenges, the town remains a key centre for productivity growth in the county and the region.

1.2 Integrated Development Plan (IDeP)

1.2.1 Purpose

This Municipal Integrated Development Plan is the second to be formulated by the Municipal Board in order to actualize the provisions of the Constitution 2010, Urban Areas and Cities Act, 2011, amended 2012 and 2019 and the Public Finance Management Act, 2012. It also seeks to provide the basis which will guide the execution of the priority projects and programs within Embu Municipality.

1.2.2 Objectives

- A. Promote shared economic growth and job creation.
- B. Enhance good governance and active citizenry.
- C. Enhance basic infrastructure for effective service delivery.

1.2.3 Specific Objectives

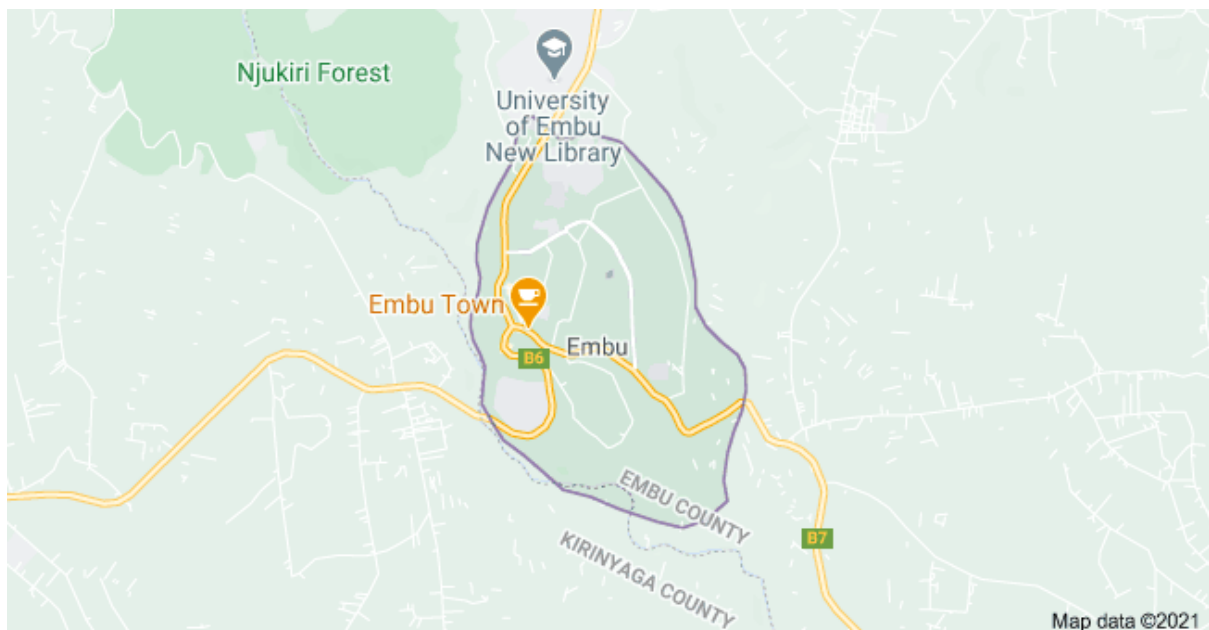
- a) An assessment of the current social, cultural, economic and environmental situation in the area of jurisdiction.
- b) Determination of community needs and aligning them to the requirements of the constitution.
- c) Prioritization of the identified needs in order of urgency and long-term importance'
- d) Protection and promotion of the interests and rights of minorities and marginalized groups and communities

1.3 Location

1.3.1 Position and Size of the Municipality

The Municipality lies on an area of approximately xxx and with a radius of about approximate 10 km (6 miles) in size.

Figure 1.1: Map of the County showing location of the Municipality



1.3.2 Administrative Units

Embu municipality hosts the Eastern regional and the Embu County headquarters, several parastatals and many service institutions. The County Government has two arms; County Executive and County Assembly of Embu, both of which have offices within the Municipality. Administratively Embu Municipality lies in parts of Embu West and Mbeere South Sub-Counties. More specifically it covers the whole of central location and part of Mbeti South location.

1.3.3 Political units

Embu Municipality is within Manyatta Constituency, covers the whole of Kirimari Ward and parts of Mbeti North and Mbeti South Wards.

Table 1 shows political units in the municipality.

