



**COUNTY GOVERNMENT OF  
MACHAKOS HOUSING AND URBAN  
DEVELOPMENT**

**INTERGRATED DEVELOPMENT PLAN  
FOR MAVOKO MUNICIPALITY**

**2024-2029**

**MAY 2024**



## **Municipality Mission**

Provide high quality, cost-effective services, ensure safety and cleanliness, and foster inclusive prosperity through strategic planning and citizen involvement.

### **Core Values**

#### **Transparency & Accountability:**

**Hardworking**

**Integrity**

**Inclusiveness & Teamwork**

**Responsiveness**

**Innovativeness**

### **Executive Summary**

Integrated Development Plan (IDeP) is a five-year plan that provides an overall framework for urban governance, management and development is delivered. It is a super planning for an entity and aims to co-ordinate the development efforts of all actors and their interest within the municipality in a coherent manner. Integrated development planning takes cognizance of the existing conditions, challenges and resources available for development. The plan is a corporate document, which provides a framework for governance, management, administration and delivery of services to the residents and visitors of the municipality. The Plan is divided into **the following chapters**.

**Chapter One:** highlights the project background, project objectives, importance of Integrated Development Plan and the methodology.

**Chapter Two:** explains the municipality location and the administrative units.

**Chapter Three:** explains the legal framework for the Integrated Development Plan and its linkages with other existing legal and policy documents.

**Chapter Four:** explains the situational analyses in terms of the background information on the socioeconomic and infrastructural status of the municipality. The chapter provides description of the Municipality in terms of the location, administrative units, physiographic and natural conditions, demographic characteristics, economy, available infrastructure and services, community facilities and amenities among others.

**Chapter Five:** presents the municipality spatial development framework that will guide the municipality direction of the growth. These are topography and natural resources, transportation network, commercial nodes/central areas, economic activity, recreational facilities, hospitality hub and municipality vision.

**Chapter Six:** highlights the municipal spectra and development strategies. Some of the strategies explained include; Municipal infrastructure and provision of services, Municipal environment, Municipal governance, Municipal economy among others.

**Chapter Seven:** outlines the municipal vision and mission statements, priority projects, identified sectorial projects/programmes for the next five years, performance indicators and targets.

**Chapter Eight:** analyses the municipality focus areas in terms of institution building and sectorial development.

**Chapter Nine:** outlines the Monitoring and Evaluation institutional arrangements that will track and report on the Municipality's IDeP implementation progress. It also describes monitoring and evaluation structure, data collection analysis, and reporting and implementation process.

**Chapter Ten:** presents the conclusion and importance of Integrated Development Plan towards achieving the municipality vision.

## Table of Contents

LIST OF TABLES .....	x
LIST OF ABBREVIATIONS .....	x
CHAPTER ONE .....	13
INTRODUCTION .....	13
1.1 Overview .....	13
1.2 Problem Statement .....	15
1.3 The Objectives of the IDeP .....	15
1.4 Functions of the Municipality .....	16
1.5 Purpose of the Integrated Development Plan .....	16
1.5.1 Specific Objectives of the IDeP Include: .....	17
1.5.2 Importance of Integrated Development Plan (IDeP) .....	17
1.6 Scope of Work .....	17
1.7 Technical Approaches and Methodology .....	18
1.7.1 Technical Approaches .....	18
1.7.2 Methodology .....	19
1.8 Stakeholder Engagement and Public Participation .....	24
1.8.1 Stakeholders Mapping .....	24
1.8.2 Stakeholders Engagement .....	24
1.8.3 Stakeholders' Concerns – Outcome of Stakeholder Engagement .....	27
CHAPTER TWO .....	29
PLANNING CONTEXT .....	29
2.1 Overview .....	29
2.2 Description and Location of the Municipality .....	29
2.3 Administrative Units .....	31
2.3.1 Administrative Units by Sub-Counties .....	31
2.3.2 Administrative Units by Wards .....	31
2.4 Major Urban Centres within the Municipality .....	34
CHAPTER THREE .....	36

LEGAL AND POLICY FRAMEWORK .....	36
3.1 IDeP linkages with Policy Framework .....	36
3.1.1 Sustainable Development Goals .....	36
3.1.2 The Kenya Vision 2030 .....	36
3.1.3 National Land Use Policy, 2017 .....	37
3.1.4 National Spatial Plan 2015 – 2045 (NSP), 2017 .....	37
3.1.5 National Housing Policy, Sessional Paper No.3 of 2004.....	38
3.1.6 Poverty Reduction Strategy Paper (PRSP), 2005 .....	38
3.1.7 Other relevant Policy Instruments.....	38
3.2 Legal Framework .....	40
3.2.1 Constitution of Kenya, 2010 .....	40
3.2.2 Urban Areas and Cities Act, 2011 (amended, 2019) .....	40
3.2.3 County Government Act, 2012 (Amended, 2020) .....	43
3.2.4 The Public Finance Management Act, 2012 .....	44
3.2.5 Environmental Management and Coordination Act (EMCA) and as amended in year 2015. .....	44
3.2.6 Water Act, 2016 .....	44
3.2.7 The National Urban Development Policy (NUDP) (Sessional Paper, 16, 2016).....	44
3.2.8 The Sustainable Waste Management Act Chapter 387C, 2022 .....	45
3.2.9 The Climate Change Act, 2016.....	45
3.3 County Policy and Legal Frameworks.....	46
EXISTING SITUATION .....	49
4.1 Physical and Natural Environment .....	49
4.1.1 Climate .....	49
4.1.2 Agro-ecological zones.....	50
4.1.3 Physiography.....	51
4.1.4 Topography .....	51
4.1.5 Geological and soil characteristics .....	55
4.1.6 Environmental Degradation .....	57

4.2 Population and Demographic Characteristics .....	58
4.2.1 Population Size.....	58
4.2.2 Demographic Characteristics .....	60
4.3 Urbanization Trends.....	63
4.3.1 Emerging issues .....	65
4.4 Urban Economy .....	65
4.4.1 Agriculture .....	67
4.4.2 Commercial activities.....	69
4.5 Infrastructure and services .....	74
4.5.1 Road Infrastructure.....	74
4.6 Security and Street Lighting Infrastructure.....	83
4.7 Public Transport.....	83
4.7.1 Bus Terminus .....	83
4.7.2 Parking Lots .....	83
4.8 Storm Water Drainage .....	83
4.9 Non-Motorized Transport .....	85
4.10 Rail Transport .....	85
4.11 Urban Housing .....	86
4.13 Municipal services .....	88
4.13.1 Water Supply.....	88
4.13.2 Sanitation.....	90
4.14 Information and Communication Technology.....	92
4.15 Social Infrastructure Services .....	92
4.15.1 Educational services.....	92
4.15.2 Health Services.....	93
4.15.3 Community Facilities .....	94
4.16 Existing Municipal Institution Framework .....	95
4.17 Urban Finance .....	95
CHAPTER FIVE.....	96

SPATIAL DEVELOPMENT FRAMEWORK.....	96
5.1 Overview .....	96
5.2 Topography and Conservation of Natural Features .....	96
5.3 Transportation Network .....	97
5.4 Commercial nodes/central areas .....	97
5.5 Economic Activity .....	97
5.6 Recreational Facilities.....	98
5.7 Hospitality Hub .....	98
5.8 Municipality Vision .....	98
CHAPTER SIX .....	99
MUNICIPAL SPECTRA DEVELOPMENT STRATEGIES .....	99
6.1 Overview .....	99
6.2 Municipal Governance and Management .....	99
6.2.1 Staff of Board of Municipality of Mavoko .....	99
6.2.2 Training of Board and Staff .....	99
6.2.3 Development of staffing norms for Board .....	99
6.2.4 Exercise of Power, Authority and Execution of Functions by the Municipal Board.....	100
6.2.5 Monitoring of Growth Trends of Municipality of Mavoko .....	100
6.2.7 Structured Engagement with Private Sector.....	100
6.2.8Adoption of Information Communication Technology in Governance and Management of Municipality of Mavoko .....	101
6.2.13 Inter-linkages for the Municipality Board of Mavoko .....	101
6.3 The Economy of Municipality of Mavoko .....	101
6.4 Municipal Finances .....	108
6.5 Management of Land in Municipality of Mavoko .....	110
6.6 Land Use Plan for municipality .....	111
6.7 Municipal Infrastructure and Services .....	117
6.8 Municipal Environment .....	142
5.9 Social Welfare and Marginalized Groups .....	146

5.10 Municipality Disaster and Risk Management .....	148
5.11 Municipal Agriculture.....	152
CHAPTER SEVEN.....	156
MUNICIPALITY STRATEGIC DIRECTION .....	156
7.1 Municipality Vision Statement .....	156
7.2 Municipality Mission .....	156
7.3 Core Values.....	156
7.4 Municipality Development Priority Projects .....	158
7.5 Projects/Programmes- Resource Framework.....	165
CHAPTER EIGHT .....	185
INSTITUTIONAL FRAMEWORK .....	185
8.1 Overview.....	185
8.2 Proposed Municipal Institutional Structure .....	186
8.2.1 Proposed Key Staff Establishment.....	188
8.3 Governor .....	192
8.3.1 County executive committee member.....	192
8.4 Municipal Board .....	193
8.4.1 Municipal Board Chairperson .....	193
8.4.2 Committees of the Board of the Municipality.....	193
8.4.3 Municipal manager.....	193
8.4.4 Capacity Building.....	194
8.4.5 Community participation and community structures .....	194
CHAPTER NINE.....	194
MONITORING AND EVALUATION .....	194
9.1 Introduction.....	194
9.2 Monitoring and Evaluation Mechanism.....	194
9.2.1 Data Collection, Analysis and Reporting.....	195
9.3 Municipality Monitoring and Evaluation System (MIMES) .....	196
CHAPTER TEN.....	196

CONCLUSION.....	196
REFERENCES.....	197

### **LIST OF MAPS**

Map 1: Municipality Boundary .....	16
Map 2: Location context .....	32
Map 3: Administrative unit by Wards .....	33
Map 4: Major Urban Centres within the Municipality .....	35
Map 5: Contour map .....	53
Map 6: Contour map .....	54
Map 7: Soil Map .....	56
Map 8: Existing Transportation Network .....	77

### **LIST OF TABLES**

Table 1: Execution Methodology.....	22
Table 2: Stakeholder Engagement Matrix .....	27
Table 3: Major Urban Centres within the Municipality.....	34
Table 4: Agro-Ecological Zones .....	51
Table 5: Soil Characteristics .....	55
Table 6: Municipality Population Size – 2019 .....	58
Table 7: Municipality Population Projection .....	59
Table 8: Population Projections by Age Cohort .....	62
Table 9: Road Classified Road in the Municipality and their Status .....	75
Table 10: Boreholes in the Municipality .....	86
Table 11: Number of Public Schools and Teachers within the Following Wards .....	90
Table 12: Number of Tertiary Institutions within the Municipality per Ward .....	91
Table 13: Public health Facilities within the Municipality .....	92
Table 14: Economy of Municipality of Mavoko .....	101
Table 15: Municipal Finances Strategies .....	106
Table 16: Municipal Land Management .....	108
Table 17: Land Use Planning Strategies .....	110
Table 18: Municipal Infrastructure and Services Strategies .....	114
Table 19: Municipal Environment .....	135
Table 20: Social Welfare Strategies .....	138
Table 21: Municipality Disaster and Risk Management .....	140

Table 22: Municipality Agriculture .....	143
--	-----

**LIST OF PLATES**

Plate 1: Stakeholder’s participation forums .....	29
Plate 1: Presentation of the draft plan to the stakeholders for validation .....	30
Plate 3: Urbanization Trend .....	64
Plate 4: Some of the Industries in Mavoko Municipality Located in Athir River Central Area .....	66
Plate 5: Livestock Slaughter Centre located in Athi River Central Area .....	68
Plate 6: Some of the Commercial Activities in the Municipality .....	69
Plate 7: Athi River Retail Market .....	70
Plate 8: Athi River Business Park .....	71
Plate 9: Informal Commercial Activities at the Municipality .....	72
Plate 10: Poor Road Condition of Roads within the Municipality .....	79
Plate 11: Some of the Upgraded road to Bitumen and Cabro Status in the Municipality .....	80
Plate 12: Status of Storm Water Drainage System in the Municipality .....	83
Plate 13: Housing Typologies in the Municipality .....	85
Plate 14: Water Vendors within the Athi River central area .....	87
Plate 15: Improper Solid Waste Management .....	89

**LIST OF ABBREVIATIONS**

<b>CBD</b>	<b>Central Business District</b>
<b>CIDP</b>	County Integrated Development Plan
<b>EMCA</b>	Environmental Management and Coordination Act
<b>GDP</b>	Gross Domestic Product
<b>IDeP</b>	Integrated Development Plan
<b>KeRRA</b>	Kenya Rural Roads Authority
<b>KURA</b>	Kenya Urban Roads Authority
<b>NLC</b>	National Land Commission
<b>NMT</b>	Non-Motorized Transport
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>SDF</b>	Spatial Development Framework
<b>SDGs</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UACA</b>	Urban Areas and Cities Act

---

## **CHAPTER ONE**

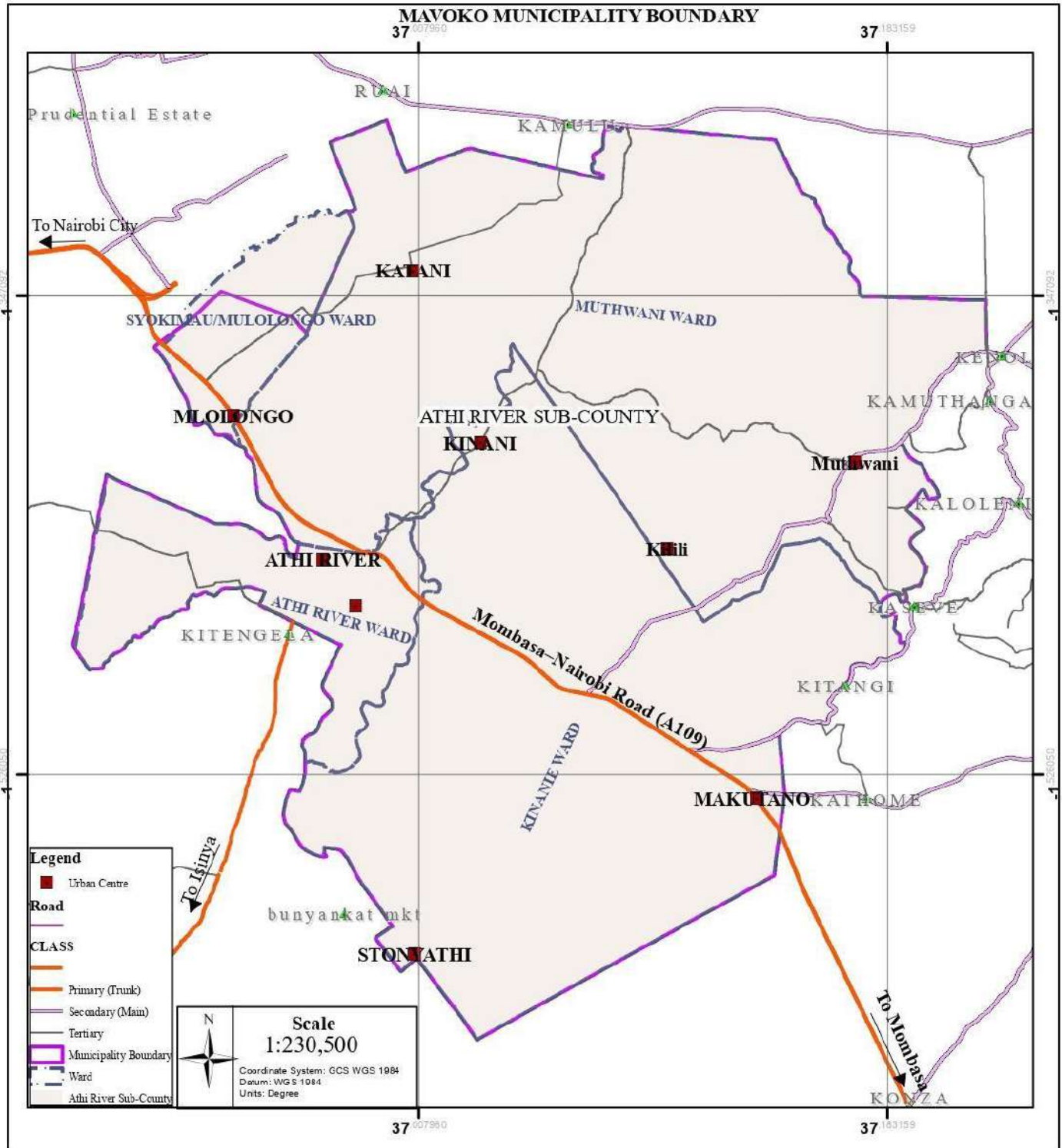
### **INTRODUCTION**

#### **1.1 Overview**

Municipality of Mavoko is located in the Machakos County Government. It covers an approximate area of 855 Km<sup>2</sup>. The preparation of Municipality of Mavoko Integrated Development Plan (IDeP) is part of the municipality compliance with the provisions of the Urban Areas and Cities Act (No. 13 of 2011, amended, 2019). The Municipality Board is obliged to formulate and implement a 5-year Integrated Development Plan. The Integrated Development Plan (IDeP) is a corporate governance instrument that seeks to bring about harmonious development of a municipality by creation of structures, processes and mechanisms that positively impact all spheres of the municipality. The report presents the framework on key result areas of the Municipality of Mavoko.

Municipality of Mavoko was established through Mavoko Municipal Charter as approved by the County Assembly and assented to by H.E the Governor of Machakos County on 27<sup>th</sup> June, 2018 in line with the Urban Areas and Cities Act (UACA) of 2011, amended 2019. The Municipal Board as per the same Act, Section 20, is obliged to formulate and implement a 5-year Integrated Development Plan.

**Map 1: Municipality Boundary**



## **1.2 Problem Statement**

Over the last century, the world is rapidly becoming predominantly urban. Among the greatest challenges especially in the developing countries are; rapid and uncontrolled growth of urban areas without clear demarcated urban limits and the lack of adequate systems and tools to influence and manage the distribution of people and activities in spaces of various scales.

These urban areas embody some of society's most pressing challenges, as diverse as lack of requisite services, unemployment, social crimes, environmental degradation et cetera. However, they also hold the key to unlocking economic growth of most nations as they present real opportunities for unleashing enormous economic potential, increasing energy efficiency, reducing inequities, and creating sustainable livelihoods for all. It is also clear that urbanization is a source rather than simply a by-product of development.

To achieve sustainable urbanization that can be used as a powerful lever for transforming lives and livelihoods, there is a need for preparing integrated developments plans to serve as tools for guiding use of resources. This will also create a platform for public to participate effectively in the management and development of the municipality.

## **1.3 The Objectives of the IDeP**

The objects of the Municipality of Mavoko are to:

- i. Oversee for efficient and accountable management of the affairs of the Municipality
- ii. Provide for a governance mechanism that will enable the inhabitants of the Municipality to:
  - a) Participate in determining the social services and regulatory framework that will best satisfy their needs and expectations.
  - b) Ensure accountability and transparency in public expenditure, and.
  - c) Enjoy efficiency in service delivery
- iii. To institute measures as are necessary for achieving public order and the provisions of civic amenities, so as to enhance the quality of life of the inhabitants of the Municipality
- iv. Provide a high standard of social services in a cost-effective manner to the inhabitants of the Municipality

- v. Promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stakeholders in the Municipality in order to facilitate collective action and commitment towards achieving the goal of a harmonious and stable community
- vi. Providing for services, laws and other matters for Municipality's benefit
- vii. Fostering the economic, social and environmental well-being of its community

#### **1.4 Functions of the Municipality**

Municipality of Mavoko shall perform the following functions—

- i. Promotion, regulation and provision of refuse collection and solid waste management services
- ii. Maintenance of urban roads and associated infrastructure
- iii. Maintenance of storm drainage and flood controls
- iv. Maintenance of walkways and other non-motorized transport infrastructure
- v. Maintenance of green spaces
- vi. Maintenance of street lighting
- vii. Maintenance and regulation of municipal markets and abattoirs
- viii. Maintenance of fire stations; provision of fire-fighting services
- ix. Emergency preparedness and disaster management
- x. Maintenance of administrative offices

#### **1.5 Purpose of the Integrated Development Plan**

The purpose of the IDeP was to provide an overall integrated framework for the Municipality's urban growth and basis for coordinated programming of projects and budget. The plan will be the basis of aligning the municipal budget with the County Integrated Development Plan (CIDP), County Spatial Plan (CSP), County's three-year fiscal plan and Municipal Integrated Spatial Development Plan, among other plans. It will also guide the preparation of the municipal annual investment plans.

### **1.5.1 Specific Objectives of the IDeP Include:**

- i. To identify challenges and prioritize municipal issues and make them the focus of planning
- ii. To conduct participatory planning exercises in order to identify citizens' priorities.
- iii. To provide a social-spatial framework for all development projects in the municipality
- iv. To provide a framework for collaboration and partnership of all key stakeholders in the municipality
- v. To set a base for the proposed new development and role of the Municipality.
- vi. To set regulations, standards and guidelines for development control.
- vii. To provide a basis for provision of modern infrastructural services.
- viii. To formulate measures for environmental conservation/improvements and aesthetics.
- ix. To prepare short- and medium-term plans to guide urban development.
- x. To prepare a monitoring and evaluation strategy to assist in reviewing and updating the plan in line with the ever-changing trends of the Municipality.

### **1.5.2 Importance of Integrated Development Plan (IDeP)**

- i. Effective and coordinated use of scarce resources.
- ii. Identification of the priority projects.
- iii. Speeding up of service delivery.
- iv. Attraction of development partners and investors.
- v. Strengthening of public participation.
- vi. Promoting co-ordination between Municipal, County and National Government.

### **1.6 Scope of Work**

The scope of the work included:

- i. Development strategies along specified thematic areas of environment, physical and social infrastructure, transportation, housing, local economic development, disaster management and cultural heritage preservation.
- ii. Implementation strategy indicating prioritization of projects and programmes.
- iii. A capital investment plan with associated costs and responsibilities for implementation of agreed sector-wise priorities with a realistic and affordable financing plan budget. iv. Resilience and disaster management strategy.
- v. Undertaking a situation analysis of the municipality and its operations to date.
- vi. Developing/reviewing the vision and mission based on the municipal mandate and functions.
- vii. Designing and facilitating the various elements of the planning process based on the County Government Act and the Urban Areas and Cities Act.
- viii. Securing input from diverse stakeholders including the county government, the county assembly and the board.
- ix. Proposing a strategy for achieving the strategic objectives and key results areas.
- x. Finalize the integrated development plan and submit to the board for approval.

## **1.7 Technical Approaches and Methodology**

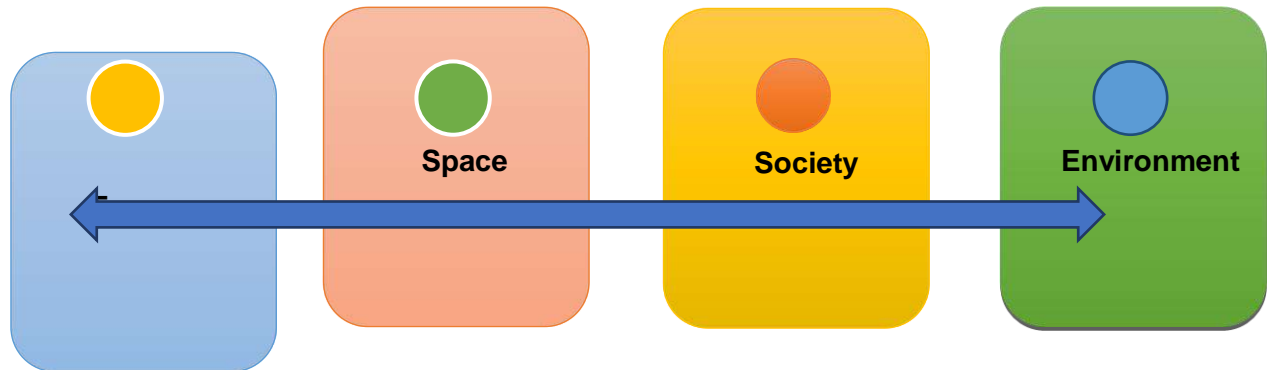
### **1.7.1 Technical Approaches**

In undertaking this assignment, the following approaches were used:

#### **i. Integrated Development Approach**

The assignment components cover various sectors such as physical infrastructure, social, environment, energy, economy and land use utilization & management. All the sectors were integrated using integrated development approach in order to come up with the strategies meant to achieve the Sustainable Development Goals (2015) and other localized development goals. This was done through critical analyses of all the sectors in order to come up with all-inclusive strategies focusing on the project objective of improving residents' standard of living. The figure below

illustrates the integrated approach as a transformational approach towards localizing and achieving the Kenya Vision 2030 aspirations.



**Figure 1: Integrated Approach**

## **ii. Multi-Sectoral Approach**

The multi-sectoral approach was employed while undertaking the assignment. This method entailed interdisciplinary and inter-organizational cooperation, collaboration, and coordination across key sectors, including (but not limited to) social and physical infrastructure, the economy, and the environment. This approach facilitated the alignment of goals, enhanced resource utilization, and promoted innovative solutions through collective effort.

