

"A dynamic trend setting municipality, delivering high quality services responsive to the challenges and demands of the residents."



Approved  
4/12/24

# OLYKALOU MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDeP) 2020 - 2025





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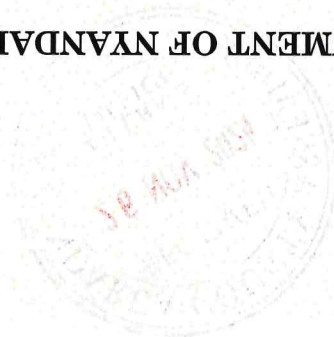
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Orkalon

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**FORWARD**

The need to promote coordinated urban development in Nyandarua County, has led to the preparation of OrKalon Municipality Integrated Development Plan (IDP) for the period 2020-2025. This is in line with the Constitution of Kenya, 2010; the County Government Act, 2012; Kenya Vision 2030, and the Urban Areas and Cities Act, 2011 (amended in 2019). The County Government Act Section 104(1), and 108 (2) b (iii) states that the county and its agencies shall prepare all plans, programs and projects to be implemented by any organ of state within the county, and no public funds shall be appropriated outside a planning framework developed by the County meant to guide the utilisation of these funds. On the other hand, the Urban Areas and Cities Act, 2011 (amended in 2019), section 40 emphasises that an urban development plan shall among others give the long-term development vision of the city or municipality and it will provide details of important development needs, assessment of the current development and proposals of the required basic services. The plan is also expected to identify the areas which are underserved and the neediest communities in OrKalon Municipality.

The plan is a product of a highly participatory process involving all key stakeholders and most importantly, the community. As a result, this plan has taken into account the county priorities to achieve sustainable urbanisation, municipal board vision, strategies and objectives and also community needs.

Further, the formulation of the plan has taken into account an integrated approach encompassing spatial, environmental, social, economic and legal development aspects as pertains to the municipality. The plan also provides an implementation framework based on priority needs as detailed in the sectoral programs and projects. The delivery framework adopts an integrated approach involving the stakeholders during the preparation of the annual investment plans. This will ensure coordination, avert duplication and wastage of resources by allowing allocation of scarce resources to priority programs and projects.

The responsibility of implementing this plan is conferred to the OrKalon Municipality, with the Board and the staff taking a leading role ensuring the development needs as presented in this document are implemented and meets the aspirations of the County while promoting the overall development of the Municipality. The programs and projects as prioritised, covers all the delegated functions to the municipality as defined in the Urban Areas and Cities Act, 2011



Approved on 7/12/24  
Thursday

Lead & Tuesday  
Signed at 9:30am



(amended in 2019) and the Municipal Charter and therefore, they reflect the devolved functions at the Municipal level. Therefore, the success of this plan will inform the county urbanisation programs. It is my hope the implementation of this plan will deliver the aspirations and transform lives of residents of Orkhalou Municipality.

**H.E. FRANCIS T. KIMEMIA, EGH, CBS,**

**GOVERNOR, NYANDARUA COUNTY.**



## **ACKNOWLEDGEMENT**

The preparation of this plan was accomplished through an intensive consultative process involving stakeholders in ORKALOU Municipality. I would like to thank the County Executive and staff, led by H.E. the Governor Francis Kimemia for the support during preparation of this plan.



Special thanks go to the Municipal Board members lead by the Chairman Elijah Mwangi Nyaga, Vice chairperson Priscilla Mwingi and other board members, Josephat Murage Warui, Dr. Tom Kahigu, Hellen Njeri Njoroge, Jonah Gicheru Munga, and Samson Kabugi Mweru the Chief Officer - Industrialisation, Trade, Cooperatives and Urban Development for ably guiding this process throughout the plan preparation. The Board provided useful insights in terms of strategic focus and articulating the aspirations of the Municipality. This plan offers a clear guiding framework in executing the mandate of the municipality.

I would also like to acknowledge the great efforts by the outgoing Municipal Manager, Daniel Ndiritu, Ann Theuri (Ag. Municipal Manager), Muruki Wanyamu (Ag. Director of Physical Planning) and Samuel Kuria (Project Manager), who provided technical overview during the plan preparation process. I cannot forget to appreciate all staff drawn from the County and the Municipality who played a major role in providing information and support during this plan making process.

The consulting team from Urban Lines Consultants Ltd of Paul G. Chege, David Gatimu, Ephantus Githui supported by Mark Nyamu, Peter Macharia, Abigail Gacheru, Jane Watetu, Moses Mabinda and Lucyann Njeri, did admirable work in preparing this plan. The team ensured the plan provides a strategic focus on all developmental, managerial and administrative issues that will give a solid footing of the Municipality in delivery of services.

Finally, my appreciation goes to the people of ORKALOU Municipality for their cooperation, support, sharing ideas and proposals during the planning sessions. This plan aims at addressing their development needs.

HON. RAPHAEL NJUI

BOARD MEMBER AND CECM - INDUSTRIALISATION, TRADE,  
COOPERATIVES AND URBAN DEVELOPMENT



## **EXECUTIVE SUMMARY**

This Integrated Development Plan is organised into thirteen chapters.

Chapter one captures the background of the plan. The chapter also covers the purpose and scope of the plan, objectives, vision and mission. Finally, the chapter highlights the approaches and the methodology used in the preparation of this plan.

Chapter two on planning context, gives a detailed analysis of the planning area, its geographical scope in terms of national, regional and local context. It also goes further to elaborate on the administrative and political functions of the municipality. This has implications on how engagement, planning and delivery of services are organised.

Chapter three links the plan to various legal, policy and institutional obligations and commitments the Municipality is supposed to align with, in the delivery of services. Besides The Constitution (2010), national and county legal and policy framework, the plan takes cognisance of among others: the County Government Act (17 of 2012), Urban Areas and Cities Act, 2011 (amended in 2019); Vision 2030, The Big Four Agenda and County Integrated Development Plan. The chapter also provides detailed global commitments such as Sustainable Development Goals and Africa Agenda 2063, which the implementation of this Plan is expected to align with.

Chapter four discusses the survey on physiographic, natural resources and climatic issues. These issues are important in informing the spatial and development aspects. The chapter addresses the climatic change and disaster risk reduction issues which have further informed the interventions, on what need to be done in dealing with climate change and disaster reduction.

Chapter five provides details of population and demography and various human development aspects that inform the development needs. The population of Orkaiou is expected to increase from 67,500 people in 2020, to 82,124 in 2025 and reach 99,916 in 2030 hence calling for concerted efforts in planning and investment in social and physical infrastructure to support the growing population.

Chapter six analyses the availability and adequacy of the physical infrastructure in the municipality such as transportation and mobility, water, sanitation, liquid



and solid waste management, storm water management, disaster risk reduction management, access to energy and information communication and technology. Chapter seven looks at the availability and adequacy of the social infrastructure like health services, education facilities and others like cemeteries, social halls, libraries. It also reviews minority and vulnerable groups who need special attention during the implementation of this plan.

Chapter eight on the other hand looks at status of urban planning, development and human settlements within the municipality. The chapter also analyses the urbanization trends and how the municipality links with the rural hinterlands it is supposed to serve. The chapter also pays a critical attention to the land and housing sector within the municipality.

The local economy of the municipality is well captured in chapter nine. The chapter points out the economic drivers like agriculture, trade and tourism among others within the municipality, and major challenges that derail them.

Chapter ten, provides detailed strategies on how to deal with the sectoral challenges mentioned in the situational analysis chapters. The strategies mentioned are viable, executable and enough to turn around the fortunes of the municipality. The strategies are sector specific.

Chapter eleven looks at the municipal administration and the functions of the municipal management structure. The chapter also analyses the human resource required for the board to be able to undertake all its delegated mandate.

Chapter twelve on the other hand, breaks down the financial requirements needed to implement identified programs and projects. The budgetary deficits are captured as well.

Chapter thirteen provides an elaborate monitoring and evaluation framework for all programs and projects as identified in this plan. Monitoring and evaluation of the plan implementation is critical to the successful implementation of projects.

**TABLE OF CONTENTS**

**FORWARD..... ii**

**ACKNOWLEDGEMENT..... iv**

**EXECUTIVE SUMMARY..... v**

**TABLE OF CONTENTS..... vii**

**LIST OF FIGURES..... xv**

**LIST OF MAPS..... xvii**

**LIST OF TABLES..... xviii**

**ABBREVIATIONS AND ACRONYMS..... xx**

**VISION STATEMENT..... i**

**MISSION STATEMENT..... i**

**PART I: INTRODUCTION..... 2**

**CHAPTER I: INTRODUCTION..... i**

**1.1 BACKGROUND..... i**

**1.1.1 Purpose of Municipality Integrated Development Plan ..... 1**

**1.1.2 Scope of the Plan ..... 2**

**1.1.3 The Aim of Municipal Integrated Development Plan ..... 2**

**1.1.4 Overall Objectives ..... 2**

**1.1.5 Specific Objectives ..... 3**

**1.2 VISION AND MISSION..... 3**

**1.2.1 Vision ..... 4**

**1.2.2 Mission Statement..... 4**

**1.3 APPROACH AND METHODOLOGY ..... 6**



3.3.2	National Policies .....	28
3.3.1	Global Policies.....	25
<b>3.3</b>	<b>POLICY CONTEXT.....</b>	<b>25</b>
3.2.2	Other Relevant Laws.....	23
3.2.1	The Constitution of Kenya (2010).....	16
<b>3.2</b>	<b>LEGAL FRAMEWORK .....</b>	<b>16</b>
<b>3.1</b>	<b>OVERVIEW.....</b>	<b>16</b>

**CHAPTER 3: LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK .... 16**

2.2.2	Political Units .....	15
2.2.1	Administrative Functions.....	15
<b>2.2</b>	<b>ADMINISTRATIVE AND POLITICAL UNITS.....</b>	<b>15</b>
2.1.3	Local Context.....	14
2.1.2	Regional Context.....	13
2.1.1	National Context.....	11
<b>2.1</b>	<b>GEOGRAPHICAL LOCATION AND SIZE .....</b>	<b>11</b>

**CHAPTER 2: PLANNING CONTEXT .....**

1.3.8	Validation of the Plan .....	10
1.3.7	Data Analysis and Validation .....	10
1.3.6	Primary Data Collection.....	9
1.3.5	Secondary Data Collection.....	8
1.3.4	Data Collection and Analysis.....	8
1.3.3	Preparatory Stage.....	7
1.3.2	Introduction.....	6
1.3.1	Planning Approach.....	6

**PART II: THE SURVEY** ..... 39

**CHAPTER 4: PHYSIOGRAPHIC CONDITIONS, NATURAL RESOURCES AND DISASTER RISK REDUCTION** ..... 40

**4.1 PHYSICAL AND TOPOGRAPHIC FEATURES** ..... 40

4.1.1 Topography and Relief ..... 40

4.1.2 Hydrology and Drainage ..... 40

4.1.3 Vegetation ..... 40

4.1.4 Geology and Soils ..... 40

**4.2 FORESTS AND CONSERVATION AREAS** ..... 41

**4.3 WILDLIFE CONSERVATION AREAS** ..... 41

**4.4 CLIMATIC CONDITIONS** ..... 42

**4.5 ENVIRONMENTAL CONDITIONS** ..... 43

**3.4 INSTITUTIONAL FRAMEWORK** ..... 32

3.4.1 Nexus between County Government and Municipality ..... 32

3.4.2 Governance and Management Functions of Board ..... 32

3.4.3 The Day-to-Day Management of a Municipality ..... 33

3.4.4 The Municipal Charter ..... 33

3.4.5 The Service Charter ..... 33

**3.5 THE ESTABLISHMENT AND FUNCTIONS OF OL'KALOU MUNICIPALITY** ..... 34

**3.6 FUNCTIONS OF MUNICIPAL BOARD** ..... 35

**3.7 ROLES AND RESPONSIBILITY OF OL'KALOU MUNICIPALITY** ..... 36

3.7.1 Municipal Management ..... 36

**3.8 PUBLIC PARTICIPATION (CITIZEN FORA)** ..... 37

**3.3.3 County Policies** ..... 29



**CHAPTER 5: POPULATION AND DEMOGRAPHY.....45**

**5.1 POPULATION DISTRIBUTION IN OL'KALOU MUNICIPALITY.....45**

5.1.1 Population Distribution by Age.....45

5.1.2 Population Density.....46

5.1.3 Population Projections.....46

**5.2 HUMAN DEVELOPMENT APPROACH.....48**

5.2.1 Human Development Index.....48

**CHAPTER 6: PHYSICAL INFRASTRUCTURE.....50**

**6.1 OVERVIEW.....50**

**6.2 TRANSPORTATION.....50**

6.2.1 Road Network.....50

6.2.2 Rail Network.....52

6.2.3 Airstrip.....52

6.2.4 Non-Motorised Transport.....52

6.2.5 Transportation Facilities.....53

6.2.6 Street Lighting.....54

6.2.7 Parking Facilities.....54

**6.3 WATER RESOURCES.....55**

**6.4 SANITATION AND STORM WATER MANAGEMENT.....57**

6.4.1 Sanitation Management.....57

6.4.2 Storm Water Management.....59

**6.5 SOLID WASTE MANAGEMENT.....60**

**6.6 DISASTER RISK REDUCTION AND MANAGEMENT.....61**

**6.7 INFORMATION COMMUNICATION AND TECHNOLOGY.....62**

8.1 INTRODUCTION ..... 71

8.2 URBANISATION AND DEVELOPMENT TREND ..... 71

8.3 URBAN - RURAL LINKAGES ..... 75

8.4 URBAN PLANNING ..... 75

**CHAPTER 8: URBAN PLANNING, DEVELOPMENT AND HUMAN SETTLEMENTS 71**

7.6 MINORITY AND VULNERABLE GROUPS..... 69

7.5 CEMETERIES AND CREMATORIA..... 69

7.4 EMPLOYMENT..... 68

7.3.1 Libraries ..... 68

7.3.2 Social Halls ..... 68

7.3 SPORTS, CULTURE AND CREATIVE ARTS ..... 67

7.2.6 Non-Formal Education..... 66

7.2.5 Tertiary Education..... 66

7.2.4 Youth Polytechnics..... 66

7.2.3 Secondary Education ..... 65

7.2.2 Primary Education..... 65

7.2.1 Early Childhood Development & Education..... 65

7.2 EDUCATION ..... 65

7.1.2 Maternal Health Care ..... 64

7.1.1 Morbidity ..... 64

7.1 HEALTH FACILITIES AND SERVICES ..... 64

CHAPTER 7: SOCIAL INFRASTRUCTURE ..... 64

6.8 ENERGY ACCESS ..... 63



8.5	DEVELOPMENT CONTROL .....	76
8.6	LAND SETTLEMENT AND HOLDING .....	76
8.6.1	Informal Settlements and Landlessness .....	77
8.7	LAND OWNERSHIP AND CLASSIFICATION .....	77
8.7.1	Land Size Holding .....	78
8.7.2	Land Ownership .....	78
8.8	HOUSING CONDITIONS .....	78
8.8.1	Building Materials & Construction .....	79
8.8.2	Housing Tenure and Typology .....	81
8.8.3	Housing Stock and Projections .....	83
<b>CHAPTER 9: LOCAL ECONOMY .....</b>		
<b>84</b>		
9.1	AGRICULTURE .....	84
9.1.1	Main Crops .....	84
9.1.2	Acraege under Food and Cash Crops .....	84
9.1.3	Average Farm Sizes .....	84
9.1.4	Value Addition .....	85
9.1.5	Livestock .....	85
9.1.6	Fish Production .....	86
9.1.7	Horticulture .....	86
9.1.8	Food Security- Production, Access Storage and Marketing Facilities .....	87
9.1.9	Animal Welfare .....	88
9.2	TOURISM AND WILDLIFE .....	88
9.2.1	Classified/Major Hotels .....	89
9.2.2	Cultural Heritage Sites .....	89

11.2	MANAGEMENT STRUCTURE.....	96
11.1	OVERVIEW.....	96

**CHAPTER 11: MUNICIPAL ADMINISTRATION AND INSTITUTIONAL FRAMEWORK 96**

10.13	CLIMATE CHANGE MITIGATION AND ADAPTION STRATEGIES.....	95
10.12	DISASTER RISK MANAGEMENT STRATEGIES.....	94
10.11	URBAN PLANNING STRATEGIES.....	93
10.10	SEWERAGE & LIQUID WASTE MANAGEMENT STRATEGIES.....	93
10.9	SOLID WASTE MANAGEMENT STRATEGIES.....	92
10.8	EDUCATION STRATEGIES.....	91
10.7	ENERGY ACCESS STRATEGIES.....	91
10.6	IMPROVED WATER ACCESS STRATEGIES.....	90
10.5	HEALTH STRATEGIES.....	90
10.4	SUSTAINABLE HOUSING STRATEGIES.....	89
10.3	TRANSPORT STRATEGIES.....	88
10.2	LOCAL ECONOMY STRATEGIES.....	87
10.1	MUNICIPAL ADMINISTRATION STRATEGIES.....	87

**CHAPTER 10: SECTORAL STRATEGIES.....87**

**PART III: PLAN FORMULATION: SECTORIAL STRATEGIES, PROGRAMS, PROJECTS AND SERVICES.....86**

9.4.3	Industries.....	92
9.4.2	Wholesale and Retail Trading.....	92
9.4.1	Markets.....	90
9.4	TRADE AND COMMERCE.....	90
9.3	MINING.....	90



**CHAPTER 12: PLAN IMPLEMENTATION AND FINANCIAL REQUIREMENT 101**

11.3 THE MUNICIPAL SUB-COMMITTEES ..... 97

11.4 HUMAN RESOURCE REQUIREMENT..... 99

**CHAPTER 13: MONITORING AND EVALUATION**..... 123

13.1 INTRODUCTION ..... 123

13.2 INSTITUTIONALIZATION OF MONITORING AND EVALUATION FRAMEWORK..... 123

13.3 MONITORING AND EVALUATION MECHANISM ..... 123

**REFERENCES** ..... 136

12.1 REVENUE AND FINANCIAL RESOURCES REQUIREMENTS..... 101

12.2 MUNICIPAL REVENUE PROJECTION ..... 102

12.2.1 Own Revenue..... 102

12.2.2 Donor Funding ..... 103

12.3 HUMAN RESOURCES REQUIREMENTS ..... 103

12.4 RECURRENT EXPENDITURE..... 106

12.5 SECTORAL PROGRAM AND PROJECT COSTS ..... 106

12.6 PLAN JUSTIFICATION AND REVENUE ENHANCEMENT PROPOSALS ..... 119

12.6.1 Major Revenue Drivers ..... 119

12.6.2 Prioritization of High Revenue Streams ..... 120

Figure 1-1: Consultative meeting at Tumaini and Rurii market centres ..... 8

Figure 1-2: Consultative meeting in Captain and Kariamu market centres ..... 8

Figure 1-3: Technical Workshop with County Team (2021) ..... 10

Figure 3-1: United Nations Sustainable Development Goals (UN-SDGs) ..... 25

Figure 3-2: Africa Union Agenda 2063 ..... 26

Figure 4-1: A flooded property in the municipality ..... 44

Figure 5-1: Visual Representation of Population Distribution by Age ..... 45

Figure 6-1: Ongoing road upgrade of D389 ..... 51

Figure 6-2: Gravel road in Captain Market Centre ..... 52

Figure 6-3: NMT facilities on Gilgil-Nyahururu Road ..... 53

Figure 6-4: Lack of NMT facilities ..... 53

Figure 6-5: Street lighting in Orikalou Town ..... 54

Figure 6-6: Parking along the streets ..... 55

Figure 6-7: Lorry Parking along the main road ..... 55

Figure 6-8: Community Water Point ..... 56

Figure 6-9: Water Vending ..... 57

Figure 6-10: Lorry offering Exhauster Services ..... 58

Figure 6-11: Public toilet in Kariamu Market centre ..... 59

Figure 6-12: Poor drainage channel in Captain Centre ..... 60

Figure 6-13: Uncontrolled Dumping ..... 61

Figure 6-14: Quarrying Activities within the Vicinity of Orikalou Town ..... 62

**LIST OF FIGURES**



Figure 7-1: OI'Kalou Stadium ..... 67

Figure 8-2: Development Trends – (OI'Kalou Town)..... 73

Figure 8-3: Development Trend - (South of OI'Kalou Town) ..... 74

Figure 8-4: Roofing Material ..... 79

Figure 8-5: Type of Wall Material..... 80

Figure 8-6: Type of wall and roofing material used ..... 80

Figure 8-7: Type of Floor Material..... 81

Figure 8-8: Housing Tenure ..... 81

Figure 8-9: Owned Houses Mode of Acquisition..... 82

Figure 8-10: Distribution of rented houses ..... 82

Figure 9-1: Livestock in OI'Kalou, 2015..... 86

Figure 9-2: Unused Public Toilet at Captain Market ..... 91

Figure 9-3: Overcrowded market in Captain Centre ..... 91

Figure 9-4: Un-operational Market - Olorindo ..... 92

Figure 11-1: Functional Structure between the Board & County Executive ..... 97

Figure 11-2: Municipal Board Structure ..... 97

Figure 12-1: Completed Projects ..... 108

**LIST OF MAPS**

Map 2-1: National Context ..... 12

Map 2-2: Regional Context ..... 13

Map 2-3: Orkalou Municipality ..... 14

Map 6-1: Transportation and Circulation in Orkalou ..... 51

Map 8-1: Land Cover and Development Trend ..... 72



## LIST OF TABLES

Table 1-1: Key Result Areas.....	4
Table 2-1: Municipality Administrative and Electoral Units.....	15
Table 3-1: Key Anchor Laws.....	17
Table 3-2: Other Relevant Laws.....	23
Table 3-3: African Union Agenda 2063.....	27
Table 5-1: Population Density.....	46
Table 5-2: Population Projection.....	46
Table 5-3: Population Distribution by Age.....	46
Table 7-1: Employment Status in Nyandarua.....	68
Table 8-1: Average Land Sizes.....	77
Table 8-2: Types of Tenure and Size Distribution.....	77
Table 9-1: Acreage under Food and Cash Crops.....	84
Table 9-2: Livestock Breeds.....	85
Table 11-1: Human Resource Requirements.....	99
Table 12-1: Total Revenues Generated in 2017/18 to 2020/21.....	101
Table 12-2: Total Municipal Revenue Generated Exclusive JM Hospital.....	102
Table 12-3: Municipal Own Revenue Projection.....	103
Table 12-4: Municipality Total Income.....	103
Table 12-5: Human Resources Needs Schedule.....	104
Table 12-6: Recurrent Expenditure.....	106
Table 12-7: Completed Projects 2019-2020.....	107

Table 12-8: Urban Planning and Development Program..... 109

Table 12-9: Urban Infrastructure Improvement Program..... 110

Table 12-10: Local Economy Promotion Program..... 111

Table 12-11: Improvement of Roads & Transport Program..... 112

Table 12-12: Water, Sanitation, Waste Management & Environment..... 113

Table 12-13: Recreational & Social Facilities Program..... 114

Table 12-14: Disaster Risk Management Program..... 114

Table 12-15: Administration and Human Resource Management..... 115

Table 12-16: Summary of Programs and Project Costs..... 115

Table 12-17: Municipal Programs, Recurrent Expenditure & Source of Funds 116

Table 12-18: Total Municipality Financial Requirements..... 118

Table 13-1: M&E, Outcomes and KPIs..... 125



## **ABBREVIATIONS AND ACRONYMS**

APSA	-	A Peaceful and Secure Africa
AU	-	African Union
AUDA	-	Africa Union Development Agency
AVMA	-	American Veterinary Medical Association
CECM	-	County Executive Committee Members
CGN	-	County Government of Nyandarua
CIDP	-	County Integrated Development Plan
CSP	-	County Spatial Plan
ECDE	-	Early Child Development Education.
EMCA	-	Environmental Management and Coordination Act
FBO	-	Faith Based Organization
GIS	-	Geographic Information Systems
ICT	-	Information Communication Technology
IDeP	-	Integrated Development Plan
KeNHA	-	Kenya National Highways Authority
KeRRA	-	Kenya Rural Roads Authority
KPHC	-	Kenya Population and Housing Census
KURA	-	Kenya Urban Roads Authority
MDAs	-	Ministries Departments and Agencies
NCPB	-	National Cereals and Produce Board
NEPAD	-	New Partnership for Africa Development
NHIF	-	National Hospital Insurance Fund
NMT	-	Non-Motorized Transport
xx		

NUA	-	New Urban Agenda
OLWASCO	-	Orkalou Water and Sewerage Company
OVC	-	Orphans and Vulnerable Children
SMEs	-	Small and Medium Enterprises
SPSS	-	Statistical Packages for Social Sciences
SWOT	-	Strengths Weaknesses Opportunities and Threats
UDG	-	Urban Development Grant



*To provide affordable, accessible high-quality municipal services, with a responsive local governance. This will be done by ensuring the residents have the opportunity to contribute to municipality development agenda.*

## **MISSION STATEMENT**

*“A dynamic trend setting municipality, delivering high quality services responsive to the challenges and demands of the residents.”*

## **VISION STATEMENT**

**PART I: INTRODUCTION**



---

## CHAPTER I: INTRODUCTION

This chapter gives background information and captures the methodology that guided the preparation of this Plan.

### 1.1 Background

OrKalon Municipality is the County headquarters of Nyandarua County. The town started as a railway post on the Gilgil-Nyahururu line when rail line reached OrKalon in 1905. The railway opened up the hinterlands for European settlers who moved to Nyandarua County to establish large farms for rearing livestock mainly cattle and sheep, and growing of cash crops like wheat, barley, pyrethrum and potatoes.

On the onset of independence in 1963, Nyandarua was one of the earmarked districts where African settlements scheme were set up. This involved buying of the former European farms by the Government, land buying companies and societies to settle the Africans who had been displaced from their ancestral land mainly in the former Central Province during the colonial period.

The Constitution 2010, ushered a new paradigm shift in the governance by the creation of 47 County Governments. Prior to 2010 Constitution, OrKalon was a Town Council. With the creation of Nyandarua County, the town was gazetted as the headquarters of the County. This was later followed by enactment of Urban Areas and Cities, 2011 (amended in 2019), which elevated all County headquarters to Municipalities hence making OrKalon town a municipality.

#### 1.1.1 Purpose of Municipality Integrated Development Plan

The Integrated Development Plan (IDeP) is prepared under the provisions of the 2010 Constitution, County Government Act (2012) Urban Areas and Cities Act, 2011 (amended in 2019), Public Finance Management Act (2012) among other relevant statutes.

The preparation of OrKalon IDeP, 2020- 2025 aims at providing a detailed framework that will guide the Municipal development programs and projects in a coherent and coordinated manner for the next five years. The Plan will guide the municipality in executing its mandate, responsibilities and functions as defined in the Urban Areas and Cities Act, 2011 (amended in 2019) and the Municipal Charter.

This Plan therefore provide basis of preparing the municipal annual investment plans and also aligning the municipal budget with the County Integrated

- 1) To promote economic growth and employment creation
- 2) To enhance provision of basic infrastructure
- 3) To provide a framework for effective service delivery
- 4) To enhance good governance and active citizenry

The overall objectives of this Plan are:

#### **1.1.4 Overall Objectives**

1. To comply with the Urban Areas and Cities Act, 2011 (amended in 2019), County Government Act, Public Finance Management Act (2012), and also meet the Minimum Conditions applicable to Urban Development Grant (UDG).
2. To integrate sectoral plans and set a performance baseline for programs, projects and service outcomes which will guide the implementation of priority projects in the next five years.
3. To establish an implementation, monitoring and evaluation framework; to guide and inform County and the Municipal Board based on annual municipal investment plans.

The primary aim of Orkwalou Municipality IDP is threefold namely:

#### **1.1.3 The Aim of Municipal Integrated Development Plan**

This is a 5-year Municipal Integrated Development Plan from 2020-2025, aimed at guiding Orkwalou Municipality in executing its mandate in the delivery of the services. The Plan also identifies sectoral priority projects coupled with human and financial resources required in actualising this Plan.

#### **1.1.2 Scope of the Plan**

Development Plan (CIDP), County Spatial Plan (CSP), Municipal Integrated Spatial Plan (ISUP) and County's three-year fiscal plan among other plans. Therefore, IDP will guide the Municipal Board in discharging service delivery and economic growth of the municipality within the overall planning framework of Nyandarua County.



- Sound physical planning and land management,
- A vibrant urban economic development,
- A robust revenue system,
- Affordable and decent housing,
- A clean-living environment with a functional solid and liquid waste management system

According to Orikalou Municipality Strategic Plan 2018-2023, the municipality intends to focus on its core functions and operations as stipulated in the vision, mission, motto and core values in order to realize its objectives. The strategic focus of the municipality is to ensure a well-planned town based on the following core areas:

### 1.2 Vision and Mission

1. To determine community needs and align them to the requirements of the constitution and other relevant laws and policies
2. To inform decision-making process of both the County and the Municipality in identifying priority projects to ensure efficient service delivery
3. Through the established mechanisms for citizen participation, define and identify eligible projects that meet the threshold as set in the Urban Development Grants (UDGs) criteria and other plans as mentioned above
4. To carry out an assessment of the current socio-cultural, economic and environmental situation in the area of jurisdiction to inform priority needs
5. Carry out prioritisation of the identified needs in order of urgency, short, medium and long-term basis
6. Ensure protection and promotion of the interests and rights of minorities and marginalised groups and communities

The specific objectives are:

### 1.1.5 Specific Objectives

Key Results Area	Objectives	Strategies
Basic service delivery and infrastructure development	<ul style="list-style-type: none"> <li>• To develop and maintain world class infrastructure and utilities</li> <li>• To stimulate urban growth based on sound planning and management</li> <li>• Promote innovative partnerships in infrastructures investment</li> </ul>	<ul style="list-style-type: none"> <li>• Technological innovations</li> <li>• Innovative urban planning and development control</li> </ul>

Table 1-1: Key Result Areas

- Providing affordable, accessible high-quality municipal services, with a responsive local governance. This will be done by ensuring the residents have the opportunity to contribute to municipality development.
- To deliver on the above vision and mission the municipality; through active community engagement has identified objectives and strategies for six (6) key result areas, as shown in Table 1-1 below.