Table 1.1: Municipality Electoral Wards

Constituency	Ward Names
Manyatta Constituency	Kirimari
	Mbeti North
Mbeere South	Mbeti South

Source: *Independent Electoral and Boundaries Commission, 2010*

1.4 Physiographic and Natural Conditions

1.5.1 Physical and Topographic Features

The Municipality of Embu has an elevation of 1,350 metres (4,429 ft.), and is located on the foothills of Mount Kenya. The area around the Municipality of Embu has a conducive altitude for endurance training by athletes. As such, Kenyan athletes use the altitude and climate advantage of Embu for training, with specialized facilities at Kigari Teachers' Training College which is approximately 15 km (9.3 miles) towards the North. The Municipality slopes from west to east, with the highest elevation at Njukiri. The CBD is within two permanent rivers; Rupingazi and Kapingazi rivers with Njukiri forest in the west.

1.5.2 Ecological and Climatic Conditions

Embu Municipality depicts two different agro-climatic and natural characteristics. The Municipality has a typical agro-ecological profile of the windward side of Mt. Kenya, from

cold and wet upper zones to hot and dry lower zones. The average annual rainfall ranges from approximately 600mm to 2200 mm.

The rainfall pattern is bi-modal with two distinct rainy seasons. The long rains occur between March and June while the short rains fall between October and December. Temperatures range from a minimum of 12°C in July to a maximum of 30°C in March with a mean average of 21°C. July is usually the coldest month with an average monthly temperature of 15°C while September is the warmest month with an average monthly temperature rising to 27° C.

1.6 Demographic Features

Demographic characteristics are important in development planning as they provide a basis for sharing the limited resources. They also determine the size of labor force as well as the expected utilization of social amenities. Informed consideration of demographic characteristics enables sound decision making in the provision of essential services in urban areas.

1.6.1 Urban Population

The 2019 Census reported Embu urban centre had a core-urban population of 35,736 people; a peri-urban population of 24,937 people; and a total population as 60,673 people. The economy of the town is similar to that of other urban areas in central Kenya, with the agricultural economy of the hinterland strongly linked to the town's economy. Other sectors include commerce, financial services, and the informal economy.

Embu town being the Municipality urban area accounts for the largest proportion of urban population in Embu County with a population of 64,979 people which stands at 59.43%. The town is a major economic hub and transit town to northern frontier hence houses many people. It has a large juakali sector that attracts many persons from the rural areas and adjacent counties

CHAPTER TWO: LEGAL AND POLICY FRAMEWORK AND IDEP LINKAGES

2.1 Policy and Legal Framework

This section analyses some of the relevant policies, legislation and institutions geared towards urban development. It entails looking at the local, national and international regulations and policies that form the basis of urbanization.

2.2. International and Regional Conventions

2.2.1 Sustainable Development Goals

Sustainable Development Goals (SDG) are also known as the Global Goals. The SDGs were adopted by the United Nations in the year 2015 as a universal call to action in order to end poverty, protect the planet and ensure that by 2030 all people will enjoy peace and prosperity. Among the 17 SDGs adopted, goal 11 entails Sustainable Cities and Communities. The goal also aims to renew and plan cities (urban areas) and other human settlements in a way that offers opportunities for all with access to basic services, energy, housing, transportation and green public spaces while reducing resource use and environmental impact.

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels

11.C Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

More specifically, these SDGs endeavor;

- i. To end poverty in all its forms,
- ii. Achieve food security,
- iii. Improve nutrition and promote sustainable agriculture.
- iv. Ensure healthy lives and promote well-being for all at all ages.
- v. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- vi. Achieve gender equality and empower all women and girls.
- vii. Ensure availability and sustainable management of water and sanitation for all.
- viii. Ensure access to affordable, reliable, sustainable and modern energy for all
- ix. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- x. Build resilient infrastructure.
- xi. Promote inclusive and sustainable industrialization and foster innovation.
- xii. Reduce inequality within and among countries.

- xiii. Make cities and human settlements inclusive, safe, resilient and sustainable.
- xiv. Ensure sustainable consumption and production patterns.
- xv. Take urgent action to combat climate change and its impacts.
- xvi. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- xvii. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- xviii. Promote peaceful and inclusive societies for sustainable development.
- xix. Provide access to justice for all and build effective, accountable and inclusive institutions at all levels, and strengthen & revitalize the means of implementation

This SDG 11 serves as the core pillar for this Integrated Development Plan. The investment projects and programs will be selected with a priority criterion that endeavor to achieve the SDG11 targets.