### **1.7.2 Methodology**

The planning process was systematic and included the following phases; inception, stakeholders' engagement, sector data collection, draft plan preparation, final plan preparation and plan approval as shown in **figure 2**;



**Figure 2: Summarized Methodology**

**Execution Methodology** Table 1 below gives a detailed description of the planning process phases.

**Table 1: Execution Methodology**

Phase	Key Activity	Output
<b>Inception</b>	<p><b><u>Commencement Meeting</u></b></p> <ul style="list-style-type: none"> <li>Kick off meeting was marked by official awarding and commencement of the planning process</li> <li>General modalities of engagement and assignment of roles were deliberated on.</li> </ul>	
	<p><b>Inception report</b></p> <ul style="list-style-type: none"> <li>The consultant prepared an inception report interpreting the terms of reference, project objectives, deliverables and outputs.</li> </ul>	<b>Inception Report</b>

Phase	Key Activity	Output
	<ul style="list-style-type: none"> <li>• It detailed out the tasks, execution methodology, policy, legal &amp; regulatory framework and work plan guiding the planning process.</li> <li>• Preliminary sectoral data for the area under planning was also reviewed.</li> </ul>	
<b>Stakeholder engagement</b>	<b>Stakeholders Mapping</b> <ul style="list-style-type: none"> <li>• The consultant in collaboration with the client undertook stakeholders' identification and analysis.</li> <li>• Stakeholders were categorized into groups such as the business community, farmers, transport operators, and religious representatives among others.</li> <li>• An assessment of the appropriate number of the stakeholders per sector was done.</li> </ul>	<b>Stakeholders' Engagement plan</b>
	<b>Stakeholders' Awareness, Mobilization and Visioning Workshop</b> <ul style="list-style-type: none"> <li>• During the workshop the project's objectives and outputs were explained and the expected responsibilities of the stakeholders outlined.</li> </ul>	

<b>Sector data collection and analyses</b>	<p style="text-align: center;"><b>a. Sectoral Data Collection</b></p> <ul style="list-style-type: none"> <li>• It involved the collection, compilation and analysis of sectoral data.</li> <li>• Data collection methods employed included; reviewing of existing literature, field surveys, key informant interviews, observation, mapping and photography.</li> <li>• Data was collected on the following sectors: physiographic and natural environment; population and demographic characteristics; urban economy, infrastructure and services, urban finance, land and</li> </ul>	<b>Analyzed sector data</b>
--	--	-----------------------------

<b>Phase</b>	<b>Key Activity</b>	<b>Output</b>
	<p>human settlements; housing; institutional framework; urban planning and development; social issues and marginalized groups.</p> <p style="text-align: center;"><b>b. Analyses</b></p> <ul style="list-style-type: none"> <li>• Spatial and non-spatial data was analyzed using SPSS, Excel and Arc GIS. SWOT method of analysis was also undertaken for various sectors such as physiographic and natural environment; population and demographic characteristics; urban economy, infrastructure and services, urban finance, land and human settlements; housing; institutional framework; urban planning and development; social issues and marginalized groups.</li> <li>• The analyzed data was compiled to generate the situational analysis chapter</li> </ul>	

<b>Draft Plan</b>	<p><b>Preparation of Draft Plan Proposals</b></p> <ul style="list-style-type: none"> <li>• Based on the results of the sector assessments the following were development through a participatory process:</li> <li>• Spatial framework showing the structuring elements that would guide development: natural features, transportation network and urbanization &amp; development. <ul style="list-style-type: none"> <li>• Development strategies were developed such as: economic development strategies, environmental conservation strategies, housing improvement strategies, social infrastructure improvement strategies, urban planning and development strategies, agriculture improvement strategies, finance improvement strategies,</li> </ul> </li> </ul>	<b>Draft Municipal Integrated Development Plan (IDeP).</b>
<b>Phase</b>	<b>Key Activity</b>	<b>Output</b>
	<p>institutional development and capacity building, social issues and marginalized strategies:</p> <ul style="list-style-type: none"> <li>• Municipal governance and strategic direction containing the municipality’s vision, priority projects and the institutional framework.</li> <li>• Capital investment plan containing the priority projects, cost and the expected implementers with the defined duration.</li> </ul>	
	<p><b>Draft Plan Validation Workshop</b></p> <ul style="list-style-type: none"> <li>• The Draft IDeP was presented to the stakeholder’s workshop for validation.</li> </ul>	<b>Stakeholders workshop proceedings report</b>

<b>Final plan</b>	<ul style="list-style-type: none"> <li>• The stakeholders’ workshop comments and views obtained from circulation were incorporated into to form the final plan</li> </ul>	<b>Final Plan</b>
-------------------	---	-------------------

## **1.8 Stakeholder Engagement and Public Participation**

In the preparation of the plan, engaging stakeholders is a crucial element. Public engagement offers several advantages, including enhancing comprehension of stakeholders' roles, improving understanding of planning matters, enhancing public awareness of the project, fostering community ownership and support, and boosting the project's overall sustainability. To achieve effective public participation, the following activities were carried out:

### **1.8.1 Stakeholders Mapping**

The process of stakeholders mapping was done through a consultative process involving the municipal manager. The stakeholders were categorized into primary and secondary depending on their roles. Primary stakeholders are the individuals or groups who were directly affected by the project. Some of the primary stakeholders included; municipality residents, business community, faith-based organizations, professional associations, financial institutions, transport sector and special groups among others. Secondary stakeholders - are those who were affected indirectly by the project activities. These are National Government, County Government and service providers

### **1.8.2 Stakeholders Engagement**

Stakeholder engagement is the active process of involving individuals, groups, organizations, or entities with a vested interest, influence, or stake in a specific project, decision, or initiative. This involvement aims to collect their perspectives, input, and feedback while fostering communication and collaboration. To ensure effective stakeholder engagement, diverse methods were employed, including holding meetings, administering questionnaires, conducting key informant interviews, and facilitating focus group discussions. These approaches were implemented to ensure that the concerns, needs, and interests of various stakeholders were duly considered in decision-making processes, project planning, and implementation. The table below summarizes the stakeholder engagement activities conducted during the project execution process:

**Table 2: Stakeholder Engagement Matrix**

<b>Critical phase of the project execution</b>	<b>Date</b>	<b>Objective of the meeting</b>	<b>Stakeholders Involved</b>	<b>Means of communication</b>	<b>Methods of engagement</b>	<b>Results of the engagement</b>
<b>Sensitization and awareness creation meeting</b>	19 <sup>th</sup> March, 2024	To sensitize the stakeholders on the importance of the project, method of execution and their roles towards successful project execution	Municipality residents’ representatives Municipal board County representatives	Messages, phone calls, letters	Holding of meeting	The roles of the stakeholders were defined. The stakeholders were sensitized about the project. They pledged to support the project activities until its completion.
<b>Sector data collection</b>	April, 2024		Municipality residents, institutions, county government departments	Field survey	Focus group discussions, Administration of questionnaires and conducting of interviews to the key informant	Comprehensive data was collected that informed the plan.

<b>Critical phase of the project execution</b>	<b>Date</b>	<b>Objective of the meeting</b>	<b>Stakeholders Involved</b>	<b>Means of communication</b>	<b>Methods of engagement</b>	<b>Results of the engagement</b>
					during field survey	
<b>Presentation of the draft plan to the stakeholders</b>	6 <sup>th</sup> June, 2024	To present to the stakeholders for comments and validation	Municipality residents representatives Municipal board County representatives	Messages, phone calls, letters, notices on bulletin boards, announcements in local churches and mosques, advertisements on local radio stations	Holding of meeting	Validated the draft report

### 1.8.3 Stakeholders' Concerns – Outcome of Stakeholder Engagement

The stakeholders raised various concerns during the above listed stakeholder's participation forums that should be addressed by the plan to ensure their status of living condition is improved. The issues raised are listed below:

- i. Establishing an efficient transportation network.
- ii. Implementing effective waste management practices.
- iii. Creating an aesthetically pleasing municipality.
- iv. Promoting industrial development within the municipality.
- v. Ensuring a consistent and adequate water supply.
- vi. Enhancing agricultural productivity.
- vii. Establishing adequate market facilities.
- viii. Promoting environmental sustainability initiatives.
- ix. Installing streetlights and floodlights for enhanced safety.
- x. Implementing proper drainage channels for flood prevention and management.

The plate below shows the stakeholders participation forums:



**Plate 1: Stakeholder's participation forums**

*Field survey, 2024*



**Plate 2: Presentation of the draft plan to the stakeholders for validation**

*Field survey, 2024*

## **CHAPTER TWO**

### **PLANNING CONTEXT**

#### **2.1 Overview**

This chapter provides the description of the municipality location and administrative units

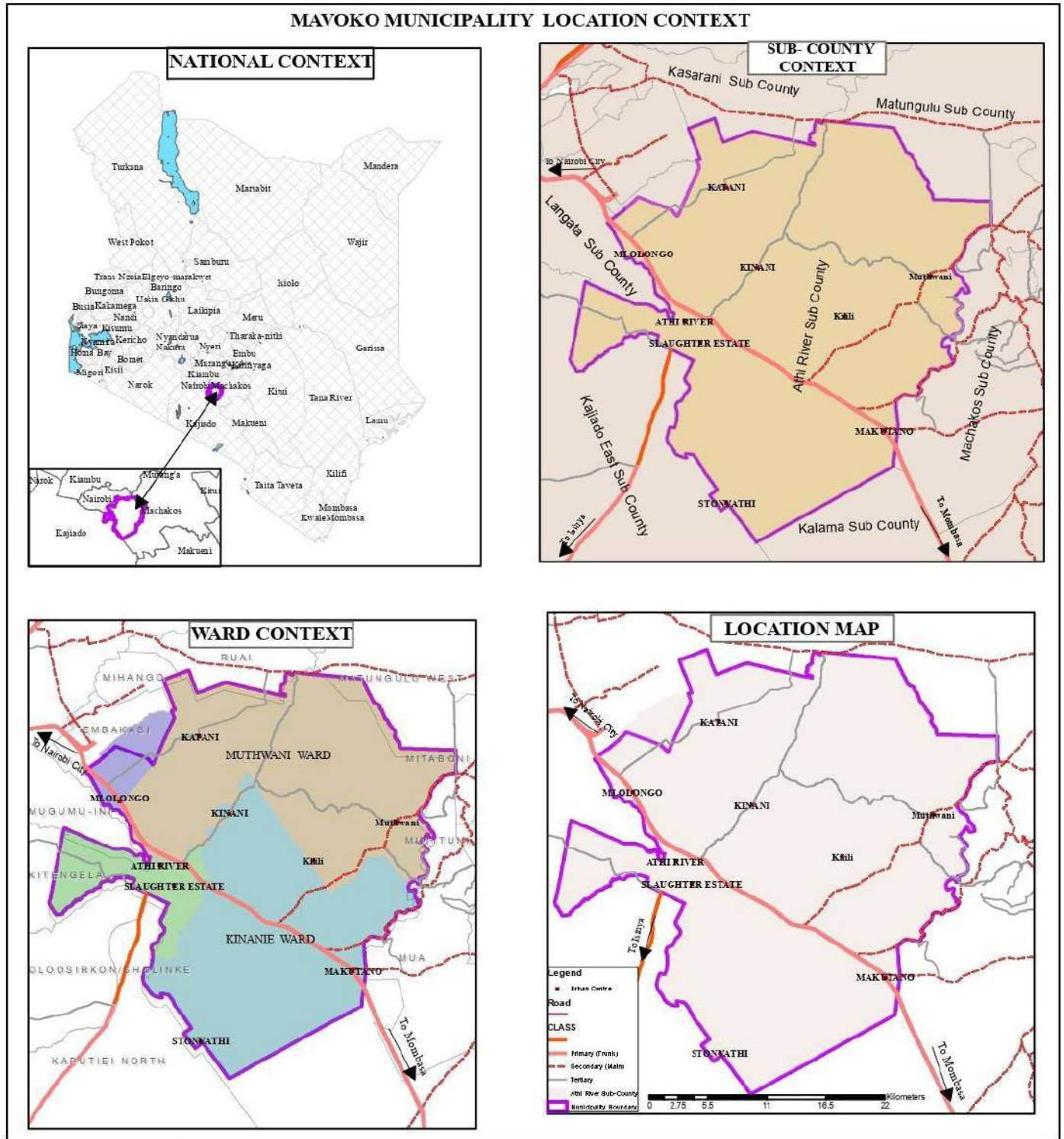
#### **2.2 Description and Location of the Municipality**

Mavoko, popularly known as Athi River, is a fast-growing industrial town located some 25km southeast of Nairobi. It is experiencing rapid change and social upheaval due to a large influx of new residents, gentrification, and establishment of new industries and further marginalisation of the urban poor. Some of the Industries within the municipality include cement factories, steel mills, export processing zone companies and transport and logistics companies. Mavoko serves as the commercial and industrial hub within the region. The Mavoko Municipality lies within the Athi Catchment Basin and covers an area of 835 km<sup>2</sup>. It is located in Machakos County, specifically within the Athi River sub-county, and encompasses four wards: Mlolongo/Syokimau, Kinanie, Athi River and Muthwani. Mavoko town stands out as the primary urban center within the municipality, also serving as the headquarters. Key social amenities within close proximity include a university, shopping malls, hospitals, the Standard Gauge Railway (SGR) and the Jomo Kenyatta International Airport (JKIA).

The municipality benefits from its strategic location along major transportation routes, including the IBD Namanga-Athi River-Thika-Sagana-Nanyuki-Isiolo route, the IBD Malaba-Eldoret-Nakuru-Nairobi-VoiMombasa L3 route, and the A8 Lukenya-Kamulu-Munyu-Kilimambogo-A2 Makuyu-B25 Mbombo (Greater Eastern Bypass). These arterial roads contribute significantly to the municipality's connectivity and accessibility, facilitating trade and commerce within and beyond its borders

The maps below show the municipality in national, sub-county and ward context.

Map 2: Location context



### 2.3 Administrative Units

The municipality covers approximately 835 square kilometers.

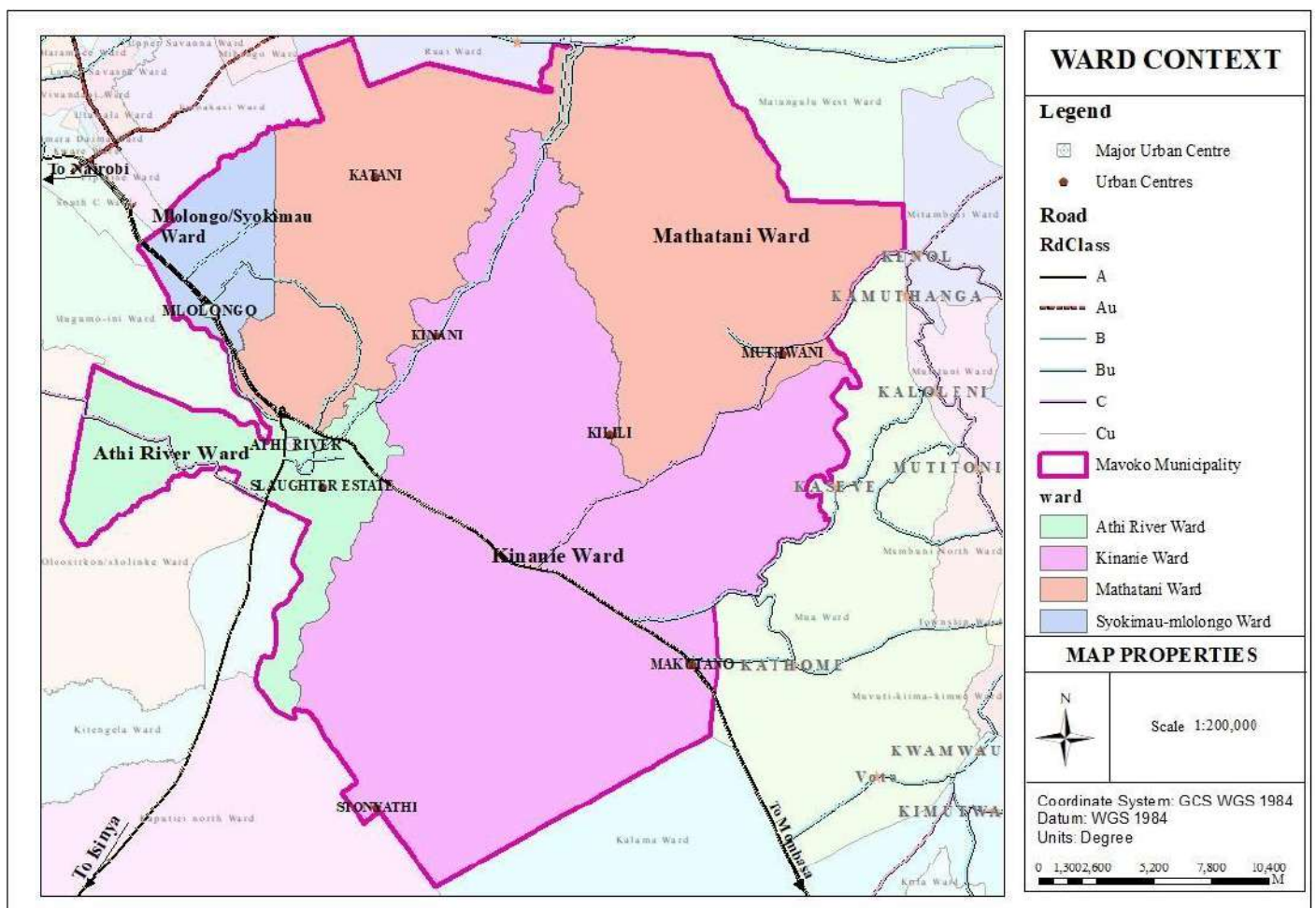
#### 2.3.1 Administrative Units by Sub-Counties

The municipality covers the entire Athi-River Sub-County.

#### 2.3.2 Administrative Units by Wards

The municipality covers four (4) Wards namely; Syokimau/Mlolongo, Kinanie, Athi River, Syokimau and Muthwani. The map below shows the spatial distribution of the wards within the municipality: **Map**

### 3: Administrative unit by Wards



## 2.4 Major Urban Centres within the Municipality

The municipality is characterized by 10 major urban centers within its boundaries, each playing a vital role in its economic and social landscape. These urban centers serve as the heartbeat of the municipality's commercial activities, catering to the diverse needs of its residents and businesses. Among these, Mavoko town stands out as the primary commercial and industrial hub, boasting a bustling economy and serving as both the sub-county and municipality's administrative center. Its strategic location and well-developed infrastructure make it a key player in the region's economic growth.

Mlolongo town, emerging as the municipality's second vibrant commercial hub. With a dynamic business environment and a growing population, Mlolongo plays a significant role in driving commerce and trade within the municipality. Its proximity to major transportation routes enhances its accessibility and attractiveness to businesses and investors alike.

These urban centers, along with others listed in the table below, form the backbone of the municipality's economic vitality. They provide essential services, employment opportunities, and amenities to residents, contributing to the overall prosperity and development of the region

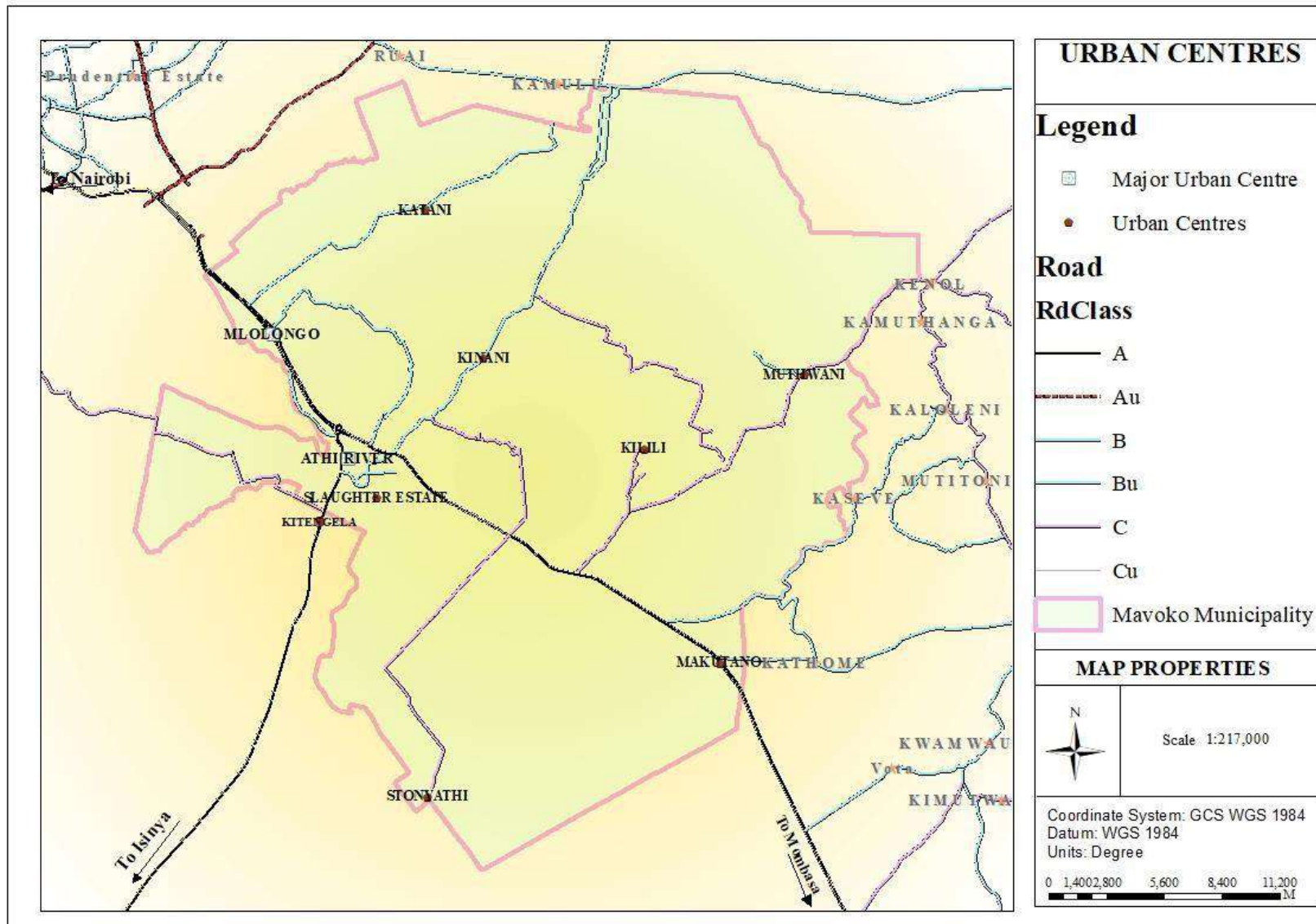
**Table 3: Major Urban Centres within the Municipality**

s.no	Name	Ward
1.	Mavoko	Athi river
2.	Mlolongo	Syokimau/mlolongo
3.	Stonyathi	Kinanie
4.	Slaughter Estate	Athi River
5.	Muthwani	Mathatani
6.	Kilili	Kinanie
7.	Muthwani	Mathatani
8.	Katani	Mathatani
9.	Makutano	Kinanie
10.	Kinani	Kinanie

The spatial location of the municipality is shown in the map below:



**Map 4: Major Urban Centres within the Municipality**





## **CHAPTER THREE**

### **LEGAL AND POLICY FRAMEWORK**

#### **3.1 IDeP linkages with Policy Framework**

The Integrated Development Plan was prepared as per the explained policy framework below:

##### **3.1.1 Sustainable Development Goals**

The Sustainability Development Goals (SDGs) were formulated to build upon and replace the Millennium Development Goals (MDGs) whose time elapsed in 2015 since they were adopted in 2000. SDGs are universal and are to be applied in both developed and developing countries. SDG No.11 deals with sustainable cities and communities. More than half of the world population lives in urban areas and cities. By 2050 two-thirds of the population of the world will be living in urban areas and cities. Sustainable development cannot be achieved without significantly transforming the way we build and manage our urban spaces. The rapid growth of urban areas has led to a boom in large urban areas and cities, especially in developing world; Slums are becoming a more significant feature of urban/city life.

Sustainable urban areas and cities create career opportunities and business opportunities, safe and affordable housing, and building resilient societies and economies. This involves investment in public transport; creating green public spaces, and improving urban planning and management in participatory and inclusive ways.

##### **3.1.2 The Kenya Vision 2030**

The Kenya Vision 2030 is a long-term development blue print for the country. It seeks to transform Kenya into a newly industrializing, middle-income country providing a high-quality life to all its citizens by the year 2030. The strategic plan recognizes that 50% of Kenyan population will be urbanized by the year 2030 and thus the need to plan for decent and high-quality urban livelihoods. It advocates for adequate and decently housed nation in a sustainable environment.

The IDEP falls under the MTEP IV(2023-2027). The MTEP IV will implement the fourth and second-last phases of the Kenya Vision 2030. The MTEP IV policies, programmes, and projects aim to achieve the aspirations of the core pillars of sustainable development goals, the Africa Agenda 2063, and other

international and regional economic development frameworks. In particular, the MTEP IV forms a framework for the government manifesto, the Bottom-Up Economic Transformation Agenda (BETA)

### **3.1.3 National Land Use Policy, 2017**

The Constitution of Kenya 2010, Kenya Vision 2030 and the Sessional Paper No. 3 of 2009 on National Land Policy all justify formulation of a framework for effectively addressing the challenges related to land use. It is in response to this call that the National Land Use Policy was developed, incorporating all activities that have an impact on the use of land and its resources. The overall goal of the National Land Use Policy is to provide legal, administrative, institutional and technological framework for optimal utilization and productivity of land related resources in a sustainable and desirable manner at national, county and community levels. The Policy is premised on the philosophy of economic productivity, social responsibility, environmental sustainability and cultural conservation.

Key principles informing it include efficiency, access to land use information, equity, elimination of discrimination and public benefit sharing. The National Land Use Policy seeks to balance different, yet related, concerns such as food security, human settlements, environmental protection and climate change; and other economic pursuits. The policy takes cognizance of social, cultural, economic, political and spatial dimensions of development.

### **3.1.4 National Spatial Plan 2015 – 2045 (NSP), 2017**

The National Spatial Plan, which covers a long-term period of thirty years (30) from 2015-2045, addresses; land use, socio-economic issues and environmental issues to achieve balanced and sustainable spatial development and optimal land use across the country. The Plan provides comprehensive strategies and policy guidelines to deal with issues of rural and urban development, modernizing agriculture, infrastructure, energy production, mining and industry, and sustainable human settlements. It will provide a spatial framework for anchoring Vision 2030 flagship projects.

The Plan is also a coordinating framework for various sectors involved in spatial planning and implementation. The NSP forms the basis upon which lower-level plans in the country shall be prepared which include Regional Plans, County Spatial Plans, Local Physical and Land Use Development Plans and Integrated Development Plans.

**3.1.5 National Housing Policy, Sessional Paper No.3 of 2004**

This policy recognizes land use planning and management as a critical input in housing provision. It recognizes that land related matters have deep socio-economic and political impacts.

It also recognizes that the lack of comprehensive land use planning and management is what has led to substandard settlements with inadequate infrastructure, services and open spaces. The policy aims at promoting planning of human settlements that will include re-planning of those that have inadequate infrastructure and services. The draft Integrated development plan considered those aspirations by ensuring provision of basic facilities and services.

**3.1.6 Poverty Reduction Strategy Paper (PRSP), 2005**

The PRSP outlines priorities and the necessary measures for poverty reduction and economic growth. It identifies measures geared towards improved economic performance and priority actions that will be implemented to reduce the incidences of poverty among Kenyans. The strategy gives measures to alleviate poverty as one of the outputs is an Economic recovery strategy. The plan will thus guide in poverty alleviation and steer economic performance of the municipality through the implementation of the economic and investment strategies formulated.

**3.1.7 Other relevant Policy Instruments**

Policy	Policy Relevance
Housing Policy Sessional Paper No. 3 of 2004	Underscores comprehensive land-use planning as a significant component of housing in facilitating provisions of adequate shelter and a healthy living environment at an affordable cost to all socio-economic groups in Kenya to foster sustainable human settlements
Integrated National Transport Policy 2012	It aims to develop a world-class integrated transport system responsive to people's and industry's needs since the government recognizes the transport sector as one of the critical enablers in achieving Vision 2030.

National Climate Change Response Strategy 2010	Seeks to strengthen and focus nationwide actions towards climate change adaptation and GHG emission mitigation.
<b>Policy</b>	<b>Policy Relevance</b>
Sessional Paper No. 2 of 2009 on Forest Policy	Requires County Governments to establish and maintain arboreta, miniforests or mini-recreational parks within their areas of jurisdiction and during the construction of housing estates by the public and private investors
Energy Policy 2012	Seeks to ensure adequate, quality, cost-effective, and affordable energy supply to meet development needs while protecting and conserving the environment.
Public Health Policy 2012	It focuses on the essential priority packages based on the burden of disease and the required support systems to deliver service among major players in the health sector, including the Government represented by the Ministry of health and the county government, private sector and non-governmental (NGOs).
National Urban Development Policy	Creates a framework for sustainable urban development in the country and addresses the following thematic areas: urban economy; urban finance; urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and marginalized and vulnerable groups.

## **3.2 Legal Framework**

The Municipality of Mavoko Integrated Development Plan was prepared in accordance to the following regulations:

### **3.2.1 Constitution of Kenya, 2010**

According to the Fourth Schedule of the Constitution, the national government is mandated to formulate the general principles of land use planning and the coordination of planning by the counties while counties are in charge of planning and development control within their jurisdiction. The preparation of the IDeP was according to Article 10 on public participation, Article 60 on sustainable and productive management of land resources, Article 66 on regulating the use of any land, and Article 67, which gives NLC the mandate to oversee and monitor.

The preparation of this IDeP is also anchored on the provisions of the County Government Act (Sections 49, 107, 111 and 116), the Urban Areas and Cities Act (Sections 20, 21, 32 and 38 and the Third Schedule thereof) and the Physical and land Use Planning Act (Sections 45(3) 46 and 56). Table 3-1 provides details of each section of these three Acts, and Table 3-2 lists other laws related to urban growth and development. All these laws provide leverage for urban management in determining community needs and aligning them to the requirements of the Constitution. The focal points of these legal provisions are fundamental in addressing the ramifications of the social, cultural, economic and environmental situation of Mavoko Municipality.

### **3.2.2 Urban Areas and Cities Act, 2011 (amended, 2019)**

The Urban Areas and Cities Act is a law that implements article 184 of the Constitution of Kenya; which talks about urban areas and cities. The article states that the National legislation will be responsible for the governance and the management of urban areas and cities. The municipality board as provided for in (part V) is obliged to formulate and implement an integrated development plan for the five years in office. Section 37 (1) of this act states that a city or urban area integrated development plan shall be aligned to the development plans and strategies of the county governments.

As per the third schedule of Urban Areas and Cities Act, Section 38, 40, the preparation of the integrated urban area or city development plan a city or urban area shall provide for:

### **Contents of IDeP**

#### **(Section 40)**

An integrated urban area or city development plan shall reflect—

- (a) A boards or committee’s vision for the long-term development of the city or urban area with special emphasis on the boards or committee’s most critical development needs.
- (b) An assessment of the existing level of development in the city or urban area, including an identification of communities which do not have access to basic services.
- (c) The determination of any affirmative action measures to be applied for inclusion of communities referred to under paragraph (b) to access funds from the equalization funds.
- (d) The board’s development priorities and objectives during its term in office, including its economic development objectives, community needs and its determination on the affirmative action in relation to the marginalized groups access to services.
- (e) A board’s development strategies which shall be aligned with any national or county sectorial plans and planning requirements binding the city or municipality.
- (f) A board’s operational strategies.
- (g) Applicable disaster management plans.
- (h) A regulated city and municipal agricultural plan.
- (i) A financial plan, which shall include budget projection for at least the next three years; and (j) The key performance indicators and performance targets.