This will be realised through:

The mission statement of this Plan is *“To provide affordable, accessible high-quality municipal services, with a responsive local governance. This will be done by ensuring the residents have the opportunity to contribute to municipality development”*

### 1.2.2 Mission Statement

The vision of O'Kalou is summarised as, *“A dynamic trend-setting municipality, delivering high quality services responsive to the challenges and demands of the residents.”*

### 1.2.1 Vision



<ul style="list-style-type: none"> <li>• Ensure compliance of sectoral policies to the PFM requirements</li> <li>• Citizen driven and value-based development</li> </ul>	<ul style="list-style-type: none"> <li>• Promote an inclusive and sustainable economic growth</li> <li>• To strengthen sectoral policy</li> <li>• Promote attractive investment policies and</li> </ul>	<p>Local economic development</p>
<ul style="list-style-type: none"> <li>• Ensure timely and accurate financial reporting</li> <li>• Strengthen the financial management system</li> <li>• Cash flow management</li> <li>• Management of revenue</li> <li>• Favourable taxation regime</li> </ul>	<p>Financial viability and management</p>	<p>Good governance and public participation</p>
<ul style="list-style-type: none"> <li>• Accountability and integrity leadership</li> <li>• Improved stakeholder engagement</li> <li>• Better organizational strategies and plans</li> <li>• Improved operational and process effectiveness/efficiency</li> <li>• Map stakeholders and establish partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• To strengthen sectoral policy development</li> <li>• To ensure buy-in and local ownership of development</li> <li>• Maintain inclusive and sustainable economic growth</li> </ul>	<p>Municipal transformation and organizational development</p>
<ul style="list-style-type: none"> <li>• Human resource management and development</li> <li>• Better organizational strategies and plans</li> <li>• Improved operational and process effectiveness/efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient service delivery</li> <li>• Sound Policy and legislation</li> </ul>	<p>Municipal transformation and organizational development</p>

The undertaking of this assignment was guided by Constitutional and legislative provisions as well as relevant policies as provided for in The Constitution of Kenya 2010, Vision 2030, County Government Act 2010, Urban Areas and Cities Act,

### 1.3.2 Introduction

The preparatory stage of this Plan involved profiling, transect surveys, stakeholder's identification and preparation of the inception and; project design reports. Profiling involved scanning general aspects of OrKalon municipality to appreciate the challenges and opportunities. The outputs were the refinement of the problems and objectives of the plan. Transect surveys involved undertaking reconnaissance surveys of the municipality. Key stakeholders were identified through several discussions between the consultant, municipal board and the county planners. The outputs at this stage were: identification and appreciation of the development issues, challenges and opportunities in line with the scope and objectives of the IDEP. The preparation of the inception and consultation reports involved fine-tuning of the scope and focus of the IDEP and preparation of the detailed work plan.

### 1.3.1 Planning Approach

## 1.3 Approach and Methodology

Source: Municipality of OrKalon Strategic Plan 2019-2023

<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Promote sustainable environmental practices</li> <li>• Strengthen implementation, monitoring and reporting of SDGs</li> <li>• Spatially sound development</li> </ul>	<ul style="list-style-type: none"> <li>• Implement climate change resilience programs</li> <li>• Develop climate change risk assessments</li> <li>• Create awareness on SDGs among stakeholders</li> <li>• Enhance domestication and localization of SDGs</li> <li>• Implement solid and liquid waste management policy and plan</li> </ul>
		Green city, spatial and sustainable transformation



At the commencement of the project a pre-survey was conducted to gather more insights on the conditions and some of key highlights as relates to development needs. This assessment as reported in chapter three (3) below provided data that has informed the execution of project tasks. During the field work visits and interviews were done with various departments and other agencies on insights of various development gaps.

data collection period.

7. The security situation and any foreseeable security concern during field project tasks as informed by the field situation,
6. The best approaches, methodologies and resources to apply in execution of preparation
5. Who were to be the key stakeholders to be consulted during the plan activities,
4. The best work plan and possible activity timelines in execution of the project execution of the project tasks,
3. Any extra support from both the client and community to ensure successful in the contract i.e., consultant and the client,
2. The expected support from the respective project obligations of the parties guidelines,
1. How to carry out mobilization and sensitization of stakeholders within the current Covid-19 situation in accordance with the Ministry of Health

of the project in terms of:

During this meeting the Consultant and the Client, further discussed the context

communities.

The kick-off meeting was held on 6<sup>th</sup> August 2020 at OrKalou Municipal offices to discuss contractual issues and preliminary activities on how to conduct the investigation survey, acquisition of data and scheduling activities. The meeting agreed on how to mobilise, engage and sensitize the targeted stakeholders and

### 1.3.3 Preparatory Stage

2011 (amended in 2019) among other relevant regulations. Throughout the process the principle of public participation was upheld.



The secondary data was obtained from published and unpublished documents and records relevant from national government, County and Orokaiou Municipality.

### 1.3.5 Secondary Data Collection

Source: Fieldwork 2021

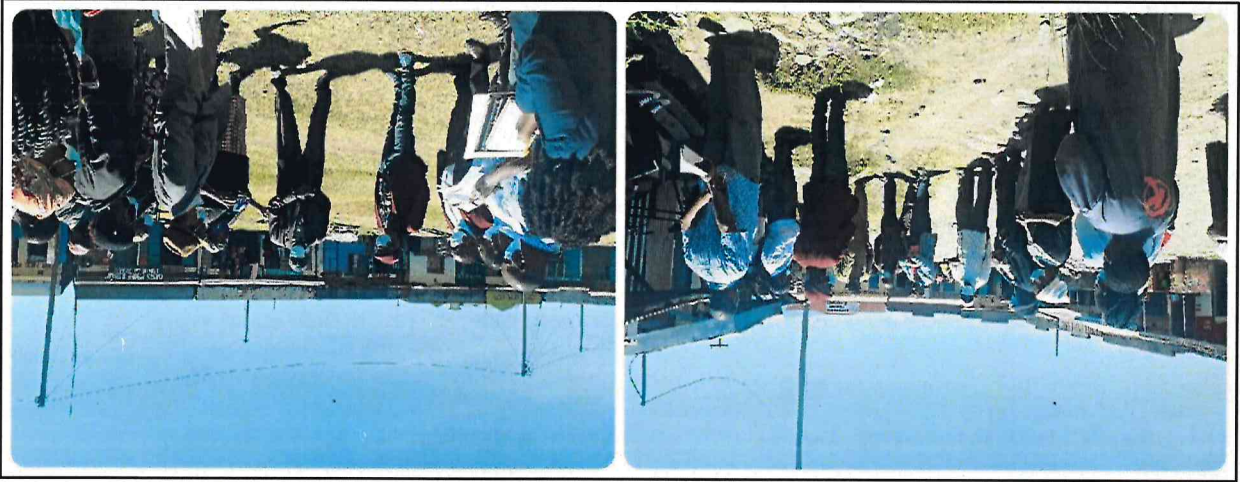


Figure 1-2: Consultative meeting in Captain and Kariamu market centres

Source: Fieldwork 2021



Figure 1-1: Consultative meeting at Tumaini and Rurii market centres

In conducting this assignment, both secondary and primary data was used. The secondary data was gathered from the County and National Government official documents while primary data was collected through questionnaires and interviews with government institutions, private sectors, and members of the public and other stakeholders.

### 1.3.4 Data Collection and Analysis



- Urban planning, development control and enforcement
- Roads, traffic management, parking services and non-motorised transport
- Water, sanitation and solid waste management services and needs within the municipality
- Street lighting program
- Outdoor advertising program
- Cemeteries and crematoria,
- Public transport services
- Fire-fighting services and disaster management
- Sports and cultural activities
- Local economic development programs
- Provision of animal welfare services

Data collection was carried out using a structured questionnaire, with the respondents being the County Departments, Ministries Departments and Agencies (MDAs) involved in service provision within the Municipality. The data included all the delegated services to the municipality as listed below:

The primary data collection involved field survey of the municipality. This included reconnaissance survey to confirm the extent of the municipality and ward boundaries. Transect surveys on mapping and identification of key economic and social activities; and assessment of various infrastructural services was conducted. During primary data collection, appropriate instruments such as observation, photography, targeted questionnaires, focused group discussions and oral interviews were used.

### 1.3.6 Primary Data Collection

The data was collected through review of existing documents such as the population census reports, CGN reports including the County Integrated Development Plan (CIDP), Draft County Spatial Plan (CSP), departments and municipal reports, laws and policies governing the preparation of IDP and relevant works. The materials were obtained from national and county government agencies, the government printer, the Kenya National Bureau of Statistics, internet and libraries. The data collection was based on thematic areas which include: planning context, physiographic and natural conditions, population and demography features, human development, land and land use, environment and natural resources, housing and human settlements, economic activities, physical and social infrastructure and governance.



Figure 1-3: Technical Workshop with County Team (2021)

One of key tenets of devolution under the 2010 Constitution is to give people space to participate in decisions affecting their lives. This is further elaborated in the County Government Act 2012, by ensuring public participation through access to information, and participation in formulating policies, laws and identification and taking part in prioritisation of projects. In furtherance to this, stakeholders were engaged in providing inputs and validation of the plan to ensure ownership and inclusivity community consultations; workshops and constitutive forums with the County Executive, Municipal Board, County departments and the assembly, were held. These sessions provided insights which significantly informed this plan.

### 1.3.8 Validation of the Plan

Different tools and methods were used for data analysis using SPSS and GIS techniques. SWOT analysis was undertaken for various thematic sectors to inform development needs and the design of the implementation plan.

### 1.3.7 Data Analysis and Validation

In addition, other data included revenue and financing, and municipal administration. The Team also conducted key informants' interviews with national and county government institutions, Faith Based Organisations (FBOs), communities and their organizations.

- Municipal administration services



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## CHAPTER 2: PLANNING CONTEXT

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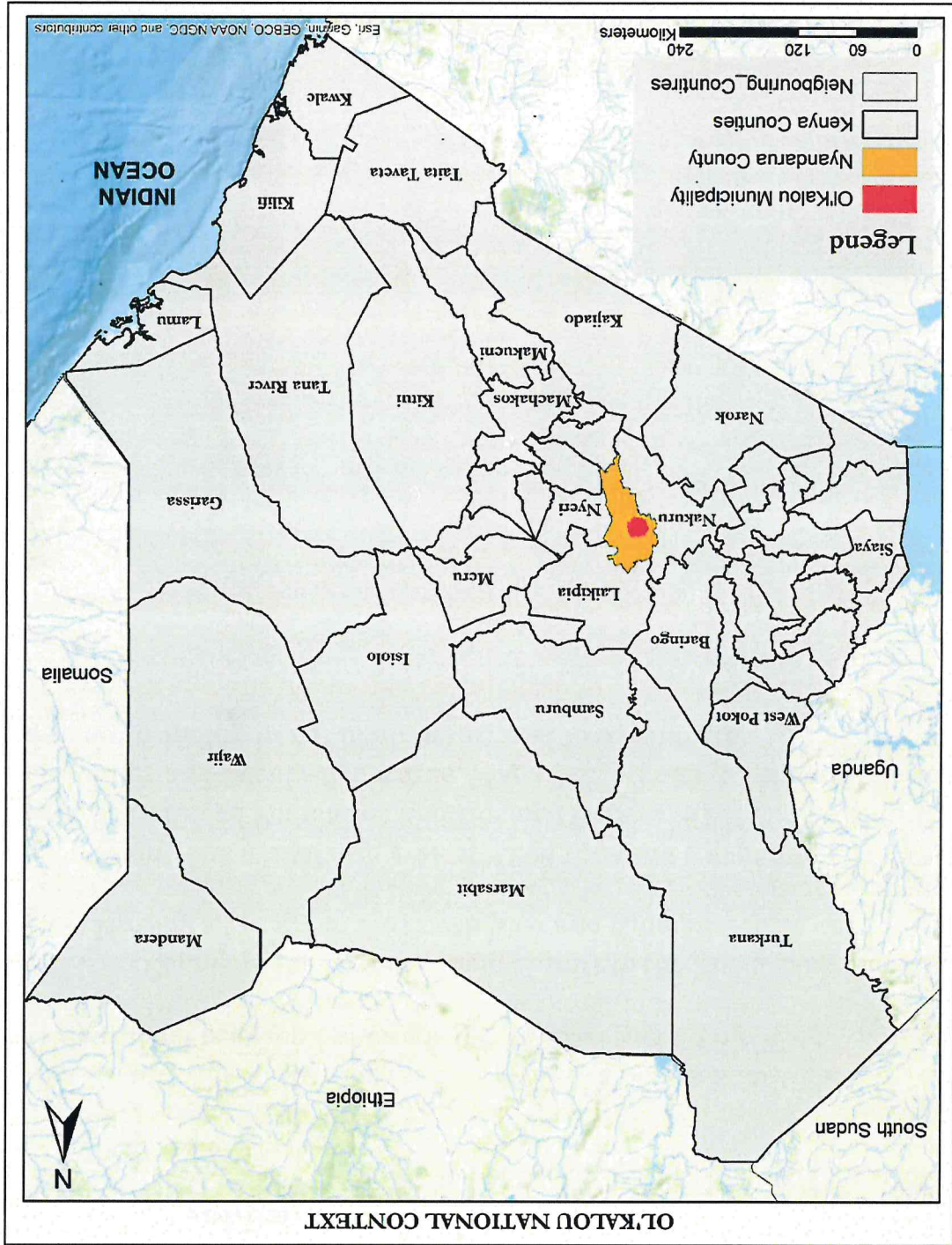
### 2.1 Geographical Location and Size

#### 2.1.1 National Context

Nyandarua County lies in the central part of Kenya between latitude 0°8' North and 0°50' South and between Longitude 35° 13' East and 36°42' West.

It borders Nyeri County to the East, Laikipia County to the North, Nakuru County to the West, Murang'a County to the South East and Kiambu County to the South. Nyandarua County has a total size area of 3,246 Km<sup>2</sup> and a population of 638,239 according to 2019 Kenya Population and Housing Census (KPHC). The county has five sub-counties and twenty-five wards. Maps 2-1, 2-2 and 2-3 show the location of Orkhalou municipality in national, county and local contexts.

Source: Urban lines Consultants Ltd



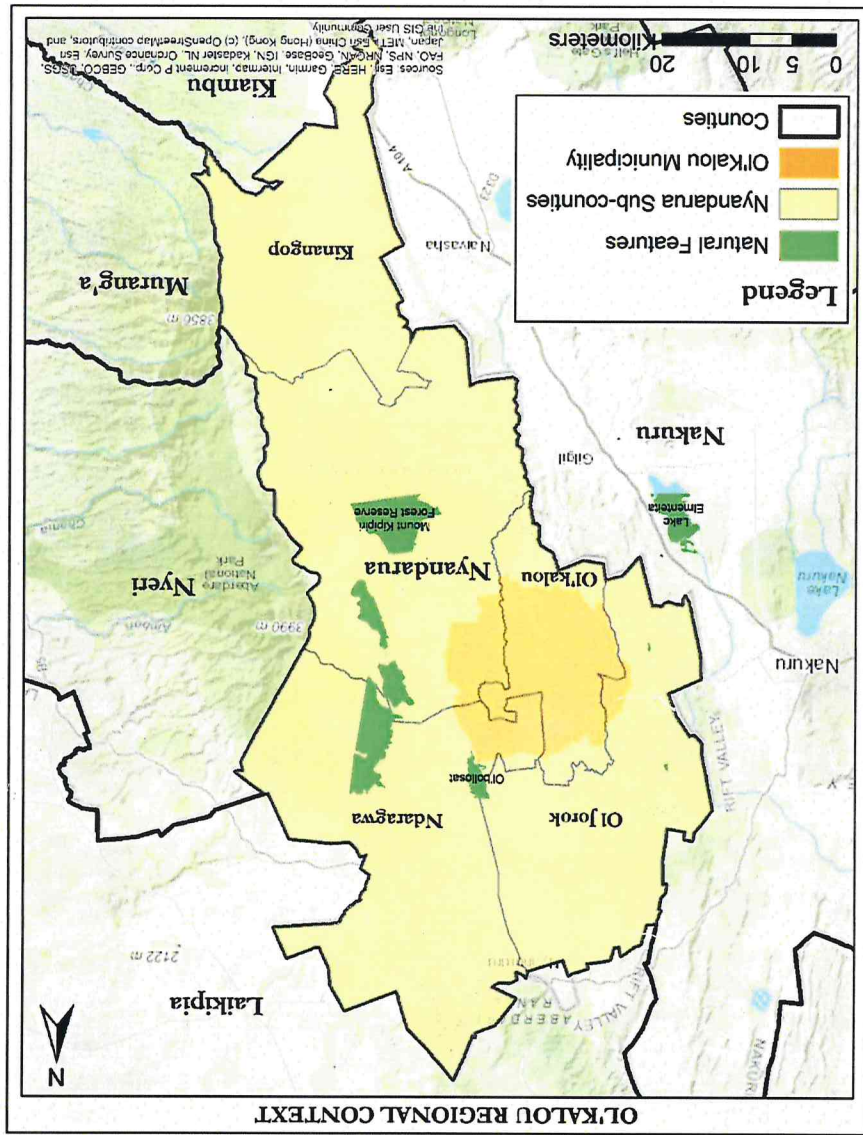
Map 2-1: National Context



## 2.1.2 Regional Context

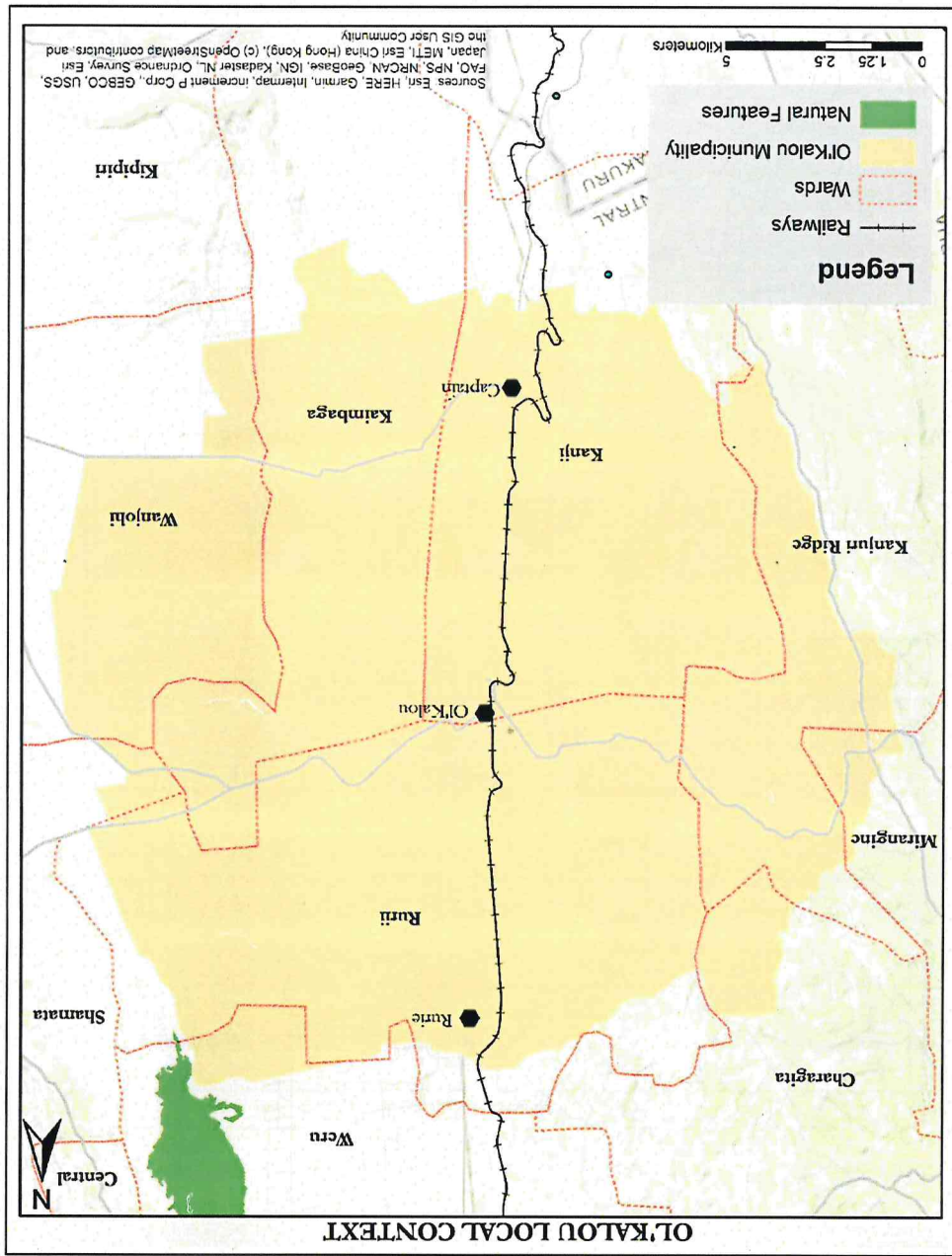
Ol'kalou Municipality is located west of Aberdare range and approximately 40kms to East of Nakuru Town. To its north is River Kirundi and in the south is River Mukuyu. Regionally, the town is located approximately 160km from Nairobi County. The municipality covers an area of 333.5sq.km which include five wards namely Rurii, Karu, Kaimbaga, Mirangine and Kanjuiwe Ridge. In terms of population the municipality has 67,500 people. Map 2-2 shows location of the municipality within the County.

Map 2-2: Regional Context





Source: Nyandarua County



Map 2-3: O'Rkalou Municipality

In terms of regional connectivity Nyandarua County is relatively well connected by a number of roads to major cities and towns in Kenya, hence enjoying a regional advantage for investments. Some of the major roads are, Gilgil-O'Rkalou-Nyahururu road (A4), Nyahururu-Ndaragwa-Nyeri road (B21) and Dundori-O'Rkalou-Njabini road (B20). These are the major roads which traverse the County.

2.1.3 Local Context.

Source: Independent Electoral and Boundaries Commission, 2017

Sub-county	OP'Kalon	OP'Kalon
Wards	Constituency	Karau
		Kaimbaga
		Rurii
		Kanjuri

Table 2-1: Municipality Administrative and Electoral Units

The OP'Kalon Municipality is within the OP'Kalon Constituency and it's both an administrative and a political unit. Table 2-1 shows administrative and political units in the municipality.

### 2.2.2 Political Units

1. Agriculture, Livestock and Fisheries
2. Lands, Housing and Physical Planning
3. Finance and Economic Development
4. Health Services
5. Education, Culture and the Arts
6. Gender, Youth and Social Services
7. Public Administration and ICT
8. Industrialisation, Trade, Cooperatives and Urban Development
9. Transport, Energy, and Public Works
10. Water, Environment, Tourism and Natural Resources

The Municipality is the headquarters of CGN and also hosts several national government ministries and state agencies who have offices in the town. The County Government arms of executive and the assembly have offices within the municipality. The executive arm comprises office of Governor, Deputy Governor and various County Executive Committee Members (CECMs) who head different departments. The county has ten departments which include:

### 2.2.1 Administrative Functions

## 2.2 Administrative and Political Units



## CHAPTER 3: LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK

### 3.1 Overview

This chapter demonstrates the clear departure of the former local government framework under the defunct constitution that did not provide adequate legal, administrative and technological support for urban management and development.

The greatest challenge was lack of professional capacity and the deficiency in local planning policy frameworks and the capacity to implement and monitor the impact.

Under the current Constitution, urban planning interventions and urban management styles have been supported with the inevitable instruments to guide urban growth across the country based on the philosophy of economic productivity, social responsibility and environmental sustainability.

The relevant and guiding legal, policy and institutional frameworks are discussed in the sections below.

### 3.2 Legal Framework

#### 3.2.1 The Constitution of Kenya (2010)

This Plan is prepared in accordance with the principles provided in the Constitution. They include the equitable, efficient, productive and sustainable use of land provided for by Article 60, the right of the state to regulate the use of land in the interest of land use planning (Article 66) and the management and protection of the environment (Article 69). The constitution lays a foundation for Kenya's planning practices, all through from preparation to implementation stages. Orikalou Municipality Integrated Development Plan is fully anchored within the confines of the Constitution.

The preparation of this IDP is anchored on the provisions of the County Government Act (Sections 49, 107, 111 and 116), the Urban Areas and Cities Act, 2011 (amended in 2019) (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 that bear relevance to urban growth and development.



Table 3-1: Key Anchor Laws

Act	Section	Provisions
<p>County Government Act (17 of 2012)</p>	<p>49. Urban areas and cities structures</p>	<p>The structures and functions of urban areas and cities shall be as is provided for in the Urban Areas and Cities Act, 2011 (amended in 2019)</p>
	<p>107. Types and purposes of county plans</p>	<p>1) To guide, harmonize and facilitate development within each county there shall be the following plans—</p> <ul style="list-style-type: none"> <li>(a) County Integrated Development Plan;</li> <li>(b) County Sectoral Plans;</li> <li>(c) County Spatial Plan; and</li> <li>(d) Cities and Urban Areas Plans as provided for under the Urban Areas and Cities Act, 2011 (amended in 2019).</li> </ul> <p>2) The County plans shall be the basis for all budgeting and spending in a county.</p>
	<p>111. City or Municipal Plans</p>	<p>1) For each city and municipality there shall be the following plans—</p> <ul style="list-style-type: none"> <li>(a) City or municipal land use plans;</li> <li>(b) City or municipal building and zoning plans;</li> <li>(c) City or urban area building and zoning plans;</li> <li>(d) Location of recreational areas and public facilities.</li> </ul> <p>2) A city or municipal plans shall be the instrument for development facilitation and development control within the respective city or municipality.</p>

Act	Section	Provisions
		<p>3) A city or municipal plan shall, within a particular city or municipality, provide for—</p> <ul style="list-style-type: none"> <li>(a) functions and principles of land use and building plans;</li> <li>(b) location of various types of infrastructure within the city or municipality;</li> <li>(c) Development control in the city or municipality within the national housing and building code framework.</li> </ul> <p>4) City or municipal land use and building plans shall be binding on all public entities and private citizens operating within the particular city or municipality.</p> <p>5) City or municipal land use and building plans shall be the regulatory instruments for guiding and facilitating development within the particular city or municipality.</p> <p>6) Each city or municipal land use and building plan shall be reviewed every five years and the revisions approved by the respective county assemblies.</p>
	<p>116. Principles of public services delivery in the county</p>	<p>1) A county government and its agencies shall have an obligation to deliver services within its designated area of jurisdiction.</p> <p>2) A county shall deliver services while observing the principles of equity, efficiency, accessibility, non-discrimination, and transparency, accountability, sharing of data and information, and subsidiarity.</p>
<p>Urban Areas and Cities Act,</p>	<p>20. Governance and management</p>	<p>1) Subject to the provisions of this Act a board of a city or municipality shall—</p> <ul style="list-style-type: none"> <li>(a) oversee the affairs of the city or municipality;</li> </ul>



Act	Section	Provisions
2011 (amended in 2019)	functions of a board	<p>(b) develop and adopt policies, plans, strategies and programs, and may set targets for delivery of services;</p> <p>(c) formulate and implement an integrated development plan;</p> <p>(d) control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the city or municipality as may be delegated by the county government;</p> <p>(e) as may be delegated by the county government, promote and undertake infrastructural development and services within the city or municipality;</p> <p>(f) develop and manage schemes, including site development in collaboration with the relevant national and county agencies;</p> <p>(g) maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the board;</p> <p>(h) administer and regulate its internal affairs;</p> <p>(i) implement applicable national and county legislation;</p>

Act	Section	Provisions
		<p>(j) enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written law;</p> <p>(k) monitor and, where appropriate, regulate city and municipal services where those services are provided by service providers other than the board of the city or municipality;</p> <p>(l) prepare and submit its annual budget estimates to the relevant County treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;</p> <p>(m) as may be delegated by the county government, collect rates, taxes levies, duties, fees and surcharges on fees;</p> <p>(n) settle and implement tariff, rates and tax and debt collection policies as delegated by the county government;</p> <p>(o) monitor the impact and effectiveness of any services, policies, programs or plans;</p> <p>(p) establish, implement and monitor performance management systems;</p> <p>(q) promote a safe and healthy environment;</p> <p>(r) facilitate and regulate public transport; and</p> <p>(s) perform such other functions as may be delegated to it by the county government or as may be provided for by any written law.</p>



Act	Section	Provisions
	<p>21. Powers of boards of cities and municipalities</p>	<p>1) Subject to the Constitution and any other written law, the board of a city or municipality shall, within its area of jurisdiction—</p> <ul style="list-style-type: none"> <li>(a) exercise executive authority as delegated by the county executive;</li> <li>(b) ensure provision of services to its residents;</li> <li>(c) impose such fees, levies and charges as may be authorised by the county government for delivery of services by the municipality or the city;</li> <li>(d) promote constitutional values and principles;</li> <li>(e) ensure the implementation and compliance with policies formulated by both the national and county government;</li> <li>(f) make bye-laws or make recommendations for issues to be included in bye-laws;</li> <li>(g) ensure participation of the residents in decision making, its activities and programs in accordance with the Schedule to this Act; and</li> <li>(h) exercise such other powers as may be delegated by the county executive committee.</li> </ul> <p>2) Notwithstanding any other provision in this Act, the board of a city or municipality shall exercise such executive authority as may be delegated by the county executive committee for the necessary performance of its functions under this Act.</p>

Act	Section	Provisions
Physical and Land Use Planning Act (13 of 2019)	45. Local Physical and Land Use Development Plan.	(3) A local physical and land use development plan shall be consistent with an Integrated City or Urban Development Plan as contemplated under Part V of the Urban Areas and Cities Act, 2011 (amended in 2019)
	46. Purpose of a Local Physical and Land Use Development Plan.	<p>A county government shall prepare a local physical and land use development plan for:</p> <ul style="list-style-type: none"> <li>(a) zoning, urban renewal, or redevelopment;</li> <li>(b) guiding and co-ordinating the development of infrastructure;</li> <li>(c) regulating the land use and land development;</li> <li>(d) providing a framework for coordinating various sectoral agencies; and</li> <li>(e) providing a framework and guidelines on building and works development in the city, municipality, urban area, or other smaller urban centres including local centres, and market centres.</li> </ul>



### 3.2.2 Other Relevant Laws

Other laws and regulations that govern land use and development were considered such as:

Table 3-2: Other Relevant Laws

Act	Relevance
<b>The Land Act, 2012</b>	The Act provide for the sustainable administration and management of land and land-based resources, and for connected purposes. The Act is important in this IDEP as it gives guidance in case of land issues such as develop control, site development, land information systems and levying of land rates
<b>Environmental Management and Coordination Act, EMCA (Amended 2015)</b>	The act provides legal and Institutional framework of Environment Management and gives guidance to the constitution on the right to access clean and healthy environment. The Act is relevant in providing for environmental assessments, auditing and conducting of social environmental impacts.
<b>The Kenya Roads Act (2 of 2007)</b>	The Act establishes three Road authorities (Kenya National Highways Authority [KENHA]; (Kenya Rural Road Authority [KeRRA] and (Kenya Urban Roads Authority [KURA]). All the three authorities will be relevant to development of and maintenance of roads infrastructure as each has stake in all the road networks within and across the OJKalou Municipality
<b>The Water Act (43 of 2016)</b>	The Act recognises the fundamental right of every person in Kenya to clean and safe water in adequate quantities and to reasonable standards of sanitation. The primary mode of granting water rights under this Act is done through permits from the Water Resources Authority (WRA). In relation to devolution of water governance, county governments are responsible for the implementation of national water policy, which includes storm water management systems and the provision of water and sanitation services. The Act is links water permits to land or undertakings on land hence it's relevant in guiding the water and sanitation function that is vested in the OJKalou Municipality.