2.2.2. New Urban Agenda

This is an urbanization action blueprint for UN-Habitat and partners in support of the 2030 Agenda on Sustainable Development; especially SDG 11 - making cities inclusive, safe, resilient and sustainable. The blue print is anchored on five major pillars including National Urban Policies, Urban Legislation and regulations, Urban Planning and Design, Local Economy and Municipal Finance and Local Implementation. The Municipality of Embu Integrated Development Plan (2023-2027) is aligned to the New Urban Agenda through implementation of projects that aim at achieving this objective.

2.3 National Legal Framework

2.3.1. Constitution of Kenya 2010

The Constitution of Kenya is the supreme law of the country and provides the basis for planning. Further the Constitution of Kenya 2010 (Article 184) provides the overall principles of classification and management of urban areas, including citizens' participation. It provides for enactment of national legislation to give effect to the same which was established through the Urban Areas and Cities Act of 2011 amended in 2019.

2.3.2. County Government Act 2012

This act of parliament gives effect to chapter 11 of the Constitution of Kenya 2010. Section 5 (1) of the Act states that a county government shall be responsible for any function assigned to it under the Constitution or by an Act of Parliament.

Section 37 gives power to the county executive committee to monitor the process of planning, formulation and adoption of the integrated development plan by a municipality within the county, assist a municipality with the planning, formulation, adoption and review of its integrated development plan, facilitate the coordination and alignment of integrated development plans of different cities or municipalities within the county and within the plans, strategies and programs of national and county governments and take appropriate steps to resolve any disputes or difference in connection with the planning, formulation, adoption or review of an integrated development plan. More fundamentally the Act obligates county government to designate county departments, cities, municipalities, towns etc. as planning authorities of the county

2.3.3. Urban Areas and Cities Act

The *Urban Areas and Cities Act* (UACA, 2011 as amended, 2012, 2019) gives effect to Article 184 of the Constitution. The Act states that the management of cities and municipalities is vested in the County Government, but shall be administered, on its behalf, by a Board appointed by the Governor. The Board oversees the operations by an Urban Manager and staff as determined by the County Public Service Board.

Section 36 of the Act obligates every city and municipality to operate within the framework of integrated development planning which shall:

- i. Embrace development of urban areas and cities.
- ii. Strive to achieve the objects of devolved government as set out in article 174 of the Constitution.
- iii. Contribute to the protection and promotion of the fundamental rights and freedoms contained in Chapter Four of the Constitution and the progressive realization of the socio-economic rights.

Embu Municipality integrated development framework provides the basis for the

preparation of Environmental management plans, the preparation of valuation rolls for property taxation, provision of physical and social infrastructure and transportation, preparation of annual strategic plans for Municipality, disaster preparedness and response, overall delivery of service including provision of water, electricity, public health, and solid waste management and the preparation of a geographic information system for the municipality. Further, the integrated development framework nurtures and promotes development of formal commercial activities in an orderly and sustainable manner, provides a framework for regulated urban agriculture and be the basis for development control.

2.3.4 Physical and Land Use Planning Act 2019

The Physical and Land Use Planning Act (PLUPA) No.13 of 2019 provides for planning, use, regulation and development of land for connected purposes. The Act establishes physical and land use planning institutions, categorizes types of physical and land use development plans, development control, enforcement, physical and land use planning liaison committees.

Embu Municipality Integrated Development plan considers the Acts interventions such as development of physical and land use plans for the municipality, development of municipal by laws to aid in development control, enforcement of the physical and land use plans as well as resolution of planning and land use disputes.

2.3.5. Environmental Management and Coordination Act of 1999

The Act provides for the establishment of an appropriate legal and institutional framework for the management of the environment. It aims at promoting a safe, clean and healthy environment. Section 58 of the Act requires that every development project likely to have impacts on the environment to undergo an environmental impact assessment before commencement of any works. All development projects proposed under the Municipality of Embu Integrated Development Plan shall undergo screening and Social & Environmental Impact Assessment.