### **Preparation of IDeP**

In the preparation of the integrated urban area or city development plan, a city or urban area shall provide for—

- a) A determination of community needs and aligning them to the requirements of the Constitution;
- b) An assessment of the current social, cultural, economic and environmental situation in its area of jurisdiction;

- c) Protection and promotion of the interests and rights of minorities and marginalized groups and communities;
- d) A shared vision for its development and that of the county as a whole;
- e) An audit of available resources, skills and capacities;
- f) Prioritization of the identified needs in order of urgency and long-term importance;
- g) Integrated frameworks and goals to meet the identified needs;
- h) Strategies to achieve the goals within specific time frames;
- i) Specific implementation programmes and projects to achieve Intended goals;
- j) Performance management tools to measure impact and performance and make appropriate corrections;
- k) Linkage, integration and coordination of sector plans;
- l) Development control; and
- m) Any other necessary matter.

Section 36 (1) states that every city and municipality established under this Act shall operate within the framework of integrated development planning, hence the need for municipality of Mavoko Integrated Development Plan. The Plan shall bind, guide and inform all governance, management service delivery and development and ensure comprehensive inclusion of all functions as specified in section 36 and sub section (1) (2).

### **Role of Board of Municipality in Governance and Management of a Municipality**

- ✚ Putting in place facilitative policies, laws, plans, programs and projects that ordinarily private sector would not provide;
- ✚ Putting in place structures, processes and resources for urban governance and management institutions;
- ✚ Decentralizing to delegate functional responsibility and resources to other lower levels of urban governance and management institutions;

- † Development and promotion of appropriate policies and tools for management of urban areas;
- † Creating effectiveness of urban governments through political stability, social cohesion and economic buoyancy; and,
  
- † Development of skills and motivation in urban governance, management, administration and staff.

### **3.2.3 County Government Act, 2012 (Amended, 2020)**

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

Part VI (Decentralized Units) of County Government Act 2012 creates structures of decentralization units of Urban Areas and Cities.

Section 48 provides that functions and provisions of services of each County Government shall be decentralized to;

- a) Urban Areas and Cities.
- b) Sub Counties.
- c) Wards.
- d) Village Units.
- e) And such other Units as County Government may determine.

Section 49 provides that the structures and functions of urban areas and cities shall be as per provisions of Urban Areas and Cities Act.

### **3.2.4 The Public Finance Management Act, 2012**

**Public Finance Management Act** Section 175. (1) states that an urban area in this case the Municipality of Mavoko shall develop a strategic plan based on the integrated development plan that is consistent with the County Fiscal Strategy Paper. Section 175, (2) the strategic plan shall form a basis for development of the urban areas or municipality budget proposals. 178.(1) An urban area or in this case municipality may receive a grant or donation from a development partner only with the approval of the County Executive Committee member for finance concerned, and only as provided under section 138 of this Act.

### **3.2.5 Environmental Management and Coordination Act (EMCA) and as amended in year 2015.**

Part II of the Act states that every person in Kenya is entitled to a clean and healthy environment and has the duty to safeguard and enhance the environment. Part VIII, Section 72, prohibits discharging or applying poisonous, toxic, noxious or obstructing matter, radioactive or any other pollutants into aquatic environments.

Section 74 demands that all effluent generated from the sources are discharged only into the existing sewerage system upon issuance of the prescribed permit from the local authorities (preceded the County Governments) (Government of Kenya, 1999). The provisions of this Act were echoed in environmental protection strategies formulated.

### **3.2.6 Water Act, 2016**

This is an Act of Parliament to provide for the management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water. Further, it provides for the regulation and management of water supply and sewerage services. It also provides guidelines for establishment and running of institutions involved in the management and provision of water services.

### **3.2.7 The National Urban Development Policy (NUDP) (Sessional Paper, 16, 2016)**

The NUDP seeks to create a framework for sustainable urban development in the country and addresses the following thematic areas: urban economy; urban finance; urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and marginalized and vulnerable groups.

### **3.2.8 The Sustainable Waste Management Act Chapter 387C, 2022**

The Act establishes the legal and institutional framework for the sustainable management of waste; ensure the realization of the constitutional provision on the right to a clean and healthy environment. The plan has developed waste sustainable management strategies in line with the Act.

### **3.2.9 The Climate Change Act, 2016**

This Act provides a framework for promoting climate resilient low carbon economic development. It aims to (Art 3-2):

- Mainstream climate change responses into development planning, decision making and implementation;
- Build resilience and enhance adaptive capacity to the impacts of climate change
- Formulate programmes and plans to enhance the resilience and adaptive capacity of human and ecological systems to the impacts of climate change
- Mainstream and reinforce climate change disaster risk reduction in strategies and actions of public and private entities

The plan has proposed for development of the municipality climate change and adaption strategy in line with the Act recommendation.

### 3.3 County Policy and Legal Frameworks

The relevant county and legal frameworks are explained in the table below:

Legal frameworks	Description
Mavoko Municipality Integrated Development Plan 2018- 2022	Provided a comprehensive overview of the municipality's developmental objectives, strategies, and priorities. This plan served as a guiding framework for coordinating and implementing various development initiatives aimed at improving the socio-economic wellbeing of residents and enhancing the overall quality of life within the municipality.
Machakos County Management of Quarrying Activities Act, 2016	Act regulates quarrying activities; to ensure sustainable exploitation and utilization of quarries; Provides for raising of revenue from quarrying activities and provides for equitable sharing of the accruing benefi
Machakos County Public Market and Stalls Act,2016	Act provides for the management of Public markets and stalls in the County.
Machakos County Non-Motorized Vehicles Act,2016	Act gives provisions for the regulation of operations of Non- Motorized Vehicles within the county.
Machakos County Persons with Disabilities Act,2016	Act Provides for the rights and rehabilitation of persons with disabilities. Equalization of opportunities for PWDs and establish a County Board and Fund for PWDs
Machakos County Government Administrative Structures Act,2015	Act gives effect to section 48 of the County Governments Act on the establishment of Administrative Units and County Government Services Committees at Sub-County level and

Legal frameworks	Description
	Ward level for effective and efficient delivery of services
Machakos County Designated Parking Places Act,2015	Act establishes a legal framework for parking of motor vehicles within the County.
Machakos County Revenue Administration Act ,2015	Act provides for the general administration of revenue raising laws and other taxation laws. Establishment a directorate of revenue collection within the County.
Machakos County Co-operatives Societies Act,2015	Act gives provisions for the formation, registration, and regulation of cooperative Societies and related activities within the County.
Machakos County E-Waste Management Act,2015	Act provides for institutional framework in the management of E-Waste and establishes a County E-Waste management committee.
Machakos County HIV and AIDS Management Act 2015	Act Provides measures for the prevention, control as well as institutional framework for the management of HIV and AIDS it also establishes county HIV and AIDS management committees
Machakos Ward Development Fund (Amendment)Act,2015	Act amends the Machakos County Ward Development Fund Act to align it with the Constitutional provisions
Machakos County Water and Sanitation Act,2014	Act provides for the creation of a County Water Board, Water service providers licensing and regulates the provision of water and sanitation services within the County
Machakos County Sand Harvesting Act, 2014	Act Regulates Sand harvesting to ensure sustainable exploitation and utilization of sand, it provides for equitable sharing of the accruing

Legal frameworks	Description
	benefits and establishes a Sand Harvesting and Management Committee
Machakos County Ward Development Fund Act, 2014	Act creates the Ward Development Fund for purposes of development within the wards.
Machakos County Trade License Act, 2014	Act provides a legal framework for application and granting of trade license and related activities within the County.
Machakos County Agricultural Development Fund Act, 2014	Act Provides for growth and development of the Agricultural sector. It establishes a fund for the administration of agricultural sector within the county and establishment of a Directorate to oversee the implementation of the Act.
Machakos County Liquor Licensing Act, 2014	Act provides a legal framework for liquor licensing, administration and related purposes and establishes a Directorate of Liquor control.
Machakos County Public Participation Act,2014	Act give effect to Articles 1, 10 (2) (a), 1.18, 119,174,232 (1) (d) and paragraph 14 of Part 2 of the Fourth Schedule of the Constitution and establishes modalities and platform for public participation in the governance of the County.
County Integrated Development Plan (2023-2027)	The CIDP is the blue print for highlighting county socio-economic status, highlighting available resources and strategies for sustainable development through planning, budgeting and implementation of the programs in order to address the socio-economic challenges facing the county

## **CHAPTER FOUR**

### **EXISTING SITUATION**

#### **4.1 Physical and Natural Environment**

##### **4.1.1 Climate**

Machakos County experiences bimodal rainfall pattern with short rains in October and December with mean rainfall of 500 millimeters (mm) and long rains from March to May with a mean rainfall 1250 millimeters (mm). The County's rainfall distribution is primarily influenced by altitude. The lowland areas get about 500mm of rain on average, compared to 1000mm in the high areas like Mua, Iveti, and Kangundo. The temperatures range from 18 to 29 degrees Celsius throughout the year. Most of the dry spells take place between January and March and August and October. The municipality falls in the low land areas of the county with an average annual rainfall of 712.89 mm. The month of maximum warmth in a year is February. The average temperature during this period reaches up to 21.0 °C | 69.7 °F, making it the hottest time of the year. The month of July registers the most frigid temperatures throughout the year, with an average low temperature of 17.5 °C | 63.5 °F.

##### ***Climate Change***

Climate Change is a key development challenge that has significant effects on sustainable development in Machakos County and the Country at large. Machakos County where the municipality is located is faced with an accelerating climate crisis (Machakos County, 2023). Drought, heat stress, diminishing water resources and increased temperatures leading to water scarcity are the most problematic climatic hazards in the County. Citizens of Machakos County are often directly dependent on natural resources to sustain their livelihood with agricultural farming as the principal livelihood employing 73% of the population and contributing 70% of household incomes (Machakos County, 2023). The impact of climate change is already putting stress on these resources. Food shortage, increased food prices and scarcity of water are just some of the consequences of extreme weather events such as drought and flooding. Mavoko Municipality, considering its location within the lowland areas of the county, receiving an average rainfall of 500mm, is experiencing the same challenges.

#### 4.1.2 Agro-ecological zones

The municipality is situated within the Lower Highland (LH) and Upper Midland (UM) agro-ecological zones. Specifically, it falls within LH3 and LH4 in the lower highland, and UM4, UM5, UM5-6, and UM6 in the upper midland. The table below illustrates the suitable agricultural activities in each designated zone. Understanding the agro-ecological zones in the municipality is crucial as it aids in discerning the appropriate types of agriculture suitable for specific areas within the municipality. This understanding, in turn, facilitates the development of agricultural improvement strategies.

**Table 4: Agro-Ecological Zones**

Agro-Ecological Zone	AEZ Code	Major Crop	Rainfall Range (mm)	Areas
Lower Highland	LH 3	Wheat/Maize Barley Zone	600 - 1200	Small section of kinanie ward near kaseve
Lower Highland	LH 4	Cattle - Sheep Barley/Sunflower - Maize Zone	600 - 1200	Covers a small section of kinanie ward
Upper Midland	UM 3	Marginal Coffee Zone	500 - 1000	Covers a small section of Kinanie ward on the eastern part
Upper Midland	UM 4	Maize - Sunflower Zone	400 - 900	A small section of the eastern part of Muthwani & makutano area in kinanie and mathatani ward on the eastern part
Upper Midland	UM 5	Livestock - Sorghum Zone	400 - 900	Muthwani & makutano area in kinanie and mathatani ward
Upper Midland	UM 5 - 6	Livestock - Sorghum/Ranching Zone	400 - 900	Covers central section of mathatani and kinanie ward. Specifically on areas around kilili
Agro-Ecological Zone	AEZ Code	Major Crop	Rainfall Range (mm)	Areas

Upper Midland	UM 6	Ranching Zone	400 - 900	Covers sections of kinanie, Athi river and mathatani wards. Athi river, Kinani and stonyathi are some of the areas within the zone
---------------	------	---------------	-----------	--

### 4.1.3 Physiography

The Mavoko Municipality Catchment Basin is drained by Athi River and Mto wa Mawe rivers. Other major rivers within the municipality are Kilome, Kithundini, Kilaani, Kyumbi, Kyamutheke and Kitanga. These rivers contribute to the overall hydrology and ecology of the area, providing water for various purposes such as agriculture, drinking water and supporting aquatic ecosystems.

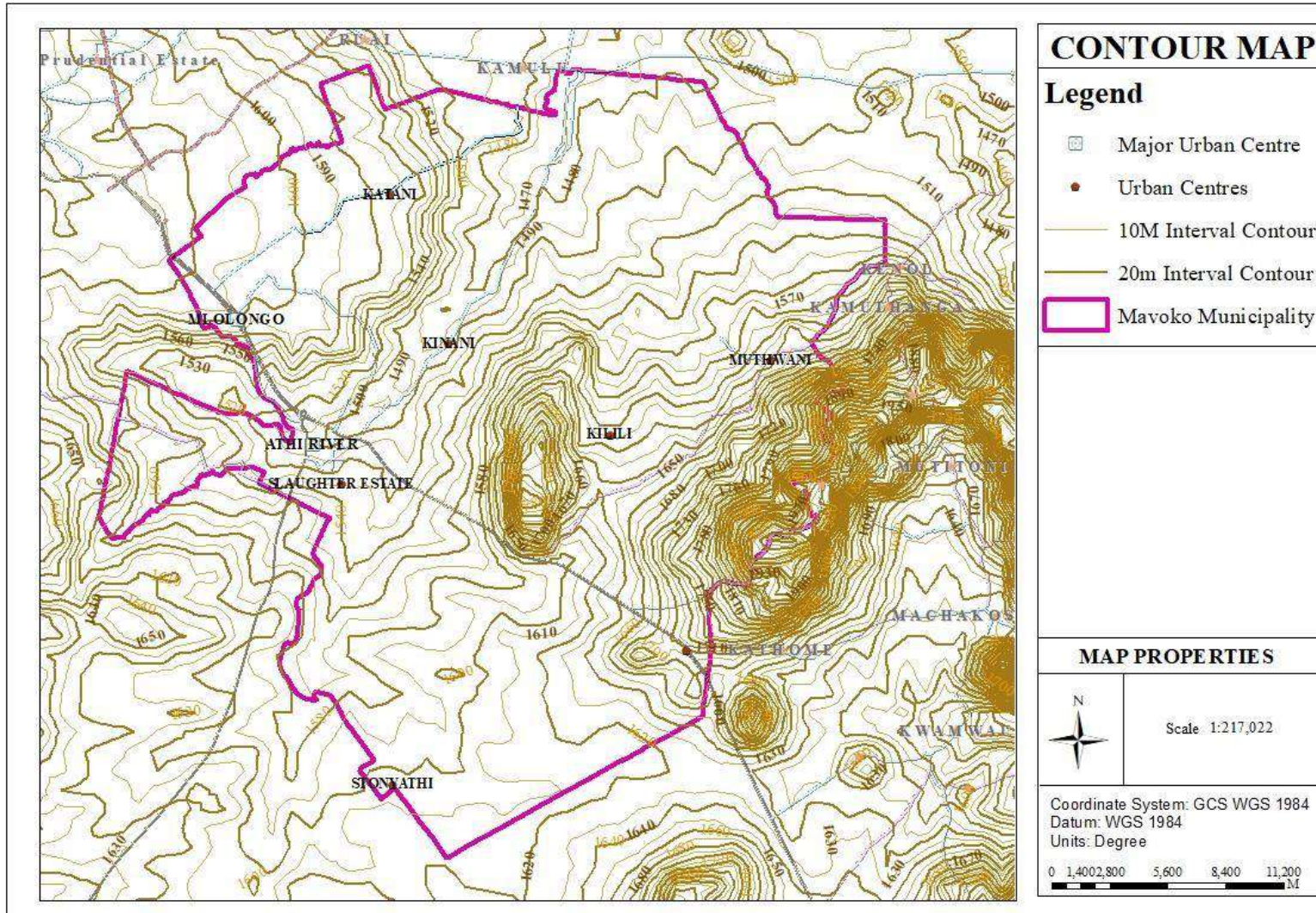
#### *Natural features*

Diverse natural features, including rolling hills, plains and river valleys, characterize the municipality. The area is part of the Athi River Basin, which contributes to its hydrology and supports various ecosystems. Vegetation types range from grasslands to patches of forest, with rivers and streams providing vital water resources.

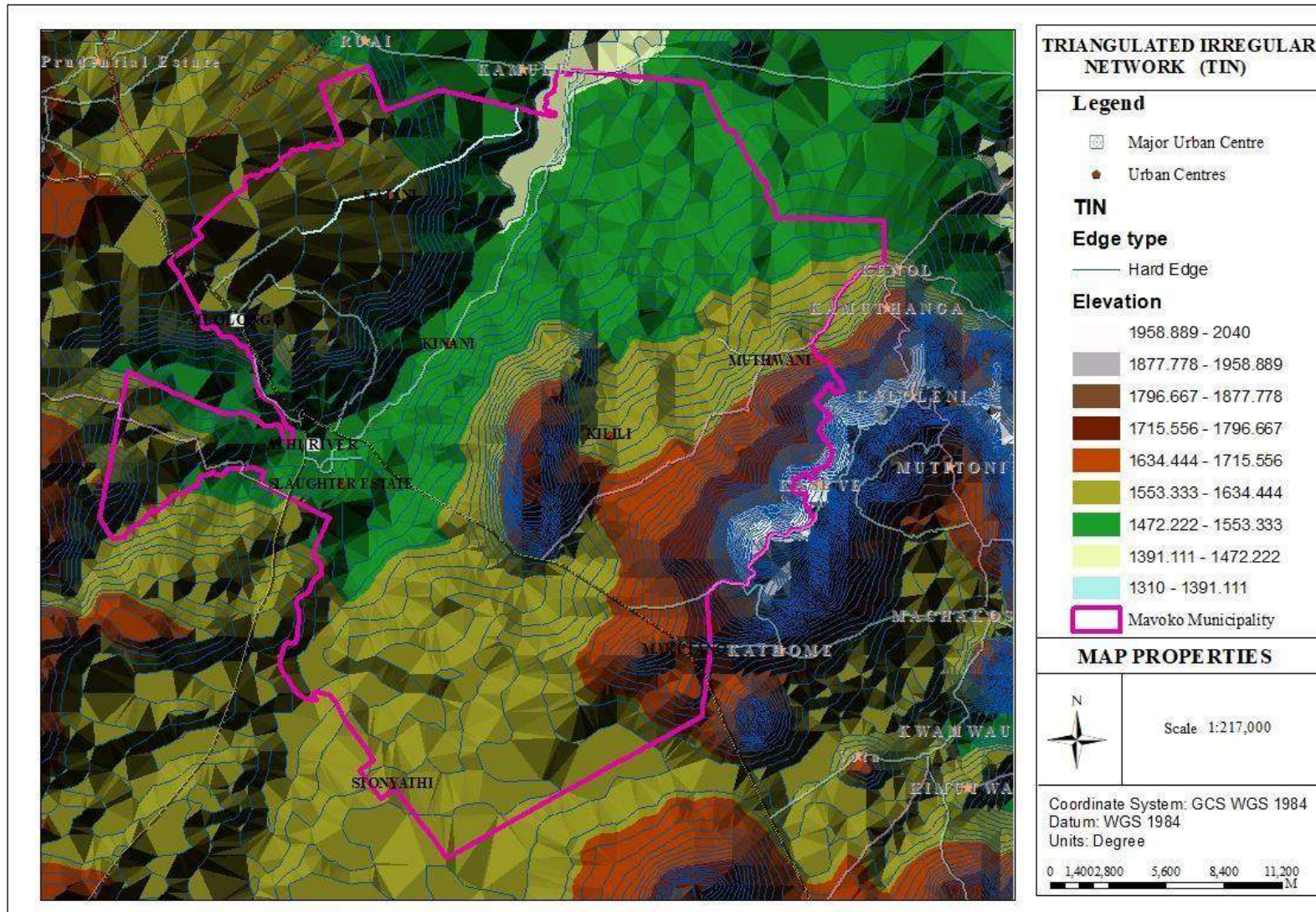
### 4.1.4 Topography

The topography of the municipality is gently sloped. The highest point in the municipality reaches an elevation of 1890 meters above sea level, while the lowest point is situated at 1480 meters above sea level as demonstrated in the contour map and Tin below. This means that there is a difference in elevation of 410 meters between the highest and lowest points within the municipality.

**Map 5: Contour map**



Map 6: Contour map





#### 4.1.5 Geological and soil characteristics

Municipality has a high prevalence of clay soils formed on Pliocene and Miocene rock types and which comprise 60% of clayey soils. The soil in the municipality is predominantly montmorillonitic, characterized by varying degrees of clay content, ranging from well to very clayey. In some areas, particularly on flat plains, the soil exhibits loamy characteristics. There are pockets of kaolinitic soil, which tend to be loamy or sandy in texture. Geological features such as rolling hills, steep high-gradient hills, moderately steep medium-gradient hills undulating plains are present throughout the municipality. These diverse soil and geological characteristics influence land use and agricultural practices, with flat plains being suitable for a range of crops, while areas with steep gradients may require special soil conservation measures or be more suitable types of vegetation or land uses. The table below provides a description of soil characteristics within the municipality while the map shows the spatial location of each type.

**Table 5: Soil Characteristics**

Soil Type	Clay Description	Drainage Description	Texture Description	Slope Description	Land Form Description
L17	montmorillonitic	well	clayey	flat	plain
L11	montmorillonitic	well	very clayey	flat	plain
L11	montmorillonitic	well	very clayey	flat	plain
L15	montmorillonitic	well	loamy	flat	plain
L9	montmorillonitic	slow	clayey	flat	plain
L9	montmorillonitic	slow	clayey	flat	plain
V2	montmorillonitic	well	clayey	flat	plain
L9	montmorillonitic	slow	clayey	flat	plain
L7	kaolinitic	slow	loamy	flat	plain
F15	montmorillonitic	well	loamy	rolling	medium gradient hill
M11	montmorillonitic	extremely slow	clayey	steep	high-gradient hill
V2	montmorillonitic	well	clayey	flat	plain
L15	montmorillonitic	well	loamy	flat	plain

Uh15	kaolinitic	well	loamy	moderately steep	medium-gradient escarpment
H13	montmorillonitic	slow	clayey	moderately steep	medium-gradient mountain
L15	montmorillonitic	well	loamy	flat	plain
<b>Soil Type</b>	<b>Clay Description</b>	<b>Drainage Description</b>	<b>Texture Description</b>	<b>Slope Description</b>	<b>Land Form Description</b>
F13	kaolinitic	well	sandy	undulating	plain
L26	montmorillonitic	well	clayey	flat	plain
L9	montmorillonitic	slow	clayey	flat	plain
L9	montmorillonitic	slow	clayey	flat	plain
Pdo	montmorillonitic	very rapid	sandy	flat	plateau



## Emerging issues

- i. Air pollution
- ii. Loss of vegetation cover and deforestation
- iii. Increased soil erosion
- iv. Encroachment of riparian reserve
- v. Over exploitation of sand mining
- vi. Climate Change and Unpredictable Weather Patterns

## 4.2 Population and Demographic Characteristics

Analysis of the population dynamics is critical in the provision of essential services, allocation of social amenities, provision of the labour force and in the appraisal of resource exploitation in the project area. It is, thus, of great essence to understand the population characteristics of the area.

### 4.2.1 Population Size

The municipality covers the entire Athi-River Sub-County, encompassing approximately 835 square kilometers. According to the 2019 population census, the municipality had a population size of 322,499 persons, constituting 22.68% of the total county population of 1,421,932. The municipality had a population density of 386 persons per square kilometer as compared to the county density, which was 236. The relatively high density of the municipality is attributed to its location near Nairobi, which is the capital city of Nairobi. The municipality is also an industrial hub hence having a large workforce who reside within the municipality. The table below shows the population of the municipality in 2019: **Table 6: Municipality Population Size – 2019**

	Male	Female	Total	Density
<b>County population</b>	710,707	711,191	1,421,932	236
<b>Municipality population</b>	164,322	158 172	322 499	386

KNBS, 2019

### *Population projection*

Using the Machakos county growth rate of 2.2% as per CIDP 2023-202, the municipality population was projected to **359,993** persons in 2024 and **401,852** persons in 2029. There is need to plan for the relatively high population which will require adequate amenities and ensure provision of the physical and social

amenities to serve the residents and also to conserve the environment due to population pressure. The table below shows the municipality population projection.

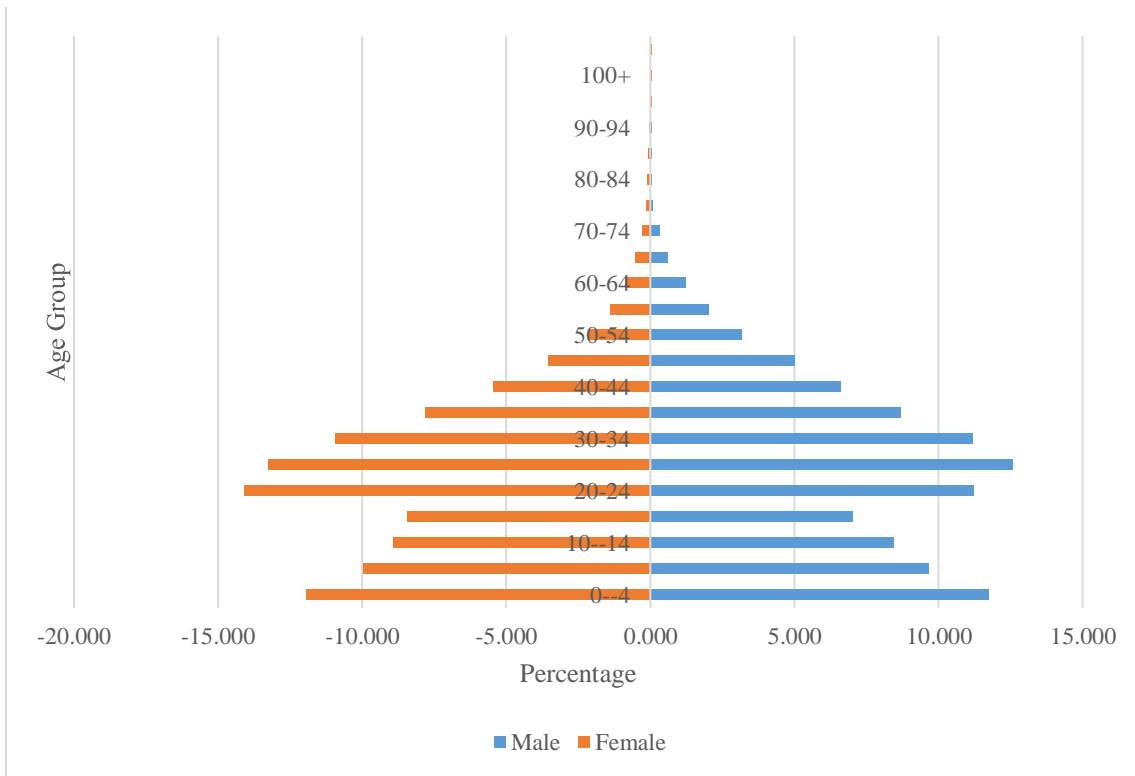
**Table 7: Municipality Population Projection**

	Male	Female	Total	2024			2029		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>County population</b>	710,707	711,191	1,421,932	793347	793887	1587271	885595	886198	1771836
<b>Municipality population</b>	164,322	158 172	322 499	183429	176564	359993	204758	197094	401852

KNBS, 2019

*Population structure*

The population pyramid below demonstrates the demographic composition of the municipality delineated by age groups and gender percentages. Notable trends emerge, such as a higher proportion of males in younger age cohorts, gradually tapering off with age. The youth group of (20-24, 25-29), exhibit a higher percentage of females, suggesting possible demographic shifts influenced by factors like migration or differing birth rates. This comprehensive breakdown provides crucial insights into the municipality's population dynamics, serving as a foundational resource for informed policymaking, resource allocation and amenities.