<p>This Act gives effect to the objects and principles of devolved government in land management and administration, and for connected purposes. The Act provides for the roles of Lands Commission in managing public land on behalf of the national and County governments and oversight responsibilities over land use planning throughout the country.</p>	<p><b>National Land Commission Act (5 of 2012)</b></p>
<p>This Act provides for the standards and guidelines to clean environment, effective ventilations and liveable developments in an area. Occupational licences are given under these provisions.</p>	<p><b>Public Health Act, Cap 242</b></p>
<p>Part VI of the Act provides for the regulation of traffic and the municipal function of traffic control and parking. Under Part VIA that provided for designating parking places. Under municipalities are required to liaise with Kenya Police Service for a coordinated operation between county traffic marshals and traffic police.</p>	<p><b>The Traffic Act</b></p>
<p>The Survey Act makes provision in relation to surveys, geographical names and the licensing of land surveyors, and for connected purposes. The Department of Surveys provides and maintains plans for property boundaries in support of the Land Registration throughout the country. In establishment of land information systems and in its plan preparation and development control functions the OJKalou Municipality will rely on existing and future survey data from Survey of Kenya.</p>	<p><b>Survey Act, Cap 299</b></p>
<p>Under the provisions of these two Acts, County Governments (as successors of the defunct local authorities) are permitted to prepare new Valuation Rolls every ten years with allowance to extend the life of a Roll for a year up to a maximum of three years. Following the promulgation of the Constitution in 2010, several provisions of both Acts were rendered redundant or were altogether inoperable in the changed constitutional framework.</p> <p>However, under UACA, delegated authority from the County Governments to Municipalities to collect land rates on urban land</p>	<p><b>Valuation for Rating Act (Cap 266) and the Rating Act (Cap 267)</b></p>

All these laws provide a 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 ramifications of the social, cultural, economic and environmental situation of OJKalou Municipality.



Source: EFRM



Figure 3-1: United Nations Sustainable Development Goals (UN-SDGs)

This IDEP provides ORKalon with the opportunity to align to the SDGs by streamlining its planning, budgeting and strengthening engagements with key stakeholders in addressing its urban disparities. Figure 3-1 captures the SDGs.

SDGs are 17 broad and interdependent global goals with 169 targets set by the General Assembly of the United Nations in 2015, designed to be a "blueprint to achieve a better and more sustainable future for all". In particular, Goal 11 on Sustainable Cities and Communities- endeavours to make cities and human settlements inclusive, safe, resilient and sustainable. Each country, county and municipality have an obligation to streamline these goals with their respective development agenda.

### 3.3.1 Global Policies

#### 3.3.1.1 Sustainable Development Goals (SDGs)

The conferment of municipal status is part of the decentralisation reforms that provides more influence on the local communities as they deal with competing priorities and demands. Urban growth and development can exacerbate inequalities, exclusion and vulnerability especially to the vulnerable groups and minorities. This IDEP, among other allied policies as discussed below will influence ORKalon growth by addressing the multi-dimensional challenges manifesting in urban conditions such as lack of access to basic services.

## 3.3 Policy Context



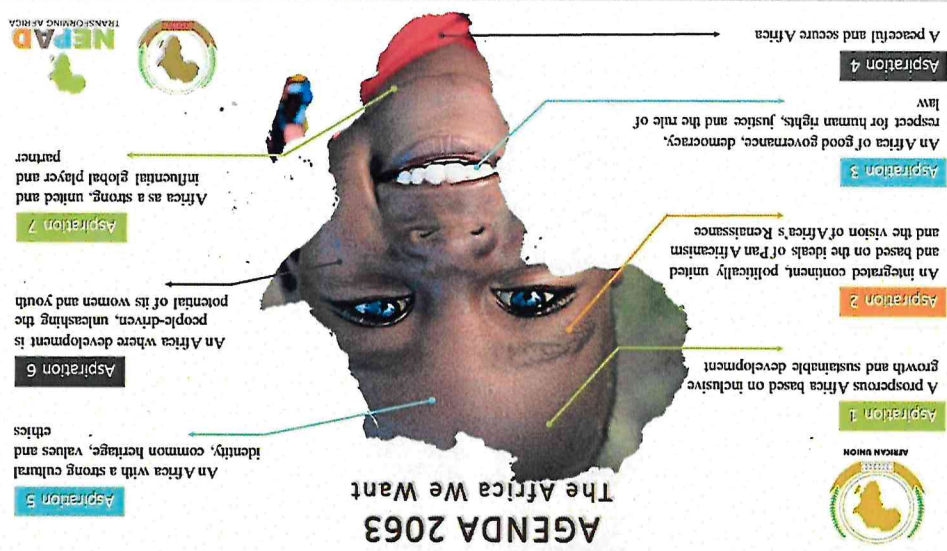


Figure 3-2: Africa Union Agenda 2063

Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. The agenda is an affirmation of African leaders' commitment to support Africa's new path for attaining inclusive and sustainable economic growth and development. The Agenda was passed as an African Union (AU) resolution in May 2013 and signed during the 50<sup>th</sup> Anniversary of the formation of the AU.

3.3.1.3 Africa Union Agenda 2063

It is the most inclusive and innovative resource in participatory approach at all governance levels for every level of government, from national to local for civil society organizations, the private sector and neighbourhood constituent groups.

- (a) National urban policies,
- (b) Urban legislation and regulations,
- (c) Urban planning and design,
- (d) Local economy and municipal finance, and
- (e) Local implementation.

New Urban Agenda (NUA) represents a shared vision of the new and unprecedented urbanisation phenomenon by laying out new standards and principles of planning, urban management, construction and improvement of urban areas. NUA lays bare the correlation between good urbanization and development its five main pillars of implementation namely:

3.3.1.2 New Urban Agenda (Habitat 3 Resolution 2016)



The Agenda has 7 aspirations and 20 goals each with a set of priority areas of action. Goals (No 1, 4, 12, 19 and 20) are relevant to O'RKalon urban development. Table 3-3 captures the said aspirations and goals

Table 3-3: African Union Agenda 2063

Aspirations	Goals
a) A prosperous Africa, based on inclusive growth and sustainable development	<p>1. A high standard of living, quality of life and well-being for all citizens</p> <p>2. Well educated citizens and a skills revolution underpinned by science, technology and innovation</p> <p>3. Healthy and well-nourished citizens</p> <p>4. Transformed economies and jobs</p> <p>5. Modern agriculture for increased production, productivity and value addition</p> <p>6. Blue/ ocean economy for accelerated economic growth</p> <p>7. Environmentally sustainable and climate resilient economies and communities</p>
b) An integrated continent politically united and based on the ideals of Pan Africanism	<p>8. United States of Africa (federal or confederate)</p> <p>9. Continental financial and monetary institutions are established and functional</p> <p>10. World class infrastructure criss-crosses Africa</p>
c) An Africa of good governance, respect for democracy, justice and the rule of law	<p>11. Democratic values, practices, universal principles of human rights, justice and the rule of law are entrenched.</p> <p>12. Capable institutions and transformative leadership in place at all levels</p>
d) A Peaceful and Secure Africa (APSA)	<p>13. Peace security and stability is preserved</p> <p>14. A stable and peaceful Africa</p> <p>15. A Fully functional and operational APSA</p>

- (a) Effective public participation/engagement: All plans shall be prepared in a participatory and consultative manner with relevant stakeholders and sectoral actors;
- (b) Urban containment/compact cities: Local plans shall strive to limit and control urban growth within the set urban boundaries to protect rich agricultural land, mitigate urban sprawl and reduce cost of infrastructural provision;
- The National Spatial Plan (NSP) forms the basis upon which all future spatial plans including Regional Spatial Development Plans, County Spatial Plans and Local Physical Development Plans shall be prepared. The Plan is guided by the following principles:

**3.3.2.2 National Spatial Plan (2015-2045)**

This is Kenya's long-term development blueprint that aims to achieve accelerated, high, inclusive, broad based, sustainable economic growth, social economic transformation. The Vision is implemented in 5-year Medium Term Plans, the current one runs from 2018 to 2022.

**3.3.2 National Policies**  
**3.3.2.1 Vision 2030**

Source: *Progress Report of the Commission on the Africa 2063 Agenda.*

<p>e) Africa with a strong cultural identity values and ethic</p>	<p>16. African cultural renaissance is pre-eminent</p>
<p>f) An Africa whose development is people-driven, especially relying on the potential offered by its youth and women</p>	<p>17. Full gender equality in all spheres of life                  18. Engaged and empowered youth and children</p>
<p>g) An Africa as a strong and influential global player and partner</p>	<p>19. Africa as a major partner in global affairs and peaceful co-existence                  20. Africa is no longer aid dependent and takes full responsibility for financing her development</p>



In their administrative structures, county governments have an average of 10 departments. Each county department (Sector) is mandated by law to develop a ten-year County Sectoral Plan that aligns the financial and institutional resources, to agreed sector policy objectives and programs. The set programs provide a basis for sector budgeting and performance management.

### 3.3.3.1 County Sectoral Plans

In its dedicated County Planning Section (Part XI), the County Government Act obligates county governments to develop a planning framework that integrates economic, physical, social, environmental and spatial planning based on the devolved functions as specified in the Fourth Schedule to the Constitution and on relevant national policies. This framework provides a platform for unifying planning, budgeting, financing and the programs

### 3.3.3 County Policies

The formulation of the National Urban Development Policy (NUDP) in 2016 comes in the wake of mounting urban challenges and possible choices. The policy proposes three sets of policy interventions where Municipal administrations play a major role in urban governance, urban core issues and financing.

#### 3.3.2.3 National Urban Development Policy

(d) Promote public transportation: Favour public transportation over private transport to ensure efficiency and functionality of urban places.

- Smart and green urban growth: Plans shall promote sustainable use of energy, creation of green spaces, reduce the need for car travel, and promote use of local materials, support businesses, protection of heritage and creation of unique character;
- Sustainable development: Balancing social, economic and environmental dimensions of development and catering for current and future generations.
- Promotion of ecological integrity: Plans shall promote the protection and conservation of environmentally sensitive areas; and

(c) Liveability: The planning of urban areas shall enhance the liveability index in the area of housing, environment, transportation, health, and social engagement. The urban areas must be economically viable, socially inclusive and ecologically sustainable;



The plans are an instrument for development facilitation and development control within the respective city or municipality operating within the framework of integrated development planning. The plans provide for the functions and

- a) Zoning, urban renewal, or redevelopment;
- b) Guiding and co-ordinating the development of infrastructure;
- c) Regulating the land use and land development;
- d) Providing a framework for coordinating various sectoral agencies; and
- e) Providing a framework and guidelines on building and works development in the city, municipality, urban area, or other smaller urban centres including local centres, and market centres.

A city or Municipal plan shall be aligned to the higher-level development plans and strategies of the county governments. The Physical and Land Use Planning Act (No. 13, 2019) mandates county governments to prepare these plans for the purpose of:

#### *3.3.3.4 City or Municipal Plans (Local Physical Development Plans)*

A CIDP should inform the county's budget, based on the annual development priorities and a basis to prepare identified action plans for the implementation of strategies with clear input, output and outcome performance indicators.

This is a five-year plan that identifies the county institutional framework for the implementation of the integrated development plan with provisions for evaluation and monitoring. The plan addresses the county's internal transformation needs as informed by the strategies and programs for any investment and development initiatives in the county, including infrastructure, physical, social, economic and institutional development.

#### *3.3.3.3 County Integrated Development Plans (CIDP)*

Subsequent to the series of County Sectoral Plans is the ten-year County Spatial Plan. This is a GIS-based database system that indicates the desired patterns of land use within the county and identifies areas where strategic intervention is required with clear statements of its linkages to the regional, national and the other county plans. In its spatial depiction, the plan should indicate where public and private land development and infrastructure investment should take place by taking into account any guidelines, regulations or laws as provided for under Article 67(2) (h) of the Constitution.

#### *3.3.3.2 County Spatial Plan (County Physical and Land Use Plan)*



principles of land use and building plans, development control and the location of various types of infrastructure.

### *3.3.3.5 City or Municipal Integrated Development Plans (IDEP)*

Integrated development planning in the County takes two perspectives of a county-wide 5-year Integrated Development Planning (IDEP) and urban specific Integrated Development Planning (IDEP). Urban IDEPs, Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual program based budget in a 3-year fiscal framework (MTFF).

The County Governments Act 2012, Section 108 (1) provides for integrated development planning for each county which shall have clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban IDEPs which favour 'action' and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning. Rapid urbanization portends the challenge of infrastructure service provision in urban metropolis. Urban Integrated Development Planning provides a unified development framework that involves the full continuum of strategy analysis and planning, development of program based budgets and ranked priorities, financing, and participatory implementation. The framework further provides a performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money

The first schedule of the Urban Areas and Cities Act, provides urban areas the mandate to come up with a framework that addresses all the varied urban needs in a programmatic approach. One of the issues is governance that concerns both municipal and societal framework. Thus there is need to address these competing interests under a municipal planning framework. IDEP therefore provides urban authorities with a predictable funding arrangement through budgetary allocation and fiscal discipline by committing sufficient funds to sustainable development within the perspective of county, national and global best practices. This Plan provides a framework on programs, projects and services delivery; based on a result-based management, and sound monitoring and evaluation system.



### 3.4 Institutional Framework

#### 3.4.1 Nexus between County Government and Municipality

From a city or municipal management point of view, the current institutional framework under governance devolution is unprecedented. As per the global best practices approach, the decentralisation objective is to match the focus and respond to the issues and development needs at the local level. The devolution provides an avenue of addressing the tackling citizenry development needs at the lowest levels of wards and villages.

In carrying out planning and development in urban areas, there is need to appreciate towns, municipalities and cities as the constituent units of the county government. The entities governing an urban area carry out their functions and exercise their powers on behalf of the county government in accordance to the provisions of the County Government Act sections 48. In underscoring the symbiotic relationship between the County governments and Municipal functions, Section 37 of the County Government Act vests the County Executive Committee with powers to:

- (a) monitor the process of planning, formulation and adoption of the integrated development plan by a city or municipality within the county;
- (b) assist a city or municipality with the planning, formulation, adoption and review of its integrated development plan;
- (c) facilitate the coordination and alignment of integrated development plans of different cities or municipalities within the county and with the plans, strategies and programs of national and county governments; and
- (d) take appropriate steps to resolve any disputes or differences in connection with the planning, formulation, adoption or review of an integrated development plan.

Further Section 49 of the County Government Act is explicit in connecting with the Urban Areas and Cities Act, 2011 (amended in 2019) in terms of structure and mandate.

#### 3.4.2 Governance and Management Functions of Board

Section 14 of the Urban Areas and Cities Act, 2011 (amended in 2019) states that a municipality is governed by a board comprising of nine (9) members. The members are appointed by the Governor and approved by the County Assembly with powers and mandate to execute functions discussed under section 2.2 and Table 2-1.



A service charter in the municipal context is a document that outlines how delivery of services along with providing insights into services on offer. On the delivery of

### 3.4.5 The Service Charter

A municipal charter functions like a covenant for local community within the city or municipal geographical area, usually specifying the obligations of the city or municipality, its budgeting processes and operations, fiscal controls, types of public offices, avenues for public participation and information release, electoral rules, and taxation powers.

- (a) Has a population of at least fifty thousand residents (50,000) according to the final *gazetted* results of the last population census carried out by an institution authorized under any written law, preceding the grant;
- (b) Has an integrated development plan in accordance with this act;
- (c) Has demonstrable revenue collection or revenue collection potential;
- (d) Has demonstrable capacity to generate sufficient revenue to sustain its operations.
- (e) Has the capacity to effectively and efficiently deliver essential services to its residents as provided in the first schedule;
- (f) Has institutionalised active participation by its residents in the management of its affairs;
- (g) Has sufficient space for expansion;
- (h) Has infrastructural facilities, including but not limited to street lighting, markets and fire stations; and
- (i) Has a capacity for functional and effective waste disposal.

Municipal charters are statutory documents containing the organising principals, enumerated powers, privileges, and essential procedures of city or municipal governance. The Urban Areas Act Section 9 provides the guidelines for conferment of a municipal status by satisfying the following criteria:

### 3.4.4 The Municipal Charter

The fundamental role of a municipality is almost meaningless unless they have the human, technical capacity and fiscal resources. The Urban Areas and Cities Act, 2011 (amended in 2019) Section 28 states that each municipal will have a manager who will implement the decisions of the board including development and adoption of policies, plans, strategies and programs, as well as formulate, implement and an integrated urban development plan.

### 3.4.3 The Day-to-Day Management of a Municipality

services, the Urban Areas and Cities Act, 2011 (amended in 2019) Section 32 states that:

- 1) Subject to Article 187 (2) (a) of the Constitution, a board shall, on behalf of the county government, deliver such services as may be specified under this Act or any other national or county legislation.
- 2) Subject to Article 176 (2) of the Constitution, a city or municipal board may, if it considers it necessary, establish operational sectors and service delivery entities, with the approval of the county executive committee, for the efficient carrying out of its functions and the delivery of the services within its area of jurisdiction.
- 3) Subject to the provisions of this section, a county assembly may legislate on the set up and establishment of service delivery entities.

For each of the services eligible under the Third schedule of the Urban Areas and Cities Act, 2011 (amended in 2019), the service charter includes the rules by which the municipality interacts with its external customers including policies and procedures. Additionally, a charter may also relate to the corporate culture and values.

### **3.5 The Establishment and Functions of O'Kalon Municipality.**

Pursuant to the Urban Areas and Cities Act, 2011 (amended in 2019), O'Kalon Municipality was established on 8th July 2019 following the gazettelement of the O'Kalon Municipal Charter on 8th May 2019. The Municipal Board was inaugurated on 20th August 2019. This was the climax of constituting the board with the process having started in April 2017.

Under section 12 (1) of the Urban Areas and Cities Act, 2011 (amended in 2019), the management of O'Kalon is vested in the County Government and administered on its behalf by a Municipal Board constituted as per sections 13 and 14 of the Act. As per the Urban Areas and Cities Act, 2011 (amended in 2019) and the O'Kalon Municipal Charter, the delegated functions to the municipality are:

- ♦ Municipal administration services (including maintenance of administrative offices)



The objectives of the Municipality Board of O'Kalon are to: –

### 3.6 Functions of Municipal Board.

These functions will be executed by the municipality through the Municipal Board and the executive arm which is led by the Municipal Manager. The board is vested with mandates to develop and adopt policies, plans, strategies and programs, as well as formulate, implement and an integrated urban development plan. This IDEP is articulate the Municipality agenda in terms of delivery of projects and services.

- ◆ Promotion, regulation and provision of refuse collection and solid waste management services.
- ◆ Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the water and sanitation provider)
- ◆ Maintenance of urban roads and associated infrastructure
- ◆ Maintenance of storm drainage and flood controls
- ◆ Maintenance of walkways and other non-motorized transport infrastructure
- ◆ Maintenance of recreational parks and green spaces
- ◆ Maintenance of street lighting
- ◆ Maintenance and regulation of traffic controls and parking facilities
- ◆ Maintenance of bus stands and taxi stands
- ◆ Regulation of outdoor advertising
- ◆ Maintenance and regulation of municipal markets and abattoirs
- ◆ Maintenance of fire stations, provision of fire-fighting services, emergency preparedness and disaster management
- ◆ Promotion and regulation of municipal sports and cultural activities
- ◆ Regulation and provision of animal control and welfare
- ◆ Enforcement of municipal plans and development controls
- ◆ Promoting infrastructural development and services within municipality.
- ◆ Any other functions as may be delegated by the County Government

a) Supervision and coordination of departments and agencies of the municipality,

The office of municipal manager is charged with the responsibility of implementing the decisions and functions of the board of the municipality and is answerable to the board of the municipality. The municipal manager shall be fully responsible for the proper conduct of the executive, administrative and affairs of the municipality and shall thereby have the responsibilities of;

### 3.7.1 Municipal Management

## 3.7 Roles and Responsibility of O'Kalon Municipality

- ◆ Provide for efficient and accountable management of the affairs of the Municipality.
- ◆ Provide for a governance mechanism that will enable the inhabitants of the Municipality to:
  - ✓ Participate in determining the social services and regulatory framework which will best satisfy their needs and expectations.
  - ✓ Verify whether public resources and authority are utilized or exercised, as the case may be, to their satisfaction.
  - ✓ Enjoy efficiency in service delivery
- ◆ Vigorously pursue the developmental opportunities which are available in the Municipality and to institute such 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.
- ◆ Provide a high standard of social services in a cost-effective manner to the inhabitants of the municipality.
- ◆ 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.
- ◆ Providing for services, laws and other matters for municipality's benefit.
- ◆ Fostering the economic, social and environmental well-being of its community.



- (c) plan strategies for engaging the various levels and units of government on matters of concern to citizens;
- (v) any other matter of concern to the citizens;
- (iv) the proposed development plans of the county and of the national government; and
- (iii) the proposed annual budget estimates of the county and of the national government;
- (ii) proposed national policies and national legislation;
- (i) proposed issues for inclusion in county policies and county legislation;
- (b) the provision of services;

on—  
 (a) deliberate and make proposals to the relevant bodies or institutions

may:  
 participate in the Citizen Fora in accordance to the UACA Section 22 where they engagement should be structured and inclusive such that all sectors of society public services listed under the Third Schedule of UACA. The methodology of important in achieving sustainable urban development and reliable and efficient *barazas* and development clinics in creating awareness and decision making is As an essential element of governance, active participation in town hall meetings,

### 3.8 Public Participation (Citizen Fora)

- a. Ensuring execution of the decisions of the board,
- b. Secretary to the municipal board and keep all records of the board.
- c. Prepare the annual estimate of revenue and expenditure for approval by the board,
- d. Ensuring working relations and partnerships between the board, private sector, civil society and the community,

Other duties include *inter-alia*

- b) Guide the implementation of the municipal charter, regulations and other applicable laws,
- c) Exercise such other powers as may be prescribed by the charter, regulations and applicable laws.

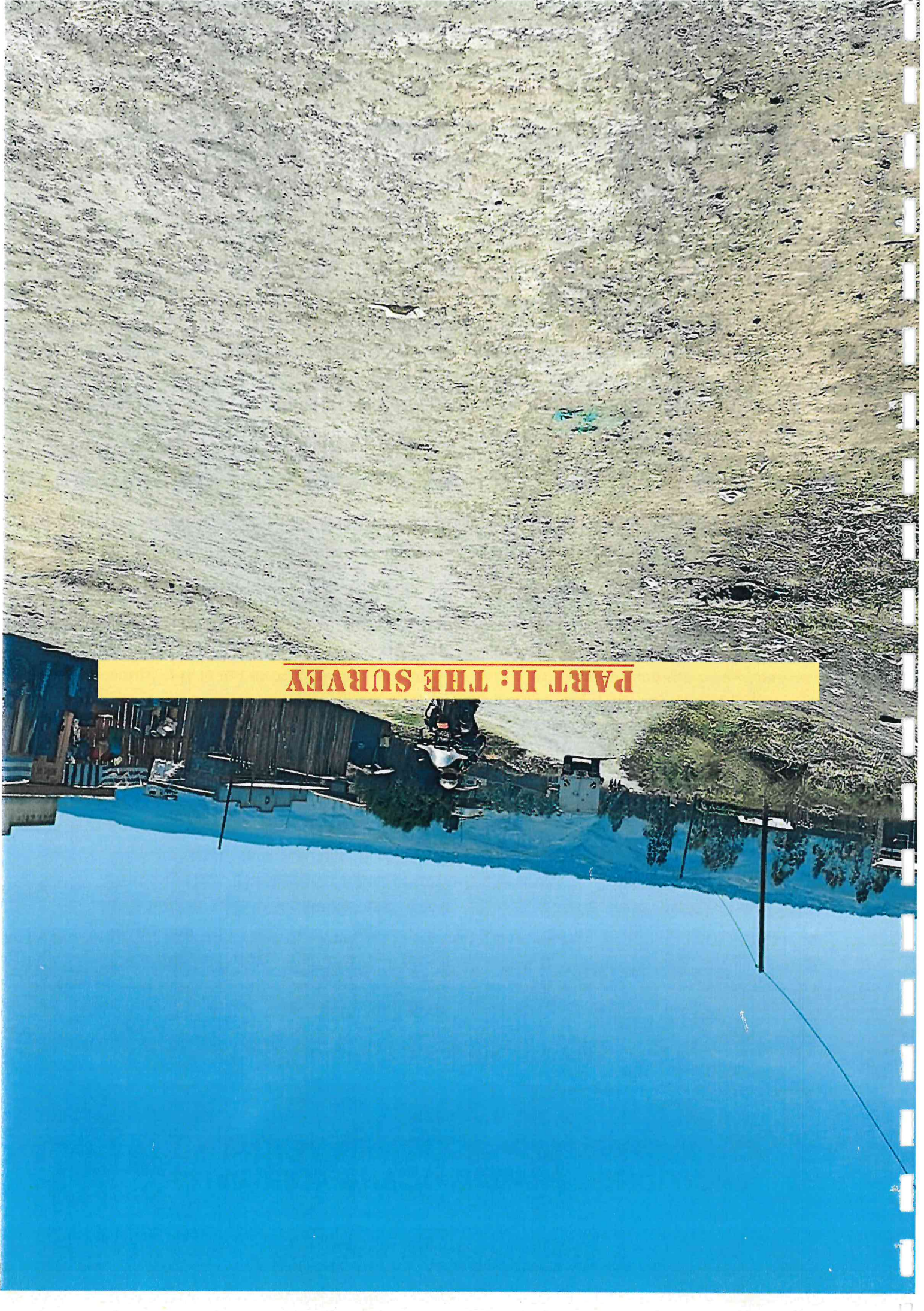
It is noteworthy that the underlying role of participatory democracy is not to replace representative democracy through Members of the County Assembly, which is based on the separation of powers, but rather to supplement inclusivity and make municipal citizen for a function better.

Global experiences more so in developed urban areas underscore the success stories that have been realized by municipal authorities working closely with stakeholders hence tapping into the social capital that exists within the stakeholders in order to create a positive impact on business climate, poverty and service delivery, as well as transparency.

- (d) monitor the activities of elected and appointed officials of the urban areas and cities, including members of the board of an urban area or city; and
- (e) receive representations, including feedback on issues raised by the county citizens, from elected and appointed officials.



**PART II: THE SURVEY**





ORKalou has two main types of rocks: igneous rocks and alluvial rocks. Whereas the main soil type is loam soil, there are huge deposits of sand soil along the ORKalou river beds. The land in the municipality is geologically stable for urban development including human settlement.

#### 4.1.4 Geology and Soils

Some areas in the county are in the highland savannah zone, characterized by scattered trees with expansive grass cover. In elevated areas, tree cover increases forming thick forests with thick undergrowth.

#### 4.1.3 Vegetation

ORKalou is characterized by several rivers and streams, the main river being River Malewa. Lake Obolosat, found in Rurii ward, is the largest water mass in the county. It is fed by rivers, streams and underground water seepage from Aberdare and Dundori hills.

#### 4.1.2 Hydrology and Drainage

Nyandarua County has a mix of plateaus and hilly areas. The flat areas include Kinangop and ORKalou/ORJoro-Ork plateaus. The plateaus extend to about 80 kilometres north to south and about 40 kilometres wide north of ORKalou Municipality. The highest point of ORKalou is 2,364m above sea level. The gentle slopes flatten to plain-like features encouraging formation of marshlands and swamp.

#### 4.1.1 Topography and Relief

### 4.1 Physical and Topographic Features

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## CHAPTER 4: PHYSIOGRAPHIC CONDITIONS, NATURAL RESOURCES AND DISASTER RISK REDUCTION



This section examines the use of natural resources. The depletion of natural resources and disruption of the ecological processes have resulted in climate change and associated impacts. This has created a vast need for natural resources management strategies.

Main forests in O'Kalou Municipality are found in Mirangine, Kanjuri, O'bolosat, and Bahati. O'bolosat covers 3,326.9ha. Other than forests, bamboo, bush and grasslands are also found in the area. There is also the Presidential Tree Park in O'Kalou with potential for ecotourism and recreation.

However, these forests are experiencing threats from high demand for fire wood charcoal as well as building materials. There is need to promote conservation measures to secure these important ecological areas.

To increase tree-cover, the municipality is promoting agro-forestry by encouraging farmers to plant eco-friendly trees such as *Grevillea robusta* (mukima) within the farms; distribution of tree seedlings to farmers and schools; promotion of tree nurseries through distribution of certified seeds; promotion of planting water friendly species like bamboo and indigenous trees in riparian reserves and wetlands.

### 4.3 Wildlife Conservation Areas

The conservation area is the protected area which is managed on the basis of the plans for conservation of natural resources, wildlife and their habitat with sustainable development and use of natural resources.

Lake O'bolosat is a wildlife conservation area and it's a destination for eco-tourism and a home to endangered bird species such as ducks, herons, grebe and African marsh harrier, the hippos among others. The lake faces threats from pollution, encroachment leading to human wildlife conflicts. The lake has a huge potential for tourism activities which need to be harnessed. The image below shows a section of the lake.