2.3.6. National Urban Development Policy

The National Urban Development Policy (NUDP) provides the blue print for urban development in Kenya with an overall objective of providing a framework for sustainable urban development in Kenya for the benefit of all. The policy looks at urban governance as means in

which individuals and institutions, public and private, plan and manage the common affairs of urban areas. More specifically the policy aims at creating a framework for sustainable urbanization by presenting three sets of policy interventions on urban management;

- i. Urban core issues and additional areas of advice; which entails urban planning, land, infrastructure and climate change, infrastructure, housing and disaster and risk management.
- ii. Urban Management which entails urban governance, finance and economy.
- iii. Urban Advisory which deals with social issues, marginalized groups, cross-cutting principles and introduces an implementation matrix.

The policy interventions proposed in the National Urban Development Policy are properly enshrined in this integrated development plan for the Municipality of Embu.

2.3.7 National Land Policy

The National Land Policy advocates;

- i. Optimal utilization of Land (Compact development).
- ii. Recognition and provision for informal sector activities.
- iii. Promotion of mixed-use development and provision for coordinated framework for Enforcing Planning Decisions.

Embu Municipality Integrated Development Plan provides the basis for the spatial development framework for Municipality of Embu and as such takes due cognizance of the above principles highlighted in the National land policy.

2.4 Linkage of The Municipality of Embu IDeP with Other Plans

2.4.1. Vision 2030 and the Medium-Term Plans

The Kenya Vision 2030 aims at transforming Kenya into a newly industrialized middle income country, providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is anchored on three key pillars: Economic; Social; and Political.

The Kenya Vision 2030 is phased out to be implemented in successive five-year Medium-Term Plans. The first plan covered the period 2008-2012, the second one covered 2013-2017 while the third covered 2018-2022. The Country is currently implementing the fourth Medium Term Plan 2023 -2027) which builds upon the gains made and lessons learnt in implementing the

preceding Medium Term Plans.

The MTP IV policies, programs aim at achieving aspirations of the five sectors that form the core pillars of the government Manifesto, SDGs, Africa's Agenda 2063 and other regional and international economic frameworks. It aims at revitalizing performance in all economic sectors in order to foster growth, employment creation, poverty reduction and ultimately improve livelihood of the economically disadvantaged groups.

The Municipality of Embu IDep covers the MTP IV period and hence well placed to achieve the goals of the National plan. The IDep, therefore encapsulates the intentions of the vision 2030 and more specifically the targets of the MTP IV. This will ultimately help the Municipality of Embu achieve SDG11 goal of making Embu Municipality, inclusive, safe, resilient and sustainable.

2.4.2 National Spatial Plan

The National Spatial Plan (NSP) is a premise upon which the County Spatial Plan and framework is anchored. The Municipality of Embu has mapped its development to the County Strategic Land Use Development Plan through its Strategic Land Use Plan that is derived from the County Spatial Plan.

Thus the Municipality of Embu IDeP aligns all its projects and programs with the Municipality Strategic Land Use Development Plan.

2.4.3 Embu County Integrated Development Plan

The Embu County Integrated Development Plan (CIDP) 2023-2027 seeks to transform Embu through Inclusive and Sustainable Development. The plan provides a platform to facilitate an integrated and coordinated approach to addressing the key development needs of the people of Embu. The Municipality of Embu IDeP is integrated in the Embu County CIDP to depict the holistic County Development.

CHAPTER THREE: INSTITUTIONAL FRAMEWORK

3.1 Introduction

The functions of the Municipality are derived from the County Governments Act 2012 and Urban Areas and Cities Act 2011 as amended in 2019 which are a realization of Article 184 of the Constitution, 2010. The institutional framework defines a relationship between the County Governments and the municipalities in the implementation of Municipal functions. This section highlights the implementation framework that will be adopted in implementing the Embu Municipal Integrated Development Plan (IDeP).

3.2 Functions of the Municipality

The functions of the Municipality are as derived from Section 20 of the Urban Areas and Cities Act 2011 as amended in 2019 and Section 2.3.1. of the Embu Municipal Charter. Based on those two legal instruments the municipality is obligated to undertake the following functions:

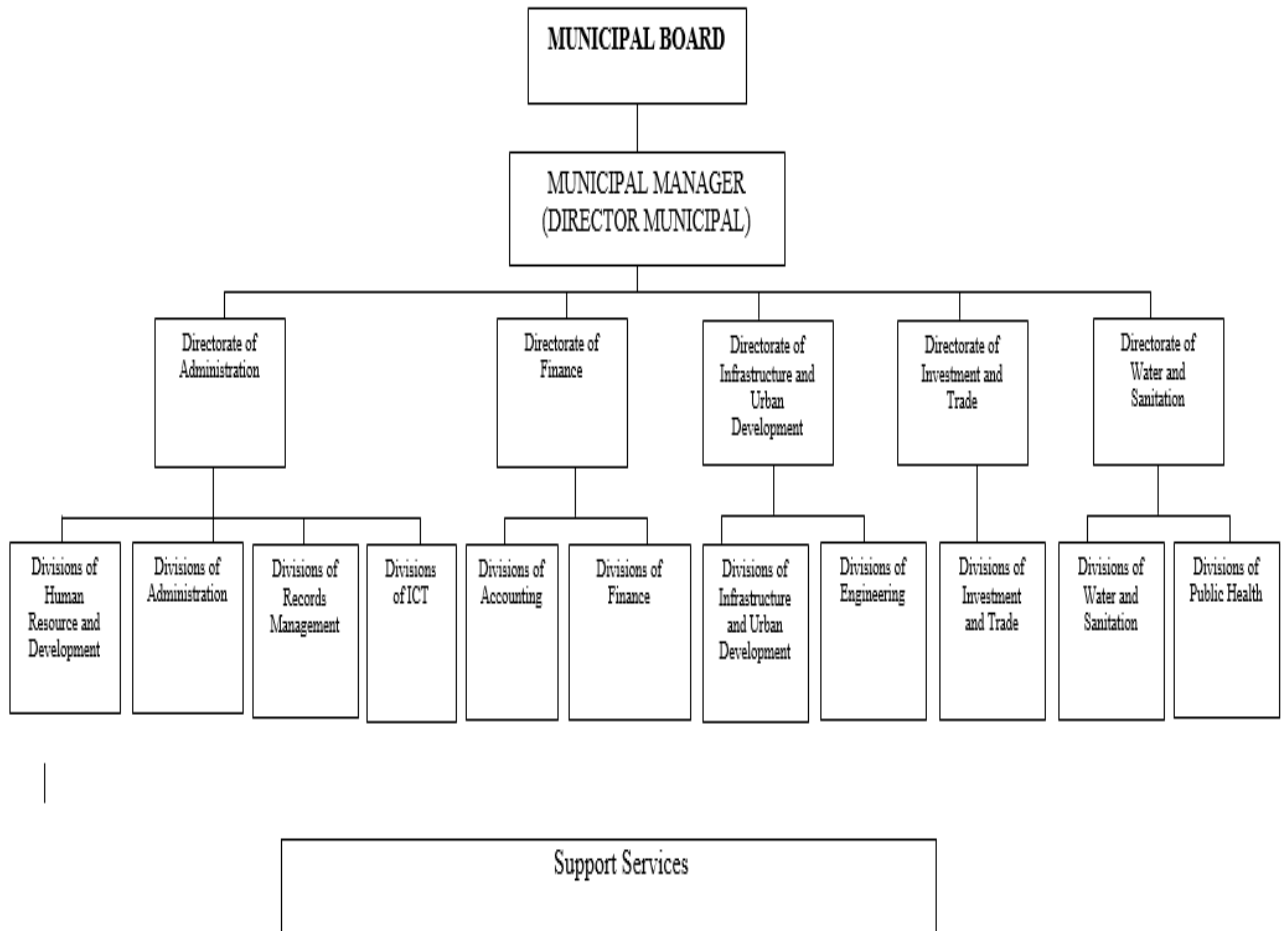
- a) Promotion, regulation and provision of an integrated wastes management system;
- b) Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
- c) Construction and maintenance of urban roads and associated infrastructure;
- d) Construction and maintenance of storm drainage and flood controls;
- e) Construction and maintenance of walkways and other non-motorized transport infrastructure;
- f) Construction and maintenance of recreational parks and green spaces;
- g) Construction and maintenance of street lighting;
- h) Construction, maintenance and regulation of traffic controls and parking facilities;
- i) Construction and maintenance of bus and taxi stands, and boda-boda sheds;
- j) Regulation of outdoor advertising;
- k) Construction, maintenance and regulation of municipal markets and abattoirs;
- l) Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- m) Promotion, regulation and provision of municipal sports and cultural activities;
- n) Promotion, regulation and provision of animal control and welfare;

- o) Development and enforcement of municipal plans and development control;
- p) Municipal administration services (including construction and maintenance of administrative offices);
- q) Promoting and undertaking infrastructural development and services within Municipality.