**Figure 3: Population Pyramid**

**4.2.2 Demographic Characteristics**

The infant population, those under 1 year old, is a critical demographic group requiring special attention due to their vulnerability. As shown in the table, the projected infant population for 2024 is 9061, with 4577 males and 4484 females. To address the needs of this population, it's essential to expand measures aimed at providing comprehensive prenatal and postnatal maternity care. Initiatives such as immunization programs and the promotion of exclusive breastfeeding for the first six months are crucial.

**Under 5 population** - In 2024, this demographic group was projected to consist of 42,683 individuals, with 21,581 being male and 21,102 being female. This population is crucial to consider in various aspects of public health and social services planning, as children under five have specific needs and vulnerabilities. Adequate provision of healthcare, nutrition, education, and other essential services is essential for their overall well-being and healthy development.

**Pre-primary School Age (3 – 5 years)** - This population was projected at 23519 (male 11897; female 11622) in 2024. To cater to the educational needs of this age group effectively, there is need to implement measures that ensure an adequate number of teachers and sufficient teaching and learning facilities in

Early Childhood and Development Education (ECDE) centers. By investing in ECDE centers and providing quality education at this stage, communities can lay a strong foundation for lifelong learning and positively impact children's future academic success and overall well-being.

**Primary School Age (6 – 13 years)** - In 2024, the projected population for this group is 53,706 persons. This demographic figure is significant as it indicates the number of children within the municipality who are of primary school age and therefore eligible for primary education. Addressing the educational needs of this age group is vital for promoting literacy, numeracy and overall cognitive development, laying the foundation for their future academic and personal success.

**Secondary School Age (13 – 19 years)** - The population of this age group was projected at 33331 in 2024 and is projected to 37207 by 2029. This figure signifies the number of adolescents and teenagers within the municipality who are of secondary school age and thus eligible for secondary education. Understanding and projecting this population size are crucial for educational planning, ensuring that there are enough secondary schools, teachers, and educational resources to accommodate the needs of these young individuals.

**Youth Age Group (15 – 34 years):** The population of this group is estimated at **159686** as of 2024 accounting for which is 44.35% of the total municipality population. This demographic data highlights the substantial presence and influence of young people within the municipality. There is need to invest in education, employment, healthcare, and social services to cater for this populace. Investing in initiatives targeted towards this age group can yield significant benefits for societal progress, economic growth and overall community well-being. Recognizing the needs and aspirations of youth is essential for fostering their engagement, empowerment and active participation in shaping the future of the municipality.

**Reproductive Age Group (15 – 49 years):** This population account for 31.18% of the total municipality population. An increase in this age group requires the County to collaborate with other stakeholders to avail social and public amenities, in particular, the medical services. In this regard, the municipality should enhance programmes and schemes skewed towards general maternal care and family planning.

**The labour force (18-64 years):** This working force, which constitutes 71.75% of the total municipality population. Strategies should be put in place to ensure momentous increase in economic activities/initiatives to match the increasing labour force. An ample environment should be created for

small and medium scale enterprises as they are expected to be the key drivers of job creation in the municipality. The municipality should also create favorable environment for establishment of industries aimed at value addition particularly for agricultural products through co-operatives. The municipality in collaboration with other stakeholders should ensure there is greater support towards agricultural initiatives such as putting necessary infrastructure for irrigation and prioritizing modern farming methods that will uplift incomes of farmers and absorb more workforce in the agricultural sector.

**Aged population (65 and above years):** This dependent population was recorded at 3,856 in 2019, which represents 1.2 % of the total municipality population. This implies that there is need for provision of basic resources such as food, water, clothing and shelter as well as health services to cater for this age group. There is also a need for the Sub- County to develop special programmes and strategies that address the needs of the elderly. The table below shows the distribution of the age cohorts and their projection to 2029.

**Table 8: Population Projections by Age Cohort**

Age – group	2019			2024			2029		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	19,333	18,904	38,237	21581	21102	42683	24090	23556	47646
5-9	15,883	15,783	31,666	17730	17618	35348	19791	19667	39458
10 -14	13,906	14,093	27,999	15523	15732	31255	17328	17561	34889
15-19	11,545	13,371	24,916	12887	14926	27813	14386	16661	31047
20-24	18,475	22,287	40,762	20623	24878	45502	23021	27771	50793
25-29	20,704	20,986	41,690	23111	23426	46538	25799	26150	51949
30-34	18,378	17,306	35,684	20515	19318	39833	22900	21565	44465
35-39	14,315	12,351	26,666	15980	13787	29767	17838	15390	33228
40-44	10,889	8,646	19,535	12155	9651	21806	13569	10774	24342
45-49	8,272	5,608	13,880	9234	6260	15494	10308	6988	17296
50-54	5,230	3,388	8,618	5838	3782	9620	6517	4222	10739
55-59	3,363	2,198	5,561	3754	2454	6208	4191	2739	6929
60-64	2,034	1,390	3,424	2271	1552	3822	2535	1732	4267
65-69	1,029	812	1,841	1149	906	2055	1282	1012	2294
70-74	567	445	1,012	633	497	1130	707	555	1261
75-79	175	229	404	195	256	451	218	285	503
80-84	113	149	262	126	166	292	141	186	326
85-89	55	114	169	61	127	189	69	142	211

<b>90-94</b>	28	55	83	31	61	93	35	69	103
<b>95-99</b>	17	34	51	19	38	57	21	42	64
<b>100+</b>	6	19	25	7	21	28	7	24	31
<b>Not Stated</b>	5	4	9	6	4	10	6	5	11

*Source, KNBS data, 2019*

**Urban Poverty**-Urban poverty is prevalent in Mavoko as a large proportion of its residents live in slums, and the income gap is growing larger. This unequal development is noticeable in Mavoko where luxurious residential buildings are mushrooming alongside slums, separated by a high fence.

### 4.3 Urbanization Trends

Mavoko municipality is experiencing a high rate of urbanization especially on the three main commercial nodes namely, Athi River, Mlolongo and areas in Syokimau. This urbanization is marked by the rapid expansion of infrastructure, residential areas, and commercial establishments, reflecting a shift towards urban lifestyle.

The rate of urbanization is attributed to the:

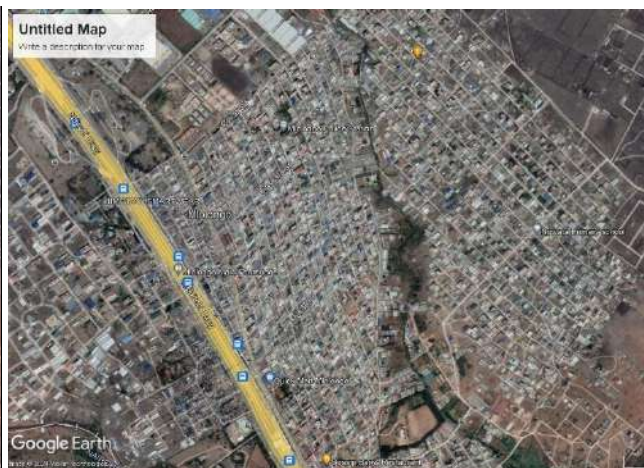
- Its strategic location in close proximity to the Nairobi City Capital makes it an attractive destination for individuals seeking employment opportunities, education, and access to urban amenities
- Athir river is the industrial hub in the country containing various types of industry such cement factories, steel mills, export processing zone companies and transport and logistics companies - This concentration of industries not only creates job opportunities but also attracts workers and businesses to the area, driving urbanization
- Mombasa–Nairobi Standard Gauge Railway (SGR) located in Syokimau- enhances connectivity and accessibility, facilitating both the movement of goods and people and contributing to urban growth.
- Athi river being the sub-county headquarter and host various national and sub-county offices - further solidify its importance as an urban center, attracting administrative activities and fostering urban development

- Availability of institutions such as Daystar University provides educational opportunities and contributes to the growth of a knowledge-based economy, further encouraging urbanization.
- Its strategic location along the Nairobi-Mombasa Highway (A109). This major transportation artery serves as a vital link between two of Kenya's largest cities, Nairobi and Mombasa. The presence of this highway enhances the accessibility and connectivity of Mavoko municipality to other regions within Kenya

The plate below shows development trend in the municipality.



Mlolongo, 2012 image



Mlolongo, 2024 image



Athi River, 2012 image



Athi River, 2024 image



Syokimau, 2012 image



Syokimau, 2024 image

### **Plate 3: Urbanization Trend**

*Source; Google Earth*

As shown in the plate above, the rate of development for the key municipality central area of Syokimau, Athi River and Mlolongo has been rapid for the last 12 years. There is need to control development and provides adequate social and physical infrastructure. There is need to prioritize sustainable development practices that balance economic progress with environmental preservation.

#### **4.3.1 Emerging issues**

There is need to continuously monitor the urbanization trend of the municipality by collection, collation and documentation of the various parameters of the growth of the municipality.

#### **4.4 Urban Economy**

Municipality of Mavoko main economic activities include; manufacturing sector, agriculture, industry hub, and commerce. **Manufacturing sector**

The manufacturing sector in Mavoko plays a significant role in the area's economic landscape, boasting a diverse range of industries from distillers to cement companies. These industries serve as major employers, providing livelihoods to a significant portion of the local population. Mavoko hosts six cement companies, including Savannah Cement, Portland Cement, Bamburi Cement, Mombasa Cement, Simba Cement and Athi River Mining alongside the entire Export Processing Zone (EPZ) with over 30 industries. In addition, it host numerous steel industries such as Devki Steel Mills and multiple construction product manufacturers specializing in items like floor tiles and roofing materials. Over 20 fast-moving consumer goods industries, including notable brands like Wrigleys, contribute to the vibrant manufacturing landscape of Mavoko. Furthermore, key institutions such as the Kenya Meat Commission, Meat Training

Institute, Daystar University, Safaricom's National Call Center and the Nation Media Group newspaper printing plant are also situated within Mavoko



*Mombasa cement limited*



*Associated battery manufacturers*

*Source; field survey, 2024*



**Plate 4: Some of the Industries in Mavoko Municipality Located in Athir River Central Area**

*Source; field survey, 2024*

### **Challenges facing industries in Mavoko**

**Infrastructure** - Inadequate infrastructure such as roads, electricity, and water supply can hinder manufacturing operations and logistics impacting efficiency and competitiveness.

**Inadequate technical staff** – Shortage of skilled technical staff hampers business productivity.

**Reduced demand for goods due to inflation** – Inflation reduces consumer purchasing power, leading to lower demand for goods.

**Market Access** -Limited market access, both domestically and internationally, can restrict growth opportunities for manufacturers, especially small and medium-sized enterprises (SMEs).

**Cost of Doing Business** - High operating costs, including taxes, utility expenses, and compliance costs, can erode profit margins and hinder investment and expansion.

#### **4.4.1 Agriculture**

As per the Machakos County Integrated development plan (2023-2027) Agriculture is the second most important sector in the economy, contributing to approximately 20% of the Gross County Product, and employing 75% of the County Population after manufacturing sector. Over 80% of the County population live in the rural areas and derive their livelihoods, directly or indirectly from agriculture. This is reflected in the municipality with most of its hinterland being under agriculture land. The agriculture component has been classified into:

##### **Crop Farming**

The major food crops grown in the municipality include maize, beans, cow peas, pigeon peas, and cassava. The main cash crops are coffee, sorghum, mangoes and pineapples. These cash crops not only provide income for farmers but also contribute to the agricultural diversity and economic prosperity of the municipality. The rising temperatures and reducing rainfall and its poor distribution have affected the optimal temperatures for crop production and reproduction. The increased temperatures have especially affected crops that used to thrive in low temperatures. As a result, farmers have experienced reduced crop yields leading to food insecurity, reduced nutrition and livelihoods.

##### **Livestock farming**

Livestock ranching is the main agriculture activity in the municipality. This is evidenced by the presence of the slaughterhouses and the Kenya Meat Commission (KMC) in the municipality. The common types of livestock in the county include chicken (mostly local chicken), cattle (for beef and dairy), shoats and a few donkeys and pigs. The plate below shows the existing slaughter house in the municipality located in Athi river central area.



**Plate 5: Livestock Slaughter Centre located in Athi River Central Area**  
*Source; field survey, 2024*

### **Challenges facing agriculture activities in the Mavoko Municipality**

- **Limited Access to Inputs** -Farmers often face challenges in accessing quality seeds, fertilizers, pesticides, and other agricultural inputs, limiting their ability to optimize crop yields and productivity.
- **Inadequate Irrigation Infrastructure**- Mavoko municipality experiences erratic rainfall patterns, making irrigation crucial for crop production. However, inadequate irrigation infrastructure and water management systems hinder farmers' ability to sustainably irrigate their fields, especially during dry periods.
- **Pests and Diseases** - Crop pests and diseases pose significant threats to agricultural productivity in Mavoko. Farmers often struggle to control pest infestations and manage diseases effectively, leading to crop losses and reduced yields.
- **Limited Access to Markets** - Farmers in Mavoko face challenges in accessing markets for their agricultural produce. Poor market linkages, inadequate transportation infrastructure, and limited market information hinder farmers' ability to sell their crops at favorable prices and access lucrative markets.
- **Climate Change and Environmental Degradation** - Climate change-related challenges, such as unpredictable weather patterns, increased temperatures, and extreme weather events, affect agricultural activities in Mavoko. Environmental degradation, including deforestation and soil erosion, further causing the vulnerability of agriculture to climate-related risks.

#### 4.4.2 Commercial activities

Most of the commercial activities are mainly concentrated in Athi River, Mlolongo, Syokimau and other central areas within the municipality. Athi River Urban Area being the core business and administrative centre has bulk of the commercial activities within Municipality of Mavoko. The commercial activities are grouped into two broad categories;

##### a. Formal commercial activities

The formal commercial activities include; banking services, transport business, SACCOs, wholesale businesses, general shops, hotels & restaurants and market among others.



*Hotel*



*retail shops*

#### *Commercial activities in Athi river central area*



*Family bank in Mlolongo*

#### **Plate 6: Some of the Commercial Activities in the Municipality**

*Source; field survey, 2024*

## Markets

The major markets in the municipality are the Athi River closed market, Mlolongo, and Makutano (Chumvi) open-air markets. Both the Mlolongo and Makutano (Chumvi) open-air markets lack proper infrastructure, characterized by a lack of sheds, poor drainage channels, absence of sanitation blocks, and unpaved surfaces. Similarly, the Athi River closed market suffers from inadequate drainage channels, insufficient sheds, and congestion issues. Despite these challenges the markets serve as crucial hubs for the sale of various commodities, including vegetables, clothes, cereals and utensils among others. There is need to improve market infrastructure and facilities are necessary to enhance the trading environment and ensure the well-being of market users and vendors. The plate below shows the status of the markets within the municipality:



*Athi river retail market located in athi river central area*

*Source; field survey, 2024*

### **Plate 7: Athi River Retail Market**

In addition to the major markets, there is an existing Athi River Business Park within the municipality. The Athi River Business Park will serve as a commercial hub for various businesses, including retail outlets, offices, and service providers. This business park will provide a platform for entrepreneurs and enterprises to establish their operations and engage in trade activities. Unlike the traditional open-air markets, the Athi River Business Park will offer modern facilities and amenities such as well-designed commercial spaces, parking facilities and infrastructure. The presence of the business park will contribute to the economic vibrancy of the municipality, providing opportunities for business growth, investment, and employment generation. The plate below shows the athi river business park within the municipality:



**Plate 8: Athi River Business Park**

*Source; field study, 2024*

**b. Informal business activities (*jua kali*)**

The informal sector employs a large proportion of Mavoko's labour force but it is neither regulated nor is its potential fully utilised. The most common professions within the informal sector in the slums are small retail trade, hawking, bicycle repair, carpentry, furniture making and hairdressing. The informal sector is perceived as a threat rather than as an opportunity and a resource in poverty reduction. Lack of services and the overextended bureaucracy hamper its development potential. These limitations should be addressed in a holistic way and the informal sector should be recognized as an important partner in poverty reduction. There are several informal activities within the municipality. These include;

**Artisans** (small scale artisanal miners, welding, motor garages, furniture making, car wash activities, branding and wall painting, household items and tools, tailoring etc.) Informal trading such as hawking, fruit and vegetable, vending second hand clothes (*mitumba*) selling, watch repairs, charcoal and *miraa* vending among others.

Hawking activities are concentrated at the reserves of busy internal roads, fronting the formal businesses housed on permanent structures.

The *boda boda* and taxi businesses also form part of the informal trading. This service is in high demand due to the need for quick mobility within the municipality urban centres. The plate below shows some of the informal business activities in the municipality:



*Informal commercial activities at Athi river*



*Informal commercial activities at Mlolongo*



*Informal commercial activities at Mlolongo central area*

**Plate 9: Informal Commercial Activities at the Municipality**  
*Source: field survey, 2024*

## **Emerging issues**

**Inadequate market in the municipality** -- The municipality faces challenges with inadequate market facilities, hindering the smooth operation of trading activities. Insufficient space, poor sanitation, and a lack of amenities in existing markets impact the trading environment and limit opportunities for vendors and traders.

**Lack of Appropriate Market Infrastructure-** Existing markets in the municipality suffer from a lack of appropriate infrastructure. Basic amenities such as sheds, drainage systems, sanitation blocks, and paved surfaces are often lacking, compromising the safety, cleanliness, and functionality of these markets. **Lack of a Light Industrial Park:** The municipality lacks a dedicated light industrial park to support the informal sector, particularly the Jua Kali sector comprising small-scale artisans and manufacturers. The absence of such a park restricts the growth and formalization of Jua Kali businesses, limiting their access to essential infrastructure, resources, and support services needed for expansion and development.

## **Mining and natural resources**

Mining and natural resources play a significant role in the municipality's economy, contributing to revenue generation and employment opportunities. The area is characterized by natural resources such as ballast, sand, and quarry sites, with ballast sourced from Katani, sand soil from River Athi, and building stones from quarry sites in Lukenyakinanie Athi River. These resources not only fuel infrastructural development but also serve as significant sources of employment, particularly for local youth and residents. The mining activities foster the growth of small and medium enterprises (SMEs) within the municipality, enhancing economic prosperity and promoting community development and sustainability. The minerals are described in detail below:

**Ballast** - is a crucial component in construction and infrastructure development, is readily available in the municipality. It is primarily used in the construction of roads and buildings as a foundation material to provide stability and support.

**Sand** - It is widely used in various construction activities, including the production of concrete, mortar and plaster. Sand mining provides essential raw materials for the construction industry, supporting infrastructure projects and housing development.

**Quarry Sites** sources of valuable building materials such as stones, gravel, and aggregates. These materials are essential for the construction industry, serving as key ingredients in the production of concrete, asphalt, and other construction materials. Quarrying activities not only provide raw materials

for infrastructure projects but also generate income for the municipality and employment opportunities for local residents.

The mining activities are faced by various challenges, such as unregulated and uncontrolled mining operations leading to environmental degradation and unsustainable methods of extraction. There is a need to regulate the mining industry and commercialize it in order to increase residents' income and revenue generation. Addressing environmental concerns through sustainable mining practices and implementing proper regulations can mitigate the adverse impacts on the ecosystem and ensure the long-term viability of mining activities in the municipality.

**Tourism Sector** - The tourism sector in the municipality holds significant potential for investment, particularly in the hospitality industry. This potential is evidenced by the presence of four-star hotels like Galaxy Inn Hotel and Restaurant in Athi River. These establishments not only cater to local residents but also attract visitors from other regions, contributing to the growth of tourism in the area. The municipality's strategic location and natural attractions such as swara acacia, lukenya hills and kapiti plains provide ample opportunities for further tourism development, including the establishment of additional hotels, resorts, and restaurants to accommodate the growing demand for hospitality services. Expanding investment in the tourism sector can stimulate economic growth, create job opportunities, and enhance the overall attractiveness of the municipality as a tourist destination.

## **4.5 Infrastructure and services**

### **4.5.1 Road Infrastructure**

Road is the main mode of transport in Municipality of Mavoko. Most of the central areas in the Municipality are directly connected to Mavoko Central Area. The road network is laid out in mixed radial and grid iron pattern providing access within and outside the central areas of the Municipality.

#### **Road Surface Classification and Condition**

Major classified roads in the municipality are the Malaba-Eldoret-Nakuru-Nairobi-Voi-Mombasa (A8), Namanga-Athi River-Thika-Sagana-Nanyuki-Isiolo (A2), A8 Lukenya-Kamulu-Munyu-Kilimambogo A2 Makuyu-B25 Mbombo (Greater Eastern Bypass) - (B67), Kinanie-Kenol-Kathiani-Mbuuni (C441), and Nkoroi-Nazarene-Kitengela (C444) roads. Approximately 50.15% of the classified roads in the municipality are in earth condition, with 35.65% classified as gravel roads. Only about 14.20% of the roads are in bitumen status. The high percentage of roads in earth condition makes the area impassable

during rainy seasons, significantly affecting transportation and accessibility. Detailed information about the classified roads in the municipality is provided in the table and map below:

**Table 9: Road Classified Road in the Municipality and their Status**

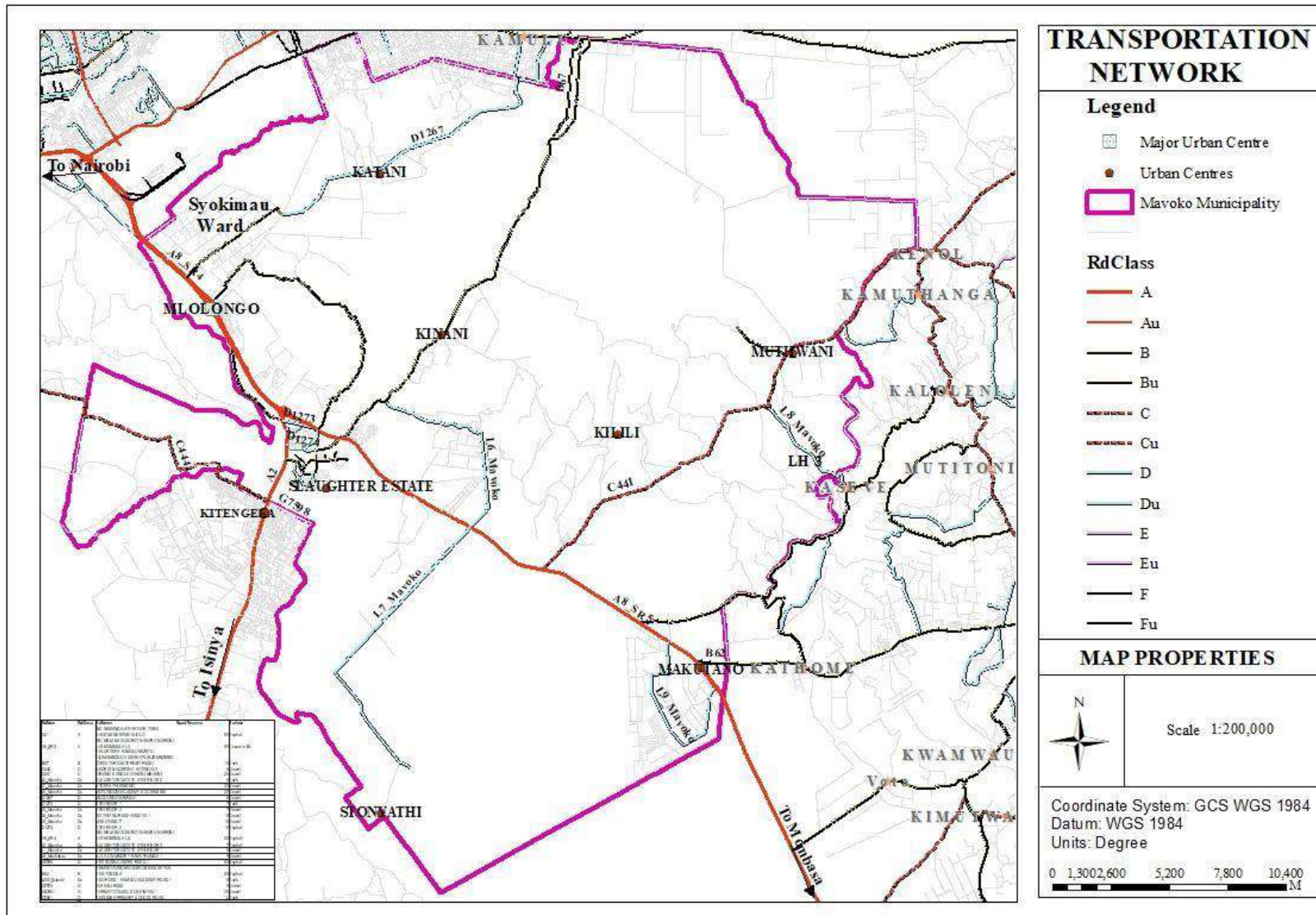
Road Number	Road Class	Road Name	Surface	Road Length (Km)
A2	A	Ibd Namanga-Athi River-Thika-Sagana-Nanyuki-Isiolo	Asphalt	4.571108
A8_SR5	A	Ibd Malaba-Eldoret-Nakuru-Nairobi-Voi-Mombasa L3	Concrete BL	1.35002
C444	C	Nkoroi-Nazarene- Kitengela	Gravel	0.901053
C441	C	Kinanie-Kenol-Kathiani-Mbuuni	Gravel	1.031549
B67	B	A8 Lukenya-Kamulu-MunyuKilimambogo-A2 Makuyu-B25 Mbombo(Greater Eastern Bypass)	Earth	4.977188
L2_Mavoko	Du	Slaughter Estate-Athi River 2	Earth	0.076802
L7_Mavoko	Du	Stonyathi-Kinanie	Gravel	0.287938
L6_Mavoko	Du	Mutungoni Academy Sec-Kinanie	Gravel	0.637741
D1267	D	Mlolongo-Kamulu	Gravel	0.50564
D1273	D	Athi River 1	Earth	1.413605
L4_Mavoko	Du	Athi River 3	Gravel	0.801438
L8_Mavoko	Du	Wathia Nur Sch-Kaseve 1	Gravel	0.199501
L9_Mavoko	Du	Makutano 7	Gravel	0.046197
D1274	D	Athi River 2	Asphalt	1.4306
A8_SR4	A	Ibd Malaba-Eldoret-Nakuru-Nairobi-Voi-Mombasa Ls	Asphalt	7.515535

L3_Mavoko	Du	Slaughter Estate-Athi River 3	Asphalt	0.250094
L1_Mavoko	Du	Slaughter Estate-Athi River 1	Gravel	0.015489
L9_Machakos	Du	N.E.A.C Nursery-Kamuthanga 1	Gravel	0.011182
G7598	G	Epz Town Centre Road 1	Asphalt	0.220301
B62	B	A8 Makutano-Machakos-Masii-Kyua- A9 Syongila	Asphalt	1.428957
L200_Nairobi	Du	Kdo Road - Kamulu Academy Road 1	Earth	0.030175

Road Number	Road Class	Road Name	Surface	Road Length (Km)
G7578	G	Juakali Road	Gravel	0.043103
G43901	G	Hermatton Sec Sch-Kinyau	Gravel	0.015583
G7481	G	Sholinke Primary School Road	Earth	0.015368
L9_Machakos	Du	N.E.A.C Nursery-Kamuthanga 1	Gravel	0.011182
G7598	G	Epz Town Centre Road 1	Asphalt	0.220301
B62	B	A8 Makutano-Machakos-Masii-Kyua- A9 Syongila	Asphalt	1.428957
L200_Nairobi	Du	Kdo Road - Kamulu Academy Road 1	Earth	0.030175
G7578	G	Juakali Road	Gravel	0.043103
G43901	G	HERMATTON SEC SCH-KINYAU	Gravel	0.015583
G7481	G	Sholinke Primary School Road	Earth	0.015368



Map 8: Existing Transportation Network





Other roads within the Municipality are yet to be classified but are poorly maintained mostly murrum roads linking residential areas to the CBD. Most of the road reserves in the municipality are very narrow especially on the central areas and urban core. There is also increased road encroachment within the municipality.



*Poor road condition of roads in Mlolongo central area*

*Source; field study, 2024*



*Poor road condition in Athi River*

**Plate 10: Poor Road Condition of Roads within the Municipality**

*Source; field study, 2024*

Within the municipality central area there are some roads which are tarmacked and in good good making the movement and accessibility easier for the residents. The paltes below some of the roads, which have been upgraded into bitumen and cabro status.