It receives average rainfall amount of between 700mm and 1500mm annually. The area has two rainy seasons, i.e., the long rains of between March to May and the short rains of September to October. Rainfall decreases drastically from hilly slopes towards the bottom of the plateau and plains. Agricultural and livestock productivity is worsened by limited, unreliable and poorly distributed rainfall

down the Plateau, through the valleys west of the plateau. cold air rises during clear nights on the moor lands of the Aberdare Ranges flows lowest in the month of July (Nyandarua County Statistical Abstract, 2014). The highest temperatures are recorded in the month of December and the average temperature of between 7.1°C in the cold season and 25°C in the hot season. It experiences an average temperature of between 7.1°C in the cold season and 25°C in the hot season. It experiences an

#### 4.4 Climatic Conditions

*Source: Nature Kenya (2018)*



Figure 4-1: Lake Ol'bolosat



pattern. In recent years the rains have become erratic and unpredictable hence making it difficult to plan on farming.

#### **4.5 Environmental Conditions**

The Municipality faces a number of environmental challenges mainly emanating from human activities. Some of these challenges are highlighted below.

- There are large-scale mining activities of building stones which do not adhere to environmental protection measures resulting to noise and air pollution, soil erosion, loss of vegetation cover and abandoned open quarries. This has led to general environmental degradation in the area.
- Uncontrolled cultivation on the ecological fragile areas such as steep slopes, wetland and riparian reserves is another environmental challenge in the area. This has also led to loss of biodiversity and soil erosion hence resulting to loss of flora and fauna and reduced agricultural productivity
- Poor management of natural resources like Lake O/Bolosat has led to encroachment and intensive human activities around it. The lake, dams and rivers have witnessed silting due to the deteriorating environment. This has led to decreased water levels in these water sources.
- The municipality has poor and inadequate solid and liquid waste management facilities particularly in the urban and peri-urban areas. This has led to blockage of drainage systems in urban centres causing flooding and destruction of property.

There has been general reduction of the natural resources ability to support the population such as with reduced farm productivity due to soil erosion, over cultivation of the land, increased scarcity of resources such as water, grazing and arable area. Going forward, the municipal board will need to put measures to improve the environment, rehabilitate derelict areas as well as reclaim all the riparian areas.

*Source: Field Survey 2020*



**Figure 4-1: Flooded Property**





Figure 5-1: Visual Representation of Population Distribution by Age

According to 2019 Kenya Population and Housing Census, 47% of the population is below the age of 19 years with the highest population being between the ages of 10-14. This indicates a youthful population. Figure 5-1 below captures distribution of the age in the county.

**5.1.1 Population Distribution by Age**

According to the County records the population of O'Kalon Municipality was estimated at 67,500 in 2020 with 49% (33,075) males and 51% (34,425) females.

O'Kalon municipality is the most populated urban area in the County. Consequently, there is eminent demand for services compared to other urban areas in the County. For this reason, there is need for proper planning and enhancement of service delivery especially in solid waste management, provision of water and sewer services.

**5.1 Population Distribution in O'Kalon Municipality**

**CHAPTER 5: POPULATION AND DEMOGRAPHY**

Age group	Population	Projected Population
Total	67,500 (2020)	82,276 (2025)
0-4	7,763	9,445
5-9	7,898	9,609
10-14	8,438	10,266
15-19	7,695	9,362
20-24	5,400	6,569
25-29	4,523	5,502
30-34	4,725	5,748
35-39	4,185	5,091
40-44	3,645	4,434
		5,394

Table 5-3: Population Distribution by Age

As indicated above, OI'Kalou population will continue to grow thus necessitating concerted efforts in planning and investment in social and physical infrastructure to support the growing population.

Municipality	Population 2020	Projected Population 2025	Projected Population 2030
OI'Kalou	67,500	82,124	99,916

Table 5-2: Population Projections

Taking into account the estimates by World Bank based on the United Nations Population Division's World Urbanization Prospects, as at 2018 the annual urban population growth rate in Kenya was calculated at 4.0%. The projection population for OI'Kalou below 2020 to 2030 is as below in Table 5-2 below

### 5.1.3 Population Projections

Area Km <sup>2</sup>	2019		2025 Projections		2030 Projections	
	Population	Density (Persons per Km <sup>2</sup> )	Population	Density (Persons per Km <sup>2</sup> )	Population	Density (Persons per Km <sup>2</sup> )
333.5	67,500	202	82,124	246	99,916	300

Table 5-1: Population Density

Population density is a measure of the number of people per unit of area. Below is the population density of the OI'Kalou municipality as of 2019 and the projected density of years 2025 and 2030.

### 5.1.2 Population Density



- ✓ For ages 0-4, there is need to establish more ECD centres, recruit more teachers and conduct awareness campaigns to sensitise parents on the benefits of enrolling their children for ECDE at the right age in order to boost enrolment
- ✓ The projected increase in population for ages 5-9 calls for the expansion of existing primary education facilities and provision of more learning and teaching materials. The increase in learning facilities should be accompanied by increase in number of teachers
- ✓ This increase in population for ages 10-14 calls for increase in the number of secondary school education facilities through expansion of existing ones and construction of new schools
- ✓ The population growth for ages 15-19 also calls for increase in number of youth polytechnics and tertiary institutions to absorb the school leavers. This group is targeted for the roll out of the free day secondary education program. This will increase the transition and completion rates in the County
- ✓ With declining infant mortality rates, the high increase of the females in this age group will contribute to increased population in the County. This calls for an increase in maternal and child healthcare services as well as

From the population projections above, below are some impacts and interventions that can be implemented to provide for the growing population:

Age group	Population	Projected Population
45-49	3,308	4,024
50-54	2,666	3,243
55-59	2,295	2,792
60-64	1,418	1,725
65-69	1,148	1,396
70-74	945	1,149
75-79	608	739
80-84	473	575
85-89	270	328
90-94	135	164
95-99	61	74
100+	34	41

The Human Development index (HDI) is a summary measure for assessing progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living (Human Development Report 2020). A long and healthy life is measured by life expectancy. Knowledge level is measured by mean years of schooling among the adult population, which is the

### 5.2.1 Human Development Index

The approach identifies the national policies and key strategies to ensure that every human being achieves at least basic human development and to sustain and protect the gains. It addresses the structural challenges of global institutions and presents options for reform. These policies and key strategies are compiled into a workable document known as Human Development Report (HDR). The latest HDR of 2016 introduces two experimental dashboards of life course on gender gap and on sustainable development. The municipality and other development stakeholders are encouraged to explore the issues raised in the HDR with the most relevant and appropriate data from national and international sources.

The Human Development Approach focuses on human development aspects for everyone now and in future. It starts with an account of the hopes and challenges of today's world and envisioning where humanity wants to go. Human development progress over the past 25 years has been impressive on many fronts. But the gains have not been universal. There are imbalances across countries; socioeconomic, ethnic and racial groups; urban and rural areas; and women and men. Millions of people are unable to reach their full potential in life because they suffer deprivations in multiple dimensions of human development.

### 5.2 Human Development Approach

The population growth of the youths and the working age group creates a need for creation of employment opportunities to reduce the levels of unemployment in the country and in the country all together.

measures to reduce the fertility rate. This will be the target group for family planning programs



average number of years of schooling received in a life-time by people aged 25 years and older; and access to learning and knowledge by expected years of schooling for children of school-entry age, which is the total number of years of schooling a child of school-entry age can expect to receive if prevailing patterns of age-specific enrolment rates stay the same throughout the child's life. Standard of living which is the material well-being of the average person in a given population is measured by Gross National Income (GNI) per capita expressed in constant international dollars converted using purchasing power parity (PPP) conversion rates.

Kenya's HDI value for 2019 is 0.601 which put the country in the medium human development category, positioning it at 143 out of 189 countries and territories (Human Development Report 2020). Between 1990 and 2019, Kenya's HDI value increased from 0.482 to 0.601, an increase of 24.7 percent (Human Development Report 2020).

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## CHAPTER 6: PHYSICAL INFRASTRUCTURE

### 6.1 Overview

This chapter analyses the availability, adequacy and efficacy of the physical infrastructure in the municipality such as transportation and mobility, water, sanitation and liquid management solid waste management, storm water, disaster risk and reduction management, access to energy, information communication and technology.

### 6.2 Transportation

An effective and efficient transport system is an important prerequisite in facilitating national and regional integration, promote trade, economic growth, poverty reduction and wealth creation. Transportation plays a major role in accessibility to services, promotes local level interaction and the flow of goods.

#### 6.2.1 Road Network

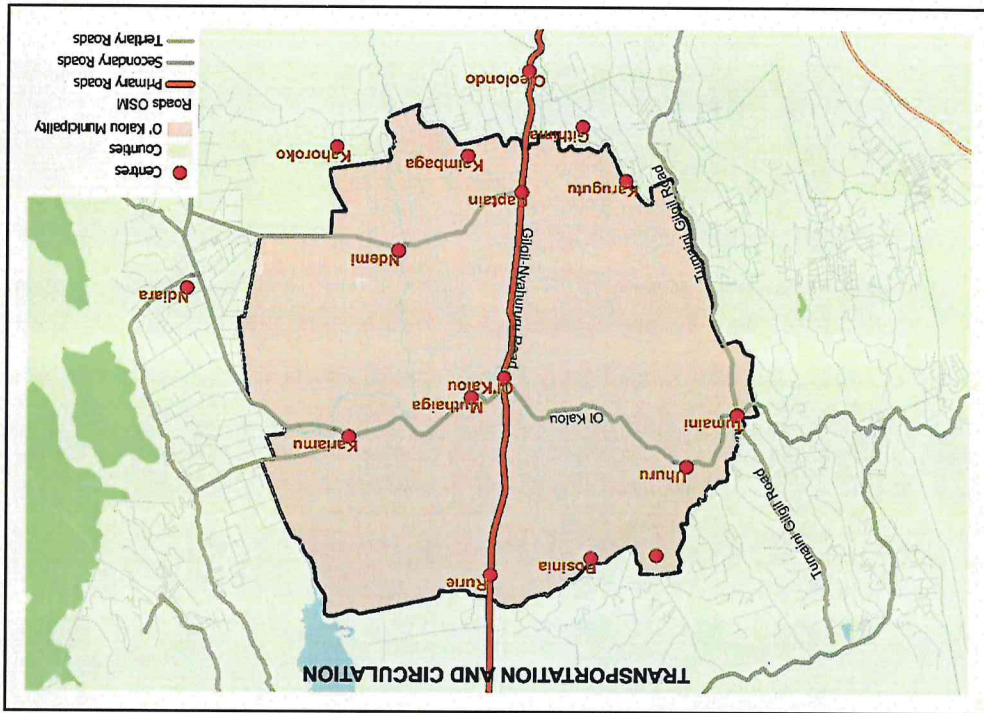
Road transport is the main transport means in OrKalon Municipality. Major roads include; Gilgil-Nyahururu road (C77), OrKalon-Nakuru Road (69) and OrKalon – Njambini roads. The growth of OrKalon Municipality has been greatly influenced by the Gilgil-Nyahururu and Dundori-Engineer roads. Map 6-1 illustrates the major road networks in OrKalon Municipality.





Figure 6-1: Ongoing upgrading of D389 Road

In terms of conditions, most of the roads within the municipality are of earth surface hence require upgrading to bituminous standards. Most are narrow, lack non-motorized transport infrastructure and blocked drainage channels.



Map 6-1: Transportation and Circulation in O'Kalon

Source: Urban Lines Consult ants Ltd.



children. Additionally, there is an insufficiency of safe pedestrian crossings which exposes pedestrians to high risks of accidents making it unsafe especially for school-going children. Non-Motorised Transport (NMT) provision along most streets within the municipality is inadequate. Only some sections of Gilgil-Nyahururu road have NMT infrastructure on one side. Figure 6-3 shows a section of the Gilgil-Nyahururu road.

#### 6.2.4 Non-Motorised Transport

However the airstrip is located at O'Joro-Orok which is 34 km from O'Kalon town. The nearest airstrip is located at O'Joro-Orok which is 34 km from O'Kalon town. However the airstrip is inadequately serviced and has minimal operations,

#### 6.2.3 Airstrip

There is a railway station in O'Kalon Municipality. The railway line stretches 60 km connecting the County to Nyahururu in Laikipia County and Gilgil in Nakuru County.

#### 6.2.2 Rail Network

Source: Field Survey February 2021



Figure 6-2: Gravel road in Captain Market Centre



The municipality has only one bus-park that was recently improved to cabro standards. In terms of parking, vehicles are parked on the roadsides and other undesignated areas due to few parking spaces. There is a need for these facilities in the town and satellite centres of Captain, Tumaini, Kariamu and Rurii.

### 6.2.5 Transportation Facilities

Source: Field Survey February 2021



Figure 6-4: Lack of NMT facilities

Source: Field Survey February 2021

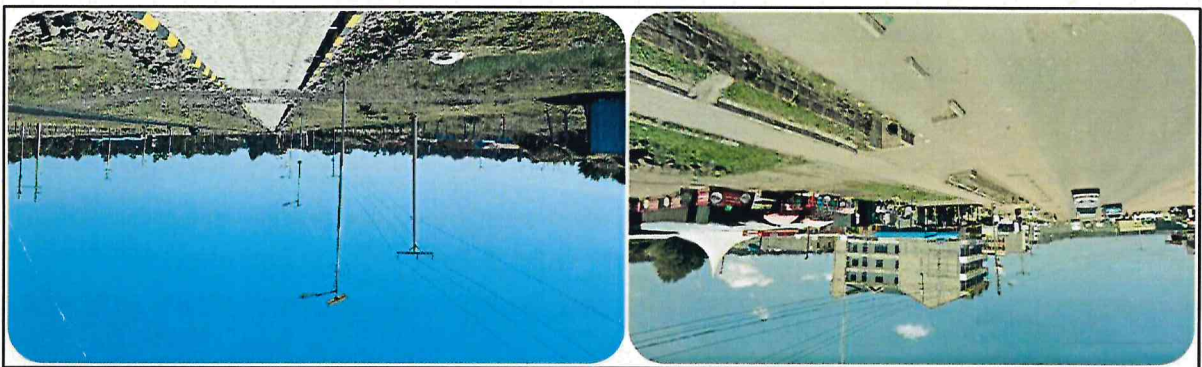


Figure 6-3: NMT facilities on Gilgil-Nyahururu Road



KeNHA has installed street lights along the main O'Kalon highway and plans are underway to install streetlights along JM-Kiganjo Secondary School Road and in the residential estates using solar lighting technology. The Municipality has also installed solar powered street lights in the O'Kalon town and floodlights in all major market centres and plans to install in all the other market centres are ongoing. During the field survey, the non-functional or lack thereof of floodlights in the market centres was cited a major concern affecting business hours and security.

The municipality has embarked on improving parking facilities in the roads where roads are improved with cabro works. However this spaces are still inadequate and more need to be provided. Currently due to this inadequacy motorists have resulted to parking in undesignated parking areas like walkways, road reserves and in the undeveloped plots.

Parking fees is only levied on designated parking areas leading to loss of revenue. Figure 6-5 captures the current street parking state.

Lorries and other transport vehicles parking is common along the road shoulders. This is largely because the town does not have designated parking spots for lorries. This poses dangers to other roads as it limits road visibility. Figure 6-5 below captures this phenomenon in the town.

### 6.2.7 Parking Facilities

Source: Field Survey February 2021



Figure 6-5: Street lighting in O'Kalon Town

### 6.2.6 Street Lighting



The County is categorised as a water scarce area. The situation has been aggravated by degradation of water catchments leading to reduced ground water

### 6.3 Water Resources

Source: Field Survey 2021



Figure 6-7: Lorry Parking along the main road

Source: Field Survey 2021



Figure 6-6: Parking along the streets



Other sources of water include boreholes, community and individual water projects which also provide water to residents of O'Kalon mainly in the peri-urban areas not covered by OLWASCO water supply.

Source: Field Survey, December 2020



Figure 6-8: Community Water Point

The major water service provider in the municipality is O'Kalon Water and Sewerage Company (OLWASCO). It is guided by water service regulation rules and monitored by Water Services Regulatory Board (WASREB), Tana Water Services Board (TWSB) and County Department of Water. OLWASCO supplies approximately 2000m<sup>3</sup> daily against demand of 3000 m<sup>3</sup> per day. The company charges Ksh. 30,000 for household connection and charges a flat fee of Ksh. 500 for less than 7 units of water consumed.

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recharge. The main source of water in the municipality is rainwater which ends up in rivers and dams. The major river in the municipality is River Malewa that is fed by streams originating from the Aberdare Forest, which is the main source of water supply to O'Kalon. Rutura dam located in Kanjuri Range ward is the only existing dam. Other major water resources include Lake Ol'holosat, the largest water mass in the municipality. The lake is fed by streams and groundwater seepage from the Aberdare and Dundori hills.



According to the CIDP, 84.1% of the households, rely on pit latrines for sewage disposal. A majority of the households, close to 74.2%, dispose waste water in their compounds. There is no sewerage network in most parts of Ol'Kalou municipality like Rurii and Tumaini areas. However, there is proposal to construct a 10sq Km network to cover Ol'Kalou town. The main sanitation management methods used are septic tanks, with the low incomes neighbourhoods relying on pit latrines built at the rear end or the front area of the property. The septic tanks and pit latrines are emptied using the county government vacuum exhauster and also private operators. However, there are some case incidences of some households discharging untreated waste in open storm drainages and open field.

**6.4.1 Sanitation Management**

**6.4 Sanitation and Storm Water Management.**

*Source: Field Survey, December 2020*



**Figure 6-9: Water Vending**

Most of the market centres lack public toilets like Tumaini and Kariamu. Some of them are present but are in very bad conditions like the one shown below.



Figure 6-10: Lorry offering Exhauster Services



There is an inadequacy of drainage systems in the municipality. Some that are present are poorly constructed and some are not well maintained, leading to blockage and hindrance of the flow of water especially in Captain Market centre. This leads to flooding in the areas, especially the low-lying ones.

#### 6.4.2 Storm Water Management

*Source: Field Survey December 2020*

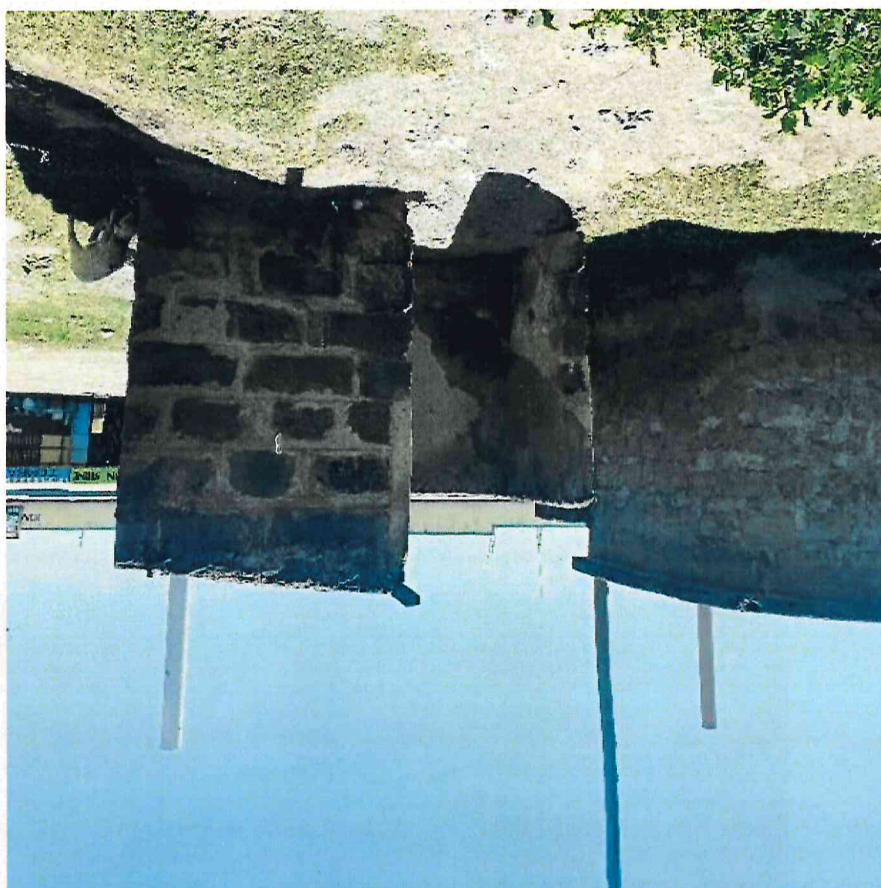


Figure 6-11: Public toilet in Kariamu Market centre



This function is handled by the Public Health Department and it offers solid waste collection services within the Municipality. Additionally, there are seven (7) private small-scale collection firms who are licensed to collect garbage. The municipality generates about 450 tonnes per month, and approximately 80% of the town is covered by waste collection services. The collected waste is disposed at the temporary open dumping site at Mahinga in Orkhalou town. Due to poor management, the site poses environmental risks to both the residents in the area, and the general environment. Only a small percentage of biodegradable waste generated is recycled. The county has put in place plans to purchase suitable land for relocation of the dumping site. However, for effective solid waste management, the municipality needs to promote recycling of waste to reduce the amount of waste collected while protecting the environment and promote resource recovery.

## 6.5 Solid Waste Management

Source: Field Survey, December 2020



Figure 6-12: Poor drainage channel in Captain Centre



The disasters found in O'Kalon can be classified into two; natural disasters and man-made disasters. Natural disasters include; flooding, storm dusts, frost, and drought. On the other hand, man-made disasters primarily caused by human activities include fires, road accidents, collapse of buildings, rock falls and accidents caused by uncontrolled quarrying activities.

The purpose of disaster risk reduction and management is to identify areas prone to disasters, explore available options for early warning systems and mitigate against disaster occurrences and its effects.

### 6.6 Disaster Risk Reduction and Management

Source: Field Survey December 2020



Figure 6-13: Uncontrolled Dumping



There is a *Huduma Centre* and a post office located in town which serve the residents. Other service providers include private courier services like G4S, Wells technologies.

The government and the private sector have embraced the use of modern methods of communication through E-Government services and email other modern technologies. The municipality is fairly covered with mobile telephony and there are several internet hubs in the town. The mobile phone coverage stands at 91 per cent and this has greatly improved communication and service delivery.

## 6.7 Information Communication and Technology

In order to reduce and mitigate disasters, the municipality will need to invest in fire-fighting equipment, regular inspection and certification of buildings during and after construction, to ensure compliance. In addition, there is need to improve drainage systems especially in urban areas to avert flooding. Growing of drought-resistant crops will go a long way in averting droughts.

The municipality at the moment is ill-equipped in terms of disaster risk management. This is evidenced by inadequate personnel and fire-fighting equipment.

*Source: Field survey March 2021*

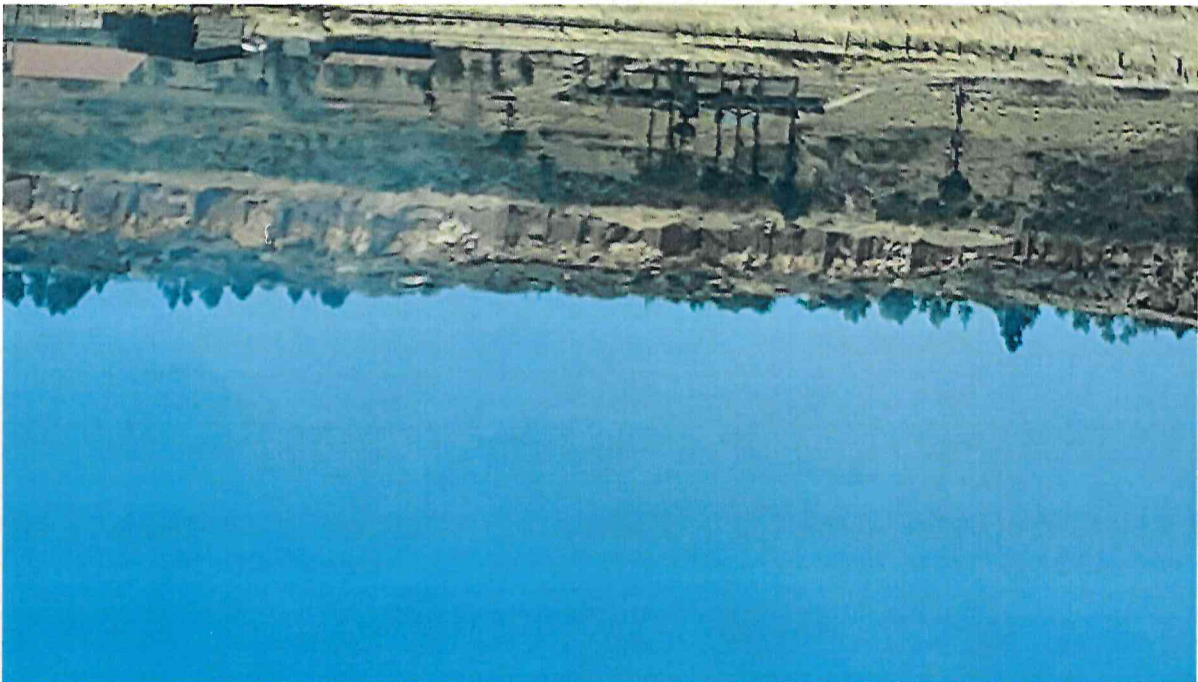


Figure 6-14: Quarrying Activities within the Vicinity of OrKalou Town



Fargo, Nuclear Sacco, 4NTE etc. The extension of the fibre optic cable network is going to greatly improve business activities, communication and information sharing.

### **6.8 Energy Access**

Nyandarua County Spatial Plan 2016-2026 (draft) notes that the provision of energy is key to stimulate the industrialization, socio-economic development and in order to uplift the quality of life generally.

According to the Nyandarua CIDP 2018-2022, Or'Kalon constituency within which Or'Kalon Municipality falls, enjoys electricity penetration of 14%. The lion's share of this is estimated to be within the municipality which is more urbanized compared to the whole constituency. Also most facilities that rely on energy to run are located within the municipality. These include shopping centres, learning institutions, health facilities and government institutions.

In individual homes, majority of households rely on firewood for cooking and paraffin for lighting. LPG penetration remains low due to the cheaper firewood alternative.

The Government of Kenya through the last mile connectivity in the country has connected many households and businesses to the national grid. This together with the installation of streetlights has seen increased business hours and improved security encouraging investments. The municipality has also invested in solar streetlights to supplement and save running costs.

Maternal health is linked to the provision of continuous care during pregnancy, labour and delivery and the postnatal period to help in reduced of maternal and neonatal morbidity and mortality.

In antenatal care, 96.7 % of the pregnant mothers seek first antenatal care while 58% of pregnant mothers seek fourth antenatal care from a skilled provider while 3.3% do not seek the services at all (KDHS 2014). Regular antenatal care is helpful in identifying and preventing adverse pregnancy complications for both the mother and the child.

According to the CIDP (2018), 86.1% of the mothers deliver in health facilities while 12.8% deliver at home. Deliveries conducted by skilled medical providers in obstetric care, are recognised as critical in reducing maternal and neonatal mortality.

### 7.1.2 Maternal Health Care

As per the County records in Orikalou municipality, the leading diseases include upper and lower respiratory tract infections, skin diseases and intestinal worms.

According to the CIDP, the average morbidity rate for Nyandarua County is 21.2 % with the male morbidity rate at 19.2 % and female morbidity rate at 23.4 %. Most of these diseases are bacterial infections that can be prevented through proper clothing, appropriate beddings, water treatment and hand washing. The most common diseases are those of the respiratory system contributing 59.7% (CIDP 2018).

### 7.1.1 Morbidity

Health of the population is pertinent to social and economic development. The main health facilities in the Municipality include JM Karuki Memorial County Referral Hospital which is located in Orikalou town. Other public facilities include Mawingu Health Care, Kaimbaga dispensary, Captain Dispensary, Mirangine Health Care, Kahuo and Mirangine dispensary, Kamuchege dispensary, Rurii dispensary, Beyond Zero Nyandarua, Mukindu dispensary, and Gichungo dispensary. There are 12 private and faith-based health facilities registered and operating in Orikalou Municipality. According to the county records, 16.4% of the people seek health care services in the private and faith-based organisation.

## 7.1 Health Facilities and Services

# CHAPTER 7: SOCIAL INFRASTRUCTURE



As per CIDP, there are 31 secondary schools in the municipality according to the county records. The enrolment stands at 60.66% of population aged 14–17 years. There are 1,656 teachers in public schools in the County, giving a teacher/student ratio of 1:33). The dropout in secondary schools stands at 5.8%. The transition from primary to secondary school is 21%, meaning that 79% either join tertiary institutions or they drop out of school after primary school education

### 7.2.3 Secondary Education

OrKalon Municipality has a total of 65 primary schools. However, with the rapid population growth, there is a need to establish more schools to meet the demand for education. During the survey, this was identified as an immediate need in Tumaini and Karriamu.

According to the Nyandarua CIDP 2018-2022, the enrolment rate of the County stands at 92.5% for pupils aged 6 and 13 years. This is against a teacher population of 3,942 teachers with a teacher-pupil ratio of 1:33. About 3% of children in the county travel for less than one kilometre to school while 93% travel between 1 and 5kms with 4% travelling beyond 5kms.

### 7.2.2 Primary Education

Nyandarua County has 929 ECDE facilities with 95 of them being in OrKalon municipality. However, the distribution is uneven, with places like Tumaini only having only one public ECDE facility. According to the Physical Planning Handbook, ECDEs should be within easy walking distance of about 300-500 Metres. With a rapid population increase, there is need to establish more ECDEs facility and recruitment of more teachers.

Early Childhood Development and Education (ECDE) aims at the holistic development of a child's social, emotional, cognitive and physical needs in order to build a solid and broad foundation for lifelong learning and wellbeing.

### 7.2.1 Early Childhood Development & Education

## 7.2 Education

There is a need to upgrade most of the hospitals in the municipality as the population is growing quite rapidly. This was largely expressed by the residents of Tumaini area where they expressed that the maternity facility at Mawingu hospital is not adequately serving them due to its small capacity forcing residents to travel to OrKalon and other places outside the County



Non-formal education has not been formally rolled out in OrKalon. However, there is great need for the adoption of the same in order to provide education for children who miss out school despite attaining the school going age. These include the children in the streets, children with disabilities among others. The objective of non-formal education is to develop literacy, numeracy, creativity and

### 7.2.6 Non-Formal Education

This deficiency has negatively affected the transition to higher learning for skills development. The sector needs close attention since the level of education influences the rate of development.