3.3 Municipality of Embu Organizational structure

The Municipality of Embu is managed by the Embu Municipal Board as enshrined in the Urban Areas and Cities Act. The day-to day operations of the Municipality are left to the officers led by the Municipal Manager. The figure below shows the administrative structure of the Municipality.

Figure 3.1 Municipality of Embu Organizational Structure



3.4. Stakeholders

3.4.1. County Executive

The executive authority of the county is vested in and exercised by the County Executive Committee. The Executive comprises of the Governor as the chairperson, Deputy Governor, County Secretary and ten County Executive Committee members (CECM) appointed by the Governor with the approval of The County Assembly (CA).

3.4.2 County Assembly

The County Assembly is the legislative arm of the County Government. It is composed of the Members of County Assembly (MCAs) both elected and nominated, the Speaker and the Clerk as an ex-Official. The functions of the County Assembly includes: Vetting and approving nominees for appointment to County public offices; Approving the budget and expenditure of the County government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220 (2) of the Constitution, guided by Articles 201 and 203 of the Constitution; approve the borrowing by the County government in accordance with Article 212 of the Constitution; Approve County development planning; and perform any other role as may be set out under the Constitution or legislation. The County assembly also receives and approves development plans, policies, financial bill, and enact county appropriations, approve budget estimates and county government borrowing.

3.4.3 Residents

Municipality of Embu is cosmopolitan with Embu, Mbeere, Kamba and Kikuyu being the majority. The residents are engaged in development issues and services delivery through stakeholders' engagement fora that are held on quarterly basis. The Municipality of Embu IDep prioritizes projects and programs as guided by the residents' opinion.

**CHAPTER FOUR:
DEVELOPMENT PRIORITIES, PROGRAMMES AND PROJECTS**

4.1. Introduction

The Municipality of Embu IDep enumerates the development priorities, programs and project as depicted below.

4.2. Goals and Strategies

The Municipality aspires to provide high quality services, harness opportunities and promote sustainable development through several strategies as described below.

Table 4.1: Municipality Goal and Strategies

GOAL	STRATEGIES
To provide high quality services, harness opportunities and promote sustainable development in Embu Municipality.	<ol style="list-style-type: none"> 1. Formulate & implement legislations to operationalize UACA, 2012. 2. To control the use and development of land 3. Consider and approve all development applications. 4. Formulate by laws to regulate zoning in respect of use and density of use. 5. prepare execute and implement approved physical development plans. 6. Street lighting and lighting of public areas 7. Establish and maintain recreational grounds and open spaces. 8. Establish, maintain let and manage public markets and buildings. 9. Establish, maintain camping grazing, and outspan grounds. 10. Establish and maintain public monument. 11. Enforce municipality by laws. 12. Waste collection transportation disposal and management 13. Town greening and beautification 14. Advertise and give publicity t the attractions and advantages on the area of municipality. 15. Prohibit obstruction in or on public places and provide for the removal and sale of such obstruction. 16. Charge fees for licenses and permits issued in respect of any person or matter, premises, or trade, whom or which the municipality is empowered to control. 17. Impose fees or charge of any service provided or goods or documents supplied by the municipality or any of its officers in pursuance of or in connection with the discharge of any duty or power of municipality.

4.3. Priorities, Programs and Projects

In order for the Municipality to achieve its goals and strategic objectives various programs need to be carried out. Key deliverables are pre-determined and evaluated using set key performance indicators. The programs, key output, performance indicators and targets are presented in table 4.2

Table 4.2: Municipality Programs, Output, Indicators and Targets

Objective: To provide high quality services, harness opportunities and promote sustainable development in Embu Municipality															
Outcome: Operationalize the Municipality of Embu															
Program me	Key Output	Key performanc e Indicators	Linkag es to SDG Target	Planned Targets and indicative targets (KESs in M)											Total Budget
				Year 1		Year 2		Year 3		Year 4		Year 5			
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost		
Implement legislation to operationalize UACA, 2011	Transfer of functions to the municipality	No of functions transferred	SDG	7	15	6	10	6	5	-	-	-	-	30	
Review the existing and implementation of the Embu ISUDP and action area plans	A revised ISUDP and action plans	No off. ISUDPs		1 (revised ISUDP)	10	2 (action area plans)	10	2(action area plans)	10	-	-	-	-	30	
Street lighting and lighting of public areas	Well-lit streets and public areas	No of streetlights installed. No masts mounted		3 streets 5 masts	5	3 streets 5 masts	5	3 streets 5 masts	5	3 streets 5 masts	5	3 street s 5 masts	5	25	