*Some of the upgraded roads within Athir River*



*Upgraded urban road to cabro status in mlolongo*

**Plate 11: Some of the Upgraded Road to Bitumen and Cabro Status in the Municipality**

*Source; field study, 2024*

#### **4.6 Security and Street Lighting Infrastructure**

The major municipality commercial nodes have floodlights and streetlights such as in Athi River and Mavoko, however, they are not adequate. Central areas within the municipality also lack adequate security lighting.

#### **4.7 Public Transport**

Matatu mini-bus taxis are the main form of public transport but there is a need to have larger public transport buse because of heavy traffic especially on the Nairobi-Mombasa highway.

##### **4.7.1 Bus Terminus**

Mavoko Municipality lacks a designated transit public bus park or CBD service matatu park for public transport. While there are three bus stops in Mlolongo, Devic, and Shell where matatus drop off and pick up passengers, some buses and trucks dangerously park along the main road to drop off and pick up passengers. This situation poses safety risks and contributes to traffic congestion along the main road.

##### **4.7.2 Parking Lots**

Municipality of Mavoko lacks a designated parking space at the CBD. Motor vehicles are usually packed on the frontage of commercial buildings reducing road spaces. Adequate parking space is required given that the Town and central areas are growing rapidly due to increased commercial and other activities.

#### **4.8 Storm Water Drainage**

Stormwater drainage is a critical aspect of urban infrastructure, yet in the municipality, it presents significant challenges. Many roads within the municipality lack proper stormwater drainage channels, causing urban flooding issues during rainy seasons. The lack of adequate drainage infrastructure leads to water accumulation on roadways, causing inconvenience to residents and posing risks to public safety. Moreover, drainage channels in central areas of the municipality are often clogged with solid waste due to insufficient maintenance, further impeding the flow of storm water. This situation not only causes flooding but also increases the likelihood of waterborne diseases and environmental pollution. The plate below provides an overview of the status of drainage channels in the municipality.



*Clogged open drainage channel in Mlolongo Central area*



*Urban flooding caused by lack of drainage channel in Mlolongo Central area*



*Urban flooding caused by lack of drainage channel in Mlolongo Central area*

*Source field survey, 2024*



*Urban flooding due to lack of proper drainage channel along the road in Athi River central area*

**Plate 12: Status of Storm Water Drainage System in the Municipality**

*Source; field study, 2025*

**4.9 Non-Motorized Transport**

Most of the roads within Athi River and other Central Areas have no pedestrian walkways causing conflicts between pedestrians and other road users.

**4.10 Rail Transport**

There is an existing standard gauge railway and station within the municipality. The presence of an existing standard gauge railway and station within the municipality has significantly enhanced transportation links, connecting it to other regions. The railway system has played a crucial role in positioning Mavoko as one of Kenya's most industrialized municipalities, fostering industrial growth and attracting investment. The accessibility provided by the railway network has bolstered the municipality's economic prospects, driving job creation, industrial development and overall prosperity.

**Emerging issues**

- † Lack of designated bus terminus and parking lots
- † Insufficient high mast floodlights in Mavoko Town, Mlolongo and other central areas.
- † Inadequate storm water drainage channels.
- † Clogging of some storm water drainage channels.
- † High %age earth roads.

- † Encroachment of some road reserve in the urban core.
- † Inadequate pedestrian walkways in major urban Centre.
- † Lack of road connectivity.
- † Narrowness of some access roads.

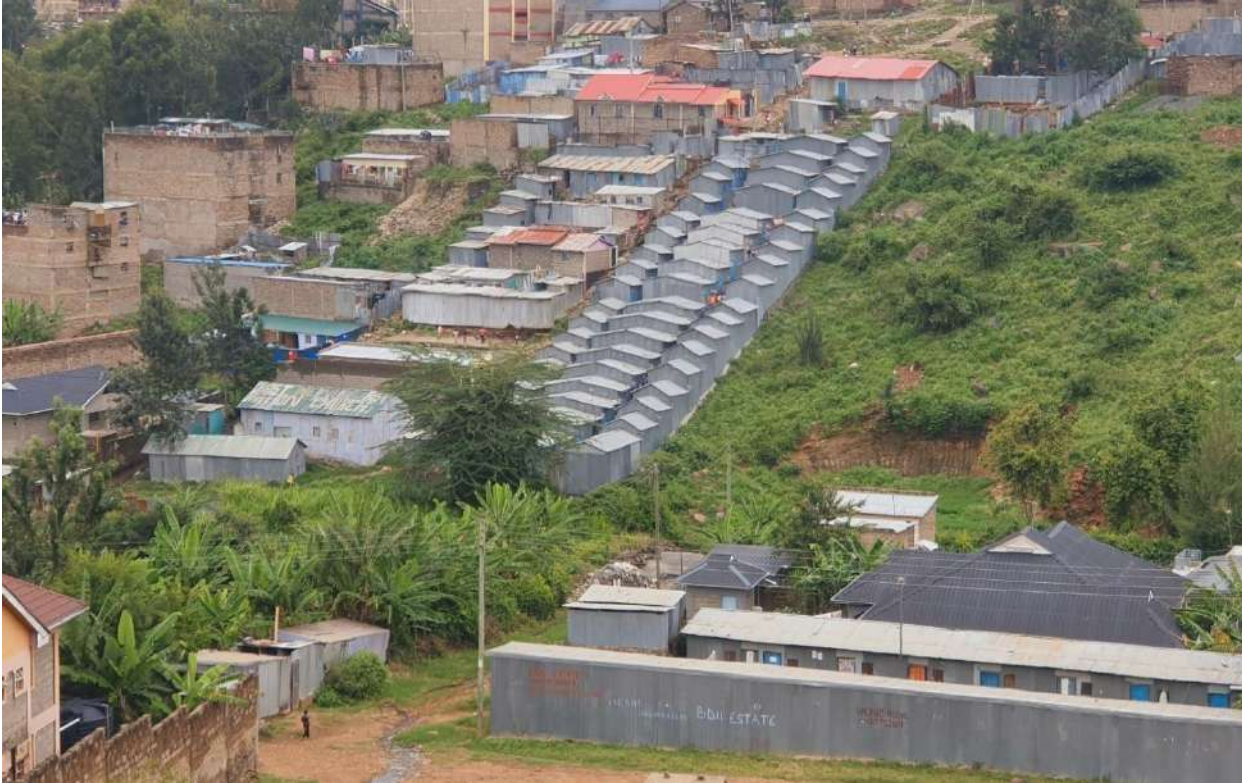
#### **4.11 Urban Housing**

The housing typologies within municipality vary from bungalows to flats, permanent to semi- permanent and temporary structures. In urban areas flats, bungalows, and maissonettes, there characterize especially mavoko, mlolongo and syokimau. However, in other central areas they are characterized by row housing (dukawallas). In the rural hinterland, houses are low-rise multi-dwelling bungalows, homes for large extended families. The plate below shows some of the housing typologies in the municipality:



*Flats in mlolongo urban area*

*Field survey, 2024*



*Semi-permanent houses in mlolongo urban area*



*Residential flat in Athi river*

**Plate 13: Housing Typologies in the Municipality**  
*Field survey, 2024*

### ***Informal settlements***

There is an increased emergence of slums in the municipality, especially in Athi River and Mlolongo central areas. This is evidenced by the poor quality of housing and the lack of appropriate urban infrastructure. The issue of land tenure security also contributes to the emergence of informal settlements in the municipality. Another factor is urban poverty, particularly noticeable in Mavoko, where luxurious residential buildings are mushrooming alongside slums separated by high fences.

## **4.13 Municipal services**

### **4.13.1 Water Supply**

The main sources of water within the municipality are ground water sources such as boreholes & dams and surface water (rivers). Mavoko Water and Sewerage Company connect some of the residents to piped water. Mavoko Water and Sewerage Company project components intends to modernize water treatment plant & storage tanks in Athi river, Rehabilitation of Kasuitu and KMC dams , Ground & Elevated water tanks in Syokimau. The municipality has 210 boreholes. The boreholes are distributed as shown in the table below:

**Table 10: Boreholes in the Municipality**

<b>Number of Boreholes</b>	<b>Ward</b>	<b>Ownership (Public Private, NGO, Etc)</b>
88	Athi Rver	Prvate/public
24	Kinanie	Private/public
30	Mutwani	Public/private
68	Mlolongo	Ngo/private/public

Despite the availability of water sources, most residents lack access to piped water and clean water. This is evidenced by the high number of water vendors in the central areas of the municipality. The plate below illustrates the presence of water vendors in the municipality's central areas. Inadequate infrastructure and distribution systems contribute to the challenge of accessing clean and potable water, further underscoring the need for improved water management and provision services within the municipality.



**Plate 14: Water Vendors within the Athi River central area**  
*Field survey, 2024*

### **Emerging issues**

- † Inadequate water supply.
- † Increase in water demand due to increase in population.
- † Inadequate water for agriculture.

## 4.13.2 Sanitation

### 4.13.2.1 Liquid Waste Disposal

The municipality has a conventional sewerage system namely Mavoko Water and Sewerage Company. However, it is estimated that only 20% of the municipality residents are served by the sewer system. The main methods of liquid waste disposal are pit latrine and septic tanks. Public institutions such as the health centres, dispensaries, a few educational facilities and some developments in central areas commonly use septic tanks. Most of the residents in the municipality hinterland use pit latrines.

### 4.14.2.2 Solid Waste Management

The municipality lacks a proper solid waste management system. While there are skips within major urban nodes such as Mlolongo and Athi River, they are inadequate and often filled beyond capacity, leading to waste spillage and environmental pollution, detracting from the area's aesthetic appeal. This situation is primarily due to a low frequency of waste collection, resulting from insufficient waste collection vehicles and skip loaders. In general, many residents within the municipality dispose of their waste at undesignated disposal points, such as drainage channels bringing about environmental concerns. Moreover, residents in rural areas resort to burning solid waste as a disposal method.



*Waste spilled over the skips in Athi River*



*Waste disposed in river Athi River*

*Field survey, 2024*



*Spilled waste from skips- mlolongo*



*Waste on the drainage channels*

### **Plate 15: Improper Solid Waste Management**

*Source; field study, 2024*

#### **Emerging Issues**

- ✦ Inadequate sewer reticulation system ✦ Improper solid waste management.
- ✦ Lack of designated waste collection sites.
- ✦ Un- improved sanitation facilities.

#### **4.13.3 Energy**

The municipality common types of energy sources include; charcoal, firewood, solar energy, solid biofuel, gas, paraffin, and electricity. Electricity is mainly connected to the major public and private institutions and commercial centres. Most of the households are connected to electricity that has been accelerated by the rural electrification programme across the country.

Firewood is the main source of energy for cooking within the agriculture hinterland while in the urban core, charcoal and paraffin are used as the main sources of energy for cooking. Firewood energy use has implications on the environment in terms of air pollution and the reduction of forest cover. The use of firewood and charcoal mainly for household energy is contributing greatly to deforestation and environmental degradation.

#### 4.14 Information and Communication Technology

Telecommunication services play a big role in development as they enhance efficient and effective communication and facilitate investment opportunities within the Municipality. The municipality has coverage of the following network service providers; Safaricom PLC and Airtel Kenya Ltd. The use of electronic and print media has also been widely adopted as sources of information in Municipality of Mavoko. The citizens in the municipality utilize radio, television and newspapers as the primary sources of information. However, there is low newspapers and television penetration among the rural population. The people have adopted social Media and Website tools especially the youth.

#### 4.15 Social Infrastructure Services

This section deals with the available educational and health facilities within the municipality.

##### 4.15.1 Educational services

The municipality is served by a total of 55 ECDE, 41 primary, junior secondary, and 29 senior secondary schools, as indicated in the table below.

**Table 11: Number of Public Schools and Teachers within the Following Wards**

	Mavoko Municipality							
	ECDE		P imary		Junior secondary		Senior school	
	No. of ECD	No. of teachers	No. of schools	No. of teachers	No. of schools	No. of teachers	No. of schools	No. of teachers
<b>Mlolongo,</b>	18	74	11	81	11	81	2	16
<b>Kinanie</b>	8	22	7	39	7	39	9	
<b>Athi River</b>	17	80	15	97	15	97	11	61
<b>Muthwani</b>	12	65	8	39	8	39	7	

The distribution of schools across wards such as Mlolongo, Kinanie, Athi River, and Muthwani indicates efforts to decentralize educational services and ensure geographical accessibility. However, the concentration of schools may vary, leading to disparities in educational opportunities between wards. For instance, the relatively higher number of schools and teachers in Athi River compared to other wards suggests a potentially higher level of educational access and resources in that area. Disparities in the number of schools and teachers across wards highlight potential gaps in educational provision within

Mavoko municipality. Wards with fewer schools or teachers may face challenges related to overcrowded classrooms, inadequate resources, and limited access to educational opportunities. There is need to ensure equitable access to quality education across all wards.

### *Tertiary level*

The presence of tertiary institutions contributes positively to education, skill development, and community development within the municipality, addressing identified gaps is essential to ensure inclusive, quality education and training opportunities for all residents. The table below shows the tertiary institutions within the municipality. In terms of distribution, Muthwani Ward lacks any tertiary institutions. **Table 12: Number of Tertiary Institutions within the Municipality per Ward**

Name	Ward	Courses offered
Technology development program	<b>Mlolongo,</b>	Vocational training
Tourism institute of Kenya		Tourism
Rural aid Kenya training institute	<b>Kinanie</b>	Community development 9
Daystar university	<b>Athi River</b>	Undergraduate programs Postgraduate program
Athi river Technical Training institute		Technical Training
Lukenya university		Undergraduate Post graduate
Learnexx training college		Computer studies
Sunrise teachers college		Teaching
Brilliant Beauty college		Hairdressing

#### **4.15.2 Health Services**

Residents of Mavoko Municipality do not have adequate access to quality and affordable health services that are provided by the various health facilities located in different parts of the Municipality. Furthermore, there is inadequacy in maternity services; particularly in the interior parts. Some of the challenges facing health care provision in the municipality include poor health seeking behavior among communities, Poverty, water shortage, poor health infrastructure, shortage of qualified personnel, inadequate drugs and equipment, inadequate location and distribution of health care providers, socio-cultural practices and expensive service from the private clinics.

#### 4.15.2.1 Health Facilities within the Municipality

The municipality has a total of 9 health facilities, one level (IV) Hospital (Athi sub-county hospital) at Athi River, two health centre (Athi river community hospital and Mlolongo Health Centre) and 6 dispensaries as shown in the **table below** and map below;

**Table 13: Public health Facilities within the Municipality**

S.No	Name of the health facility	Type	Ward
1.	Athi River level 4 hospital	Level IV	Athi river
2.	Athi river community hospital	Level III	Athi river
3.	Gk prison dispensary	Level II	Athi river
4.	Katani Dispensary	Level II	Athi river
5.	Kinanie Dispensary	Level II	Kinanie
6.	KMC Staff Clinic	Level II	Mavoko
7.	Mlolongo Health Centre	Level III	Mlolongo
8.	Mlolongo Wellness Centre	Level II	Mlolongo
9.	Kyumbi dispensary	Level II	Athi river

#### 4.15.3 Community Facilities

**Police Stations / Posts/courts** - The municipality host several police station and post. There is an existing Law Courts in Athi river central area within the municipality

**Administrative Offices** - The Athi River urban centre serves as municipality and sub-county Headquarter with various county and National Government Offices.

There are two **social hall** in the municipality:

- ✚ Athi river social hall – the social hall is dilapidated and lacks the appropriate infrastructure ✚
- Makadara social hall –this is under construction.

**Mavoko stadium** – there is a proposed stadium which has not been constructed yet. **Emerging issues**

- ✚ Lack of recreational facilities

† Inadequate health facilities

† Inadequate of social halls

#### **4.16 Existing Municipal Institution Framework**

Municipality of Mavoko was established through the Mavoko Municipal Charter as approved by the County Assembly in 2019 and assented to by H.E the Governor in line with the Urban Areas and Cities Act (UACA) of 2011, amended 2019.

The Municipality is managed through a Board whose members are competitively recruited by the Executive and approved by the County Assembly. The members comprise of a Chairman and Nine (9) Members, five (5) of whom are nominated by Umbrella bodies and appointed by the Executive. The Board is a body corporate and responsible to the County Executive through the Executive Member in charge of Physical and Land Use Planning. However, most of the functions of the municipality are being carried out by the various County Government Departments because the municipality lacks capacity, as it is only the Municipal Board and Municipal Manager's office, which are currently operational. The Municipality therefore lacks operational governance and management structure to perform its mandate effectively.

#### **Emerging issues**

- † Lack of adequate staff.
- † Lack of functional and organizational structure.
- † Lack of standard operating procedures.
- † Lack of performance management systems.

#### **4.17 Urban Finance**

The Municipality of Mavoko main source of revenue is county Government and Kenya Urban Support Program. The County Government of Mavoko has not yet transferred functions to the municipality. Currently the revenue collection function is still under the county government.

#### **Emerging issues**

- † Municipality should be delegated the function to collect revenue generated within the municipality.

- † The County Government should allow plough back of all revenue generated in the municipality to activities related to governance and management of the municipality.
- † Municipality to explore other sources of revenue including from local and external sources.

## **CHAPTER FIVE**

### **SPATIAL DEVELOPMENT FRAMEWORK**

#### **5.1 Overview**

The Spatial Development Framework (SDF) are structuring elements that define the growth, direction and urban configuration of a municipality. It serves as a guiding document for municipal development by establishing a spatial vision for the future city and delineating strategies to achieve that vision. The municipality spatial framework are explained in detail below:

#### **5.2 Topography and Conservation of Natural Features**

The integration of topography and natural features to guide the design and development direction of the municipality is essential in urban planning. The gentle sloping topography and the presence of natural features such as the Athi River, Kilome, Kithundini, Kilaani, Kyumbi, Kyamutheke, and Kitanga rivers play pivotal roles in shaping land use planning and infrastructure development. Conservation of riparian reserves along these rivers is paramount for maintaining ecological balance and ensuring sustainable development practices. The conservation of the rivers, achieved through the provision of 30m riparian reserves and sustainable allocation of compatible land uses, influences decisions regarding land allocation and permissible land uses in specific areas. This holistic approach to urban planning ensures that the municipality's growth is harmonized with its natural landscape, fostering environmental sustainability and resilience.

The topography of the municipality which is gentle sloping and the availability of the natural features such as Athi river, Kilome, Kithundini, Kilaani, Kyumbi, Kyamutheke and Kitanga rivers will influence the design and development direction of the municipality. The conservation of the riparian reserve of the rivers will influence the design of the municipality and for conservation purposes. The need to conserve the natural features will determine the type of land uses to be allocated in a certain area in the municipality.

### **5.3 Transportation Network**

The Transportation Network spatial framework encompasses the layout and organization of transportation infrastructure within a municipality, considering various networks like roads and railways facilitating movement and connectivity. Mavoko municipality features a diverse transportation network, including major roads like the Malaba-Eldoret-Nakuru-Nairobi-Voi-Mombasa (A8) and the Namanga-Athi River-Thika-Sagana-Nanyuki-Isiolo (A2) roads, alongside the Standard Gauge Railway. These networks significantly influence the municipality's design and development, with industrial hubs and markets strategically located based on accessibility. Thus, the transportation network spatial framework optimizes transportation efficiency, supports economic activities, and guides land use planning within the municipality.

### **5.4 Commercial nodes/central areas**

The influence of commercial nodes in the spatial framework of the municipality is significant. These nodes, such as Athi River, Mlolongo, Muthwani, Kilili, Katani, Makutano, and Kinani, serve as focal points for commercial activities and economic development. They play a pivotal role in shaping the direction of growth within the municipality. Commercial activities are concentrated in these central areas, particularly in the central business district (CBD), which acts as the hub of economic exchange and trade. The type of residential land use is influenced by the proximity to these commercial nodes, with varying densities and zoning regulations depending on the distance from the CBD. Thus, the presence and development of commercial nodes have a profound impact on the spatial organization and land use patterns within the municipality.

### **5.5 Economic Activity**

The municipality major economic activity is manufacturing industry followed by agriculture. Mavoko's economic landscape is dominated by the presence of numerous industries varying from distillers to cement companies. The need to promote and enhance the industrial activities in the municipality and to ensure compatibility will influence the type of land uses to be proposed and eventually influencing the growth direction of the municipality. Most of the municipality hinterland is under agriculture. In order to promote food security and also improve the income level of the farmers, the plan proposes for a minimum subdivision of agriculture land to 1 acre. The need to protect agriculture land and promote food security will influence the design of the municipality.

## **5.6 Recreational Facilities**

The presence of recreational facilities in the municipality is essential in enhancing the quality of life and well-being of residents. Parks, playgrounds and stadiums serve as essential amenities for leisure, physical activity and community gatherings. Their strategic location within the municipality is determined by factors such as population density, accessibility, and proximity to residential areas. Additionally, the presence of recreational facilities contributes to the attractiveness of neighborhoods, fostering social interaction and community cohesion. Furthermore, these amenities play a role in urban planning by influencing land use decisions and development patterns. For example, the presence of parks and green spaces may encourage mixed-use development and higher-density housing around them, promoting a vibrant and sustainable urban environment. Therefore, integrating recreational facilities into the spatial framework is essential for creating inclusive, livable and healthy communities.

## **5.7 Hospitality Hub**

The presence of a hospitality hub, particularly in Athi River, has a significant influence on the spatial framework of the municipality. The potential for tourism development in Athi River, demonstrated by the existence of high-end hotels and restaurants, as well as the availability of tourist attraction sites like Lukenya Hills, serves as a focal point for spatial planning. The clustering of hospitality establishments and tourism attractions in specific areas within the municipality shapes land use patterns and infrastructure development. This concentration of tourism-related activities not only enhances the attractiveness of Athi River but also influences the allocation of resources for transportation, infrastructure, and urban amenities to support tourism-related activities. This will influence the type of business businesses and services in the vicinity for compatibility purpose, further shaping the spatial layout and economic dynamics of the municipality.

## **5.8 Municipality Vision**

The municipality vision significantly influences the spatial framework by guiding the design and allocation of land uses. Stakeholders' concerns and aspirations, as articulated in the municipality vision, serve as crucial inputs in determining the spatial layout and distribution of various land uses within the municipality. This includes the positioning of residential, commercial, industrial, and recreational areas, as well as transportation networks and infrastructure. By aligning the spatial framework with the municipality vision, urban planners ensure that development initiatives are consistent with the overarching goals and aspirations of the community, fostering sustainable growth and enhancing overall livability

## **CHAPTER SIX**

### **MUNICIPAL SPECTRA DEVELOPMENT STRATEGIES**

#### **6.1 Overview**

This chapter provides the development strategies for the municipality identified key focus areas, which are explained in detail below:

#### **6.2 Municipal Governance and Management.**

For the better management of the municipality functions as stipulated in the Urban Areas and Cities Act, 2011 (amended, 2019), the municipal board should create an efficient and responsive municipal administration. The following structures should be put in place to ensure proper governance and administration:

##### **6.2.1 Staff of Board of Municipality of Mavoko**

The Board of Municipality should recruit its own staff or, alternatively, have staff on secondment from County executive to be transferred to the Board permanently. The Board should also introduce performance management system for all staff continuously develop and motivate its staff.

##### **6.2.2 Training of Board and Staff.**

- ✦ Engage/ hire consultant to train the Board and staff.
- ✦ Conduct induction courses, one for Board and one for staff.
- ✦ Roll out bi-annual refresher training for Board and Staff.
- ✦ Sponsor staff for training in local and foreign institutions for specialized skills.

##### **6.2.3 Development of staffing norms for Board.**

The municipal board to develop the following documents to guide staff norms;

- ✦ Formulation of scheme of service for staff of the Board;
- ✦ Formulation of organizational structure for the Board;
- ✦ Development of code of conduct for staff of the Board;

- † Development of service charter for the Board; and,
- † Development of performance management system for the Board.

#### **6.2.4 Exercise of Power, Authority and Execution of Functions by the Municipal Board.**

- † Develop a function structure for delivery of all transferred functions, power and authority.
- † Formulate framework of engagement with all stakeholders of the Board.
- † Formulate framework for reporting of performance of the Board to stakeholders.

#### **6.2.5 Monitoring of Growth Trends of Municipality of Mavoko**

The Board to establish a unit and assign it the responsibility of continuous monitoring of all growth parameters of the Municipality. The staffing of the unit to be multidisciplinary. The Board to petition the County Government through a resolution of the Board, to establish an Urban Observatory for monitoring of urbanization in the municipality.

#### **6.2.6 Decentralization of Power, Authority and Functions.**

Prepare a decentralization structure for the Board and for units below the Board. Seek approval of County Assembly, through the County Executive, for the new established units of delivery of functions and exercise of power and authority.

#### **6.2.7 Structured Engagement with Private Sector.**

- † The Board, through a resolution, should recommend development of policies and laws that mainstream private sector in the governance and management of the Municipality of Mavoko to the County executive.
- † The Board should also undertake an assessment of the functions that can be delivered more effectively by the private sector and enter into mutual benefit arrangement with private sector for better service delivery.
- † The Board should formulate and recommend to the executive and the County Assembly, through a resolution of the Board, an incentive to attract private sector investments in the municipality.

### **6.2.8 Adoption of Information Communication Technology in Governance and Management of Municipality of Mavoko.**

The Board in collaboration with the County Government should roll out structured adoptions of ICT in all areas of operations of the Board of Municipality of Mavoko.

#### **6.2.13 Inter-linkages for the Municipality Board of Mavoko**

- † Roll out a structure of inter-linkages, both local and international.
- † Have the inter-linkages incorporated in the Board and county planning and budgetary cycles.