The municipality has no tertiary education centre although during the field survey, it was noted that there is land in Captain which has been set aside for a university.

### 7.2.5 Tertiary Education

Plans are being put in place towards revitalizing and staffing of the polytechnics across the county and this is expected to enhance enrolment and offer quality courses in the institutions. There is need to introduce new training curriculum to youth polytechnics that are competitive in the job market. This includes entrepreneurial, agri-business, ICT courses among others.

There are only four (4) youth polytechnics in OrKalon Municipality. The entire county has a total of 24 polytechnics but only 15 are currently active, with an enrolment of 1540 trainees. There are three (3) are under construction and two (2) needs to be renovated and 4 are not functional.

The Youth polytechnics are basic technical education institutions intended to offer school leavers both from primary and secondary schools' opportunities to acquire education and training, knowledge and technical skills for gainful employment. In addition, they equip the youth with entrepreneurial skills based on appropriate technology enabling them to utilise locally available resources for further job creation.

### 7.2.4 Youth Polytechnics

The average distance travelled to a public secondary school within the County is 2.5 km. Students travelling less than one kilometre to school account for 12%, with 54% travelling 1.1 to 4.9 km and 34% travelling for five kilometres and above. The County in collaboration with national government need to increase the number of learning institutions to meet the growing demand.



Source: Field 2021



Figure 7-1: Ol'Kalou Stadium

The County is home to renowned national athletes due to its high attitude climate. As at the time of writing this report, the Ol'Kalou stadium was in the process of being upgraded to international standards. It is currently one of the four stadia with both a soccer pitch and a running track. Figure 7-1 captures the construction works at the stadium.

There exists designated spaces for stadia, public parks, recreation grounds, playing grounds and a library. In Ol'Kalou Town there is a stadium, public parks and a library. Ruvii also has a stadium whose development is in progress. On the strategies to promote cultural and sporting activities, there are organized sporting activities annually by the Youth Directorate.

### 7.3 Sports, Culture and Creative Arts

communication skills. This would also prepare them before joining formal education



Source: KPHC 2019

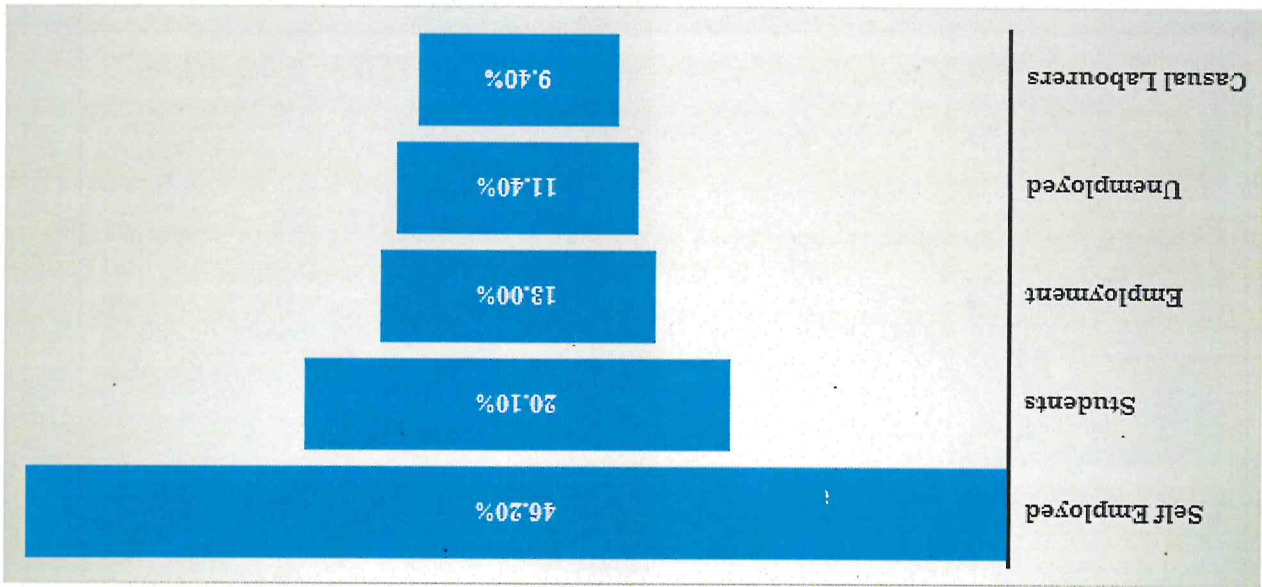


Table 7-1: Employment Status in Nyandarua

In Nyandarua county, a large percentage of the residents are self-employed with 11.4% of the population being unemployed. Below is a summary of the employment status in the county.

### 7.4 Employment

The lack of social halls is an issue that was raised in majority of the centres all-round the municipality, some of these centres include Tumaini, Rurii, Captain and Kariamu. They expressed some of the issues they face due to the lack of social halls, include lack of a location to hold meetings especially during bad weather. There's a need for the municipality to identify land and allocate funds for the construction of social halls in each ward within the municipality. This will ensure that the communities are able to hold social gatherings, cultural and sporting activities among others which are important functions in creating a cohesive community.

#### 7.3.2 Social Halls

Libraries help the young and the adults to develop good reading and study habits. There is a library in O'Kalon managed by The Kenya Library Services. However, there is need to provide community based libraries in every ward while at the same time improving the facilities in primary and secondary schools.

#### 7.3.1 Libraries



In Orikalou, social protection is offered to orphans and persons with severe disability. There are 4259 households registered to have Orphans and Vulnerable Children (OVC) and are on the payroll and 51 households on the exception list that are not currently receiving payments due to various issues. According to the CIDP, cases of street children are found in the main towns like Orikalou but most

Vulnerability results from an interaction between the resources available to individuals and communities and the life challenges they face. Vulnerability emanates from developmental problems, personal incapacities, disadvantaged social status, inadequacy of interpersonal networks and supports, degraded neighbourhoods and environments, and the complex interactions of these factors over the life course. The priority given to varying vulnerabilities, or their neglect, reflects social values.

## 7.6 Minority and Vulnerable Groups

The municipality has two existing cemeteries in Orikalou town and Tumaini market centre. During the survey, members of the community felt that the cemetery in the town is inadequate while the Tumaini one is unimproved. They also expressed the need to have cemeteries in satellite centres of *Karriamu, Ruri* and *Captain* to reduce the distance travelled and pressure to the existing ones. To address this need, the county has identified land for an additional public cemetery one within the town. The improvement of grounds, construction of a perimeter wall and sanitary facility shed and beautification are underway. The new cemetery will have a capacity of 3,500 graves. This function is handled by the municipality jointly with Public Health Department.

## 7.5 Cemeteries and Crematoria

Agriculture employs about 50% of the population with most people employed in the family agricultural holding (Exploring Kenya's Inequality, 2013). Crop farming is the main agricultural activity in Nyandarua with a total arable land of 184,900 ha; in 2016, nearly 46% of this land was under crop farming. About 76.9% of households practise crop farming. Livestock farming is the second major employment sector under agriculture with approximately 65.1% of households rearing livestock; cattle, sheep, goats, poultry, pigs and rabbits. Cattle and sheep account for the largest percentage. Fishing is picking up as a source of employment and income for a number of households.

About 24.5% of the households earn between 5,000 and 10,000 Kenya shillings a month, about 22.5% earn from 10,000 to 20,000 shillings monthly and a minority of about 3.3% earn above 50,000 per month.

of them are taken back to their families/guardians and some are referred to various children's homes within and outside the County. There are 13 childcare facilities and institutions run by churches and individuals that provide care for vulnerable children. Other challenges highlighted during the public consultations include use of drugs and alcoholism as social vices which are affecting the young people in the area.



### **8.1 Introduction**

Orkhalou town has a dense Centre Business District (CBD) with the immediate sub-urban zone characterized by both planned and unplanned settlements, with development sprawling in to the rural hinterland where agricultural activities are practised (UN-Habitat, 2019).

The town development is influenced by the main structuring elements which includes two main farmacked roads, the railway line, rivers and the surrounding hilly terrain.

The major land uses in the Municipality include mainly commercial, residential, light industrial, transportation, administration and agriculture. Nevertheless, the major land use is agriculture with most of the farm products sold in the urban area being sourced from the farms.

### **8.2 Urbanisation and Development Trend**

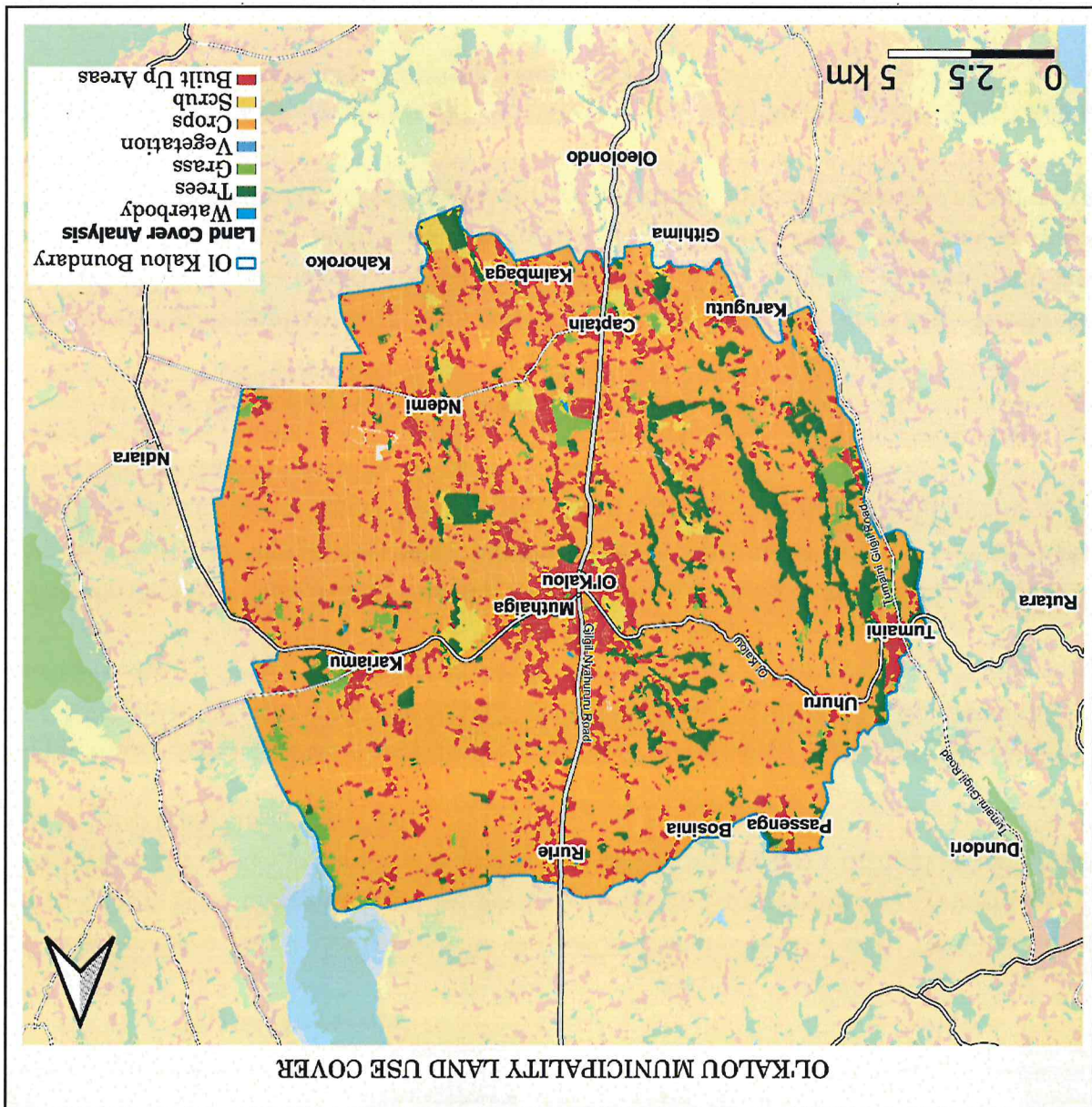
Orkhalou municipality has both an urban and a rural interface. While the municipality covers an area of 333 Km<sup>2</sup>, only 10km<sup>2</sup> of the town is urbanized with the rest of the area still under agricultural activities. However, this is not to underscore the fact that the general landscape of the municipality has experienced a change albeit gradually. Figure 8-1 captures the general land cover of the area, with the built-up areas shown in red colour. These include built up areas of urban, market centres and other human settlements.



The transformation of land uses is gradual but game changing with the hitherto rural areas being converted into urban use. Over the last few years, there has been

The urbanization is in the Municipality is defined by urban activities such as commercial and residential being clustered within urban centres. Ol'Kalou town is the dominant urban centre taking the bulk of these functions. Other lower level urban centres include satellite market centres such as Captain, Kariamu, Rurii, Mirangine, Kanyuri, Kaimbaga and Mawingu. The intensity of the urban activities fades as you move away from these urban centres morphing into linear patterns along transportation routes.

Source: Author 2021



Map 8-1: Land Cover and Development Trend



a growing list of land subdivisions. These are driven by the increasing urban population and related activities. These subdivisions are spontaneous therefore unplanned and mostly driven by demand. The satellite imageries 8-2 and 8-3 depict this well.

Within the CBD, land has been further subdivided to a minimum of 0.05ha (eighth of an acre) mostly for commercial and residential purposes. From the field survey, an eighth can fetch from 1 million to 1.5 million thereby encouraging the subdivisions. With a growing population and a bulging CBD, the land subdivisions are anticipated to continue and expand further into their respective surrounding agricultural areas if no planning interventions are put in place. Eventually, this will result in congestion, pressure on existing infrastructure and urban sprawl.

Figure 8-1: Development Trends – (Olkalou Town)

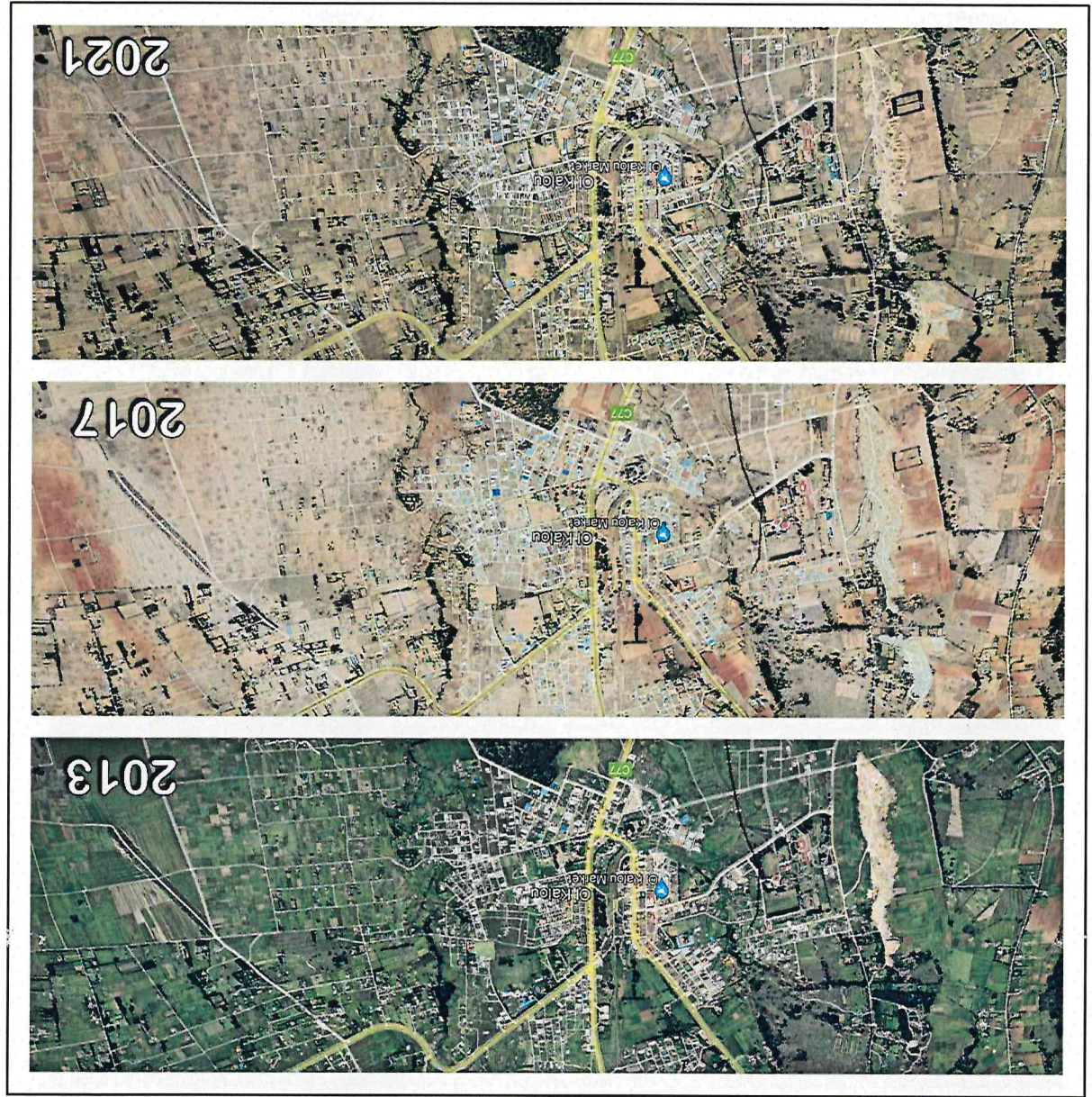






Figure 8-2: Development Trend - (South of Orikalon Town)



Due to lack of a physical development plan to guide urbanisation, the hinterland of the municipality has slowly been losing its rural character, and gradually replaced by unplanned growth characterized by non-agricultural activities. There

Of Kalou town has over time continued to witness tremendous growth and it is one of Kenya's principal towns expected to experience accelerated growth as urbanization continues to take effect. The town has not had an updated physical development plan since the last development plan expired in 2000. Therefore, the municipality lacks a spatial plan which is essential in guiding urban growth and provision of infrastructure. As a result, the planning is carried through piecemeal process by use of Part Development Plans (PDPs), subdivision, change and extension of users being the main development tools used in the Municipality. This has resulted in subdivisions that are not sustainable and have been a constraint to proper planning and development management. Other challenges include uncoordinated development and incompatible land uses leading to land use conflicts.

### 8.4 Urban Planning

Rural-urban linkages play a crucial role in the generation of income, employment and wealth. The survey findings indicate that clustering rural and urban areas into regional planning units may create the necessary enabling environment for extended trade networks and knowledge exchange between the urban areas and the hinterland. As such, stronger rural-urban linkages will play a crucial role in poverty reduction in the Of Kalou municipality by supporting movement of goods and services hence creating market and employment opportunities.

The reciprocal and repetitive flow of people, goods and financial and environmental services (defining urban-rural linkages) between specific rural, peri-urban and urban locations are interdependent; they are the reality of socio-spatial arrangements, creating places with distinct yet interwoven, socially constructed identities (UN-Habitat 2019).

### 8.3 Urban - Rural Linkages

Going forward, there is need to foresee and manage the urbanisation trends by good forward planning of the municipality to curb urban sprawl while also protecting the rich agricultural hinterland. This will be actualised by having an integrated strategic urban development plan, well-resourced personnel and equipment, and a community that is well informed on importance of land use planning and guided development.



is need for a detailed a municipal integrated strategic urban development plan and local plans for the market centres to guide land use, resource allocation and development activities.

### **8.5 Development Control**

Developments need an application for issuance of development permits that provides information to the assessment personnel about the proposed development. Depending on the type of development proposed, the application may require information about what the development will look like when complete, the materials to be used, and any impacts on the surrounding environment.

Most of the developments currently happening within the municipality are uncontrolled, especially as was witnessed and expressed in towns such as Tumanini.

Types of development that need a development application and approval include among other building plans; alterations and additions to existing buildings; demolition of dwellings, change and extension of use, extension of lease, subdivision & amalgamation of land, land readjustments, regularization of existing developments, and outdoor advertising and signage. These activities, in addition to supporting development process, are a major source of revenue. However, the municipality and the county at large face challenges of development control due to among other reasons; understaffing in the physical planning department, weak compliance, low public awareness and absence of physical development plans.

### **8.6 Land Settlement and Holding**

According to CIDP, 2018-2022, most of the land in the county has already been subdivided, allocated and settled with the mean holding size per household being 3.5 Ha. The hinterland has continued to be subdivided further to satisfy the current demand for land. Most of the existing farmers practice small scale farming on the land they reside and there are large scale farms are spread out across the county. However, agricultural land is gradually being diminished by the expansion of towns. Table 8-1 below shows the average land sizes, which the range from 2.87-4.71 acres. However, in the town the mean land holding size is 0.045 acres for commercial and also residential plots.



Source: CIDP 2018

Ownership/Tenure	Area Coverage in km <sup>2</sup>	Percentage
Freehold	283.48	85%
Leasehold	33.35	10%
Public institutional land	16.68	5%
Total	333.5	100%

Table 8-2: Types of Tenure and Size Distribution

In the Municipality, freehold land accounts for 85%, leasehold at 10% and only 5% is land where County and National Government public facilities are located. This is summarised in the table below:

### 8.7 Land Ownership and Classification.

However, through the County and National Government Kenya Informal Settlement Improvement Program (KISIP) these settlements are targeted for upgrading.

There are incidences of landlessness in the County that date back to colonial period, where farm workers who worked for the white settlers have continued to stay in the former labour camps, colonial villages or squatted in vacant plots within trading centres spread out in the County.

Rapid urban population growth due to natural growth, with rural-urban migration and unemployment, lack of affordable housing and lack of infrastructure have resulted to development of informal settlements. Within the municipality, the main informal settlement is in Huruma in O'Kalou town and the other two are found in Mirangine and Rurii.

#### 8.6.1 Informal Settlements and Landlessness

Source: County Department of Lands, Housing and Physical Planning.

Ward	Average land holding sizes (Acre)
Mirangine	2.87
Rurii	4.06
Karau	4.62
Kaimbaga	4.68
Kanjuri Range	4.71

Table 8-1: Average Land Sizes



Housing typologies in Nyandarua County vary from detached, semi-detached, bungalows, maisonettes, row housing and apartments/flats. Flats and row/terrace houses are located mainly in major urban centres such as O'Kalon, Njabini and O'Joro-Orok, while maisonettes, row houses and detached huts are found in the rural areas.

## 8.8 Housing Conditions

According to the residents of some of the main centres in the municipality such as Rurii, Captain and Tumaini, there is the issue of insecurity of tenure. Most of the residents and land owners only have letters of allotment as proof of ownership. They also stated that surveying has not been done and therefore there are issues to do with boundaries. This indicates a need for surveying and allocation of ownership of documents within the municipality. Insecurity of tenure has been seen to slow down development of centres as the owners are afraid to make major development moves due to the fear that they don't have legal documents.

Over 93% of farmers in the county have title deeds in Nyandarua County. In cases where title deeds have not been issued to farm owners, it is emergent that the issues could be due to either non-clearance of Settlement Fund Trustee (SFT) moneys or incomplete processing of succession cases. As per the county records, 99% percent of those holding land in freehold in O'Kalon have title deeds and 10% of those holding land in leasehold within the township have title deeds.

### 8.7.2 Land Ownership

According to Nyandarua CIDP, 2018, most of the land in the county has already been subdivided, allocated and settled in. The mean land holding size per household being 3.5 Ha. This, however, has remarkably reduced due to emergence of unplanned urbanization (urban sprawl). The hinterland has continued to be subdivided further to satisfy the current demand for land. Agricultural land is gradually being consumed by the expansion of towns. Most of the existing farmers practice small scale farming on the land they reside. Large scale farms are spread out across the county.

### 8.7.1 Land Size Holding

This has implications on availability of land for development of public facilities and investment where the government may have to acquire land through purchase for purposes of development. There is need for County and municipality to ensure land for public use is surrendered during the subdivisions in compliance with the law and regulations, to bolster the land bank in a bid to meet the public needs.



Most of the housing in O'Kalon is provided by individuals and private developers. There are only two estates namely Bahati and Huduma estates in O'Kalon which are owned by the County government, with a total number of 21 units housing county public servants.

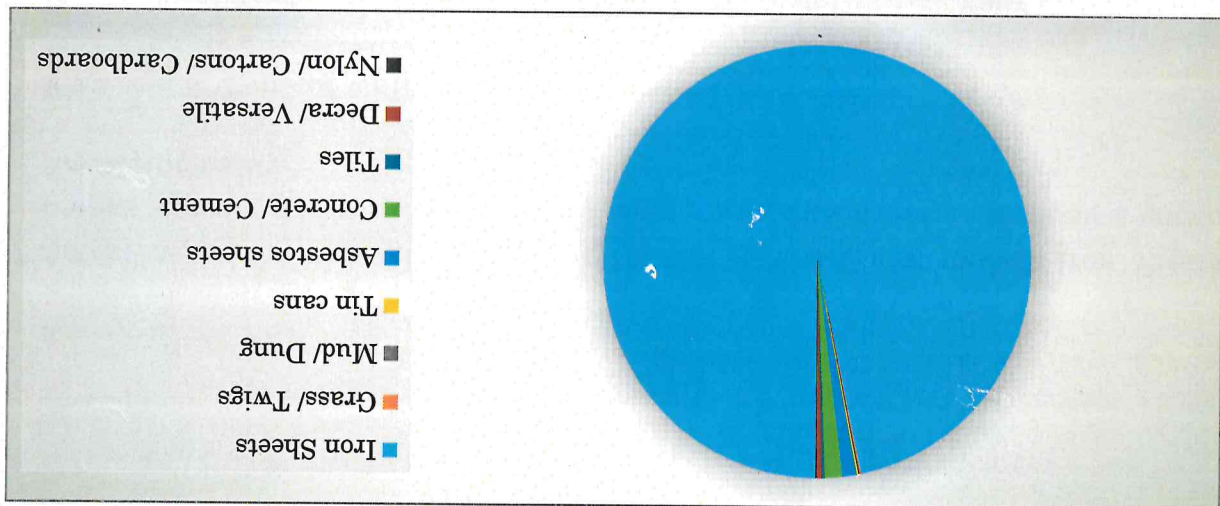
### 8.8.1 Building Materials & Construction

Building materials primarily used in construction, cover walling, roofing, floor, finishes among others. Below is a summary of the building materials used in O'Kalon.

#### 8.8.1.1 Roofing Material

The most common type of roofing material is iron sheets as seen in the chart below.

Figure 8-3: Roofing Material



Source: KPHC 2019

From the table above, 96.6% of households in O'Kalon have sheets roofing material.

The most dominant types of floor materials are earth and concrete

8.8.1.3 Floor Material



Figure 8-5: Type of wall and roofing materials

According to the data above majority of the residents use mainly iron sheets, trunks, cement and cow dung to build their walls. Below are a few houses within the municipality

Source: KPHC 2019

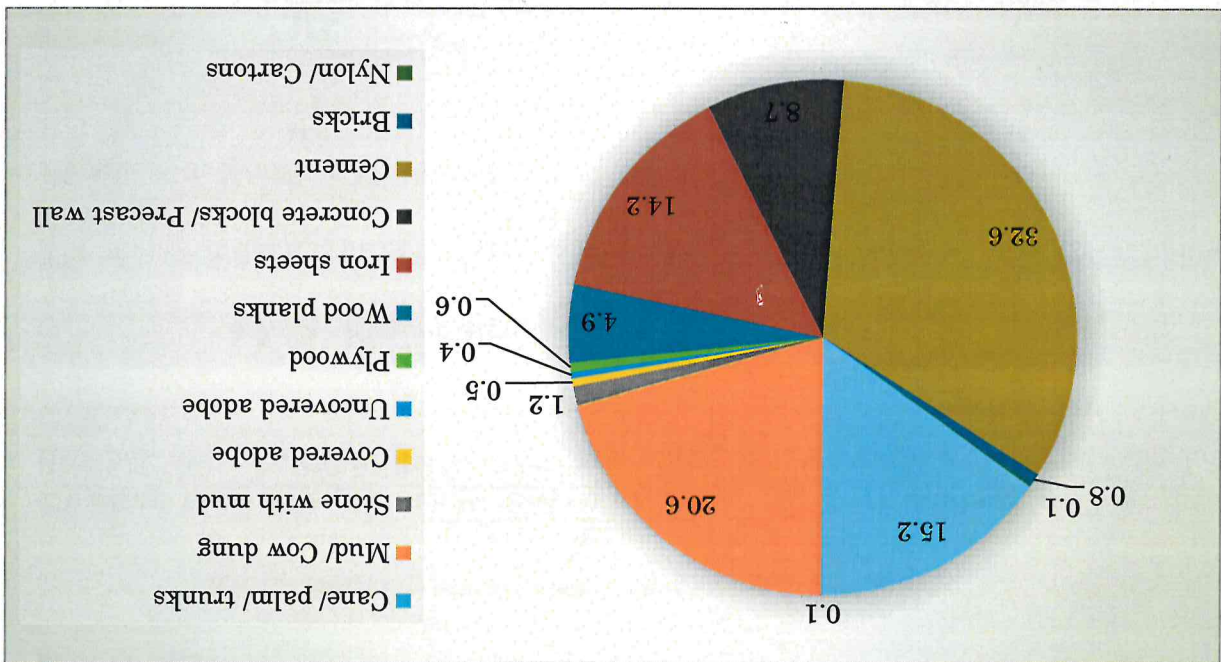


Figure 8-4: Type of Wall Material

8.8.1.2 Wall Materials



Source: KPHC 2019

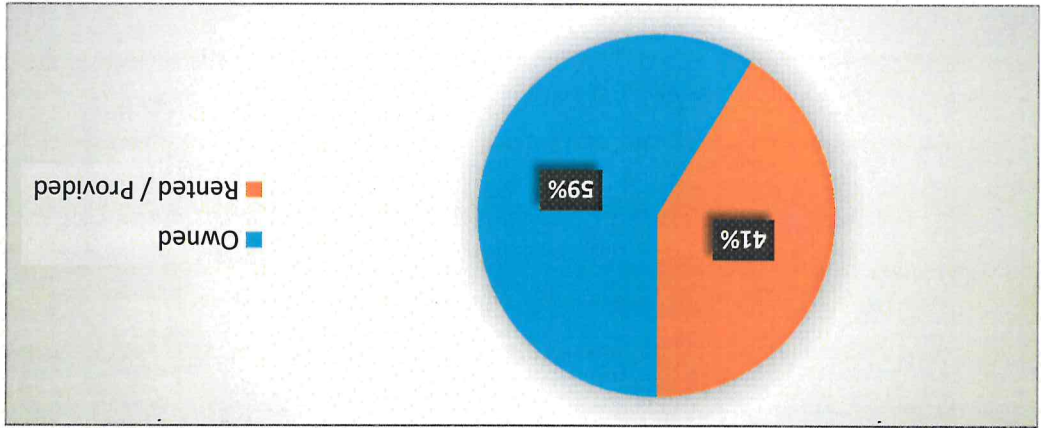


Figure 8-7: Housing Tenure

Housing tenure refers to the financial arrangements under which someone has the right to live in a house or an apartment. The main types of housing tenure are tenancy where the occupant pays rent to the landlord and owner occupancy where the occupant owns the home. In Nyandarua Central, which forms OrKalon, majority of the residents, 12,843, have owner occupancy type of housing tenure while 9,007 are tenants. Below is a summary of housing tenure in the Sub-county.