(Solarized)														
Establish and maintain recreational grounds and open spaces (With Greening and Beautification)	Established recreational grounds and open spaces.	No of recreational grounds and open spaces.		1 Recreational ground	120	2 Open spaces	20	2 opens. Spaces	20	2 opens. Spaces	20	2 opens. Spaces	20	200
Establish, maintain, and manage public markets and buildings	Established and managed public markets and buildings	No of Established and managed public markets and buildings	SDG 11. b			1	50			1	50			100
Establish and maintain camping, grazing and outspan grounds	Established camping ground.	No of Established camping ground.	SDG 11. b	1 camping ground (part)	100	1 camping ground (part)	100	1 camping ground (part)	50	1 camping ground (part)	-	-	-	250
Establish and maintain public	Established and maintained public	No of Established and maintained public	SDG 11. b			1 monument	5	1 monument	5	1 monument	5	-	-	15

monument	monuments	monuments												
Enforce municipality by laws	Developed municipality by laws	Approved by laws	SDG 11. b	1	10									10
Waste collection transport disposal and management	A well-organized Waste collection transport disposal and management system.	No of Waste bins located in strategic places.	SDG 6.2	200 (waste bins)	2	100(waste bin)	1	100(waste bins)	1	100(waste bins)	1	-	-	5
		No of Transfer stations				5	2.5	5	2.5	5	2.5	5	2.5	10
		No of well-maintained transportation vehicles				1 truck	20	1 truck	20	1 truck	20	-	-	65
1 Operational vehicle				1 (Double-Cab)	5									
Advertise and give publicity to the attractions and advantages on the area of	Well-developed and municipal website	No of municipal website				1 Website	5	1 Website	5	1 Website	5	1 Website	5	20

municipality														
Development Partners' Counter Funding	Partners secured	Number of partners acquired		1 development partner	5	1 development partner	5	1 development partner	5	1 development partner	5	1 development partner	5	25
Enhance Capacity of critical staff	Deployed staff/Employed	No. of staff deployed to the municipality	SDG 11.b	As per the functions transferred to the municipality		As per the functions transferred to the municipality		As per the functions transferred to the municipality		As per the functions transferred to the municipality		As per the functions transferred to the municipality	4	4
Public Toilets	Clean and neat public places	No. of IKO Toilets done	SDG 7	1	5	1	5	1	5	1	5	1	5	25
Development of Urban Infrastructure	Organised urban areas and centres	No. of Streets upgraded, Parking lots, Bus-parks	SDG 11. b	2	100	2	100	2	100	2	100	2	100	500

**CHAPTER FIVE:
IMPLEMENTATION, MONITORING & EVALUATION AND RESOURCE
MOBILIZATION**

5.1 Introduction

The IDep is implemented in five years through Annual Investment Plans that shall be guided by formative and annual summative evaluations. The IDeP prescribes a M& E template. Monitoring of the Municipality IDeP shall be a continuous process through regular and organized reporting of achievements against the set performance indicators. A database of reports shall be compiled and shared regularly with all stakeholders. Challenges to implementation shall be documented and relevant action plans developed to correct the gaps and scale up the implementation.

5.2 Implementation

The IDeP activities and projects shall be implemented as guided by the stakeholder's priorities and availability of resources. The Municipality targets to receive County Budget allocations for developments as well as Development donor funding.

5.3. Monitoring and Evaluation

Regular evaluations shall be undertaken throughout the IDep period with respect to the Annual Investment Plans. This will enable the leadership of the Municipality to take corrective action where necessary and ensure public accountability. Evaluation will be founded on the examination of performance contracts and departmental work plans. Key indicators during both monitoring and evaluation shall be to determine whether;

- i) Goals and objectives are achieved;
- ii) Timelines in the implementation of proposed activities are being met;
- iii) There is need to adjust timelines;
- iv) Personnel and infrastructure are available to meet the integrated plan requirements;
- v) The resource base is adequate to achieve the set plans
- vi) The sector priorities require revision

Table 5.1 Monitoring & Evaluation Template

Name of Evaluator: _____

Designation: _____

Institution: _____

Nature of Evaluation: (Formative ___ / Summative ___)