### **6.3 The Economy of Municipality of Mavoko**

An effective urban economy consists of two components, namely the internal services and the economic base. The economic base component drives the development of an urban area by attracting resources and innovation to the urban area while exporting goods and services to the urban hinterland. The service component is usually of very little value to development of an urban area- it is for subsistence. The Municipal Board of Mavoko should plan to attract resource's and innovation into the municipality through concerted effort that is multifaceted- making the Municipality attractive to investment by providing infrastructure, services and incentives, undertaking aggressive profiling and documentation of investment opportunities in the municipality and marketing them to potential investors, calculated reduction and eventual elimination of urban informality and such other targeted strategies will also address poverty reduction within the Municipality;

**Table 14: Economy of Municipality of Mavoko**

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of economic development strategy framework.</b>	✦ Municipality.	✦ To promote economic growth.	✦ Develop economic development strategy framework.	✦ Municipal Board
<b>Lack of a modern market</b>	✦ Mlolongo ✦ Muthwani ✦ Kinani	✦ To promote conducive business environment	✦ Construction of a three storey modern market	✦ Machakos County Government ✦ Municipal Board ✦ Development partners
<b>Inadequate market space exists for the existing Athi River market</b>	✦ Athi river	✦ To promote conducive business environment	✦ Establishment of a three storey modern market	✦ Machakos County Government ✦ Municipal Board ✦ Development partners
<b>Lack of a livestock market</b>	✦ Municipality	✦ To improve trading opportunities for livestock producers and traders	✦ Establishment of livestock market in each ward	✦ Machakos County Government ✦ Municipal Board ✦ Development partners

<b>Lack of business park</b>	<ul style="list-style-type: none"> <li>✦ Mlolongo</li> <li>✦ Muthwani</li> <li>✦ Kinani</li> </ul>	<ul style="list-style-type: none"> <li>✦ To meet the growing demand for commercial space, accommodate the</li> </ul>	<ul style="list-style-type: none"> <li>✦ Establishment of new business parks in strategic locations to</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board</li> </ul>
------------------------------	--	--	---	---

Challenge	Location	Objective	Strategies	Actors
		expansion of existing businesses, and attract new investors	<p>meet demand and accommodate growing industries.</p> <ul style="list-style-type: none"> <li>✦ Offer incentives like tax breaks and financing to attract businesses to the parks.</li> <li>✦ Partner with private companies to fund and build business park infrastructure</li> <li>✦ Use zoning laws to designate areas for business park development</li> </ul>	<ul style="list-style-type: none"> <li>✦ Private Investors</li> <li>✦ Development partners</li> </ul>

<b>Lack of designated space for Jua kali sheds (light industrial park)</b>	✦ Municipality	✦ To provide a dedicated area where artisans and small-scale industries can conduct their	Establishment of a fully functional Jua kali sheds (light industrial park) at: <ul style="list-style-type: none"> <li>• Athi river</li> </ul>	✦ Machakos County Government ✦ Municipal Board ✦ Private Investors ✦ Development partners
--	----------------	---	---	--

Challenge	Location	Objective	Strategies	Actors
		operations efficiently and safely.	<ul style="list-style-type: none"> <li>• Mlolongo</li> <li>• Muthwani</li> <li>• Kinani</li> </ul>	
<b>Inadequate capital for business promotion.</b>	✦ Informal businesses within Athi river, mlolongo and other central places.	✦ To support informal businesses financially.	✦ Provision of business taxation incentive. Offering of seed capital and credit to youths, people with disabilities and women.	✦ Machakos County Government ✦ Municipal Board ✦ Private Investors ✦ Development partners
<b>Inadequate hospitality hub.</b>	✦ Athi river & Mlolongo	✦ To promote tourism sector.	✦ Zoning of the hospitality hub. ✦ Construction of hotels. ✦ Conservation of the tourism attraction sites.	✦ Machakos County Government ✦ Municipal Board ✦ Private Investors

<b>Inadequate designated space for business activities.</b>	<ul style="list-style-type: none"> <li>✦ Athi river &amp; Mlolongo Central places.</li> </ul>	<ul style="list-style-type: none"> <li>✦ To promote commercial activities.</li> <li>✦ To promote job creation.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Designation of adequate commercial zones for both formal and informal businesses.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board</li> <li>✦</li> </ul>
---	---	---	---	--

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of value addition for the agricultural produce</b>	<ul style="list-style-type: none"> <li>✦ Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>✦ To add value to raw agricultural products through various processing and manufacturing activities</li> <li>✦ To enhance the value chain of agricultural products, thereby contributing significantly to the economy.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Establishment of the agro-based industries at Athi River</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board</li> <li>✦ Private Investors</li> </ul>

<b>Infrastructure provision.</b>	✦ Municipality.	✦ To increase economic empowerment of the residents.	✦ Improving road network and conditions for easy access of farm produce to the markets.	✦ Machakos County Government ✦ KURA. ✦ KeRRA ✦ Development partners.
<b>Finance.</b>	✦ Municipality.	✦ To maximize on the municipal finance.	✦ Maximizing on revenue collection.	✦ Machakos County Government
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
			✦ Seeking more development partners. ✦ Prudent use of the available resources.	✦ Municipal Board of Mavoko

<p><b>Inadequate skills entrepreneur among youth.</b></p>	<p>✦ Municipality.</p>	<p>✦ To empower the youth on entrepreneurship skills.</p>	<p>✦ Promotion of youth sensitization programs on entrepreneurship.</p> <p>✦ Setting up adequate vocational/tertiary institutions to educate youth on entrepreneur skills.</p>	<p>✦ Machakos County Government</p> <p>✦ Municipal Board of Mavoko</p>
---	------------------------	---	--	--

## 6.4 Municipal Finances

The municipality needs to establish reliable fiscal databases, billing and collection capacities and communication programmes to inform stakeholders of the benefits of taxation. Currently the municipal Board source of funds is the development partner (Kenya urban support programme) and the county government. The Board can increase source of revenue through; **Table 15: Municipal Finances Strategies**

Challenges	Location	Objective	Mitigation/strategies	Actors
<b>Insufficient financial resources.</b>	✦ Municipality.	✦ To enhance revenue collection.	<ul style="list-style-type: none"> <li>✦ Conduct an assessment of revenue potential for the Municipality on existing revenue streams.</li> <li>✦ Enhancement of revenue collection in the approval of change of user, building plans, land subdivision, and advertisement billboards.</li> <li>✦ Seeking more development partners.</li> </ul>	✦ Municipal Board
Challenges	Location	Objective	Mitigation/strategies	Actors

			<ul style="list-style-type: none"> <li>✦ Promotion of accountability and transparency through development of the financial management system.</li> <li>✦ Petition the County executive through resolution of Board, for appointment of Board as a collector of revenue.</li> <li>✦ Petition the County executive, through a resolution of Board, to plough back revenue collected from the Municipality into the same for facilitation of service provision.</li> </ul>	
--	--	--	---	--

## 6.5 Management of Land in Municipality of Mavoko

The Board to undertake formulation of development control policy and zonal regulations and have them adopted by County Assembly. Board to also recommend to County executive and County Assembly through a resolution of Board, formulation of urban land policy and enactment of law. Among other strategies to be undertaken are as explained below;

**Table 16: Municipal Land Management**

<b>Problem</b>	<b>Location</b>	<b>Objective</b>	<b>strategies</b>	<b>Actors</b>
<b>Lack of land information system (LIS).</b>	✦ Municipality.	✦ To establish a database.	✦ Preparation of the land information system.	✦ Municipal Board of Mavoko
<b>Lack of an updated land valuation roll.</b>	✦ Municipality.	✦ To keep up to date land valuation roll for the municipality.	✦ Preparation of the land valuation roll.	✦ Municipal Board of Mavoko
<b>Inadequate Plots surveyed.</b>	✦ Mlolongo urban area ✦ Athi River urban area	✦ To increase land tenure security.	✦ Undertaking of plots and beaconing surveying.	✦ Municipal Board of Mavoko.
<b>Land Registry.</b>	✦ Athi River urban area ✦ Mlolongo urban area	✦ To increase land tenure security.	✦ Establishment of the land registry.	✦ Municipal Board of Mavoko

## **6.6 Land Use Plan for municipality**

Urban planning involves preparation of integrated development plan and framework for guiding and controlling development. It involves provision of social and physical infrastructure and ensuring compatibility of various land uses. The preparation of the Local Physical and Land Use Development Plans and formulation of land use policies and development standards are some of the main outputs of the development/land use planning process. The importance of a Land Use Plan include; to establish policies and standards to guide development, to ensure optimal land use, provision of socio – infrastructural amenities, proper utilization of the scarce resources, promotes environmental conservation among others.

### **6.6.1 Development Control**

Development control is the process that regulates the development and use of land. It seeks to ensure that operations on land conform to spatial development plans as well as policy guidelines, regulations and standards issued by the planning authority from time to time. It also ensures developments comply with physical planning standards. The procedure for the development control involves presenting an application for development permission by a developer to the planning authority, consideration of the application and the granting of approval, deferment or rejection of the application. A registered consultant on behalf of the developer should present the development application in the prescribed manner. It is undertaken through approval of the following development applications; building plans, land subdivisions and amalgamation, change of user, extension of user, advertisement billboards and extension of leases among others. The following strategies will guide development in the Municipality of Mavoko.



**Table 17: Land Use Planning Strategies**

Challenge	Location	Objective	Strategies	Actors
<b>Lack of Municipal Spatial Plan.</b>	✦ Mavoko Municipality	✦ To guide development.	✦ Preparation of the municipal spatial plan.	✦ Municipal Board of Mavoko
<b>Lack of Local Physical and Land Use Development Plans.</b>	<ul style="list-style-type: none"> <li>✦ Athi river urban area</li> <li>✦ Mlolongo urban area</li> <li>✦ Muthwani urban area</li> <li>✦ Katani urban area</li> <li>✦ Makutano urban area</li> <li>✦ Kinani urban area</li> </ul>	✦ To enhance coordinated development.	✦ Preparation of Local Physical and Land Use Development Plans.	✦ Municipal Board of Mavoko
<b>Enforcement and implementation unit.</b>	Municipality.	✦ To establish enforcement and implementation unit.	<ul style="list-style-type: none"> <li>✦ Fast track completion and approval by County Assembly.</li> <li>✦ Develop a structure for implementation of the plan.</li> <li>✦ Develop a structure for monitoring and reporting on implementation of the plan.</li> <li>✦ Review the land use plan at five (5) years.</li> </ul>	✦ Municipal Board of Mavoko
<b>Lack of development control policy.</b>	✦ Municipality.	✦ To ensure orderly and sustainable physical development.	✦ Formulation of comprehensive development control policy.	✦ Municipal Board of Mavoko.

Challenge	Location	Objective	Strategies	Actors
<b>Urban data management.</b>	<ul style="list-style-type: none"> <li>✦ Athi river urban area</li> <li>✦ Mlolongo urban area</li> <li>✦ Muthwani urban area</li> <li>✦ Katani urban area</li> <li>✦ Makutano urban area</li> <li>✦ Kinani urban area</li> </ul>	<ul style="list-style-type: none"> <li>✦ To ensure proper management of the urban data.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Continuous monitoring of the urbanization trend through collection, collation and documentation of the various parameters of the growth of the municipality.</li> <li>✦ Repository of urban data.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Urban decay.</b>	<ul style="list-style-type: none"> <li>✦ All urban areas (Central areas)</li> </ul>	<ul style="list-style-type: none"> <li>✦ To enhance urban degeneration.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Provision of urban renewal programmes.</li> <li>✦ Creation of redevelopment plan.</li> <li>✦ Provision of support infrastructure.</li> <li>✦ Beatification and greening.</li> <li>✦ Provision of the pedestrian lanes.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Unnamed road, streets and estates.</b>	<ul style="list-style-type: none"> <li>✦ Athi river &amp; Mlolongo Urban area/Central Areas</li> </ul>	<ul style="list-style-type: none"> <li>✦ To ease reference for the areas/property.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Naming of roads, streets and estates.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Low aesthetic</b>	<ul style="list-style-type: none"> <li>✦ Athi river &amp; Mlolongo Urban area/Central Areas</li> </ul>	<ul style="list-style-type: none"> <li>✦ To enhance aesthetics</li> </ul>	<ul style="list-style-type: none"> <li>✦ Streets beautification through the planting of appropriate trees and</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> </ul>

Challenge	Location	Objective	Strategies	Actors
	✦ Other urban centres (central areas)		flowers along NMT corridors, roads and streets	✦ Machakos County Government
<b>Lack of public land inventory</b>	✦ Municipality	✦ To identify public land	✦ Undertaking public land inventory and processing of the lease certificates	✦ Municipal Board of Mavoko ✦ Machakos County Government
<b>Lack of land valuation roll</b>	✦ Municipality	✦ To determine the real value of any land	✦ Preparation of the land valuation roll	✦ Municipal Board of Mavoko ✦ Machakos County Government
<b>Lack of land information system</b>	✦ Municipality	✦ To ensure proper land information management	✦ Preparation of the land information system	✦ Municipal Board of Mavoko ✦ Machakos County Government
<b>Lack of a fully equipped GIS lab</b>	✦ Municipality	✦ Establish a GIS lab	✦ Establishment of a fully equipped GIS Lab with adequate personnel	✦ Municipal Board of Mavoko ✦ Machakos County Government

<b>Lack of outdoor advertisement policy</b>	✦ Municipality	✦ To attain coordinated siting of advertisement billboards	✦ Development of an advertisement policy	✦ Municipal Board of Mavoko ✦ Machakos County Government
---	----------------	--	--	---

## **6.7 Municipal Infrastructure and Services**

Infrastructure is the bedrock of development in an urban area. Incidentally, it has been established that due to economies of scale associated with high concentration of people and activity in urban areas, the per capita cost of provision of infrastructure in urban areas is lower compared to that of rural areas. The cost of provision of infrastructure far outstrips the ability of institutions of governance and management of urban areas to provide such. The following strategies focus on transportation networks, poor road conditions, bus termini and bus/car parks, non-motorized traffic facilities, educational facilities, health facilities, water and sanitation, and community facilities will enhance service delivery in the municipality.



**Table 18: Municipal Infrastructure and Services Strategies**

**i. Transportation Improvement Strategies**

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of an integrated transport development strategy to guide orderly transport sector.</b>	✦ Municipality.	✦ To promote orderly transport sector.	✦ Development of the transport integrated development strategy.	Municipal Board of Mavoko
<b>Missing commercial service and back lanes.</b>	✦ Municipality	✦ To enhance functionality.	<ul style="list-style-type: none"> <li>✦ Establishment of back lane/streets for all commercial plots (minimum 6m wide).</li> <li>✦ Establishment of 4M service lanes for commercial plots fronting roads above 18M.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ KURA.</li> <li>✦ KeRRA.</li> </ul>
<b>Lack of storm water drainage plan.</b>	✦ Municipality	✦ To ensure proper storm water management.	✦ Development of the storm water management plan.	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ KURA.</li> <li>✦ KeRRA</li> </ul>

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
------------------	-----------------	------------------	-------------------	---------------

<b>Narrow roads</b>	✦ Municipality	✦ To enhance mobility.	✦ Widening of the affected road reserves through preparation of mavoko municipality Local Physical and Land Use Development Plan.	✦ Municipal Board of Mavoko
<b>Narrow roads</b>	✦ Municipality	✦ To enhance mobility.	<ul style="list-style-type: none"> <li>✦ Widening of the existing roads:</li> <li>✦ Below 9m to 9m</li> <li>✦ 9m to 12m</li> <li>✦ 12m to 15m</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ KURA.</li> <li>✦ KeRRA.</li> <li>✦ Development Partners</li> </ul>
<b>Insufficient storm water drainage system</b>	✦ Municipality	✦ To achieve efficient storm water management.	<ul style="list-style-type: none"> <li>✦ Construction of closed drainage channels within the urban centres.</li> <li>✦ Construction of open drainage channels outside the urban centres.</li> <li>✦ Harvesting of rain-water to reduce surface runoff.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ KURA.</li> <li>✦ KeRRA</li> <li>✦ KeNHA</li> </ul>
<b>Poor road condition</b>	✦ Municipality	✦ To improve road condition.	<ul style="list-style-type: none"> <li>✦ Progressive upgrading to bitumen standard of urban roads &amp; key roads.</li> <li>✦ Roads marking and Installation of signage to improve safety.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ KURA.</li> <li>✦ KeRRA</li> <li>✦ KeNHA</li> </ul>

Challenge	Location	Objective	Strategies	Actors
			<ul style="list-style-type: none"> <li>✦ Installation of standard drainage infrastructure.</li> <li>✦ Provide closed drainage channels in urbanized areas.</li> <li>✦ Provision of a grade-separated junction at the main intersections within the highways.</li> <li>✦ Installation of non-motorized transport (NMT) facilities in urbanized areas.</li> <li>✦ Beautification of the road reserves with flowers and appropriate trees planted along with NMT facilities.</li> </ul>	

<p><b>Poor surface road conditions.</b></p>	<ul style="list-style-type: none"> <li>• Mlolongo urban centre</li> <li>• Athi river urban centre</li> <li>• Kilili urban centre</li> <li>• Muthwani urban centre</li> </ul>	<ul style="list-style-type: none"> <li>✦ To make the access roads all weather condition.</li> <li>✦ To increase accessibility.</li> <li>✦ Provision of the pedestrian lanes..</li> </ul>	<p>To upgrade the urban roads into cabro and bitumen status</p>	<ul style="list-style-type: none"> <li>• Municipal Board of Mavoko</li> <li>• KURA.</li> <li>• KeRRA</li> <li>• KeNHA</li> </ul>
---	--	--	---	--

Challenge	Location	Objective	Strategies	Actors
	<ul style="list-style-type: none"> <li>• Katani urban centre</li> <li>• Makutano urban centre</li> <li>• Kinani <b>urban centre</b></li> </ul>			

<p><b>Poor surface roads condition.</b></p>	<p>✦ Municipality link roads.</p>	<p>✦ To make the access roads all weather condition.</p> <p>✦ To increase accessibility.</p> <p>✦ Provision of the pedestrian lanes.</p>	<p>To upgrade the following roads to bitumen status</p> <ul style="list-style-type: none"> <li>• Nkoroi-Nazarene- Kitengela</li> <li>• Kinanie-Kenol-Kathiani-Mbuuni</li> <li>• A8 Lukenya-Kamulu-MunyuKilimambogo-A2 Makuyu-B25 Mbombo(Greater Eastern Bypass)</li> <li>• Slaughter Estate-Athi River 2</li> <li>• Stonyathi-Kinanie</li> <li>• Mutungoni Academy Sec-Kinanie</li> <li>• Mlolongo-Kamulu</li> <li>• Athi River 1</li> <li>• Athi River 3</li> <li>• Wathia Nur Sch-Kaseve 1</li> </ul>	<p>✦ Municipal Board of Mavoko</p> <p>✦ KURA.</p> <p>✦ KeRRA.</p> <p>✦ Development Partners.</p>
---	-----------------------------------	--	---	--

Challenge	Location	Objective	Strategies	Actors
-----------	----------	-----------	------------	--------

			<ul style="list-style-type: none"> <li>• Makutano 7</li> <li>• Slaughter Estate-Athi River 1</li> <li>• N.E.A.C Nursery-Kamuthanga 1</li> <li>• Kdo Road - Kamulu Academy Road 1</li> <li>• Juakali Road</li> <li>• Hermatton Sec Sch-Kinyau</li> <li>• Sholinke Primary School Road</li> <li>• N.E.A.C Nursery-Kamuthanga 1</li> <li>• Kdo Road - Kamulu Academy Road 1</li> <li>• Juakali Road</li> <li>• Hermatton Sec Sch-Kinyau -Sholinke Primary School Road</li> </ul>	
<b>Inadequate Storm water drainage systems.</b>	✦ Municipality.	✦ To ensure adequacy of storm water drainage systems. To increase durability of the roads. ✦	✦ Construction of appropriate drainage systems.	✦ Municipal Board of Mavoko ✦ KURA.

Challenge	Location	Objective	Strategies	Actors
-----------	----------	-----------	------------	--------

		<ul style="list-style-type: none"> <li>✦ To minimize routine roads maintenance expenses.</li> <li>✦ To mitigate against floods.</li> </ul>		
<b>Inadequate high mast floodlights.</b>	<ul style="list-style-type: none"> <li>✦ All urban areas</li> </ul>	<ul style="list-style-type: none"> <li>✦ To ensure security.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Installation of adequate streetlights and high mast floodlights.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ Development Partner.</li> </ul>
<b>Lack of bus/matatu termini</b>	<ul style="list-style-type: none"> <li>✦ Mlolongo urban centre</li> <li>✦ Athi river urban centre</li> <li>✦ Muthwani urban centre</li> <li>✦ Katani urban centre</li> <li>✦ Makutano urban centre</li> </ul>	<ul style="list-style-type: none"> <li>✦ To have functional and efficient bus/matatu termini.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Acquisition of designated termini.</li> <li>✦ Formulation of detailed plans for the proposed bus terminus providing adequate space for PSV, boda support facilities, adequate entrance and exit.</li> <li>✦ Provision of furnished and sheltered waiting bays.</li> <li>✦ Provision of pedestrian walk ways.</li> <li>✦ Provision of waste bins.</li> <li>✦ Provision of modern toilets.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ Development Partner.</li> </ul>
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>

	✦ Kinani urban centre			
<b>Lack of parking lots.</b>	<ul style="list-style-type: none"> <li>✦ Mlolongo urban centre</li> <li>✦ Athi river urban centre</li> <li>✦ Muthwani urban centre</li> <li>✦ Katani urban centre</li> <li>✦ Makutano urban centre</li> <li>✦ Kinani urban centre</li> </ul>	✦ To zone and develop adequate parking lot.	<ul style="list-style-type: none"> <li>✦ Provision of adequate decentralized parking spaces.</li> <li>✦ Provision of support infrastructure.</li> <li>✦ Encourage angular parking in the CBD.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ Development Partner.</li> </ul>

**ii. Housing in Municipality of Mavoko**

Housing is a basic human right (Universal Declaration of Human Rights) and a constitutional right (Bill of Rights) in Kenya. Every resident of an urban area is entitled basic minimum standards of housing and sanitation. The following strategies will help alleviate housing challenges within the municipality:

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of a housing policy.</b>	✦ Municipality.	✦ To guide housing development.	✦ Development of the housing policy.	✦ Municipal Board of Mavoko.
<b>Lack of affordable housing programme.</b>	✦ Municipality	✦ To ensure decent shelter for the residents.	<ul style="list-style-type: none"> <li>✦ Construction of low-cost housing through publicprivate partnership.</li> <li>✦ The Board should roll out an incentive program to attract investors in housing.</li> </ul>	<ul style="list-style-type: none"> <li>✦ National Government.</li> <li>✦ Private sector.</li> <li>✦ County Government of Machakos</li> <li>✦ Municipal Board of Mavoko</li> </ul>

<b>Haphazard development</b>	<ul style="list-style-type: none"> <li>✦ Mlolongo urban area</li> <li>✦ Athi river urban area</li> </ul>	<ul style="list-style-type: none"> <li>✦ To promote land use planning</li> </ul>	<ul style="list-style-type: none"> <li>✦ Establish seamless development application process with incentives for affordable housing development.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ Private sector.</li> </ul>
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>

			<ul style="list-style-type: none"> <li>✦ Enforcement of development control regulation for residential areas.</li> <li>✦ Enforcement of a maximum 65% plot coverage and minimum 0.45ha residential plot sizes to ensure adequate provision of open, parking and aeration spaces.</li> <li>✦ Prepared detailed master plans for large scale housing development projects.</li> <li>✦ Preparation and approval of building plans before development.</li> </ul>	
--	--	--	---	--

### iii. Electricity and Energy

Problem	Location	Objective	Mitigation/Strategies	Actors
<b>Inadequate power connections to the households</b>	✚ Municipality	✚ To improve coverage of electricity.	✚ Intensification of rural electrification.	<ul style="list-style-type: none"> <li>✚ Kenya Electricity Generating Company (KenGen)</li> <li>✚ Kenya Power and Lighting Company</li> <li>✚ Rural Electrification and Renewable Energy Corporation (REREC)</li> <li>✚ Private Investors ✚ Residents</li> </ul>
<b>Inadequate utilization of green energy</b>	✚ Municipality	✚ To promote affordable environmentally friendly energy.	<ul style="list-style-type: none"> <li>✚ Exploitation of renewable energy sources from agricultural waste e.g., biogas and solar.</li> <li>✚ Creating awareness on how to access alternative sources of energy.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Municipal Board of Mavoko</li> <li>✚ Rural Electrification and Renewable Energy Corporation (REREC)</li> <li>✚ Development partners</li> </ul>

<b>Problem</b>	<b>Location</b>	<b>Objective</b>	<b>Mitigation/Strategies</b>	<b>Actors</b>
				<ul style="list-style-type: none"> <li>† Property owners</li> <li>† Private investors</li> <li>† Residents</li> </ul>
<b>Inadequate high mast flood lights</b>	† All the Central Areas /urban centres	† To create a secure environment for business operation	† Installation of high mast flood lights	<ul style="list-style-type: none"> <li>† Municipal Board of Mavoko</li> <li>† County Government of Machakos</li> <li>† Development Partners</li> </ul>
<b>Inadequate public sensitization on the appropriate source of energy for cooking</b>	† Municipality	† To increase use of renewable energy	<ul style="list-style-type: none"> <li>† Sensitizing the residents on the various types of renewable energy</li> <li>† Create awareness on the use and making of briquette/pellet</li> </ul>	<ul style="list-style-type: none"> <li>† Municipal Board of Mavoko</li> <li>† County Government of Machakos</li> <li>† Rural Electrification And Renewable Energy Corporation (REREC)</li> <li>† Residents</li> </ul>

iv. Educational Sector

Challenge	Location	Objective	Mitigation/Strategies	Actors
<b>Inadequate vocational training institutes.</b>	✦ Municipality.	✦ To promote technical skills among the youth for both formal and selfemployment.	✦ Provision of the vocational training institute in at muthwan and Kinanie areas	<ul style="list-style-type: none"> <li>✦ National Government.</li> <li>✦ Machakos County Government</li> <li>✦ Development partners.</li> <li>✦ Private sector.</li> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Inadequate education awareness programme.</b>	† Municipality.	† Promotion of literacy level.	<ul style="list-style-type: none"> <li>† Preparation of public awareness programs on importance of education.</li> <li>† Provision of adult education programme.</li> </ul>	✦ Municipal Board of Mavoko

v. Health sector

Challenge	Location	Objective	Mitigation/Strategies	Actors
<b>Inadequate health centres and dispensaries.</b>	✦ Municipality	✦ To reduce travelling distance to the medical facilities.	✦ Construction of more health centres and dispensaries in Kinanie, Mlolongo/syokimau and Mathatani wards	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners.
<b>Inadequate level (iv) hospitals</b>	✦ Municipality	✦ To reduce travelling distance to the medical facilities.	✦ To establish a fully functional level (iv) hospital in Mlolongo/syokimau ward	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners.
<b>Inadequate public awareness on diseases preventive measures.</b>	✦ Municipality.	✦ To ensure health population.	✦ Holding of public forums and local media sensitization among the residents.	✦ Machakos County Government ✦ Municipal Board of Mavoko
<b>Inadequate public awareness on the importance of having</b>	✦ Municipality.	✦ To ensure that the residents are able to pay for their medical bills.	✦ Holding of public forums and local media sensitization among the residents.	✦ Machakos County Government ✦ Municipal Board of Mavoko

<b>adequate medical insurance cover.</b>				✦ Community members.
<b>Inadequate medical personnel and equipment in the health facilities.</b>	✦ Municipality.	✦ To enhance efficiency in health care services.	✦ Increasing the number of medical personnel and medical equipment in the health facilities at all the levels.	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners.