8.8.2 Housing Tenure and Typology

Source: KPHC 2019

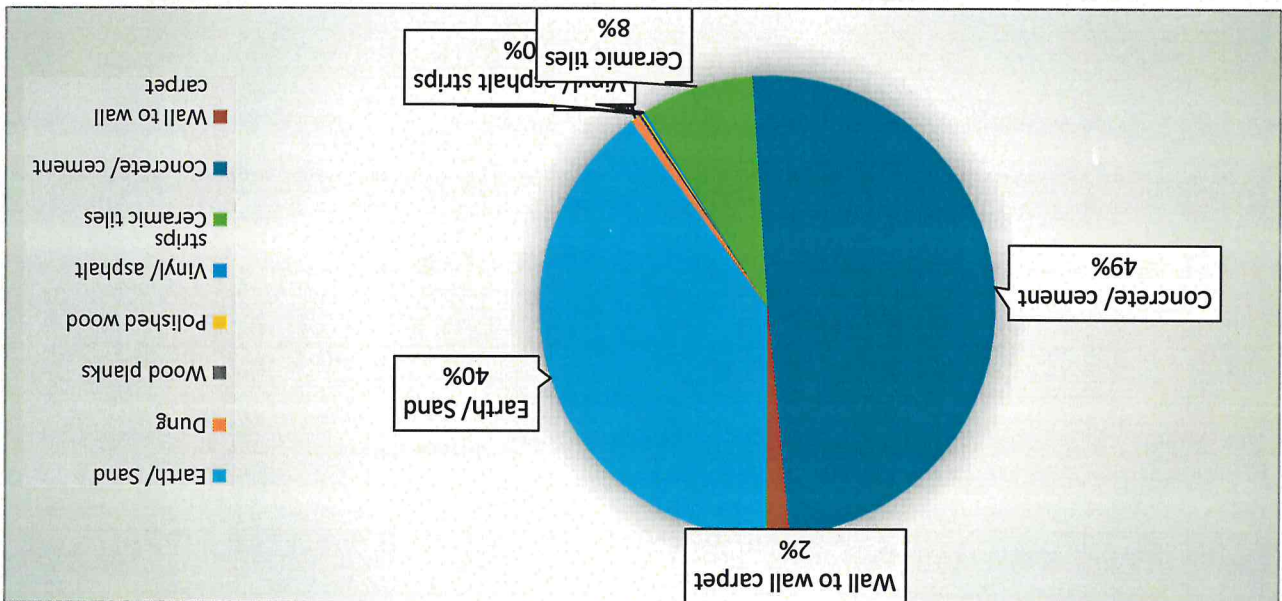


Figure 8-6: Type of Floor Material

Source: KPHC 2019

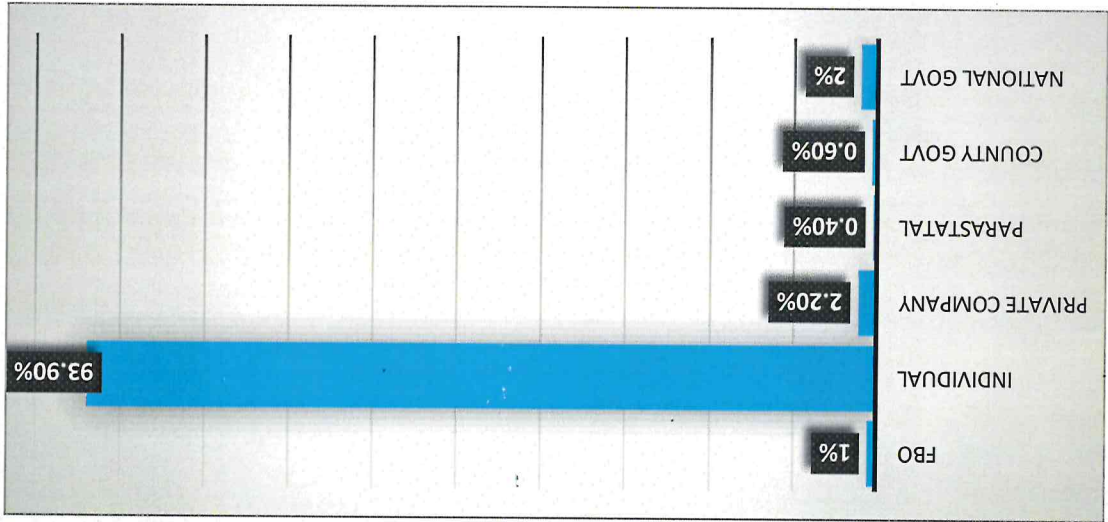


Figure 8-9: Distribution of rented houses

Under the tenancy mode of housing tenure, the houses are provided by the National Government, The County Government, parastatals, and private companies or Faith Based Organisations (FBOs). Below is a summary of the providers of the 9007 rented houses in O'Kalon.

Source: KPHC 2019

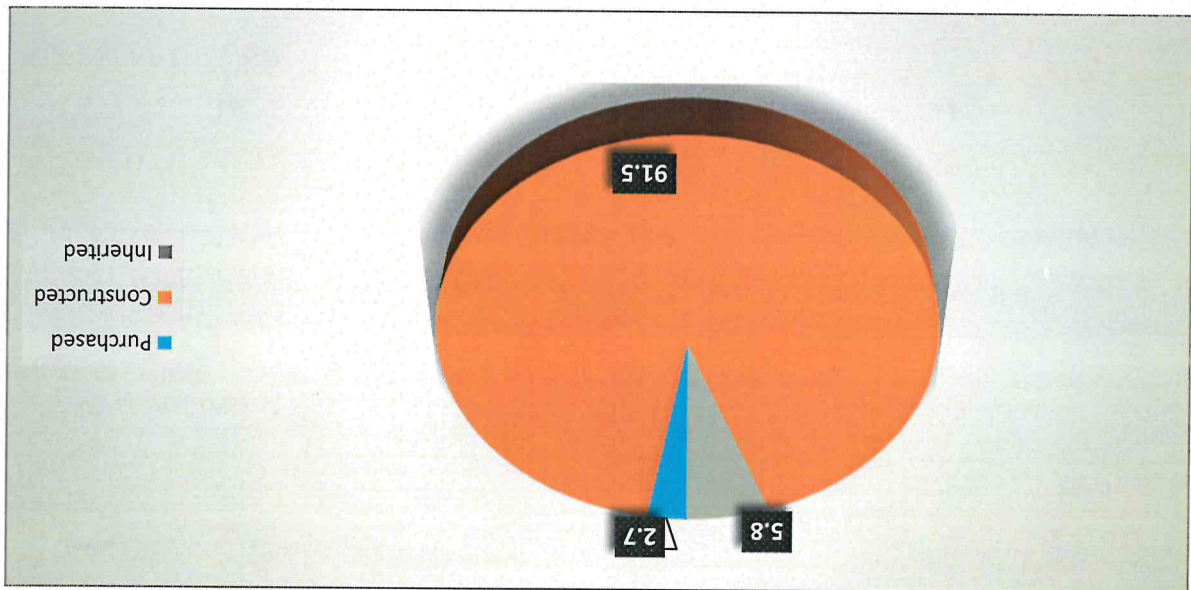


Figure 8-8: Owned Houses Mode of Acquisition

Among those who own their home, some have built them while others have bought or inherited them. Below is a summary of the owned houses mode of acquisition.



### 8.8.3 Housing Stock and Projections

The population projections undertaken reveal that Ol'Kalou Municipality is a fast-growing urban area. By the year 2025, the demand for housing and services will be high to serve the projected population of 82,124 persons. These expected dynamics catalysed by the expected population rise would significantly impact on the spatial framework of the Municipality.

9.1 Agriculture

This is the main economic activity in Orkalou Municipality. Agricultural land covers the biggest proportion of the municipality land mass with agricultural mainly done on Orkalou Salient.

9.1.1 Main Crops

The municipality has a large proportion of its farming area dedicated to food crops which include potatoes, brassicas, kales, spinach, cabbages, maize, garden peas, dry beans, tomatoes, onions and shallots. These crops are not exclusively meant for subsistence, as they also account for significant income for most of the households.

9.1.2 Average under Food and Cash Crops

Food crops are mainly produced on relatively medium scale, which is due to the smallholding sizes as a result of population pressure. The area under cash crops is unlimited since economical production requires large parcels of land.

The acreage under food and cash crop in the area is as follows:

Table 9-1: Acreage under Food and Cash Crops

Crop	Average (ha)
Potatoes	850
Maize	400
Wheat	300
Peas	150
Cabbages	200
Beans	370
Tree tomatoes	50

Source: Department of Agriculture, Livestock and Fisheries

9.1.3 Average Farm Sizes

The average farm size is 0.6 hectares for small-scale farmers and 4 hectares for large-scale farmers.



Value addition is the process of increasing the economic value of a commodity through particular production processes. The value addition processes carried out in this area include drying, sorting, grading and packaging especially cereals, storage in stores/warehouse awaiting better returns, processing and storage especially the potatoes and shucking garden peas ready for use.

**9.1.4 Value Addition**

Livestock farming is also a major activity in the Municipality with the main animals reared being indigenous and exotic species of cattle, goats, pigs, sheep, rabbits and poultry. Dairy farming is the dominant enterprise in the livestock subsector. Bee keeping is also being practiced by several farmers in the region. The main value addition activities on livestock products include milk processing, cooling of milk, processing and packaging of honey and leather tanning. Most of these activities are on small scale. Table 9-2 below shows the different types of livestock reared in O'Kalon.

**Table 9-2: Livestock Breeds**

Livestock	Breed
Dairy cattle	Friesian (53%) Ayrshire (32%), Guernsey (4%), Jersey (1%) and cross-breed 10%
Pigs	Large White and Landrace
Sheep	Choriatles, Dorper, Small African red Maasai, Merino breeds and Hampshire dawn
Goats	Germany alpine, crosses of Saneen and Toggenburg
Poultry	Indigenous upgraded Rainbow rooster, Sasso, Kenbro and Kroiler

*Source: Department of Agriculture, Livestock and Fisheries Development*

The chart below further shows the numbers of each livestock type in the municipality.

Horticultural activities within the municipality involve production, marketing, and use of high-value, intensively cultivated crops such as potatoes, kales, spinach, fruits, flowers and ornamental plants. Figure 9-1 below shows a flower

### 9.1.7 Horticulture

The main fishing activities in the county are fish pond farming, dam and riverine fisheries. The main fish species include tilapia, catfish, trout and common carp. Only 1.5% of households are reported to practice fish farming. As at 2014, there were 229 fishponds according to the Department of fisheries. Currently, the total acreage under fishing in Ol'Kalou is 330 acres and the average fish farm sizes are 17 acres according to the 2019 KPHC. Value addition remains unexploited in the area.

### 9.1.6 Fish Production

- Pest and diseases
- Lack of milk processing plants, although there are milk cooling plants.
- Poor milk prices rendering no profit to the farmer.

Some of the challenges that affect livestock production in Ol'Kalou include;

#### 9.1.5.1 Livestock Production Challenges in Ol'Kalou Municipality.

Source: Department of Agriculture, Livestock and Fisheries Development, 2017

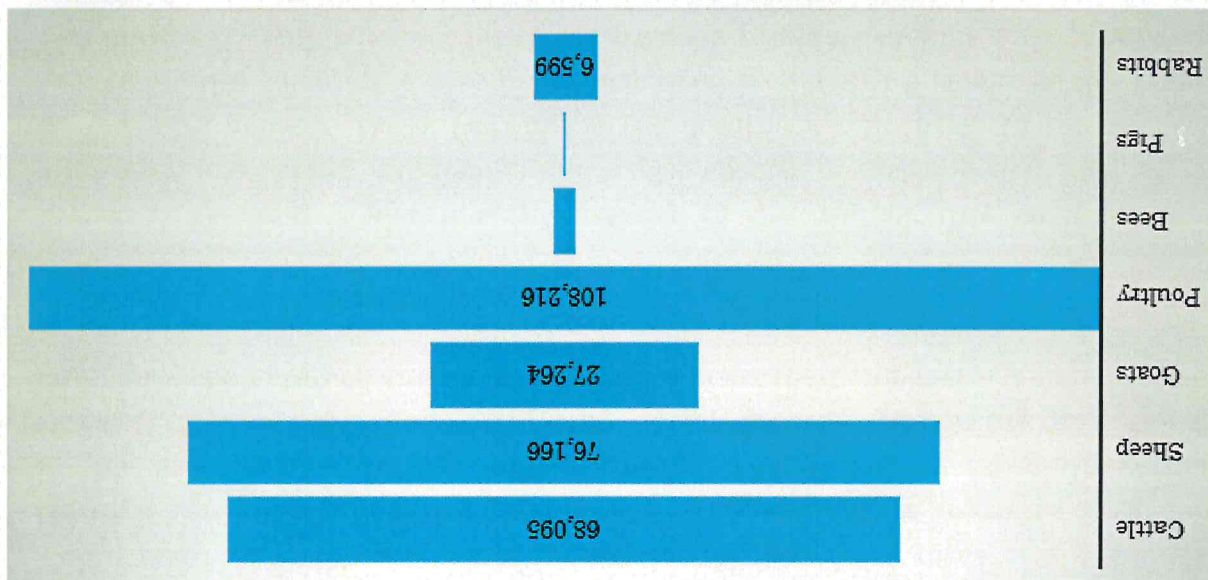


Figure 9-1: Livestock in Ol'Kalou, 2015



The survey also identified other areas of intervention such as:

improving marketing of farm produce.

market along the main road was also highlighted as an important area of improved the existing ones in the peri urban towns. Development of a farmers visits, it was emergent that there is the need to construct more markets or warehouses by agro-stockists, and granaries surrounding the farms. During field marketing, National Cereals and Produce Board (NCPB) depot, food stores, include construction of modern market at OrKalon town to ensure food access and wastage of such food items. The main food security storage facilities in the area Food storage ensures that perishable food items stay fresh for long and reduces life.

Food security is a measure of the availability of food and individuals' ability to access it. According the United Nations, food Security means that all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy

### 9.1.8 Food Security- Production, Access Storage and Marketing Facilities

Source: Field Survey January 2021

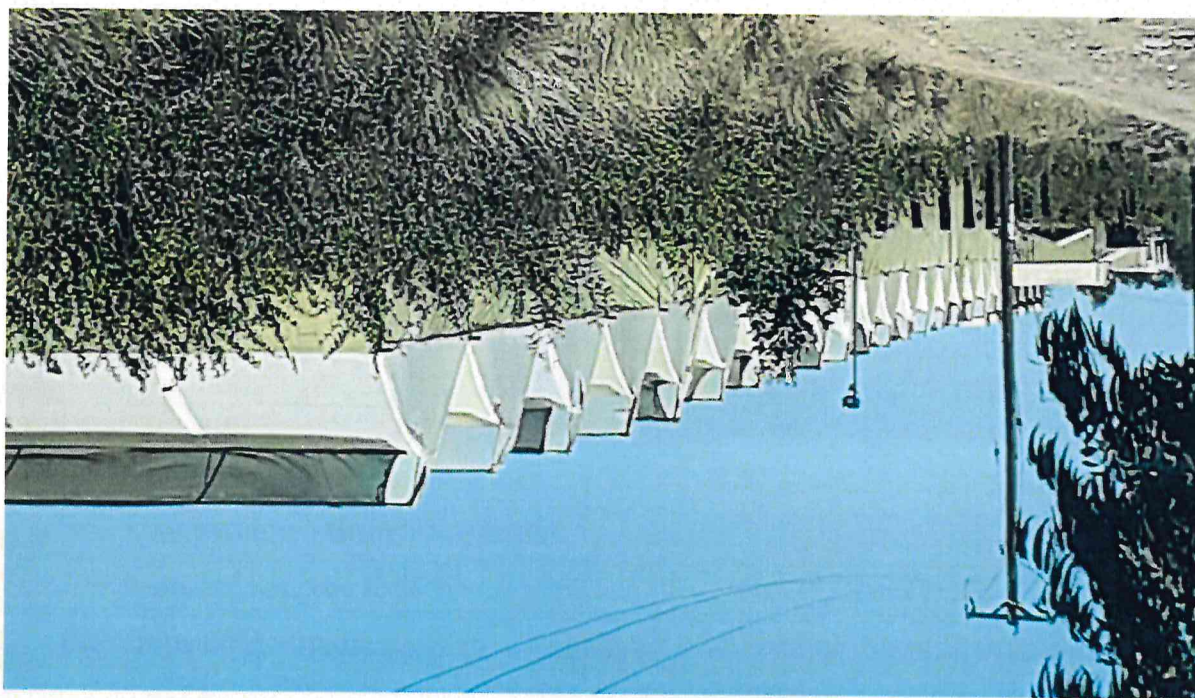


Figure 9-1: Golden Tulip Flower Farm in Kaimbaga Ward

farm at Kaimbaga Ward. Floriculture is developing as major farming activity in OrKalon.



There are a number of tourist attraction sites in the County and also within the environs of the O'Kalon which includes:

- The Aberdare National Park Activities, where main activities include hiking, trout fishing, and wildlife watching, visiting the dragon's tooth and camping. According to (CSP 2016-2026) Aberdare's ecosystems have rich historical heritage and diversity in flora and fauna. Aberdare has perfect topography and magnificent scenic views of inter-locking spurs ideal for film and photography.
- The lake O'bolosat, whereby the main activities carried out here include camping, bird and hippo watching. There are over 800 hippos in this lake.
- The Mau-Mau caves in O'Kalon are potential sites for cultural tourism since they are associated with Kenya's struggle for independence.

## 9.2 Tourism and Wildlife

Animal welfare refers to how an animal copes with the conditions in which it lives. Good animal welfare requires disease prevention and veterinary treatment, appropriate shelter, management, nutrition, humane handling, and humane slaughters

Livestock rearing is a key economic activity in O'Kalon. During the survey, the need for providing milk coolers, modern slaughter and animal welfare services were identified as important interventions to promoting livestock sector and the local economy.

### 9.1.9 Animal Welfare

- Provision of subsidized inputs & services such as fertilizers, certified seeds, & mechanized services.
- Provision of warehouse facilities services (for hire) especially cereals & cold storage facilities for vegetables & fresh produce.
- Improved infrastructure – marketing spaces & outlets, passable feeder roads in wet seasons.
- Provision of extension services



The conservation of cultural heritage in O'Kalon seeks to recognize the soft culture- the ways of living of the people, indigenous knowledge, the cultural significant heroes, and the hard-cultural heritage- the cultural sites, monuments, landscapes and artefacts.

Cultural heritage is the legacy of physical artefacts and intangible attributes of a society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations. Cultural heritage includes tangible culture (such as buildings, monuments, landscapes, books, works of art, and artefacts), intangible culture (such as folklore, traditions, language, and knowledge), and natural heritage (culturally significant landscapes, and biodiversity). Cultural heritage preservation thus refers to the deliberate act of keeping the cultural heritage of a society for the future.

### 9.2.2 Cultural Heritage Sites

Tourist attraction sites go hand in hand with accommodation and as discussed above, there are a number of them in the area. Hotels that are located in O'Kalon Municipality include Royal Gardens, Lake O'Polosat Resort, Aberdare Ranges Resort, Tranquil and Mood hotels among others. These hotels offer accommodation, conferencing and restaurant services. There is potential for hotel and conferencing facilities in O'Kalon given its proximity to other major towns in the region.

### 9.2.1 Classified/Major Hotels

- There are Happy Valley Homes in O'Kalon Municipality such as Krugler House and General China Home. The homes were previously owned by white settlers/nobles. Currently, they are privately owned though the town have limited rights in regard of the houses since a court injunction filed by the museums of Kenya prohibits the demolition of these houses.
- The Turasha Gorges offer activities such as watching beautiful sceneries and enjoying the blissful atmosphere
- The O'Kalon arboretum with activities such as nature walk, camping, wedding events, photography and funfair grounds for children

### 9.3 Mining

Stone quarrying and sand harvesting are the main mining activities in the area. This is done at small scale with main quarrying sites found in the vicinity of Orikalou town which provides materials for building and road construction and maintenance such as gravel and murrum.

### 9.4 Trade and Commerce

The main trading establishments in Orikalou Municipality include retailers, supermarkets and wholesalers. Other business includes hotels, petrol stations and liquor outlets.

#### 9.4.1 Markets

The County has over 76 open air markets and 4 developed markets by both the national government and the rest by county government. Majority of them have scheduled market days where buyers and sellers assemble for trading on retail basis. Major goods traded in these markets include potatoes, cabbage and tomatoes among other agricultural produce, second hand clothes and household items. There is a new modern market at Orikalou town. However, the Olorindo market located along Orikalou-Gilgil road is not operational while others like Captain Market centre need to be expanded and new markets need to be constructed in places like Tumaini, Kariamu among others. The municipality has a huge untapped capacity for markets and food storage facilities due to its agriculture potential. The issues of market functionality and access are key as site selection is being determined.

Support infrastructure to the markets is inadequate and lacking in other areas. Figures below depicts the status of these infrastructure.



Source: Field Survey 2021



Figure 9-3: Overcrowded market in Captain Centre

Source: Field Survey 2020



Figure 9-2: Unused Public Toilet at Captain Market



The most potential industries in the Municipality are agro-based with O'Kalon Dairies Limited and Brookside Dairy being the main industries. There are also light industries in light manufacturing and construction industry that do not involve heavy and capital-intensive and production equipment. The Municipality has huge potential for agro-processing and farm inputs industries which need to be exploited.

### 9.4.3 Industries

Wholesale trade is concerned with buying goods from manufacturers or dealers or producers in large quantities and selling them in smaller quantities to others who may be retailers or even consumers. Retail trade is concerned with the sale of goods in small quantities to consumers. For instance, Jamaa Supermarket, Bekin Hardware and Traders in O'Kalon Municipality carry out wholesale and retail trading.

### 9.4.2 Wholesale and Retail Trading

*Source: Field Survey 2021*

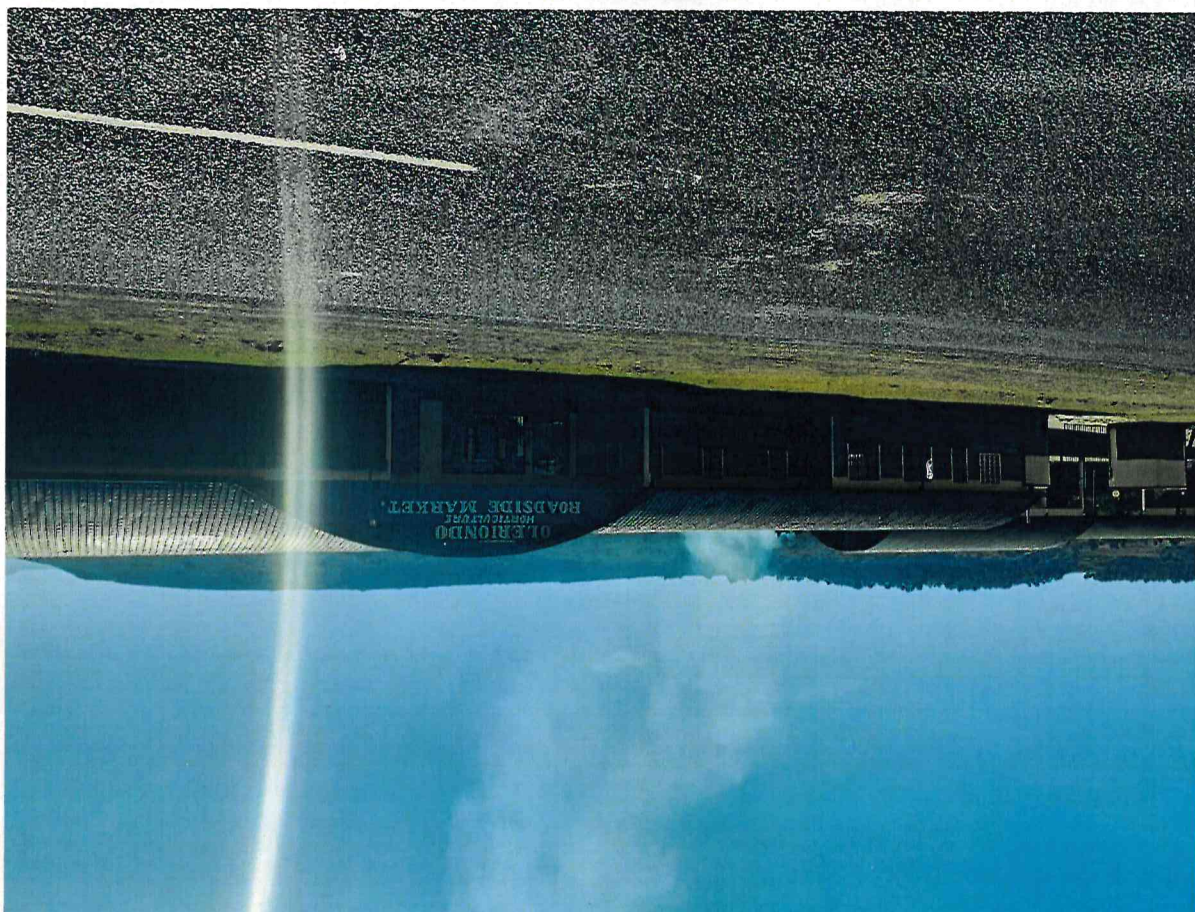


Figure 9-4: Un-operational Market - Olorindo



In the absence of a strong formal industrial base, the Jua Kali sector remains the most important economic activity. The main activities include tailoring, carpentry and joinery, blacksmith, welding/ fabrication and motor vehicle repairs. This sector provides the bulk of farm implements. The County has a total of five Jua Kali associations with a combined membership of 1023 people.

**PART III: PLAN FORMULATION: SECTORIAL  
STRATEGIES, PROGRAMS, PROJECTS AND  
SERVICES.**



- Construction and operationalization of strategic markets and stalls for traders.

The strategies to achieve this goal include:

Goal: To promote the growth of the local economy by providing suitable infrastructure and educating the locals on the best economic activities for high returns.

## 10.2 Local Economy Strategies

- Conduct a proper job analysis to enable the municipality determine optimal staffing, develop job content and attract competent staff.
- Capacity building and training of municipal board and the staff to carry out their functions efficiently.
- Establishment of departments and units for efficient implementation of municipal functions as per the delegated functions
- Avail requisite equipment and technologies to help the municipality execute its mandate efficiently.

The strategies to achieve this goal include:

Goal: To enhance the capacity of municipality to deliver services

To enhance the performance at the municipal level, there is need to empower the people responsible for the implementation of this plan by equipping them with the necessary skills. This includes the municipal board and municipal staff.

## 10.1 Municipal Administration Strategies

This chapter presents the strategies which are based on the delegated function of Municipality as defined in section 3.4 and which were also highlighted by the community in the course of preparing this plan. This chapter further informs the projects which the municipality is expected to deliver as detailed in section 12.5 on sectoral programs and projects.

- Upgrade roads to all weather standards to enable easy access to services and stimulate socio-economic activities.

The strategies to achieve this goal include;

**Goal:** To ensure an efficient inter and intra-municipality transportation network.

An effective and efficient transport system is an important prerequisite in facilitating national and regional integration, movement of people, goods and services; promote trade. This will enhance economic growth, reduce poverty and create wealth.

### 10.3 Transport Strategies

- adopt good practices in utilizing our agricultural resources
- Identify and benchmark with agro-based twin cities to learn, inform and Educate the community on advantages of buying local produce/products.
- Organize annual investment conferences to market and showcase O'Rkalou as a viable investment destination which can guarantee adequate returns.
- Establish agro-based industries to manufacture farm inputs such as chemicals, equipment, feeds and seeds to support the rich agricultural hinterland.
- Establish a modern abattoir in O'Rkalou targeting Nyandarua and neighbouring counties.
- Support farmers through veterinary services, artificial insemination, training and marketing.
- Promote new technologies and value addition for farm produce like milk, potatoes and other perishables through storage and processing among others.
- Providing investment incentives.
- Promotion of the cottage industries through allocation of space and and services, boost investment and increasing working hours.
- Improve basic physical infrastructure such as access roads, provide markets, and improving security lighting to enhance movement of goods



- Enact policies and county by-laws that encourage public-private sector initiatives, and joint venture in housing project investments and in provision of basic infrastructure services;
- Promoting compact development in urban areas to maximise on land utilisation, manage urban sprawl and reduce cost of infrastructure provision;
- Promoting affordable building technologies;
- Provide tenure security to plot owners to promote investments;
- Controlling illegal subdivisions through development control, enforcement measures and coordination with other actors in land sector.

This goal will be realized through the following strategies as envisioned below.

**Goal:** to provide decent and affordable housing by moving people from the informal settlements.

Key elements of sustainable housing entail affordable and durable housing, improved basic infrastructure such as water, sanitation, liquid and solid waste management; secure land tenure and clean environment. Today many cities and town in Kenya exhibit dual economy of housing characterized by both formal and informal housing with over 60% of the people residing in the informal settlements.

### 10.4 Sustainable Housing Strategies

- Establish efficient transportation support facilities (parking lots, bus termini, short and long-distance lorry parking lots, lay-bays, *boda boda* sheds and railway terminus) within O'Rkalou and satellite towns of Kariamu, Rurii, Ndemi, Captain and Tumaini.
- Promote multimodal transportation system by integrating vehicular, para-transit, pedestrian walk-ways and bicycle lanes.
- Ensure road design integrates drainage, walkways, street lighting, signages, street furniture and beautification.
- Develop, promote and ensure compliance to bylaws on buildings, street trading and parking to prevent road and public spaces encroachment.