Date of Evaluation: _____

Task description	Start Date	Completion Date	Performance Indicators	Percentage Progress	Comments
Transfer of functions to the municipality			No of functions transferred		
A revised ISUDP and action plans			No off. ISUDPs		
Well-lit streets and public areas			No of streetlights installed. No of masts mounted		
Established recreational grounds and open spaces.			No of recreational grounds and open spaces.		
Established and managed public markets and buildings			No of Established and managed public markets and buildings		
Established camping ground.			No of Established camping ground.		
Established and maintained public monuments			No of Established and maintained public monuments-		
Developed municipality by laws			Approved by laws		
A well-organized Waste collection transportation disposal and management system.			No of Waste bins located in strategic places.		
			No of Transfer stations		
			No of well-maintained transportation vehicles 1 Operational vehicle		
Well-developed and			No of municipal		

municipal website			website		
Partners secured			Number of partners acquired		
Deployed staff/Employed			No. of staff deployed to the municipality SDG 11.b		
Clean and neat public places			No. of IKO Toilets done SDG 7		
Organized urban areas and centres			No. of Streets upgraded, Parking lots, Bus-parks SDG 11. b		

General Comments/ Recommendations by the Evaluator:

5.4. Review

The Integrated plan will be reviewed annually through the annual strategic planning process as envisaged in the urban areas and cities act 2011 amended 2012, 2019, taking stock of changes in the internal and external environments. The process will be aimed at identifying opportunities for improvement and challenges with an ultimate goal to inform strategic direction and budget formulation in the course of implementation of the plan. The review will be based on evidence and data collected during implementation.

Table 5.2. Implementation, Monitoring and Evaluation framework

Objective: To provide high quality services, harness opportunities and promote sustainable development in Embu Municipality							
Outcome: Operationalize the Municipality of Embu							
Key Output	Key performance Indicators	Implementation Period					Total Budget KES (Millions)
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
		Target	Target	Target	Target	Target	
Transfer of functions to the municipality	No of functions transferred	7	6	6			30
A revised ISUDP and action plans	No off. ISUDPs	1 (revised ISUDP)	2 (action area plans)	2(action area plans)			30
Well-lit streets and public areas	No of streetlights installed. No of masts mounted	3 streets 5 masts	3 streets 5 masts	3 streets 5 masts	3 streets 5 masts	3 streets 5 masts	25
Established recreational grounds and open spaces.	No of recreational grounds and open spaces.	1 Recreation al ground	2 Open spaces	2 opens. Spaces	2 opens. Spaces	2 opens. Spaces	200
Established and managed public markets and buildings	No of Established and managed public markets and buildings		1		1		100
Established camping ground.	No of Established camping ground.	1 camping ground (part)	1 camping ground (part)	1 camping ground (part)	1 camping ground (part)		250
Established and maintained public monuments	No of Established and maintained public monuments-		1 monument	1 monument	1 monument		15
Developed municipality by laws	Approved by laws	1					10
A well-organized Waste collection transportation disposal and management system.	No of Waste bins located in strategic places.	200 waste bins	100 waste bin	100 waste bins	100 waste bins		5
	No of Transfer stations		5	5	5	5	10
	No of well-maintained transportation vehicles 1 Operational vehicle	1 (Double-Cab	1 truck	1 truck	1 truck		65

Well-developed and municipal website	No. of municipal website		1 Website	1 Website	1 Website	1 Website	20
Partners secured	Number of partners acquired	1 development partner	1 development partner	1 development partner	1 development partner	1 development partner	25
Deployed staff/Employed	No. of staff deployed to the municipality SDG 11.b	As per the functions transferred to the municipality	As per the functions transferred to the municipality	As per the functions transferred to the municipality	As per the functions transferred to the municipality	As per the functions transferred to the municipality	4
Clean and neat public places	No. of IKO Toilets done SDG 7	1	1	1	1	1	25
Organized urban areas and centres	No. of Streets upgraded, Parking lots, Bus-parks SDG 11. b	2	2	2	2	2	500

5.5 Resource Mobilization

The Municipality shall mobilize funds to carry out the planned activities from the County Government Allocation, Donor funding and Donations. The funding is as described in the table 5.2 below:

Table 5.3 Sources and Proportion of Funding

Source of Funds	Amount (KES. Millions)				
	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
County Budget allocations	94.25	84.625	58.375	54.625	36.625
Development donor funding & Donations	282.75	253.875	175.125	163.875	109.875
Total	377	338.5	233.5	218.5	146.5