**vi. Water and Sanitation**

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Inadequate water supply.</b>	✦ Municipality.	✦ To provide adequate water for the municipality residents.	<ul style="list-style-type: none"> <li>✦ Construction of boreholes</li> <li>✦ Proper maintenance of the existing boreholes.</li> <li>✦ Construction of enough water storage facilities.</li> <li>✦ Encouraging roof water harvesting.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Mavoko Water and Sewerage Company</li> <li>✦ Development partners.</li> <li>✦ Municipal Board of Mavoko</li> <li>✦ Residents.</li> </ul>

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
------------------	-----------------	------------------	-------------------	---------------

			<ul style="list-style-type: none"> <li>✦ Increase piped water connectivity to the residents especially from spring.</li> <li>✦ Develop a master plan and investment plan for water and sanitation for the municipality</li> <li>✦ Exploit the available sources and integrate the system to ensure proper management, reliability, and sustainability</li> </ul>	
<b>Lack of solid waste management policy.</b>	✦ Municipality.	✦ To promote clean urban environment.	✦ Preparation of the solid waste management policy.	✦ Municipal Board of Mavoko
<b>Poor solid waste management.</b>	✦ Municipality.	✦ To promote clean urban environment.	<ul style="list-style-type: none"> <li>✦ Demarcation, fencing and preparation of the designated waste management site.</li> <li>✦ Provision of adequate skips in all urban centres</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>

Challenge	Location	Objective	Strategies	Actors
-----------	----------	-----------	------------	--------

			<ul style="list-style-type: none"> <li>✦ Acquisition of adequate skips and skip loaders</li> <li>✦ Acquisition of garbage trucks</li> <li>✦ Privatize waste collection and management.</li> <li>✦ Provision of appropriate designated waste collection centers/points.</li> <li>✦ Provision of different bins properly labeled as per the NEMA codes</li> <li>✦ Increase the waste collection frequency.</li> <li>✦ Promote waste reuse, recycling and reduction.</li> <li>✦ Commercialization of solid waste (briquettes making and composting of organic waste)</li> </ul>	
--	--	--	--	--

Challenge	Location	Objective	Strategies	Actors
-----------	----------	-----------	------------	--------

			<ul style="list-style-type: none"> <li>✦ Enforce county by-laws on solid waste management.</li> <li>✦ Sensitization of the residents against waste littering.</li> <li>✦ Sensitization of the residents on the importance of waste sorting.</li> <li>✦ Provision of the solid waste collection bins and receptacles for biodegradable and nonbiodegradable solid waste.</li> <li>✦ Preparation of modern sanitary landfill in an appropriate area.</li> </ul>	
<b>Lack of a sanitary landfill</b>	✦ Municipality	✦ To promote clean urban environment.	✦ To acquire land for establishment of sanitary land fill	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> <li>✦ Development partners</li> </ul>
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>

<b>Low number of residents connected to sewerage network</b>	✦ Municipality	✦ To improve sanitation and public health by expanding access to the sewerage network, thereby mitigating environmental pollution	✦ Increasing the number of residents connected to sewer network	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners
<b>Inadequate water treatment facility</b>	✦ Municipality	✦ To ensure access to potable water for residents by improving the quality and reliability of water treatment processes	✦ Establishment of a water treatment facility	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners

**vii. Community Facilities**

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Inadequate recreational facilities.</b>	✦ Athir river urban area ✦ Mlolongu urban area ✦ Other Central places.	✦ To provide functional recreational parks.	✦ Provision of adequate recreational facilities (green parks) complete with support infrastructure.	✦ Machakos County Government ✦ Municipal Board of Mavoko

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
------------------	-----------------	------------------	-------------------	---------------

<b>Lack of a res hub, Centre (ICT library)</b>	✦ Municipality	✦ To provide conducive environment for learning and research.	✦ Establishment of resource centre in each ward	✦ Machakos County Government ✦ Municipal Board of Mavoko
<b>Lack of a talent centre</b>	✦ Municipality	✦ To nurture talent.	✦ Construct talent centres.	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners
<b>Inadequate playgrounds</b>	✦ Municipality.	✦ To promote sports.	✦ Land acquisition. ✦ Development of the playgrounds with support infrastructure in each ward	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners.
<b>Cemetery</b>	✦ Municipality.	✦ Proper land utilization.	✦ Designation, acquisition & establishment of the Cemetery. The facility to meet the following requirement;	✦ Machakos County Government ✦ Municipal Board of Mavoko

				✦ Development partners
--	--	--	--	------------------------

Challenge	Location	Objective	Strategies	Actors
			<ul style="list-style-type: none"> <li>□ Minimum land required is 2.5ha;</li> <li>□ Feasibility study to be undertaken to ensure site meets basic topography &amp; geological requirement; and</li> <li>□ Before commencement developers are required to undertake ESIA and obtain necessary NEMA approvals.</li> </ul> <p>✦ The provision of a <b>15m green buffer</b> around the facility.</p>	

<b>Lack of firefighting services</b>	✦ Municipality	✦ To manage fire risk disasters	✦ Establishment of fully equipped and functional fires station at Athi river and mlolongo	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
			✦ Establishment of a fully functional sub-station at Muthwani, Katani, Makutano and Kinani	
<b>Lack of a rehabilitation centre</b>	✦ Municipality	✦ To provide support and assistance to individuals struggling with addiction, mental health issues, or other rehabilitative needs	✦ To establish of a rehabilitation centre	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners

<p><b>Lack of a fully functional stadium and mini-stadium</b></p>	<p>✦ Municipality</p>	<p>✦ To provide residents with access to recreational and sporting facilities, fostering community engagement, promoting healthy lifestyles, and nurturing talent development in various sports disciplines.</p>	<p>✦ Establishment of stadium at Athi river and a mini-stadium at muthwani and kinani</p>	<p>✦ Machakos County Government  ✦ Municipal Board of Mavoko  ✦ Development partners</p>
---	-----------------------	--	---	--

### 6.8 Municipal Environment

A clean environment is both a human right as well as a Constitutional right to residents and visitors of Mavoko Municipality. The Municipal Board in collaboration with Machakos County Government and other stakeholders will ensure a safe, resilient and sustainable environment in the municipality of Mavoko through;

**Table 19: Municipal Environment**

Challenge	Location	Objective	Strategies	Actors
-----------	----------	-----------	------------	--------

<b>Lack of climate change and adaptation policy</b>	✦ Municipality	✦ To mitigate the adverse impacts of climate change, build resilience to changing environmental conditions, and promote sustainable development practices within the municipality.	✦ Preparation of climate change and adaptation policy	• Municipal Board of Mavoko
<b>Environmental fragile areas.</b>	✦ Municipality.	✦ To identify environmental fragile areas.	✦ Assess and profile environmentally fragile areas and undertake mitigation measures.	• Machakos County Government • Municipal Board of Mavoko
<b>Climate change</b>	✦ Municipality.	✦ To mitigate against climate change effects.	✦ Preparation of the participatory hills management plan.	✦ Machakos County Government

<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
------------------	-----------------	------------------	-------------------	---------------

			<ul style="list-style-type: none"> <li>✦ Sensitization of the farmers to adopt agroforestry.</li> <li>✦ Planting of appropriate trees on the hills.</li> <li>✦ Having trees planting day for demonstration and public sensitization.</li> <li>✦ Undertaking Environmental and Social Impact Assessments (ESIA) and Environmental Audits of development projects as per NEMA guidelines.</li> <li>✦ Promote use of green energy (biogas, solar, wind) to reduce the usage of wood fuel through the creation of awareness and sensitization.</li> <li>✦ Achievement of at least 10% forest cover through sensitization of the farmers on the promotion of agroforestry, reforestation, and afforestation.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko.</li> <li>✦ Kenya Forest Service.</li> <li>✦ Community members.</li> </ul>
<b>Lack of public awareness and sensitization on</b>	✦ Municipality.	✦ To sensitize and create awareness on the importance of	✦ Holding public baraza to sensitize and educate the people.	✦ Machakos County Government

Challenge	Location	Objective	Strategies	Actors
<b>importance of environmental protection.</b>		environment and climate sustainability.	<ul style="list-style-type: none"> <li>✦ Holding workshops and meeting to educate people about measures to curb environmental pollution.</li> <li>✦ Creating municipality cleaning day for all the residents.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> <li>✦ Community members.</li> </ul>
<b>Lack of environmental management plan.</b>	✦ Municipality.	✦ To conserve the environment.	✦ Preparation of the environmental management plan.	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Lack of energy security and use of non-renewable sources of energy.</b>	Municipality.	To enhance energy security through distributed renewable energy systems.	Innovations of new technologies for green economy and risk resilience.	<ul style="list-style-type: none"> <li>• Machakos County Government</li> <li>• Municipal Board of Mavoko</li> </ul>
<b>Air pollution</b>	<ul style="list-style-type: none"> <li>✦ Athi river urban centre</li> <li>✦ Mlolongo urban centre</li> </ul>	✦ To curb air pollution	✦ Undertaking environmental impact assessments and environmental audits of projects/ restaurants/hotels/clubs as per	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>

Challenge	Location	Objective	Strategies	Actors
			<p>NEMA guidelines regulated in EMCA, 1999 (amended, 2015)</p> <p>✦ Enforcement of the EMCA, 1999 (amended, 2015) regulation guidelines of noise and air pollution</p>	<p>✦ NEMA</p> <p>✦ Residents</p>

### 5.9 Social Welfare and Marginalized Groups

The Board of the Municipality is required to develop and roll out social assistance programmes to ensure the well-being of residents of the municipality. The Board intends to roll out a framework that allows residents of the Municipality of Mavoko to live within this basic right. In that respect, the Board in collaboration with the Machakos County Government, the residents, development partners and other stakeholders.

**Table 20: Social Welfare Strategies**

Challenge	Location	Objective	Strategies	Actors
<b>Lack of a social welfare framework.</b>	✦ Municipality.	✦ To ensure proper management of the resident's welfare.	✦ Develop a social welfare policy.	✦ Municipal Board of Mavoko
<b>Inadequate programs on youths, people living with</b>	✦ Municipality.	✦ To reduce poverty levels.	✦ Empowerment programs for youths, people living with disabilities and women through provision of credit.	✦ Machakos County Government

Challenge	Location	Objective	Strategies	Actors
<b>disabilities and women.</b>			✦ Establishment of Gender based violence centre.	✦ Municipal Board of Mavoko
<b>Lack of knowledge on their basic rights.</b>	✦ Municipality.	✦ To create public awareness.	<ul style="list-style-type: none"> <li>✦ Holding of public barazas and meeting.</li> <li>✦ Holding of stakeholder's workshops in each sub-location.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Inadequate statistics for the marginalized groups.</b>	✦ Municipality.	✦ To have an accurate database for planning.	✦ Development of the marginalized group's database.	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> <li>✦ NGO's.</li> </ul>

<b>Unfriendly infrastructure for the physically challenged.</b>	✦ Municipality.	✦ To ease movement challenges.	<ul style="list-style-type: none"> <li>✦ Provision of ramps/inclined planes in entrances and within buildings.</li> <li>✦ Provision of physically challenged friendly designs at public facilities (bus parks, stadium, roads etc).</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> <li>✦ . Private developers.</li> </ul>
<b>Challenge</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of a cultural centre.</b>	✦ Municipality.	✦ To promote culture preservation and tourism.	<ul style="list-style-type: none"> <li>✦ Land acquisition.</li> <li>✦ Establishment of culture centre.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>

### 5.10 Municipality Disaster and Risk Management

The ever-growing population in our urban centers has brought about different hindrances in our social, political and economic paths of life. Too many people in the municipality have also led to a number of environmental risks. By their very nature urban areas are places of high risk of occurrence of

disasters. The fire outbreaks, the road accidents, the falling debris, the collapsing buildings, the outbreaks of diseases and epidemics, are all common episodes in urban areas. An institution of governance and management of urban areas should build necessary capacities to mitigate disasters by preventing them from occurring, by effective response mechanisms when they do occur and by restitution of damage caused by such disasters. The following strategies will help mitigate and control urban disaster:

**Table 21: Municipality Disaster and Risk Management**

<b>Problem</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of policy framework for disaster and risk management.</b>	✦ Municipality.	✦ To enhance preparedness.	✦ Develop the risk and disaster management framework.	✦ Municipal Board of Mavoko
<b>Lack of fire station.</b>	✦ Athi river urban centre ✦ Mlolongo urban centre	✦ To manage fire risk disasters.	✦ Establishment of one fire station. ✦ Acquisition of adequate firefighting engines and other equipment. ✦ Capacity building by strengthening human resource capacity.	✦ Machakos County Government ✦ Municipal Board of Mavoko ✦ Development partners.

<b>Lack of public awareness on disaster and risk management.</b>	✦ Municipality.	✦ To educate residents on disaster and risk management.	✦ Roll out programmes for training and sensitization of public on disaster and risk management.	✦ Machakos County Government ✦ Municipal Board of Mavoko
<b>Lack of Meteorological Station.</b>	✦ Athi river urban centre	✦ To strengthen data collection, analysis, dissemination and utilization at all levels.	✦ Establishment of a meteorological station.	✦ Machakos County Government ✦ Municipal Board of Mavoko

<b>Problem</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>
<b>Lack of a disaster management centre.</b>	✦ Municipality	✦ To increase level of preparedness.	✦ Establishment of the disaster management centre at: <ul style="list-style-type: none"> <li>○ Athi river urban centre</li> <li>○ Mlolongo urban centre</li> </ul>	✦ Machakos County Government ✦ Municipal Board of Mavoko

<b>Drought and flash floods.</b>	✦ Municipality.	✦ To mitigate against drought and flash floods.	<ul style="list-style-type: none"> <li>✦ Increased forest cover.</li> <li>✦ Sensitizing residents on planting appropriate trees.</li> <li>✦ Discouraging charcoal usage as a means of energy.</li> <li>✦ Promotion of renewable energy e.g., solar, biogas, etc.</li> <li>✦ Construction of dams and water pans for small scale irrigation.</li> <li>✦ Sensitization of the farmers on the appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko ✦ .</li> </ul>
<b>Lack of public awareness on disaster and risk management.</b>	✦ Municipality.	✦ To enhance preparedness.	✦ Roll out programmes for training and sensitization of residents on disaster and risk management.	<ul style="list-style-type: none"> <li>✦ Machakos County Government</li> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Problem</b>	<b>Location</b>	<b>Objective</b>	<b>Strategies</b>	<b>Actors</b>

## 5.11 Municipal Agriculture

These strategies focused on; value addition facilities, hinterland transportation networks, agricultural produce markets, modern farm produce storage facilities, modern farming technology. Based on these issues, the following strategies were formulated.

**Table 22: Municipality Agriculture**

Problem	Location	Objective	Strategies	Actors
Lack of urban agriculture improvement policy.	✦ Municipality.	✦ To enhance agricultural productivity.	✦ Formulation of Agricultural Improvement Policy.	✦ Machakos County Government ✦ Municipal Board of Mavoko
Problem	Location	Objective	Strategies	Actors

<p><b>Poor transportation networks within rural agricultural hinterland.</b></p>	<p>✦ Municipal agricultural hinterland.</p>	<p>✦ To enhance transportation network.</p>	<p>✦ Opening of access roads to enhance faster transportation of farm produce to the market.  ✦ Upgrading the link roads to bitumen standards.  ✦ Graveling and regular maintenance of earth roads.</p>	<p>✦ Machakos County Government  ✦ Municipal Board of Mavoko  ✦ KeRRA.</p>
<p><b>Inadequate agricultural co-operatives and SACCOs.</b></p>	<p>✦ Municipality.</p>	<p>✦ To enhance access to credit.  ✦ To promote marketing of farm produce.</p>	<p>✦ Sensitization of the farmers on the benefits of cooperatives and SACCOs.</p>	<p>✦ Machakos County Government  ✦ Municipal Board of Mavoko</p>

Problem	Location	Objective	Strategies	Actors
---------	----------	-----------	------------	--------

<p><b>Poor farming technologies.</b></p>	<p>✦ Municipality agricultural hinterland.</p>	<p>✦ To promote modern farming technologies.</p>	<p>✦ Training of farmers on modern farming technologies to enhance agricultural productivity.</p> <p>✦ Establish agriculture training institute.</p> <p>✦ Profiling and establish a database of all farmers.</p> <p>✦ Establishing an agricultural data and information management system.</p>	<p>✦ Machakos County Government</p> <p>✦ Municipal Board of Mavoko</p>
<p><b>Inadequate agriculture extension services.</b></p>	<p>✦ Municipality.</p>	<p>✦ To increase agriculture productivity.</p>	<p>✦ Recruiting adequate extension officers.</p>	<p>✦ Machakos County Government</p>

Problem	Location	Objective	Strategies	Actors
---------	----------	-----------	------------	--------

			<ul style="list-style-type: none"> <li>✦ Establishment of agriculture extension service centres in each ward.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Municipal Board of Mavoko</li> </ul>
<b>Inadequate abattoirs.</b>	<ul style="list-style-type: none"> <li>✦ One in each sub-location.</li> </ul>	<ul style="list-style-type: none"> <li>✦ To enhance value addition.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Construction of adequate abattoirs.</li> </ul>	<ul style="list-style-type: none"> <li>✦ Machakos County Government Board</li> <li>✦ Municipal Board of Mavoko</li> </ul>

## CHAPTER SEVEN

### MUNICIPALITY STRATEGIC DIRECTION

This chapter outlines the municipal vision and mission statements, priority projects, identified sectorial projects/programmes for the next five years, performance indicators and targets.

#### 7.1 Municipality Vision Statement

A Municipality with high quality life to all citizens in a clean and secure environment.

#### 7.2 Municipality Mission

Provide high quality, cost-effective services, ensure safety and cleanliness, and foster inclusive prosperity through strategic planning and citizen involvement.

#### 7.3 Core Values

**Transparency & Accountability** - openness and honesty in all actions and decisions

**Hardworking** - putting in the effort and striving for excellence in all endeavors, even in the face of challenges or obstacles.

**Integrity** - adhering to moral and ethical principles, being truthful, and acting with honesty and sincerity.

**Inclusiveness & Teamwork** - actively involving people from various backgrounds and perspectives, fostering a culture of inclusivity, and working together towards common goals.

**Responsiveness** - listening to feedback, adapting to changing circumstances, and taking proactive measures to meet expectations and fulfill commitments.

**Innovativeness** - seeking new ideas, approaches, and solutions to address challenges and capitalize on opportunities.



#### 7.4 Municipality Development Priority Projects

Priority Area	Strategic Statement	Target
<b>Development of municipal structures for governance and management.</b>	† Operationalization of the municipality.	† Review of organization structure. † Establish road map for phased transfer of functions. † Staff establishment. † Job descriptions. † Establish Standard operating procedure. † Establishment of the relevant directorates. † Development of staffing norms for the board of municipality. <b>Capacity building</b> † Recruitment and training of staff. † Acquisition of the offices and equipment.
<b>Preparation of the Municipal Spatial Plan.</b>	† Framework to guide urban development.	† Land use zoning. † Establishment of development guidelines. † Establishment of economic, environment, agriculture and transportation improvement strategies. † Provision of adequate social and physical infrastructure.
<b>Preparation of Solid waste management Policy.</b>	† Develop a solid waste management policy to address the municipality's	† Conduct research and data analysis. † Engage stakeholders through consultation. † Formulate the policy.

Priority Area	Strategic Statement	Target
	waste management challenges and improve environmental sustainability.	<ul style="list-style-type: none"> <li>† Develop implementation strategies.</li> <li>† Establish monitoring and evaluation mechanism</li> </ul>
<b>Proper solid waste management</b>	† Sustainable solid waste management.	<ul style="list-style-type: none"> <li>† Establishment of solid waste sanitary landfill.</li> <li>† Designation of waste collection sites in urban areas.</li> <li>† Provision of waste collection bins and receptacles.</li> <li>† Acquisition of adequate skips and skip loaders</li> <li>† Acquisition of the adequate garbage trucks</li> <li>† Establishment of solid waste segregation and collection mechanisms.</li> <li>† Sensitization of the residents on the best practices of solid waste management.</li> </ul>

<p><b>Preparation of the climate change and adaption policy.</b></p>	<p>† Develop a climate change and adaptation policy to address environmental challenges and enhance resilience.</p>	<p>† Conduct research on climate change impacts and adaptation strategies.</p> <p>† Engage stakeholders through consultation and collaboration.</p> <p>† Formulate policy objectives and strategies.</p> <p>† Develop implementation plans and action steps.</p> <p>† Establish monitoring and evaluation mechanisms to track policy effectiveness..</p>
--	---	--

<p><b>Priority Area</b></p>	<p><b>Strategic Statement</b></p>	<p><b>Target</b></p>
<p><b>Preparation of Local Physical and Land Use Development Plans for all the Urban Centres/ central areas within Mavoko Municipality.</b></p>	<p>† Framework to guide urban development.</p>	<p>† Land use zoning.</p> <p>† Establishment of development guidelines.</p> <p>† Establishment of economic, environment, agriculture and transportation improvement strategies.</p> <p>† Provision of adequate social and physical infrastructure.</p>
<p><b>Establish recreational facilities and other open spaces/ aesthetics.</b></p>	<p>Establish recreational facilities and other open spaces/ aesthetics.</p>	<p>Establish recreational facilities and other open spaces/ aesthetics.</p>
<p><b>Upgrading of the Athir river, syokimau and Mlolongo central areas access roads</b></p>	<p>† Improve accessibility.</p>	<p>† Upgrade to bitumen standards.</p> <p>† Construction of pedestrian walkways.</p>

<p><b>Upgrading of the following roads to bitumen status</b></p> <ul style="list-style-type: none"> <li>• <b>Nkoroi-Nazarene- Kitengela</b></li> <li>• <b>Kinanie-Kenol-Kathiani-Mbuuni</b></li> <li>• <b>A8 Lukenya-Kamulu-</b></li> <li><b>MunyuKilimambogo-A2 Makuyu-</b></li> <li><b>B25</b></li> <li><b>Mbombo(Greater Eastern Bypass)</b></li> <li>• <b>Slaughter Estate-Athi River 2</b></li> <li>• <b>Stonyathi-Kinanie</b></li> </ul>	<ul style="list-style-type: none"> <li>† Improve accessibility.</li> <li>†</li> </ul>	<ul style="list-style-type: none"> <li>† Upgrade to bitumen standards.</li> <li>† Construction of pedestrian walkways.</li> </ul>
--	---	---

Priority Area	Strategic Statement	Target
<ul style="list-style-type: none"> <li>• <b>Mutungoni Academy Sec-Kinanie</b></li> <li>• <b>Mlolongo-Kamulu</b></li> <li>• <b>Athi River 1</b></li> <li>• <b>Athi River 3</b></li> <li>• <b>Wathia Nur Sch-Kaseve 1</b></li> <li>• <b>Makutano 7</b></li> <li>• <b>Slaughter Estate-Athi River 1</b></li> <li>• <b>N.E.A.C Nursery-Kamuthanga 1</b></li> </ul>		

<ul style="list-style-type: none"> <li>• <b>Kdo Road - Kamulu Academy Road 1</b></li> <li>• <b>Juakali Road</b></li> <li>• <b>Hermatton Sec Sch-Kinyau</b></li> <li>• <b>Sholinke Primary School Road</b></li> <li>• <b>N.E.A.C Nursery-Kamuthanga 1</b></li> <li>• <b>Kdo Road - Kamulu Academy Road 1</b></li> <li>• <b>Juakali Road</b></li> <li>• <b>Hermatton Sec Sch-Kinyau</b></li> <li>• <b>Sholinke Primary School Road</b></li> </ul>		
---	--	--

<b>Priority Area</b>	<b>Strategic Statement</b>	<b>Target</b>
<b>Disaster Management Centre.</b>	To increase level of preparedness against disasters.	† Establish a well-equipped disaster management center.
<b>Water supply.</b>	† To have adequate portable water.	† Proper maintenance of the existing boreholes. † Drilling of the boreholes † Establishment of water treatment facility.

<p><b>Liquid waste management.</b></p>	<p>† Proper liquid waste management.</p>	<p>† Establishment of decentralized fecal treatment facility.          † Increased Sewer reticulation network in the municipality.          † Construction of modern sewerage treatment facility.</p>
<p><b>Construction of the modern markets</b></p> <p><b>At:</b></p> <ul style="list-style-type: none"> <li>• Athir river</li> <li>• Mlolongo</li> <li>• Makutano</li> <li>• Muthwana</li> <li>• Kinanie</li> </ul>	<p>† Construct modern markets to improve trading facilities and stimulate economic growth within the municipality.</p>	<p>† Site selection and feasibility studies to determine suitable locations for market construction.          † Design and architectural planning to create functional and attractive market spaces.          † Procurement of materials and contracting of construction services.          † Construction and infrastructure development of market facilities.          † Implementation of market management and operational procedures.</p>

Priority Area	Strategic Statement	Target
		<p>† Monitoring and evaluation of market performance and community satisfaction</p>

<b>Establishment of the light industrial park (jua kali sheds)</b>	<ul style="list-style-type: none"> <li>† Establish a light industrial park (jua kali sheds) to support smallscale enterprises and promote economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>† Site selection and feasibility study to identify suitable locations for the industrial park.</li> <li>† Infrastructure development, including construction of sheds, utilities, and access roads.</li> <li>† Stakeholder engagement to involve local businesses, entrepreneurs, and community members in the planning and implementation process.</li> <li>† Regulatory framework development to ensure compliance with zoning laws, environmental regulations, and safety standards.</li> <li>† Capacity building and training programs to support the skills development and entrepreneurship of individuals operating within the industrial park.</li> </ul>
<b>Adequate and efficient drainage system.</b>	<ul style="list-style-type: none"> <li>† Proper storm water drainage systems within urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>† Construction of closed drainage systems within urban areas.</li> </ul>
<b>Priority Area</b>	<b>Strategic Statement</b>	<b>Target</b>
<b>Land information system.</b>	<ul style="list-style-type: none"> <li>† Proper and efficient land management system.</li> </ul>	<ul style="list-style-type: none"> <li>† Efficient land management and administration.</li> </ul>
<b>Beautification of Mlolongo and Athi river CBD.</b>	<ul style="list-style-type: none"> <li>† Increase urban aesthetic.</li> </ul>	<ul style="list-style-type: none"> <li>† Planting of trees and flowers.</li> <li>† Proper landscaping.</li> </ul>

<b>Promote community participation in health provision through community health strategy.</b>	Promote community participation in health provision through community health strategy.	† Promote community participation in health provision through community health strategy
<b>Agriculture productivity.</b>	† Improve food security. † Improve revenue from agricultural produce.	† Construction of dams and water pans for small scale irrigation. † Sensitizing farmers on the agri-business best practices. † Increased value addition through establishment of more agro-based industries.

### 7.5 Projects/Programmes- Resource Framework

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Municipal Governance</b>									

<b>Development of municipal structures for governance and management.</b>	Municipality.	Well established Municipality Well described directorates and their functions.	Improved delivery of service.	100%					4.5M
<b>Human resource capacity building.</b>	Municipality.	Recruited staff Training of staff.		100%					10M
<b>Establishment of scheme of services and standard operating procedure.</b>	Municipality.	Well established staff norms.	Availability of approved scheme of services and standard operating procedure.	100%					6.5M
<b>Developing municipality</b>	Municipality.	Well managed data.	Availability of the database.		100%				7M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	

<b>database management system.</b>									
<b>Establish municipality monitoring and evaluation system.</b>	Municipality.	Improved performance index.	Availability of the monitoring and evaluation system.		100%				5M
<b>Office furniture.</b>	Municipality.	Functional office.	Availability of office furniture.	100%					2M
<b>Office electronics equipment e.g., computers, printers.</b>	Municipality.	Functional office.	Availability of the office electronics.	100%					3M
<b>Four double cabs, two saloon cars and a mini-van for the board.</b>	Municipality.	Efficiency in delivery of services.	Availability of the Four double cabs, two saloon cars and a mini-van.		100%				15M
<b>Public Participation</b>	Municipality		No. of fora held		4	10	10	10	10M
<b>Municipal Planning</b>									

<b>Project / Programme</b>	<b>Location</b>	<b>End results</b>	<b>Performance Indicators</b>	<b>Proposed Targets</b>					<b>Total Budget (ksh)</b>
----------------------------	-----------------	--------------------	-------------------------------	-------------------------	--	--	--	--	---------------------------

				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Preparation of the municipal spatial plan.</b>	Municipality.	Approved plan.	Coordinated development.	100%					15M
<b>Preparation of Local Physical and Land Use Development Plan.</b>	<ul style="list-style-type: none"> <li>• Urban centres:</li> <li>• Athi river</li> <li>• Mlolongo</li> <li>• Muthwani</li> <li>• Makutano</li> <li>• Kinani</li> </ul>	Approved Local Physical and Land Use Development Plans.	Coordinated development.	Athi river Mlolongo	Muthwani Makutano	Kinani			40M
<b>Preparation of the development control policy.</b>	Municipality.	Approved development control policy.	Coordinated development.		100%				25M
<b>Beautification of the central areas</b>	Athi river urban centre Mlolongo urban centre	Enhanced aesthetics.	Areas beautified.	20%	20%	20%	20%	20%	37.5M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Urban renewal programs redevelopment plans.</b>	Mlolongo urban centre Athi river centres	Enhanced aesthetics.	Areas beautified.				50%	50%	30M
<b>Establishment of recreational parks</b>	Mlolongo urban centre Athi river centres Muthwani urban centre Kinani urban centre	Improved access to recreational facilities  Promotion of social cohesion and cultural exchange	Fully functional recreational parks No. of constructed parks	Athi river centres (1)	Mlolongo (1)	Muthwani (1)	Kinani(1)		120m

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Unnamed road, streets and estates.</b>	Athi river and Mlolongo urban centres	Easy reference.	Named roads Street and estates.		Athi river	Mlolongo			10M
<b>Municipal Economy</b>									
<b>Establishment of the light industrial park (jua kali sheds)</b>	Athi river urban centre Mlolongo urban centre	Availability of the light industrial park.	Job creation Reduced unemployment rate.			Mlolongo	Athi river		100M
<b>Construction of the modern markets</b>	Mlolongo urban centre (1) Athi river (2) Muthwana (3)				1	2	3	4	360m

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
	Makutano (4)								
<b>Infrastructure and services</b>									
<b>Upgrading of the urban access roads and provision of support infrastructure at 40m per kilometer</b>	Municipality	Improvement transportation network.	Upgraded roads to bitumen.	2km	2km	2km	5km	5km	640M
<b>Upgrading of link roads at 750,000 per kilometer</b>	Municipality.	Improvement transportation network.	Upgraded roads to gravel.		25km	25km	25km	25km	75M

<b>Construction and maintenance of storm water</b>	Athi river urban centre	Well drained.	Length of drainage systems		25%	25%	25%	25%	100M
--	-------------------------	---------------	----------------------------	--	-----	-----	-----	-----	------

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Drainage system.</b>	Mlolongo Urban Centre.		Constructed /upgraded.						
<b>Establishment of parking lot with adequate support infrastructure.</b>	Athi river urban centre Mlolongo urban centre .	Availability of the parking lot.	4..No of constructed parking lots		2	2			50M

<b>Construction of 2.No bus/matatu termini with support infrastructure – sanitation block, flood lights, waiting bay, marking lines etc.</b>	Athi river urban centre (1)	Improved transportation facilities	Number of constructed bus terminus		1		1		100M
	Mlolongo urban centre (1)	Increased accessibility and convenience							
<b>Installation of the high mast flood</b>	Athi river urban centre	Availability of the high mast	No. of installed high mast flood	N0.5	N0.5	N0.5	N0.5	N0.5	63M

<b>Project / Programme</b>	<b>Location</b>	<b>End results</b>	<b>Performance Indicators</b>	<b>Proposed Targets</b>					<b>Total Budget (ksh)</b>
				<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
<b>lights and street lights.</b>	Mlolongo urban centre	flood lights and street lights.	lights and street lights.						