**Strategies:**

The following strategies are proposed to meet the increased water demand in the next five years.

**Goal:** To ensure provision of safe, clean and reliable water supply

The purpose of this plan is to lay a foundation towards ensuring OKkalou municipality becomes a fully water secure town by 2030. This will be realized by adoption of efficient water technologies, prudent use of existing water resources and developing new ones to meet the industrial, residential and agricultural needs.

### 10.6 Improved Water Access Strategies

- Establish additional health facilities by constructing a level 3 hospital to relieve pressure on JM Karivuki Referral Hospital,
- Sensitize the community of the various affordable health insurance policies such as National Hospital Insurance Fund (NHIF) and community health schemes,
- Educate the community on ways of maintain personal hygiene.
- Improve access to health services by providing mobile clinics to the underserved areas,
- Establish new and upgrade the existing public health facilities in the peri-urban areas to improve access to affordable health services
- Target to meet the planning standards of one health centre and one hospital for every 20,000 and 50,000 persons in the population, respectively.

**Goal:** To improve access to affordable and high-quality healthcare to realize healthy and well-nourished citizen. This can be achieved by the following strategic approaches;

Health of the population is pertinent to social and economic development in a nation including an urban setting.

### 10.5 Health Strategies.



As per the African Union Agenda 2063, "well-educated citizens with skill underpinned in science, technology and innovation embedded from early childhood, education to primary, secondary, technical, vocational and higher education, Africa can witness a true renaissance, through investments made by governments and the private sector in education and in technology, science, research and innovation, thus laying the basis for competitive economies built upon human capital to complement its rich endowments in natural resources". The ORKalon Municipality IDeP aims to realize access to quality education through the following goal and strategies. Since education is a shared responsibility between

### 10.8 Education Strategies

- To enhance access to electricity. This can be achieved through
  - Last mile connectivity to unserved areas
  - Lowering the cost of connection to encourage more connections.
  - Lowering the electricity tariffs to make the cost sustainable.
- Explore potential sources and encourage use of renewable energy including wind, solar, bio among others.

As mentioned in section 6.8, energy is key in encouraging and supporting industrialization, economic ventures and other socio-economic exploits. To be able to have the desired outcome and make it sustainable, the energy must be adequate and accessible in terms of cost and availability. ORKalon Municipality stands to benefit from an enhanced access to energy. Direct benefits include increased working hours, investments and innovations and general security. To achieve the said gains, the municipality can explore the following strategies in regards to enhancing access to energy;

### 10.7 Energy Access Strategies

- Expansion of water supply through household reticulation
- Increase water supply by drilling of boreholes,
- Provide reservoirs to cushion against water shortage
- Promote rainwater and surface runoff water harvesting
- Construct dams, water pans to support irrigation in peri-urban areas.
- Promote water soil and water conservation technologies.

- Create awareness on safe waste disposal methods and reuse
- Increase collection by provision of solid waste bins and transfer stations in the strategic areas.
- Purchase refuse trucks to facilitate transfer to these transfer stations
- Sensitize on circular economy of waste
- Promote technologies and enterprises on waste recycling and reuse

### Strategies

To guide sustainable solid waste management to ensure a healthy, safe and secure environment for all. This can be achieved by:

### Goal:

Of Kalou like other major urban areas in Kenya has weak solid waste and liquid waste management system due to inadequate collection and handling facilities, low levels of waste segregation and minimal adoption of new technologies in waste management and disposal. This coupled with low community awareness and non-compliance to environmental regulations leading to littering and illegal dumping. The implementation of the following goal and strategies will facilitate management of these problem.

## 10.9 Solid Waste Management Strategies

- Ensure there is adequate and well equipped ECDF centres in every village
- In partnership national government, provide sufficient primary and secondary facilities within the municipality.
- Encourage private sector investments in the education field.
- Construct youth polytechnic centres of excellence in every ward.
- In partnership with national government, establish University of Nyandarua at Captain.

Goal: To provide quality and accessible education for all. This can be achieved by:

the national and county government, close collaboration will be critical for the success of this human development pillar.



**Goal:** To have a planned municipality with functioning planning systems that interlinks various sectors and land uses with the aim of improving the livelihoods of OrKalon residents.

This plan hopes to set the foundation of a well-planned municipality that integrates key sectors through existing physical and functional linkages thereby creating a conducive environment for work, play and live while supporting the economic activities and generating to the GDP of Nyandarua County. This can be achieved through application of the following strategies.

### 10.11 Urban Planning Strategies

- Board; secure funding for increased water and sewer coverage.
- In partnership with OLWASCO and Ewaso-Nyiro North Water Services
- Promote water recycling and reuse.
- Promote innovative techniques and eco-friendly sanitation technologies such as bio digesters to achieve 100% coverage in un-sewered areas.
- Promote residential, industrial and institutional areas.
- Extend the existing sewer reticulation and connections in the CBD and in

### Strategies

**Goal:** To have a sustainable and environmentally friendly liquid waste management system

years.

With an inadequate sewer coverage, OrKalon continues to struggle with liquid waste management. With an increased population and as development continues to expand from the CBD to peri urban and the urban centres in the municipality, this can only get worse unless mitigations are put in place. To realise improved liquid management this plan proposes the following interventions in the next 5-

### 10.10 Sewerage & Liquid Waste Management Strategies

- Adoption of polluter pay principle
- License and regulate the small-scale private waste collectors

- Preparation of Integrated Strategic Urban Development Plan (ISUDP) to inform, direct growth and development of OrKalon municipality into a modern city assuring quality of life to its people
- Identify and benchmark with best urban development practices to inform the municipal development
- Evaluate the comparative advantage of major centres to inform their future planning and development
- Enhance security of tenure of the plots within the market centres by surveying and titling to boost investor confidence
- Embrace requisite technology for guiding and monitoring spatial development
- Develop and implement county land use policy to check on unplanned urbanization and uncontrolled development.
- Formulate municipality housing policy

## 10.12 Disaster Risk Management Strategies

About 90% of natural disasters are climate-related while only 10% are due to geological, biological and human activities. Disasters are serious disruption to the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

The primary aim of a disaster management plan is to map disaster prone areas, protect residents and save lives, avert potential disasters or minimize the effects and to prepare residents on managing disasters. OrKalon is susceptible to disasters such as flash floods within the informal settlements, rock falling/landslides, fires and dust storms. While some disasters may be natural, the following can be put in place to manage such disasters.

**Goal:** To avoid the generation of new risks and improve resilience to the effects of natural and man-made disasters.

- Regular monitoring, collection, analysis and evaluation of information on the most frequent disasters;
- Prior preparation through equipment such as ambulance, hydrants and fire engine;



- Promotion of energy saving technologies such as biogas and energy saving stoves, solar and wind energy; and energy saving appliances;
- Promote greening of the town through tree planting and protection of open spaces;
- Promote green architecture philosophy that advocates sustainable energy sources, the conservation of energy, the reuse and safety of building;
- Establish early warning systems on drought;
- Enforcement of laws regarding encroachment of river banks, forests, wetlands,
- Mainstream climate change into environment audits, environmental impact assessments and strategic environmental assessments;

Climate change mitigation strategies include;

Goal: To minimise the possible impacts of climate change and to reduce the negative effects it has.

Some of the manifestations of climate change in Orkhalou include unpredictable weather patterns including short rainfall and prolonged droughts, displacement of people and drought. In order to combat climate change and its impacts; enhance adaptability and resilience, the following strategies need to be put in place in Orkhalou.

Climate plays a major role in influencing socio-economic and environment activities as it determines the space-time distribution of the resources. On the other hand, climate change is considered as one of the serious threats to sustainable development globally as it affects the sectors of environment, human health, food security, economic activities, natural resources and physical infrastructure.

### **10.13 Climate Change Mitigation and Adaption Strategies.**

- Continuous assessment of safety standards in buildings;
- Production of regular early warning disaster management bulletins and publications;
- Maintenance of a database of information and trends on disaster management;
- Establishment of the disaster response team with a clear line of command.

The Board also established six committees charged with the tasked with oversight role of implementation of the municipal functions as per Figure 11-2 below. The committees will work hand in hand with the municipal departments to ensure smooth and timely execution of the departmental functions as elucidated in this plan.

Through the Executive Committee the Committee Executive Member in charge of Industrialisation, Trade, cooperative and Urban Development is overseeing the management of municipality function in the County. The Board therefore seeks policy guidelines from his/her office.

The County has responded to the above requirement through the establishment of management structure for the municipality by having a defined functional structure as shown in Figure 11-1 below.

The management of the municipality is administered by Municipal Board on behalf of the County Government. Further the board is allowed to establish committees within the existing guidelines to ensure efficient performance of its functions. On the other hand, the executive arm is headed by a Municipal Manager who heads the administrative and technical staff and is charged with mandate of implementation of the decisions of the board.

### **11.2 Management Structure**

This chapter provides and outlines the institutional framework that will be applied in implementing the Municipality Integrated Development Plan. The Municipality is established as per the requirements of Urban Areas and Cities Act, 2011 (amended in 2019)

### **11.1 Overview**

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## **CHAPTER 11: MUNICIPAL ADMINISTRATION AND INSTITUTIONAL FRAMEWORK**



1) Administration Department

In line with Urban Areas and Cities Act, 2011 (amended in 2019), O'Kalon Municipality has created a six-department management structure headed by the Municipal Manager mandated with responsibility of implementing board decisions. The management structure and the functions are structured into six (6) departments summarised below:

11.3 The Municipal Sub-Committees

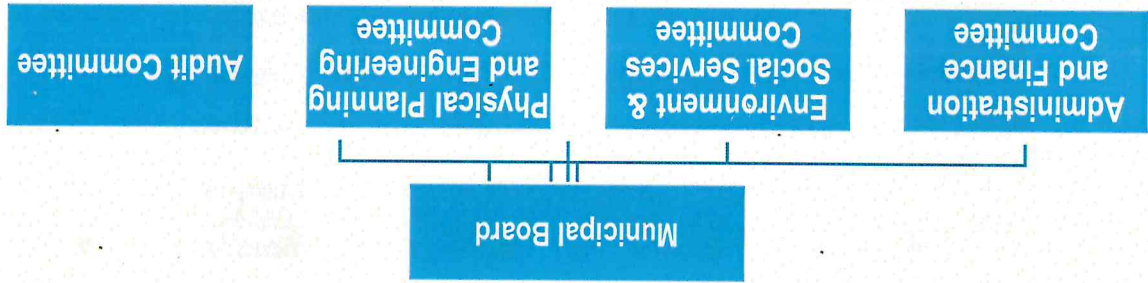


Figure 11-2: Municipal Board Structure

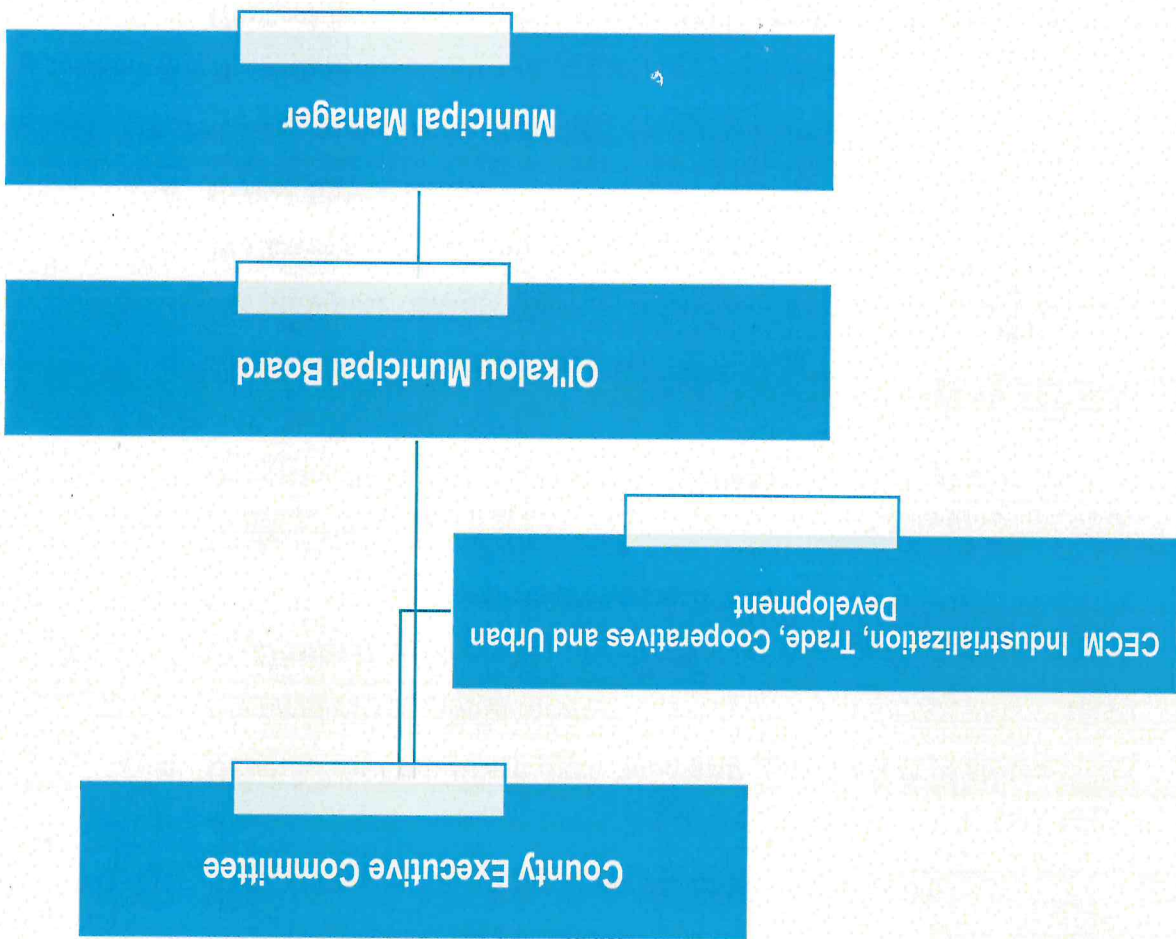


Figure 11-1: Functional Structure between the Board & County Executive

- Municipal administration services
  - Human resource management
  - Enforcement of municipal plans, bylaws and policies
  - Regulation of traffic control and parking
  - Develop and maintain data base and information systems
  - Performance management
- 2) Finance Department**
- Financial management and accounting
  - Budgeting
  - Revenue collection and revenue generation strategies
- 3) Engineering Department**
- Maintenance of urban roads
  - Storm water drains
  - Walkways and non-motorized transport
  - Street lights
- 4) Urban Planning Department**
- Development planning
  - Control land, land sub-division, land development and zoning
  - Development control
  - Development of schemes
- 5) Social Services Department**
- Regulation of outdoor advertising
  - Maintenance and regulation of municipal markets
  - Promotion and regulation of sports and cultural activities
  - Maintenance of bus stands and taxi stands
- 6) Environment and Health Committee Department**
- Solid waste collection and waste management
  - Provision of water and sanitation services
  - Recreational areas, parks and beautification
  - Regulation of animal control and welfare
  - Management of funeral parlours, cemeteries and crematorium



S/NO	Position	Proposed	In-post	Variance	Job group
1.	Municipal Manager	1	1	0	Q
2.	Municipal Accountant	1	0	1	P
3.	Municipal Economist	1	0	1	N
4.	Physical planner	2	0	2	K
5.	GIS Officer	1	0	1	K
6.	Clerk of Works	2	0	2	K
7.	Municipal Environment Manager	1	0	1	N
8.	Enforcement Officer in Charge	1	0	1	K
9.	Enforcement Officers	10	0	10	H
10.	Administrative officer	1	0	1	K
11.	Procurement Officer	1	0	1	K
12.	Grounds Men	15	0	15	D
13.	Street Sweepers	15	7	8	D
14.	Accountants	2	1	1	K
15.	Secretaries	2	0	2	J
16.	Drivers	2	0	2	E
17.	Social Welfare officer	1	0	1	K
18.	Community Development officer	1	0	1	M
19.	Internal auditor	1	0	1	K
20.	Clerical Officers	3	0	3	H
21.	Project Manager	1	0	1	K

Table 11-1: Human Resource Requirements

Human resource is key requirement for a successful implementation of this Strategic Plan. The municipality has also come up with staff establishment with proposed strategic team with the responsibility of implementing the various functions of the Municipality as shown in Table 11-1 below. The Plan has also provided a framework of implementation of various positions and provided a detailed budget as shown in the preceding chapter.

### 11.4 Human Resource Requirement

S/NO	Position	Proposed	In-post	Variance	Job group
22.	Revenue Officer	1	0	1	K
23.	Revenue clerks	5	0	5	H
24.	Architecture	1	0	1	K
25.	Civil Engineer	1	0	1	K
26.	Quantity Surveyor	1	0	1	K
27.	Public health officer	2	0	2	K
	Total	76	9	67	



## CHAPTER 12: PLAN IMPLEMENTATION AND FINANCIAL REQUIREMENT

### 12.1 Revenue and Financial Resources Requirements

In order to deliver its mandate as defined in the UACA 2011 and the municipal charter, the Municipality does not collect revenue and the role is being undertaken by the County. At the moment, the County usually make periodic funding to the municipality of such amounts necessary to finance transferred activities identified for implementation.

However, the sustainability and viability of the municipality is dependent on the ability to generate revenue to able to carry out its functions. This plan has identified the various revenue and financing streams of the municipality as discussed below. Table 12-1 shows a four (4) year revenue collection recorded from July 1, 2017 to May 30, 2021 within the municipality.

**Table 12-1: Total Revenues Generated in 2017/18 to 2020/21**

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total	%
JM Hospital Fees	51,839,875	78,966,157	86,535,039	73,561,016	290,902,087	52%
Other Municipality Revenue	55,462,949	81,046,503	62,981,204	64,179,540	263,670,196	48%
Total	107,302,824	160,012,660	149,516,243	137,740,556	554,572,283	100%

*Source: County Government of Nyandarua, 2021*

Although health service is not a delegated function by the County to the Municipality, it is important to note that JM Memorial County Referral Hospital accounts for 52% of total revenues collected within the municipality. All other activities and respective streams carried out within the municipality boundaries account for 48%.

It merits to consider the revenue without the hospital because the income generated there is not available for use in other areas of development but is reinvested back in the hospital in purchase of drugs and in meeting other needs of the hospital. It is important to note the municipality may need to use this as a yardstick in seeking strategies of enhancing all the other municipality revenues to a ratio of 30% to 70% within a reasonable period.



Whereas the percentage revenue growth for financial 2018/19, 2019/20, 2020/21 relative to financial year 2017/18 records a; 46%, 9% and 14% respectively growth; to project revenue for subsequent years, a conservative rate of 5% growth year on year with the four years average revenue as base is applied. Table 12-3 below show the projected income raising to Ksh. 84,129,352 by the financial year 2025/26.

12.2.1 Own Revenue

12.2 Municipal Revenue Projection

Source: County Government of Nyandarua 2021

Revenue Streams	2017/18	2018/19	2019/20	2020/21	4 Yr. Total Revenue	% of Total
Agricultural Cess	15,004,252	19,971,698	17,319,427	19,178,370	71,473,747	27%
Lands & Physical Planning	8,062,701	23,584,409	14,569,278	16,458,068	62,674,456	24%
Single Business Permit	13,269,803	15,239,611	12,651,304	7,368,723	48,529,441	18%
Parking fees	3,578,455	5,319,265	4,946,691	4,164,428	18,008,839	7%
Veterinary (Artificial Insemination) fees	3,432,895	2,904,802	3,292,066	3,331,854	12,961,617	5%
Market Fees	2,323,388	3,014,350	2,922,204	3,136,125	11,396,067	4%
Project Management fees	-	2,898,655	2,416,510	5,803,266	11,118,431	4%
Public Health fees	2,080,685	3,291,758	1,288,120	1,587,060	8,247,623	3%
Business License fees	4,898,790	1,056,500	608,540	655,575	7,219,405	3%
Advertising fees	799,910	1,605,123	1,981,026	1,479,405	5,865,464	2%
Others	2,012,070	2,160,332	986,038	1,016,667	6,175,107	2%
<b>Total</b>	<b>55,462,949</b>	<b>81,046,503</b>	<b>62,981,204</b>	<b>64,179,540</b>	<b>263,670,196</b>	<b>100%</b>

Table 12-2: Total Municipal Revenue Generated Exclusive JM Hospital.

Table 12-2 below further examines the municipal revenue sources excluding the hospital revenues. With the exclusion of revenue from JM Hospital, the municipality total revenues drop significantly by half. Interestingly, agricultural cess takes prominence with a proportional contribution of 27% to total revenue followed by lands and physical planning services at 24% and single business permit at 18%.



The Municipality is in the process of implementing a fully operational human resource structure with an estimated total labour force of 83 people. Currently the municipality has a lean staff with the Municipal Manager and a few lower-level staff. A few other staff are seconded from the County and also there a number of interns working in department. This means the municipality is receiving technical support from the county staff whenever there is need. To build capacity

### 12.3 Human Resources Requirements

Source: Urban Lines Consultants Ltd, 2021

Description	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Own Municipality Funds	69,213,426	72,674,098	76,307,803	80,123,193	84,129,352
Transfer from The County	57,218,574	60,079,502	63,083,477	66,237,651	69,549,534
The Donor Funding	135,000,000	135,000,000	135,000,000	-	-
Total	261,432,000	267,753,600	274,391,280	146,360,844	153,678,886

Table 12-4: Municipality Total Income

The municipality receives annual funding from World Bank through Kenya Urban Support Program (KUSP). This funding is targeted for development programs and currently is expected to end in 2023/24 financial year. As per Table 12-4 below, the KUSP will commit at least Ksh 135,000,000 per year. Despite the total municipal funding own revenue generated within the municipality, transfer from the County and donor funding as shown in Table 12-4 below, it is important to note that the KUSP funding account for approximately 50%. This means the municipality and the county need to explore other funding sources post KUSP.

### 12.2.2 Donor Funding

Source: Urban Lines Consultants Ltd, 2021

Description	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Own Municipal Revenue Projection	69,213,426	72,674,098	76,307,803	80,123,193	84,129,352

Table 12-3: Municipal Own Revenue Projection

to fully discharge its mandate, the municipality will need to staff its key positions with people with combination of relevant skills, experiences and competency.

To enable municipality's assumption of all functions in its charter, the Board will require to timely plan for the acquisition of human resources according to its proposed program. This will be achieved by undertaking open and competitive recruitment geared towards filling positions with the necessary set of skills, experiences and competencies. Staff should subsequently be taken through an induction process to make them aware of the municipality vision, goal setting for effective performance management. The table below captures the human resource needs of the county.

Table 12-5: Human Resources Needs Schedule

Position	Proposed positions	Job up	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
1	Municipal Manager	Q	1				
2	Municipal Principal Accountant	N	1				
3	Municipal Principal Economist I	N	1				
4	Municipal Principal Architect	N	1				
5	Municipal Physical planners 1	N	1				
6	Municipal Principal Civil Engineer	N	1				
7	Municipal Environment and Natural resource officer 1	K	1				
8	Municipal Principal Human Resource Officer 1	K	1				
9	Municipal Quantity Surveyor	K	1				
10	Municipal Public health officer	K	1				
11	G.I.S Officer	K	2	1			
12	Clerk of Works (2 positions)	K	2	1	1		
13	Enforcement Officer in Charge	K	1				
14	Superintendent (Buildings)	K	1				
15	Revenue Officer	K	1				
16	ICT Officer	K	1				



Source: Orkalou Municipality, 2021

17	Community Development officer	K	1							
18	Civil Engineer Officer II	K	1							
19	Physical Planner I	K	1							
20	Economist Officer II	K	1							
21	Internal auditor	K	1							
22	Public Health Officer II	J	1							
23	Environment Officer II	J	1							
24	Procurement Officer	J	1							
25	Human Resource Management Officer II	J	1							
26	Accountant II	J	1							
27	Administrative officer	G	1							
28	Secretaries (2 positions)	G	1	1						
29	Clerical Officers (3 positions)	F	1	2						
30	Revenue clerks (5 No)	F	2	3						
31	Enforcement Assistant III (10 positions)	F	5	5						
32	Driver III (2 positions)	D	1	1						
33	Support Staff (Grounds Men) 17 pple	A	10	5						
34	Support Staff (Street Sweepers)	A	10	7						
	<b>Total</b>		<b>83</b>	<b>49</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 12.4 Recurrent Expenditure

Recurrent expenditure will largely assume two broad expense lines; salaries and office running costs. The office running comprise of all costs relating to the office outside of development expense for various projects lined in the municipality. The totals for this are as outlined in the Table 12-6.

Table 12-6: Recurrent Expenditure

Description	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Totals
Salaries and wages	13,596,000	23,069,280	23,992,051	24,951,733	25,949,803	111,558,867
Operational costs with a 30% growth projection from 2020/21 actual funding	15,000,000	19,500,000	25,350,000	32,955,000	42,841,500	135,646,500
Contingency & maintenance at 10% of projects costs	34,449,386	25,276,000	39,572,000	13,002,000	7,780,000	120,079,386
<b>Totals</b>	<b>63,045,386</b>	<b>67,845,280</b>	<b>88,914,051</b>	<b>70,908,733</b>	<b>76,571,303</b>	<b>367,284,753</b>

Source Urban Lines Consultants, 2021

## 12.5 Sectoral Program and Project Costs

This section captures the completed and planned projects. The section also details out the financial estimates for the implementation of each program and the prioritised projects.



### 12.5.1 Completed Projects

Since its inception, the municipal board has carried out several infrastructural projects. Table 12-7 below is a list of the completed projects and the costs while figure 12-1 shows the pictorial for some of these projects.

**Table 12-7: Completed Projects 2019-2020**

No.	Projects Financial Year 2019/2020	Location	Cost
1	Construction of 3.5Km municipality roads in Huruma/Jua kali Estate and the housing scheme estate to base & sub-base.	Kaimbaga & Ol'Kalou	38,086,280
2	Construction of parking lots 4000 Sqm	Kaimbaga & Ol'Kalou	11,639,899
3	Construction of storm water drainage 0.450 Km	Ol'Kalou	7,247,680
4	Construction of cabro walking paths 1.6Km	Kaimbaga	7,886,840
5	Construction of 120 solar street lighting of roads in (1) above	Kaimbaga & Ol'Kalou	9,744,000
6	Upgrading of Ol'Kalou municipal market and construction of new stalls	Ol'Kalou	34,992,930
7	Solid waste collection infrastructure (4 skip bins and a refuse truck)	Ol'Kalou, Kaimbaga, Kanjuiri, Kiririta and Rurii	15,208,900
<b>Total projects costs</b>			<b>124,806,529</b>



Figure 12-1: Completed Projects



Source: Field 2021



### 12.5.2 Planned Projects

The financial estimates projected in the next five years is summarised in Table 12-8 to Table 12-14 below. Thereafter, Table 12-16 and Table 12-18 captures the summary for all costs.

Table 12-8: Urban Planning and Development Program

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh.)	Total Ksh.
Preparation of OI'Kalou Municipality Integrated Strategic Urban Development Plan	15,000,000					15,000,000
Surveying & titling of approx. 7,000 @ Ksh. 60,000 plots in OI'Kalou & market centres (Rurii, Tumaini, Captain, Kariamu & others) NB The Cost of planning, survey & conveyancing will be borne by the plot owners. The county/municipality will provide administrative costs as budgeted		31,500,000	31,500,000			63,000,000
Preparation of valuation roll	-	15,000,000		-		15,000,000
Digitization of plots, equipping GIS Lab & training	5,000,000		-			5,000,000
Online development application system & digitization of records			20,000,000	5,000,000	5,000,000	30,000,000
Enforcement of development control	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Development of outdoor advertisements regulations		2,000,000				2,000,000
<b>Sub-total</b>	<b>21,000,000</b>	<b>49,500,000</b>	<b>52,500,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>135,000,000</b>

Table 12-9: Urban Infrastructure Improvement Program

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Total Ksh
Construction of 6000m Sq. parking lots in OI'Kalou	10,121,300					10,121,300
Establishment of paving block plant at OI'Kalou	35,576,409					35,576,409
Street & floodlights in OI'Kalou and satellite markets (Kariamu, Captain, Tumaini. Rurii and Ndemi)		9,000,000	3,000,000	2,000,000		14,000,000
Huduma Centre (accessing county and municipal Services)			30,000,000			30,000,000
Improvement of current bus park & the one on Jua-kali side		5,000,000	5,000,000	-	-	10,000,000
Development of matatus parks at Captain, Kariamu, Rurii, Ndemi & Tumaini		10,000,000	15,000,000	-	-	25,000,000
Local lorry park at OI'Kalou town			6,000,000			6,000,000
Long distance lorry park at Captain					5,000,000	5,000,000
Construction of 7 boda-boda sheds at Ksh 0.2m at OI'Kalou, Captain, Kariamu, Rurii, Tumaini, Mawingu & Ndemi		560,000	420,000	420,000	-	1,400,000
Construction of 2km storm water drainage in 5 market centres. Each year, coverage will be approx. 0.5 km		4,000,000	4,000,000	4,000,000	4,000,000	16,000,000
Construction of public toilets in 5 market Centres	4,000,000	4,000,000	2,000,000	-	-	10,000,000
Expand by 5Km NMT [JM Hospital road, CBD, Huduma Centre] & provision of street furniture	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000



Construction of Ol'Kalou level 3 hospital			100,000,000					100,000,000
<b>Sub-total</b>	<b>55,697,709</b>	<b>38,560,000</b>	<b>171,420,000</b>	<b>12,420,000</b>	<b>15,000,000</b>	<b>293,097,709</b>		

Table 12-10: Local Economy Promotion Program

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Total Kshs
Completion of on-going Ol'Kalou market	10,000,000					10,000,000
Provision of standard kiosks	7,892,849	9,900,000	9,000,000	9,000,000	9,000,000	44,792,849
Purchase of land and construction of cottage industries						
Acquisition of 2 acres land and construction of traders' market in Tumaini		6,090,000	6,000,000			12,000,000
Redesign, improve access and construct market sheds in Kariamu		4,000,000		-	-	4,000,000
Construct potato & perishables warehouse for direct storage receiving system			25,000,000			25,000,000
Improve access by linking the market to the main road and provide sheds to Ndemi road at Captain		2,000,000		-	-	2,000,000
Improve roads & drainage to make the market accessible during rainy season in Rurii		2,000,000		-	-	2,000,000

Construct modern slaughter house in Karau targeting Nyandarua & other counties; Laikipia & beyond	-	-	20,000,000	30,000,000	-	50,000,000
Veterinary Services, A.I & Vector control		1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Support dairy plants and farmers' Co-operative movement thru' training, equipment & marketing		2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Conduct investments forums & new technologies on storage & processing of farm produce		1,000,000	-	-	1,000,000	2,000,000
<b>Sub-total</b>	<b>17,892,849</b>	<b>28,400,000</b>	<b>63,500,000</b>	<b>43,500,000</b>	<b>12,500,000</b>	<b>165,792,849</b>

Table 12-11: Improvement of Roads & Transport Program

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Total Ksh
Upgrading of 3.5km roads to bitumen standards in Karau & Kaimbaga wards	35,976,890					35,976,890
Construction of 2km walkway & provide street furniture from town to JM Hospital	16,779,600					16,779,600
To construct 2 km road each to gravel standards in Kariamu, Tumaini. Ndemi, Captain, Rurii, Mawingu & their environs at Ksh 5m/km	10,000,000	10,000,000	10,000,000	10,000,000	20,000,000	60,000,000
Upgrade to gravel standards, 10km of existing road network in peri-urban areas to gravel standards at Ksh 2m/km	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
<b>Sub-total</b>	<b>66,756,490</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>24,000,000</b>	<b>132,756,490</b>



**Table 12-12: Water, Sanitation, Waste Management & Environment**

<b>Projects</b>	<b>2020/21 (Ksh)</b>	<b>2021/22 (Ksh)</b>	<b>2022/23 (Ksh)</b>	<b>2023/24 (Ksh)</b>	<b>2024/25 (Ksh)</b>	<b>Total Ksh</b>
Solid waste management and beautification in Ol'Kalou, Rurii and Kaimbaga	12,197,864					12,197,864
Train & support youth groups to establish small scale waste management enterprises		1,000,000	1,000,000	1,000,000		3,000,000
Improvements & construction of public toilets in 5 market centres		3,000,000	6,000,000	3,000,000	3,000,000	15,000,000
Expand water reticulation in unserved areas of Ol'Kalou town targeting 2,500 households annually @ Ksh 5,000 each		12,500,000	12,500,000	12,500,000	-	37,500,000
Drill 5 boreholes in peri urban areas at Ksh 2.5m each	-	12,500,000	-	-	-	12,500,000
Construction of sewer treatment plant & network expansion	-	-	25,000,000	15,000,000	15,000,000	55,000,000
Provide 7 solid waste receptacles [2 Karau and 5 in other market centres]	2,800,000	-	-	2,800,000	-	5,600,000
Purchase 2 refuse trucks		15,000,000	15,000,000	-	-	30,000,000
Construct of solid waste disposal site	-	15,000,000	15,000,000			30,000,000
Tree planting & beautification	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Sub-total</b>	<b>15,297,864</b>	<b>59,300,000</b>	<b>74,800,000</b>	<b>34,600,000</b>	<b>18,300,000</b>	<b>202,297,864</b>

Table 12-13: Recreational & Social Facilities Program

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Total Ksh
Oi'Kalou arboretum park & 3-star hotel thru' PPP model	35,000,000					35,000,000
Oi'Kalou stadium toilets, water reticulation and terraces construction	20,000,000					20,000,000
Gazettement & provide support infrastructure to develop lake Ol'holosat to a tourist site in partnership with private sector (Approx. Ksh 5m for infrastructure improvement)		1,000,000	7,500,000	7,500,000		16,000,000
Development of a modern municipal cemetery in Oi'Kalou	10,348,943					10,348,943
Improvement of Tumaini Cemetery (fence, toilet block & shed)	5,000,000					5,000,000
Construct 3 social halls with ICT services (Tech Hubs)	55,000,000	10,000,000	10,000,000			75,000,000
Purchase and equip one (1) mobile clinic.				10,000,000		10,000,000
<b>Sub-total</b>	<b>125,348,943</b>	<b>11,000,000</b>	<b>17,500,000</b>	<b>17,500,000</b>	<b>-</b>	<b>171,348,943</b>

Table 12-14: Disaster Risk Management Program

Projects	2021/22	2022/23	2023/24	2024/25	2025/26	Total Ksh
Construct fire station, fire-fighting truck & fire hydrants)	40,000,000	35,000,000				75,000,000



Purchase of an ambulance		15,000,000						15,000,000
Carry out safety assessment & certification of buildings	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Sub-total</b>	<b>41,000,000</b>	<b>51,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>95,000,000</b>

Table 12-15: Administration and Human Resource Management

Projects	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Total Ksh
Job analysis	1,500,000	-				1,500,000
Capacity building and staff training	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<b>Sub-total</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,500,000</b>

Table 12-16: Summary of Programs and Project Costs

Program	2020/21 (Ksh)	2021/22 (Ksh)	2022/23 (Ksh)	2023/24 (Ksh)	2024/25 (Ksh)	Totals
1 Urban Planning and Development	21,000,000	49,500,000	52,500,000	6,000,000	6,000,000	135,000,000
2 Urban Infrastructure Improvement	55,697,709	38,560,000	171,420,000	12,420,000	15,000,000	293,097,709
3 Local Economy Promotion	17,892,849	28,400,000	63,500,000	43,500,000	12,500,000	165,792,849

4	Improvement of Roads & Transport Systems	66,756,490	14,000,000	14,000,000	14,000,000	24,000,000	132,756,490
5	Water, Sanitation, Waste Management & Environment	15,297,864	59,300,000	74,800,000	34,600,000	18,300,000	202,297,864
6	Recreational & Social Facilities	125,348,943	11,000,000	17,500,000	17,500,000	-	171,348,943
7	Disaster Risk Management	41,000,000	51,000,000	1,000,000	1,000,000	1,000,000	95,000,000
8	Administration and Human Resources Management	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
<b>Total</b>		<b>344,493,855</b>	<b>252,760,000</b>	<b>395,720,000</b>	<b>130,020,000</b>	<b>77,800,000</b>	<b>1,200,793,855</b>

Table 12-17: Municipal Programs, Recurrent Expenditure & Source of Funds

All Program & project costs		2020/21 Ksh	2021/22 Ksh	2022/23 Ksh	2023/24 Ksh	2024/25 Ksh	Total
Urban Planning and Development		21,000,000	49,500,000	52,500,000	6,000,000	6,000,000	135,000,000
Urban Infrastructure Improvement		55,697,709	38,560,000	171,420,000	12,420,000	15,000,000	293,097,709
Local Economy Promotion		17,892,849	28,400,000	63,500,000	43,500,000	12,500,000	165,792,849
Improvement of Roads & Transport Systems		66,756,490	14,000,000	14,000,000	14,000,000	24,000,000	132,756,490
Water, Sanitation, Waste Management & Environment		15,297,864	59,300,000	74,800,000	34,600,000	18,300,000	202,297,864



Recreational & Social Facilities	125,348,943	11,000,000	17,500,000	17,500,000	-	171,348,943
Disaster Risk Management	41,000,000	51,000,000	1,000,000	1,000,000	1,000,000	95,000,000
Administration and Human Resources Management	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
<b>Total</b>	<b>344,493,855</b>	<b>252,760,000</b>	<b>395,720,000</b>	<b>130,020,000</b>	<b>77,800,000</b>	<b>1,200,793,855</b>

**B] Proposed Recurrent Expenditure**

Salaries and wages	13,596,000	23,069,280	23,992,051	24,951,733	25,949,803	111,558,867
Operational costs	15,000,000	19,500,000	25,350,000	32,955,000	42,841,500	135,646,500
Contingency & maintenance	34,449,386	25,276,000	39,572,000	13,002,000	7,780,000	120,079,386
<b>Total</b>	<b>63,045,386</b>	<b>67,845,280</b>	<b>88,914,051</b>	<b>70,908,733</b>	<b>76,571,303</b>	<b>367,284,753</b>
<b>Total projected expenditure</b>	<b>407,539,241</b>	<b>320,605,280</b>	<b>484,634,051</b>	<b>200,928,733</b>	<b>154,371,303</b>	<b>1,568,078,608</b>

**C] Proposed sources of funding**

Revenue generated within the Municipality	69,213,426	72,674,098	76,307,803	80,123,193	84,129,352	382,447,872
Current KUSP funding	135,000,000	135,000,000	135,000,000	-	-	405,000,000
Expected funds transfers from the County & Development Partners	203,325,815	112,931,182	273,326,248	120,805,540	70,241,951	780,630,736

Total expected funding	407,539,241	320,605,280	484,634,051	200,928,733	154,371,303	1,568,078,608
Budget Surplus/(Deficit)	-	-	-	-	-	-

Table 12-18: Total Municipality Financial Requirements

Description	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	KSH	KSH	KSH	KSH	KSH	KSH
<b>A] Proposed Expenditures</b>						
Programs & project costs	344,493,855	252,760,000	395,720,000	130,020,000	77,800,000	1,200,793,855
Recurrent expenditure	63,045,386	67,845,280	88,914,051	70,908,733	76,571,303	367,284,753
<b>Total projected expenditure</b>	<b>407,539,241</b>	<b>320,605,280</b>	<b>484,634,051</b>	<b>200,928,733</b>	<b>154,371,303</b>	<b>1,568,078,608</b>
<b>B] Proposed sources of funding</b>						
Revenue generated within the Municipality	69,213,426	72,674,098	76,307,803	80,123,193	84,129,352	382,447,872
Current KTUSP funding	135,000,000	135,000,000	135,000,000	-	-	405,000,000
Expected funds transfers from the County & development partners	203,325,815	112,931,182	273,326,248	120,805,540	70,241,951	780,630,736
<b>Total expected funding</b>	<b>407,539,241</b>	<b>320,605,280</b>	<b>484,634,051</b>	<b>200,928,733</b>	<b>154,371,303</b>	<b>1,568,078,608</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



These four areas have been given due attention in the proposed five-year investment plan and are structured towards to steer them realize full economic potential. This will also go a long way not only in addressing and enhancing people's wellbeing, job creation but also significantly add the revenue collection.

- Agricultural cess accounting for 27%,
- Land & physical planning contributing 24%,
- Single Business Permit at 18%) and
- Parking fees at 7% of the overall revenue collected in the municipality.

The Municipality has four (4) significant revenue drivers out of eleven (11) revenue sources and account to least 76% of the total municipal revenue as seen:

#### **12.6.1 Major Revenue Drivers**

It is imperative, that the municipality mobilize for additional resources to plug deficit including formulating strategies for efficient resources application as the plans gets implemented. Concerted efforts of the Municipal Board and the County executive will be important as ways are sought to shore up revenues.

The plan five (5) years horizon, all factors being constant, will cost the municipality a capital outlay in excess of Ksh 1 billion to implement and is faced with an overall resource's deficit gap of approximately Ksh 83 million. This resource gap should be addressed appropriately as a priority.

Equally, there is need to corroborate with the County Government in the rollout of the plan for effective public awareness and the support from all stakeholders and development partners.

The current situation where the municipality is operating with skeleton staff needs urgent redress as a way of boosting human capacity.

To fully implement this plan, the municipality will require to mobilize resources both financial and human to realize the envisaged benefits to the people.

### **12.6 Plan Justification and Revenue Enhancement Proposals**

The municipality currently operates with an obsolete ISUDP that hinder it from making full use of development control and deny its legal right to collect due fees from developments. Full value of a new ISUDP will require;

**iii. Prepare Municipal Integrated Strategic Urban Development Plan (ISUDP)**

This will be in line with the national governments policy where issuance of titles has been greatly heightened. The activity will also support in updating the valuation roll and the land registry. It is expected that the plot owners will be required to pay fees for the titles and this effectively reimburse/offset municipal budget invested in the initial surveying. It will also enhance land rates payment probably by 50% margin or more; an outcome which might triple current land rates collections. Streamlining this sector will grant certainty to plot owners as they carry out their investment decisions and to a large extent contribute to revenue growth in land rates as people seek to comply with sectors policies and guidelines.

**ii. Undertake survey and the issuance of title deeds of plots in the Municipality**

The county is operating with an obsolete valuation roll and most of plots in the municipality are not included in the land registry. By preparing the valuation roll and updating the land registry, this will enable the Municipality to collect more revenues. Implementing this activity as identified in the projects implementation matrix will unlock huge revenue potential.

**i. Preparation of valuation roll**

Currently, the municipality has over 7,000 plots, half of them being in Orikalou town. Out of these, a palty 10% of plots owners are regularly paying rates leaving 90% of plots unpaid for at all. To address this sector the municipality in corroboration with the county government will require to do the following:

The high revenue proportion of 24% collected from land physical planning services include land rates in Orikalou municipality, a revenue stream which can generate even higher incomes if adequately addressed. Revenue collection from this sector remains largely uncollected in many counties in Kenya.

**• Land & Physical Planning**

**12.6.2 Prioritization of High Revenue Streams**



The other significant revenue sources derive from Single Business Permits and Parking accounting to 18% and 7% of total revenues respectively. Continued funds application in infrastructural developments will attract more market players/traders due the provision of conducive work environment. It will also provide proportionate increase in revenue collection.

### ▪ Support Infrastructure

Beef cattle, sheep and goat's farming area, is hardly exploited, yet it has great growth potential. The Municipality can position itself as a preferred market for animals reared in Nyandarua County and beyond. This is attributable to its place advantage; proximity to Nairobi and Nakuru town which have huge populations. Municipality specifically will need to construct a modern slaughter house/abattoir as well as promote establishment of a big traders and farmers markets through availing land and fencing of a holding facility.

Equally, organizing and facilitating farmers to form vibrant and accountable co-operative movements will assist the farming community in marketing, value addition and shall add into the job creation.

However, investments in this area should aim at adding productivity in crops and animals' production. The municipality should assign resources for the engagement of extension officers to train farmers as well as educate them of best technologies and emergent farming practices as well as availing affordable artificial insemination for quality gene pool for the dairy sector.

Agriculture is the predominant economic activity in the County and by extension O'Kalon Municipality. At the moment cess collected from agriculture produce contributes 27% of the municipal revenues.

### • Agriculture Sector

- a) Creation of a policy for development control and ensuring all development in the municipality are implemented in accordance with the plan
- b) Aim at enforcing compliance and payment of the development applications
- c) Review fees chargeable on buildings, change of use, sub-divisions and land survey. These actions will generate more revenue.

### ■ Investment Conference

Full exploitation of wealth in the County and Municipality will require more resources than the sum total of the county and the municipality. This is normally augmented by private sector players who might not be privy to the prevailing investment opportunities. The municipality will require to organize investment conferences and develop an investment guide highlighting key sectors where private sector can apply their resources for a return. Areas such as construction of cold rooms for horticultural produce storage, coolers for milk storage and dairy milk processing including advertising for Public Private Partnerships (PPP) in areas with huge tourism and entertainment industry would be good candidates.

The plan recommends the county to carry out a comprehensive revenue feasibility study to inform optimal charging of existing services and the identification of other potential revenue streams.



**13.1 Introduction**

This chapter outlines how the programs and projects will be implemented during the five (5) year planning period, and how they will be monitored and evaluated. It also provides they key outcomes and Key Performance Indicators (KPIs) which will provide measurement framework and the projects impact.

**13.2 Institutionalization of Monitoring and Evaluation Framework**

The Directorate of Monitoring and Evaluation under the Ministry of Planning has developed the National Integrated Monitoring and Evaluation System (NIMES). This system provides a monitoring framework that incorporate monitoring systems from the Sub County (Municipality) into the County level and subsequently feed into the national system.

The key actors in monitoring this plan includes the Municipal Board, County Assembly and County M&E Committee among others. The Municipality will adopt an inclusive approach corroborating with the County Departments, Communities and their organizations, faith-based organizations, implementers and the financing agencies.

The M&E will be carried out for all the programs and projects under implementation and their linkages with the county programs in the attainment of Medium-Term Expenditure Framework (MTEF).

**13.3 Monitoring and Evaluation Mechanism**

In compliance with national and the county monitoring and evaluation system, the municipality will set up an M&E Committee that will regularly collect data on overall plan implementation and compile a report. The report will be reviewed by the Municipal Board on quarterly basis. On the other hand, through public and beneficiary's engagement, the Municipality will conduct impact assessment of the implemented projects and the improvement community's welfare.

This process will establish the extent of impact in terms of how the projects have met County, Municipality and the beneficiary's expectations. It will also provide lessons learnt, areas of improvements and also recommend any corrective mechanisms needed.

Table 13-1 below provides the monitoring and evaluation of outcome indicators of programs and projects and the actors involved in the implementation.



Table 13-1: M&E, Outcomes and KPIs

<b>URBAN PLANNING &amp; DEVELOPMENT PROGRAM</b>			
<b>Projects</b>	<b>Key outputs</b>	<b>KPIs</b>	<b>Actors</b>
<p>Oi'Kalou Municipal Integrated Strategic Urban Development Plan (ISUDP)</p>	<p>Approved Municipal ISUDP</p>	<ul style="list-style-type: none"> <li>• % of applications compliant</li> <li>• Number. of Departments using ISUDP</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality(Lead)</li> <li>• Department of Lands, Housing and Physical Planning</li> </ul>
<p>Surveying &amp; titling of plots in Oi'Kalou &amp; Market Centres (Rurii, Tumaini, Captain, Kariamu &amp; others).</p>	<p>Survey plans prepared &amp; title deeds issued.</p>	<ul style="list-style-type: none"> <li>• Approved survey plan</li> <li>• Number of title deeds issued</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Lands, Housing and Physical Planning (Lead)</li> <li>• Municipality</li> <li>• County Attorney</li> </ul>
<p>Preparation of valuation roll</p>	<p>Available valuation rolls for rating</p>	<ul style="list-style-type: none"> <li>• Amounts of land rates paid</li> <li>• Number of plot owners paying rates annually</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Department of Land Housing and Physical Planning (Lead)</li> <li>• Municipality</li> </ul>

Digitization of plots in OI'Kalou	Digitized plan and register	<ul style="list-style-type: none"> <li>• GIS and Land information system in place</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Land Housing and Physical Planning (Lead)</li> <li>• Municipality</li> </ul>
Development control guidelines & enforcement	Compliance with the planning standards	<ul style="list-style-type: none"> <li>• Number of approved applications</li> <li>• Amount of revenue collected</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Land Housing and Physical Planning (Lead)</li> <li>• Municipality</li> </ul>
Develop outdoor advertising policy and regulations	Approved policy document	<ul style="list-style-type: none"> <li>• Amount of revenue collected</li> <li>• Compliance of outdoor adverts.</li> </ul>	<ul style="list-style-type: none"> <li>• Departments of Land Housing and Physical Planning (Lead)</li> <li>• Municipality</li> <li>• Finance Department</li> </ul>
<b>URBAN INFRASTRUCTURE IMPROVEMENT PROGRAM</b>			
<b>Projects</b>	<b>Outcomes</b>	<b>KPIs</b>	<b>Lead actors</b>
Improvement of current Bus Park and the on Juakali sidein OI'Kalou	Operational bus park	<ul style="list-style-type: none"> <li>• Orderly traffic management</li> <li>• Amount of revenue generated</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality (Lead)</li> <li>• Department Transport, Energy and Public Works.</li> <li>• ICT Department</li> </ul>
Development of Bus/Matatus Parks at Captain, Kariamu, Rurii, Ndemi & Tumaini			



Local Lorry park at Ol'Kalou town and long distance lorry park at Captain	A designated lorry park		
Construction of 7 boda boda sheds at Ol'Kalou, Captain, Kariam, Rurii, Tumaini, Mawingu & Ndemii	Designated boda-boda shed		
2Km storm water drainage improvements in 5 market centres	Completed drainage works	<ul style="list-style-type: none"> <li>• Reduction in flooding and access roads</li> <li>• Improved business environment</li> </ul>	
Street & floodlights in Ol'Kalou and satellite markets (Kariam, Captain, Tumaini, Rurii and Ndemii)	Number of floodlights erected	<ul style="list-style-type: none"> <li>• Improved security</li> <li>• Longer business working hours</li> </ul>	
Construction of public toilets in 5 market centres	Toilets facilities constructed on operational	<ul style="list-style-type: none"> <li>• Improved sanitation</li> <li>• Improving working environment</li> <li>• Public satisfaction especially women and children</li> </ul>	

Expand by 5Km NMT- JM Hospital Rd, CBD, Huduma Centre & provision of street furniture	Number of NMT Kms constructed	<ul style="list-style-type: none"> <li>Road safety</li> <li>Reduction of number of accidents</li> <li>Better traffic flow</li> </ul>	
Establishment of paving blocks plant at Ol'Kalou	An operational paving blocks plant	<ul style="list-style-type: none"> <li>Amount of revenue generated</li> <li>Improved roads condition</li> </ul>	
Construction of Ol'Kalou level 3 hospital	On operational level 3	<ul style="list-style-type: none"> <li>Improved health standards</li> </ul>	Municipality(Lead) Health Department
<b>LOCAL ECONOMY PROMOTION PROGRAM</b>			
<b>Projects</b>	<b>Outcome</b>	<b>KPIs</b>	<b>Lead actors</b>
Completion of on-going Ol'Kalou Market	Operational market	<ul style="list-style-type: none"> <li>Better business working environment</li> </ul>	<ul style="list-style-type: none"> <li>Municipality</li> </ul>
Provision of standard kiosks	Operational Kiosks	<ul style="list-style-type: none"> <li>Long business hours</li> </ul>	<ul style="list-style-type: none"> <li>Department of Industrialization Trade, Cooperatives and Urban Development</li> </ul>
Acquisition of 2 acres land and construction of traders' market in Tumaini	Suitable land and an operational market	<ul style="list-style-type: none"> <li>Increased traders and jobs</li> </ul>	
Construct potato & perishables warehouse for direct storage receiving system	Operational warehouses	<ul style="list-style-type: none"> <li>Food availability and safety</li> </ul>	



<p>Redesign, improve access and construct market sheds in Kariamu</p>	<p>Improved access and business</p>	<ul style="list-style-type: none"> <li>• Increased revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Lands, Housing and Physical Planning Department.</li> </ul>
<p>Improve access by linking the market to the main road and provide sheds at Captain</p> <p>Improve roads &amp; drainage to make the market accessible during rainy season in Rurii</p>	<p>Improved access</p>	<ul style="list-style-type: none"> <li>• Increased revenue collection</li> <li>• Job creation</li> <li>• Better working environment</li> <li>• Better food handling</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality</li> <li>• Department of Trade Cooperative, Industrialization and urban Development</li> <li>• Departments of Lands Housing, Physical Planning</li> </ul>
<p>Construct modern slaughter house in Ol'Kalou targeting Nyandarua &amp; other counties; Laikipia &amp; beyond</p>	<p>Operational slaughter house and a holding ground</p>	<ul style="list-style-type: none"> <li>• Better food handling</li> </ul>	<ul style="list-style-type: none"> <li>• Departments of Lands Housing, Physical Planning</li> </ul>
<p>Veterinary services, A.I &amp; vector control</p>	<p>Disease free zone</p> <p>Better breeding of animals</p>	<ul style="list-style-type: none"> <li>• Number of vaccination campaigns</li> <li>• Higher milk and meat production</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality</li> <li>• Department of Agriculture, Livestock &amp; Fisheries</li> </ul>

Support dairy farmers co-operative movement thru' training, equipment & marketing	Trained, and equipped farmers Increased milk production Increased incomes	<ul style="list-style-type: none"> <li>Better farming skills</li> <li>Strong cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>Municipality</li> <li>Department of Trade Cooperative</li> </ul>
Conduct investments forums & promote new technologies on storage & processing of farm produce	New investments opportunities Uptake of new technologies Value addition and new products	<ul style="list-style-type: none"> <li>Enhance incomes</li> <li>Reduced wastage of farm produce</li> </ul>	<ul style="list-style-type: none"> <li>Industrialization and Urban Development</li> </ul>

### IMPROVEMENT OF ROADS & TRANSPORT PROGRAM

Projects	Outcomes	KPIs	Actors
Upgrading of 3.5Km roads to bitumen standards in Karau & Kaimbaga wards	Constructed bitumen/cabro road with accompanying infrastructure	<ul style="list-style-type: none"> <li>Number of Kms of roads constructed</li> <li>Controlled flooding</li> <li>Enhanced safety</li> <li>Better traffic flow</li> </ul>	<ul style="list-style-type: none"> <li>Municipality (Lead)</li> <li>Department of Trade Cooperative, Industrialization and urban Development</li> <li>Department of Transport, Energy and Public Works</li> </ul>



Construction of 2Km walkway & provide street furniture from town to JM Hospital	Constructed cabro walk ways. Street furniture	<ul style="list-style-type: none"> <li>• Number of Kms of roads constructed</li> <li>• Better traffic management</li> <li>• Better market access</li> <li>• Satisfied traders</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
To construct 2 Km road each to gravel standards in Kariamu, Tumaini, Ndemi, Captain, Rurii, Mawingu & their environs at Ksh 5m/Km	gravel road	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
Upgrade to gravel standards, 10km of existing road network in peri-urban areas to gravel standards at Ksh 2m/Km	Gravelled roads	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
<b>WATER, SANITATION, WASTE MANAGEMENT &amp; ENVIRONMENT PROGRAM</b>			
<b>Projects</b>	<b>Outcomes</b>	<b>KPIs</b>	<b>Actors</b>
Expand water reticulation in unserved areas of OJKalou town targeting 2,500 households annually @ Ksh 5,000 each	Improved water access	<ul style="list-style-type: none"> <li>• Number of connected households</li> <li>• Improved sanitation</li> <li>• better health</li> <li>• Increased water revenues</li> </ul>	<ul style="list-style-type: none"> <li>• OJKalou Water Company(Lead)</li> <li>• Municipality</li> </ul>

Drill 5 boreholes in peri urban areas at Ksh 2.5m each	Improved water access	<ul style="list-style-type: none"> <li>• Number of connected households</li> <li>• Improved sanitation</li> <li>• better health</li> <li>• increased water revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality (Lead)</li> <li>• Water Department</li> </ul>
Construction of sewer treatment plant & network expansion	Constructed sewerage line	<ul style="list-style-type: none"> <li>• Number of connected households to sewer trunk</li> <li>• Better sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• OI'Kalou Water company(Lead)</li> <li>• Municipality</li> <li>• Rift Valley Water Services Board</li> </ul>
Provide 7 solid waste receptacles [2 Karau and 5 in other market centres]	<ul style="list-style-type: none"> <li>• Cleaner markets</li> <li>• Number of times garbage is emptied</li> <li>• Amount of garbage collected</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal and County Department of Environment</li> </ul>	
Purchase 2 refuse trucks	Refuse truck	<ul style="list-style-type: none"> <li>• Cleaner markets</li> <li>• Number of times garbage is emptied</li> <li>• Satisfied traders</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality</li> </ul>



Construct of solid waste disposal site	Waste disposal site	<ul style="list-style-type: none"> <li>Improved waste management</li> </ul>	<ul style="list-style-type: none"> <li>Municipality and County Department of Environment</li> </ul>
Solid waste management and beautification in Ol'Kalou, Rurii and Kaimbaga	Green areas in the municipality	<ul style="list-style-type: none"> <li>Number of trees planted</li> <li>Improved urban green spaces</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>

### RECREATIONAL & SOCIAL FACILITIES PROGRAM

Projects	Outcomes	KPIs	Actors
Ol'Kalou arboretum park & a 3star* hotel constructed thru' PPP model	Continued works	<ul style="list-style-type: none"> <li>Completion percentage</li> <li>certificate of arboretum works</li> <li>Investment forum held</li> <li>Awarded tender</li> </ul>	<ul style="list-style-type: none"> <li>Municipal (Lesd)</li> <li>Department of Trade, Cooperative, Industrialization and Urban Development</li> </ul>
Ol'Kalou stadium toilets, water reticulation and terraces construction	Functioning Stadium	<ul style="list-style-type: none"> <li>Youths engagement in Sports</li> </ul>	<ul style="list-style-type: none"> <li>Municipality(Lead)</li> <li>Department of sports</li> </ul>
Gazettement & provide support infrastructure to develop lake Ol'bolosat to a tourist site in partnership with private sector (Approx. Ksh 5m for infrastructure improvement)	Gazette notice	<ul style="list-style-type: none"> <li>Approved application</li> </ul>	<ul style="list-style-type: none"> <li>Department of Environment (Lead)</li> <li>County Attorney</li> </ul>

Construct 3 social halls with ICT services (Tech Hubs)	Community centres constructed and operationalized	<ul style="list-style-type: none"> <li>Number of youths using the facilities</li> <li>Improved ICT literacy</li> <li>Number of cultural activities and meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Municipality (Lead)</li> <li>Department Youth, Sports, Gender &amp; Social Services</li> <li>Public Administration and ICT</li> </ul>
Provision of public cemetery at Orykalou & improvement of the one at Tumaini Centre	Suitable land Related facilities	<ul style="list-style-type: none"> <li>Better body disposal</li> <li>Number of bodies interred</li> </ul>	<ul style="list-style-type: none"> <li>Municipality (Lead)</li> <li>Department of Lands, Housing and Physical Planning</li> <li>Health Services</li> </ul>
<b>DISASTER RISK MANAGEMENT PROGRAM</b>			
<b>Projects</b>	<b>Outcomes</b>	<b>KPIs</b>	<b>Actors</b>
Construct fire station, fire-fighting truck & fire hydrants)	Constructed hydrants Fire engine	<ul style="list-style-type: none"> <li>Improved fire response time</li> <li>Enhanced fire safety</li> <li>Numbers of hydrants constructed</li> </ul>	<ul style="list-style-type: none"> <li>Municipality</li> </ul>



Purchase of an ambulance	Ambulance	<ul style="list-style-type: none"> <li>Improved emergency response time</li> </ul>	
Carry out safety assessment & certification of buildings	Approved policy on safety and inspection guidelines	<ul style="list-style-type: none"> <li>Number of assessments carried out</li> <li>Improved buildings safety</li> </ul>	
Awareness & training on DRR	Approved policy on safety and inspection guidelines	<ul style="list-style-type: none"> <li>Number of campaigns carried out</li> </ul>	

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