<b>Installation of traffic lights</b>	Athi river urban centre Mlolongo urban centre	Availability of the Traffic Lights.	Number of traffic lights Installed per year				4	4	30M
<b>Installation CCTV cameras</b>	Athi river urban centre Mlolongo urban centre	Increased security	Number of Street Cameras Installed			50	50		50M
<b>Health Facilities</b>									
<b>Construction of health centers and dispensaries.</b>	Municipality	Availability of the health centres and dispensaries.	Number of health centres and dispensaries constructed.		25%	25%	25%	25%	280M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	

<b>Public awareness on diseases preventive measures</b>	Municipality.	Health issues awareness.	Signed minute for meetings and workshops held.		100%	100%	100%	100%	9M
<b>Water and Sanitation</b>									
<b>Construction of water treatment and storage facility.</b>	Municipality.	Operational water treatment site.	Water treatment site and storage facility					100%	50M
<b>Purchase of one borehole drilling equipment each at @ ksh 3,000,000</b>	Municipality.	Borehole drilling equipment	1. No Borehole drilling equipment purchased	100%					3M
<b>Construction of borehole</b>	Municipality	Availability of enough water.	6. No constructed borehole at 2m each.			No.3	No.3		12M

<b>Project / Programme</b>	<b>Location</b>	<b>End results</b>	<b>Performance Indicators</b>	<b>Proposed Targets</b>	<b>Total Budget (ksh)</b>
----------------------------	-----------------	--------------------	-------------------------------	-------------------------	---------------------------

				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Installation of extension water Pipeline</b>		Increased water connectivity	Number of KMs constructed Per Year			4km	4km		30M
<b>Construction of the modern sanitation blocks</b>	Athi river urban centre Mlolongo urban centre	Constructed modern sanitation blocks	2. No. of constructed modern sanitation blocks.		1	1			10M
<b>Construction of decentralized fecal treatment facility.</b>	Municipality	Availability of decentralized treatment facility.	Proper waste management.		100%				100M
<b>Construction of sewerage reticulation network and treatment ponds.</b>	Municipality	Operational sewerage reticulation network and treatment ponds.	No. of kilometer of sewer line constructed.			5km		5km	100M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Preparation of solid waste management policy.</b>	Municipality.	Availability of solid waste management policy.	Improved solid waste management.	100%					5M
<b>Procurement of 2 skip loaders @ Kshs.12,000,000 each</b>	Athi river urban centre Mlolongo urban centre	Proper solid waste management	2.No Purchased skip loaders		1	1			24M
<b>Procurement of 20 skips @ Kshs. 350, 000 each</b>	Athi river urban centre Mlolongo urban centre	Proper solid waste management	6 No. Purchased skips			100%			7M
<b>Procurement of 3 dump trucks @ Kshs. 13,000,000</b>	Municipality	Proper solid waste management	3.No procured dump trucks		2			1	39M
<b>Procurement of 350 receptacles @ 2,500 each</b>	Mlolongo urban centre	Proper solid waste management	350. No purchased receptacles	100%					0.875M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
	Athi river centres								
<b>Procurement of land for the landfill.</b>	Municipality.	Availability of the land.	Size of the land acquired.		100%				2M
<b>Construction of the sanitary landfill.</b>	Municipality.	Availability of the sanitary landfill.	Well maintained solid waste management.			100%			300M
<b>Housing</b>									
<b>Affordable housing.</b>	Municipality.	Increased stock of affordable houses.	Number of affordable houses constructed.			10%	30%	60%	700M

<b>Improvement of the informal settlement areas</b>	Athi river urban centre Mlolongo urban centre	Improvement of the informal settlement through	Availability of the affordable houses and the support infrastructure				100%		20M
---	--	--	--	--	--	--	------	--	-----

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
		provision of support infrastructure, road widening and affordable housing construction							
<b>Community facility</b>									
<b>Procurement of land for public cemeteries.</b>	Municipality	Purchase of land - 20 acres.	Well demarcated cemetery sites.			100%			10M

<b>Construction of the resource centre (ICT hub, library).</b>	4 wards	Availability of the resource centre.	Functioning resource centre.			50%	50%		100M
--	---------	--------------------------------------	------------------------------	--	--	-----	-----	--	------

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Construction of the talent centre.</b>	Municipality	Availability of the talent centre.	Nurtured talent.					100%	100M
<b>Establishment of playgrounds with track, podium, terraces and drainage at 3.5m each.</b>	Each ward.	Availability of the playgrounds.	Sports promotion.			N0.1	N0.1	N0.1	18M
<b>Environment Management</b>									

<b>Preparation of the climate change and adaptation strategy</b>	Municipality.	Approved environmental management plan document.	Well managed and conserved environment.	100%					10M
<b>Planting of trees - Afforestation</b>	Municipality	Increased tree cover	No. of trees planted		4000	4000	2000	4000	6M

Project / Programme	Location	End results	Performance Indicators	Proposed Targets					Total Budget (ksh)
				Year 1	Year 2	Year 3	Year 4	Year 5	

<b>Municipal Social Welfare and marginalized groups</b>									
<b>Preparation of a social welfare framework.</b>	Municipality.	Approved Social welfare framework.	Marginalized groups and physically challenged well catered for.		100%				10M
<b>Development of the marginalized group database.</b>	Municipality.	Availability of a database.	Well documented marginalized group.			100%			5M

<b>Municipal Agriculture</b>									
<b>Construction of abattoirs</b>	Municipality	Improve residents living standard	2. no of abattoirs at 10m each			1		1	20M
<b>Establishment of agriculture training institute.</b>	Municipality	Holding of workshops and meetings.	Proceedings for the workshops and meetings.			50%	50%		100M
<b>Municipal Land</b>									

<b>Project / Programme</b>	<b>Location</b>	<b>End results</b>	<b>Performance Indicators</b>	<b>Proposed Targets</b>					<b>Total Budget (ksh)</b>
				<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
<b>Land information system.</b>	Municipality.	Availability of the database.	Well managed land ownership database.		100%				15M
<b>Land valuation roll.</b>	Municipality.	Approved Land valuation roll.	Well defined land rates for different zones.				100%		25M

<b>Plots surveyed.</b>	Municipality.	No. plots surveyed in urban centers.	No. plots surveyed in urban centers.		200	200	300	300	50M
<b>Municipality Disaster and Risk Management</b>									
<b>Construction of a fully equipped fire station with two fire engines.</b>	Athi river urban centre Mlolongo urban centre .	Availability of fire sub-station.	Number of fire sub-station.		50%			50%	100M
<b>Project / Programme</b>	<b>Location</b>	<b>End results</b>	<b>Performance Indicators</b>	<b>Proposed Targets</b>					<b>Total Budget (ksh)</b>
				<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
<b>Construction of disaster management and call centre.</b>	Athi river urban centre	Availability of the disaster management centre Availability of equipment and personnel.	Increased preparedness Well managed disaster Increased public awareness.		100%				100M

**Total cost of Capital Investment Plan = 4.257B**

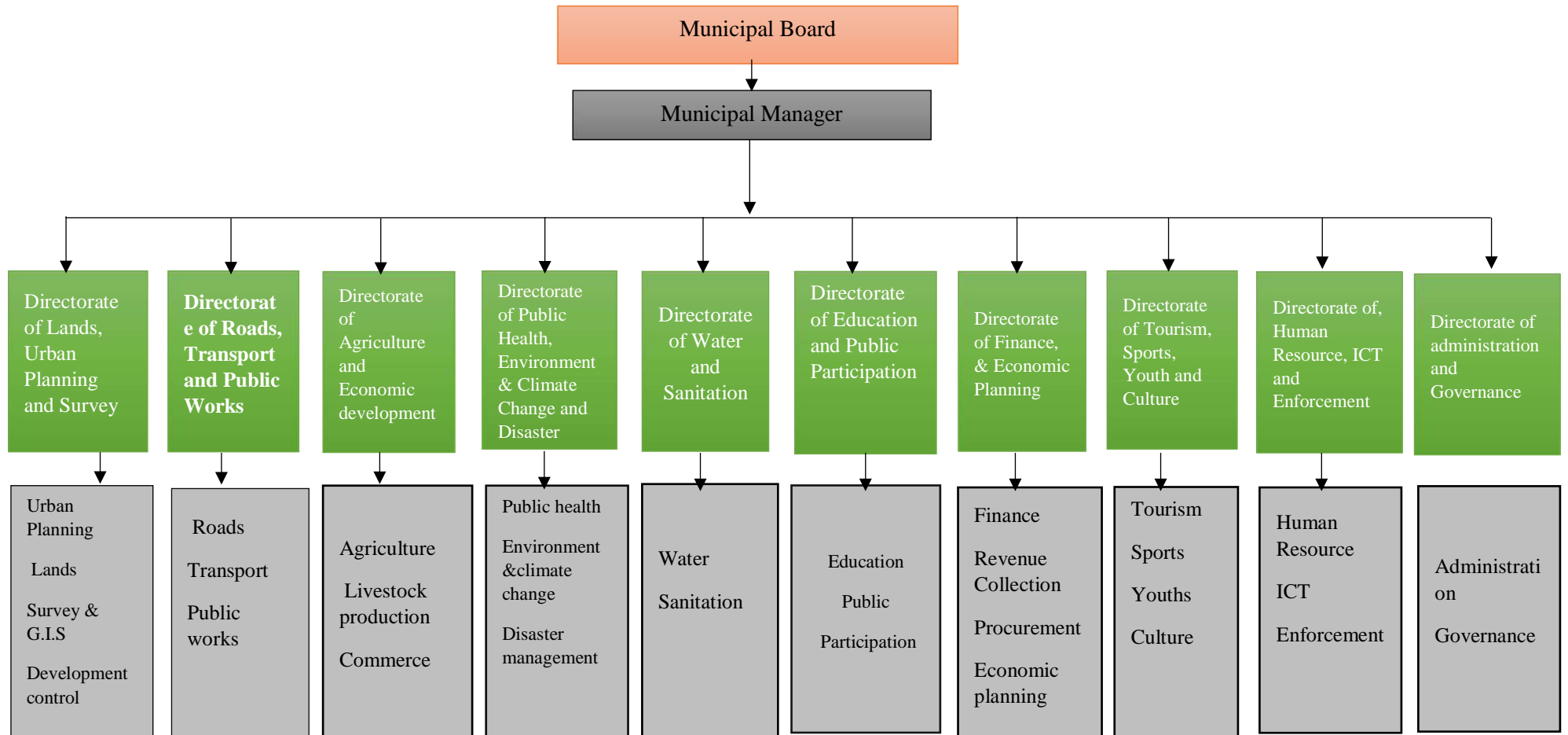
## **CHAPTER EIGHT**

### **INSTITUTIONAL FRAMEWORK**

#### **8.1 Overview**

The institutional framework for implementation of Municipal functions is anchored on structure as stipulated in the County Governments Act, 2012 and Urban Areas and Cities Act 2011, (amended, 2019). The framework provides a link with the County Government and national government for the purpose of implementing Municipal functions as contained in the plan. The semi-autonomous Municipality works harmoniously with other departments of the County government for successful implementation of the plan.

## 8.2 Proposed Municipal Institutional Structure





### 8.2.1 Proposed Key Staff Establishment

<b>Directorate of Lands, Urban Planning and Survey</b>	
<b>Personnel</b>	<b>Number Required</b>
<b>Director</b>	1
<b>Physical Planning Unit</b>	
<b>Municipal Planner</b>	1
<b>Deputy Planner</b>	1
<b>Planners</b>	7
<b>Survey Unit</b>	
<b>Municipal Surveyor</b>	1
<b>Deputy Municipal Surveyor</b>	1
<b>Surveyors</b>	3
<b>G.I.S experts</b>	3
<b>Lands Unit</b>	
<b>Municipal Lands administrator</b>	1
<b>Deputy Municipal lands Administrator</b>	1
<b>Land administrators</b>	3
<b>Development Control unit</b>	
<b>Municipal Development control officer</b>	1
<b>Deputy Development control officer</b>	1
<b>Development control officer</b>	3
<b>Directorate of Roads, Transport and Public Works</b>	
<b>Director</b>	1
<b>Roads unit</b>	
<b>Municipal Engineer</b>	1
<b>Deputy Municipal Engineer</b>	1
<b>Infrastructure Engineers</b>	5
<b>Transport unit</b>	
<b>Municipal Transport Planner</b>	1

Deputy Transport Planners	2
Civil Engineers	2

<b>Public Works unit</b>	
Municipal Architect	1
Deputy Municipal Architect	1
Structural Engineer	2
Quantity Surveyor	2
Architect	1
<b>Directorate of Agriculture and Economic Development</b>	
Director	
<b>Agriculture unit</b>	
Municipal Agricultural Officer	1
Deputy Municipal Agricultural Officer	1
Agricultural Officers	7
<b>Livestock Production unit</b>	
Municipal Livestock Production Officer	1
Deputy Municipal Livestock Production Officer	1
Livestock Production Officers	3
<b>Commerce unit</b>	
Municipal Trade Officer	1
Deputy Trade Officer	1
Trade Officers	3
<b>Directorate of Public Health, Environment &amp; Climate Change and Disaster Management</b>	
Director	1
<b>Public Health Unit</b>	
Municipal Public Health officer	1
Deputy Municipal Public Health officer	1
Public Health officers	3
<b>Environment &amp; Climate Change unit</b>	

<b>Municipal Environmentalist</b>	1
<b>Deputy Municipal Environmentalist</b>	1
<b>Environmentalist</b>	2
<b>Disaster Management unit</b>	
<b>Municipal Disaster Management Officer</b>	1
<b>Deputy Disaster Management Officer</b>	1
<b>Disaster Management Officers</b>	2
<b>Directorate of Water and Sanitation</b>	
<b>Director</b>	1
<b>Water unit</b>	
<b>Municipal Water engineer</b>	1
<b>Deputy Municipal Water engineer</b>	1
<b>Water engineers</b>	3
<b>Sanitation unit</b>	
<b>Municipal Sanitation officer</b>	1
<b>Deputy Municipal Sanitation officer</b>	1
<b>Sanitation officers</b>	3
<b>Directorate of Education and Public Participation</b>	
<b>Director</b>	1
<b>Education unit</b>	
<b>Municipal Education Officer</b>	1
<b>Deputy Municipal Education Officer</b>	1
<b>Education officers</b>	2
<b>Public Participation unit</b>	
<b>Municipal Public Participation Officer</b>	1
<b>Deputy Municipal Public Participation Officer</b>	1
<b>Public Participation Officers</b>	3
<b>Directorate of Finance &amp; Economic Planning</b>	
<b>Director</b>	1

<b>Finance unit</b>	
<b>Municipal Finance officer</b>	1
<b>Deputy Finance officer</b>	1
<b>Finance officers</b>	5
<b>Revenue collection unit</b>	
<b>Municipal Revenue Collection Officer</b>	1
<b>Deputy Municipal Revenue Collection Officer</b>	1
<b>Revenue Collection Clerks</b>	35
<b>Revenue Enforcement Officers</b>	14
<b>Economic Planning unit</b>	
<b>Municipal economist</b>	1
<b>Deputy Municipal Economist</b>	3
<b>Economist</b>	5
<b>Procurement unit</b>	
<b>Municipal Procurement Officer</b>	1
<b>Municipal Procurement Officer</b>	1
<b>Procurement officers</b>	3
<b>Directorate of Sports, Youth and Social Services</b>	
<b>Director</b>	1
<b>Youth and sports unit</b>	
<b>Municipal tourism, youth and Sports officer</b>	1
<b>Deputy Municipal Tourism, youth and Sports officer</b>	1
<b>Youth and Sports officers</b>	3
<b>Social Services unit</b>	
<b>Municipal Social Services Officer</b>	1
<b>Deputy Social Services Officer</b>	1
<b>Social Services Officers</b>	2
<b>Directorate of Administration, ICT and Enforcement</b>	
<b>Director</b>	1

<b>Administration unit</b>	
<b>Municipal administration officer</b>	1
<b>Deputy Administration officers</b>	1
<b>Administrators</b>	4
<b>Human Resource unit</b>	
<b>Municipal Human Resource Officer</b>	1
<b>Deputy Huma Resources Officer</b>	1
<b>Human Resources Officers</b>	2
<b>ICT unit</b>	
<b>Municipal ICT officer</b>	1
<b>Deputy ICT officer</b>	1
<b>ICT Officers</b>	3
<b>Monitoring and Evaluation unit</b>	
<b>Municipal Monitoring and Evaluation Officer</b>	1
<b>Deputy Municipal Monitoring and Evaluation Officer</b>	1
<b>Monitoring and Evaluation Officers</b>	3

### **8.3 Governor**

The H.E Governor is at the centre of the governance system and is responsible for providing strategic leadership. The governor being the chair of the cabinet will nominate upon advice by the different organizations mentioned in the Urban Areas and Cities Act, 2011 (amended, 2019) for approval by the County Assembly.

#### **8.3.1 County executive committee member**

The CEC is a member of the board of the Municipality charged with supervising the administration and delivery of services in the decentralized unit.

## **8.4 Municipal Board**

The Board of the Municipality is a corporate body with perpetual succession and a common seal and shall in its own corporate name be capable of: Suing and being sued, Taking, purchasing or otherwise acquiring, holding, charging or disposing of movable and immovable property, Borrowing money or making investments within the limits imposed by law, Entering into contracts among other as stipulated in the act. The Municipal Board is appointed pursuant to section 14 of the Urban Areas and Cities Act 2011 (amended, 2019) and comprises nine members appointed by the Governor with the approval of the County Assembly. The Board Members are charged with running the affairs of the Municipality.

### **8.4.1 Municipal Board Chairperson**

The Chairperson shall be appointed by the Governor from amongst the members of the Board of the Municipality. The Chairperson of the Board shall hold office for five (5) years on a part-time basis and shall be eligible for re-appointment for a further one term. Municipal board chairperson is the head of the municipal board, chair meetings and performs his functions in terms of a framework of powers delegated by the municipal board as per the municipal charter and also Urban Areas and Cities Act, 2011 (amended, 2019)

### **8.4.2 Committees of the Board of the Municipality**

The municipal board may establish specific committees for any general or special purpose which, in its opinion, would regulate or manage its affairs more efficiently and as may be necessary for the performance of its functions under the Urban Areas and Cities Act, 2011 (amended, 2019).

The board may delegate to such Committee such functions as are necessary for the efficient performance of its duties in respect to the whole or any part of the area under the jurisdiction of the Board of the Municipality. The committee may include persons who are not members of the Board in any Committee.

### **8.4.3 Municipal manager**

The municipal manager heads the administration arm of Mavoko Municipality and is therefore responsible and accountable for task and functions as provided in the municipal charter and the Urban Areas and Cities Act, 2011 (amended, 2019). Other functions and tasks as provided in the legislation as well as functions delegated to him by the municipal board.

The municipal manager is the accounting officer of the municipality. He is the head of the administration and primarily has to serve as custodian of service delivery and implementation of the municipality projects priorities. The Municipal Manager shall implement the decisions and functions of the Board of the Municipality and shall be answerable to the Board.

#### **8.4.4 Capacity Building**

The Municipal Board will set aside funds for staff recruitment, training and development. The Municipality needs to develop a training policy for the staff and the Board Members in an effort to improve management capacity.

#### **8.4.5 Community participation and community structures**

The constitution requires the municipality to encourage the participation of community members and community organizations in the matters of the municipality. The community play an integral part role in municipal processes and decision making.

## **CHAPTER NINE**

### **MONITORING AND EVALUATION**

#### **9.1 Introduction**

Monitoring and evaluation (M&E) plan helps in tracking and assessing the results of the interventions throughout the life of the integrated development plan.

#### **9.2 Monitoring and Evaluation Mechanism**

Monitoring and evaluation will be used to assess the performance of projects, institutions and programmes set up by the Municipal Board. Its goal is to improve current and future management of outputs, outcomes and impact. The Municipality will establish a Monitoring Committee whose work will be to monitor projects monthly while the Municipal Board will carry out supervision of the overall plan implementation and review quarterly reports.

Evaluation, on the other hand, entails assessing specific areas of a programme's implementation and operation (process evaluations) as well as assessing the impacts of interventions on outcomes (impact

evaluations). The Plan will be subjected to two internal Annual Evaluations; Mid-Term and End Term Evaluation.

**Mid-term Evaluation** will examine the progress towards achieving the set targets. The evaluation will be spearheaded internally by a technical committee that will be appointed by the Municipal Manager and assisted by the County government. The recommendations of mid-term evaluation will help in making improvements to the implementation process.

**The End-term evaluation** will be conducted at the end of the serving term of the current Board of Municipality. The achievements, challenges, lessons learnt and recommendation will inform the next cycle of the strategic planning.

**Ad hoc evaluation** will be conducted in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and the Statutory Annual Report.

### **9.2.1 Data Collection, Analysis and Reporting**

In order to generate credible and reliable M&E reports, proper data collection tools and methods need to be in place. The municipality will establish a monitoring and evaluation unit that will be responsible for data collection (primary and secondary data), analysis and reporting on projects and programmes implementation. The unit will be strengthened through staffing and continuous training to execute its mandate. There will be a designated officer in every key result area in the municipal projects and programmes.

Continuous monitoring will be undertaken and Municipality Quarterly and Annual progress reports will be produced. This will assess the implementation progress and enable to identify and take necessary action to address emerging challenges. Information sharing and reporting will be key in assessing implementation of the IDeP. Various monitoring and evaluation committees will be meeting quarterly to share progress implementation and report emerging challenges.

#### **9.2.1.1 Information Sharing**

Information sharing and reporting is key in reviewing the Municipal's IDeP. It will be posted on the official municipality website for the wider circulation and consumption. It will also provide a mechanism

for monitoring and evaluation. Various stakeholders can visit the municipality website for detailed information. Furthermore, there will be a quarterly stakeholder meeting to share reports at all levels of devolved county government structures and address emerging challenge.

### **9.3 Municipality Monitoring and Evaluation System (MIMES)**

Monitoring and evaluating performance are key element of IDeP implementation. The Municipality Integrated Monitoring and Evaluation System (MMES) will provide the guidelines to monitor the implementation of the identified key priority projects and programs.

## **CHAPTER TEN CONCLUSION**

The Integrated Development Plan (IDeP) provides a framework for governance, management, administration and provision of infrastructure for effective delivery of services to the residents and visitors of the municipality. The plan outlines the priority projects, key result areas and programmes, time schedule for their implementation, actors and also provide structures that will be created to ensure this participation and the responsibilities for monitoring, evaluation and reporting. The plan also provides the framework within which the actions of different stakeholders are required. It sets out the different roles and responsibilities that need to be taken up by each stakeholder, County Government and the municipality.

## REFERENCES

1. United Nations Development Programme (UNDP), (2015), Sustainable Development Goals
2. GoK., (2007), The Kenya Vision 2030. Government of Kenya.
3. GoK., (2016), National Urban Development Policy. Ministry of Transport, Infrastructure, Housing and Urban Development. Government of Kenya.
4. GoK. (2009) National Land Policy. Sessional Paper No. 3 of 2009. Republic of Kenya
5. GoK. (2016) National Land Use Policy. Ministry of Lands and Physical Planning. Republic of Kenya.
6. GoK. (2016) National Housing Policy for Kenya. Sessional Paper No. 3 of 2016. Government of Kenya.
7. GoK. (2009) Integrated National Transport Policy. Ministry of Transport. Republic of Kenya.
8. GoK. (2019) National Sustainable Waste Management Policy. Ministry of Environment and Forestry. Republic of Kenya.
9. GoK., (2013), National Environment Policy. Ministry of Environment, Water and Natural Resources. Government of Kenya.
10. GoK. (2017) National Disaster Risk Management Policy. Republic of Kenya.
11. GOK: 2018-2022:Mavoko Integrated Development Plan

## 12. GOK: 2023- 207- Machakos County Integrated Development Plan

### **Acts of parliament**

1. GoK., (2010), The Constitution of Kenya 2010. Government of Kenya.
2. GoK., (2012) County Government Act (Amended 2020). Government of Kenya.
3. GoK., (2011) Urban Areas and Cities Act (Amended 2019). Government of Kenya.
4. GoK., (2019) Physical and Land Use Planning Act No.13. Government of Kenya.
5. GoK., (2012) Land Act No.6 of 2012 (Amended 2016). Government of Kenya.
6. GoK., (1999) Environmental Management and Coordination Act (EMCA), (Amended 2015).  
Government of Kenya
7. GoK. (2016) Climate Change No. 11 Government of Kenya.
8. GoK. (2012) Public Health Act, Cap 242 Government of Kenya.
9. GoK., (2012) National Land Commission Act Sessional No. 5 of 2012. Government of Kenya.

**Appendix 1: Stakeholders engagement forum attendance list**

MOBILIZATION, SENSITIZATION AND COORDINATING STAKEHOLDERS STRATEGIES 405  
CONSULTANCY SERVICES FOR FURTHER ADVANCE OF INTEGRATED DEVELOPMENT PLAN FOR MAUDKO MUNICIPALITY

VENUE: Maudko Municipal Chamber DATE: 19<sup>th</sup> March, 2014

Attendance List

S. No	Name	Gender (M/F)	Age		Organization	Designation	ID No.	Tel. no.	Sign
			Year	Month					
1.			"	"					
2.	Collins Achpo	M	✓		MKI	Co-ordinator	2101292	072299509	Achpo
3.	Jonathan Mwangi	M	✓		MKI - Maudko	Regional	1125521	072299509	Mwangi
4.	Nancy Njoroge	F	✓		Maudko Municipal Chamber	Member	2527774	070712457	Njoroge
5.	Abel Mwangi	M	✓		Service Africa	Victorian	7222000	072212126	Mwangi
6.	Wilson Kimani	M	✓		GOV MAUDKO	HEAD	11557448	072337698	Kimani
7.	Joseph Kimani	M	✓		ATH RIVARI	ADMINISTRATOR	1125521	072213044	Kimani
8.	Patrick M. Mwangi	M	✓		ATH - SITE	Member	24250951	072289402	Mwangi
9.	Reuben Mwangi	M	✓		ATH RIVARI	CHAIRMAN	1106244	072367283	Mwangi

No	Name	Gender (M/F)	Age	Organization	Designation	ID No.	Tel. no.	Sign
10.	LINDA N. C. ...	F	-	COUNTY GOVERNMENT	WARD ADMIN	10873804	07277113	Log
11.	Ernie ...	F	-	Spirit ... Department		8702104	072271245	E
12.	Terence Loko	F	-	VICTORIA HAVEN MUNICIPAL B.O.D.	VICOMR	9223727	072031177	T
13.	SHADRACK MUSA	M	-	MANITO MUNICIPAL ASKS	CHIEF	2810182	07211112	Sto
14.	Reuel Kihika	M	✓	SEA MACHO	SEA	02551680	072733215	py
15.	Bruce / son	M	✓	C.O. ...	C.O.	3121111	070671112	Handwritten
16.	Moses ...	M	-	National ...		08226071	07910072	M
17.	Joseph ...	M	-	SUB ...	SEA	1265065	072263211	Sto
18.	Walter Eric	M	✓	Harold ...	...	33821102	07192377	Sto
19.	Hilda Malatya	F	✓	C.G.M	...	25000713	07261111	Sto
20.	BONIFALO MURILU	M	✓	COUNTY GOVT OF MACHINGO	DIRECTOR	22711123	072301111	Sto
21.	SHARON MATHILA	F	✓	COUNTY GOVT OF MACHINGO	SR. ADMIN	21256321	072301111	Sto
22.	Ion ...	M	✓	County ... of ...	Officer	36041111	072703111	Sto

No	Name	Grade	Age	Organization	Address	City	State	Zip
23	MIZUNA NIKKI	MS	✓	St. Paul's Episcopal Church	12345 Main St	St. Paul	Minnesota	55101
24	Vols Club	24	✓	Volunteers in Service to America	12345 Main St	St. Paul	Minnesota	55101
25	Donnell G. Smith	M	✓	NDA	12345 Main St	St. Paul	Minnesota	55101
26	Mike Smith	F	✓	St. Paul's Episcopal Church	12345 Main St	St. Paul	Minnesota	55101
27	Wendy Smith	M	✓	St. Paul's Episcopal Church	12345 Main St	St. Paul	Minnesota	55101
28	Tina Smith	M	✓	St. Paul's Episcopal Church	12345 Main St	St. Paul	Minnesota	55101
29								
30								
31								
32								
33								
34								
35								