

COUNTY GOVERNMENT OF BUSIA



MALABA MUNICIPALITY INTERGRATED DEVELOPMENT PLAN



2024-2028

Forward

The Constitution of Kenya and the Urban Areas and Cities Act bestows enormous responsibility of managing cities and municipalities upon the boards of Cities and Municipalities hence the foundation for the preparation of the Malaba Municipality Integrated Development Plan (MMIDeP) is provided for in the Constitution of Kenya, 2010; the County Government Act, 2012 – specifically, Section 104.

(1) and 108. (2)(b)(iii) of the County Government Act, 2012; and the Kenya Vision 2030, and its Medium-Term Plans, the Urban Areas and Cities Act, 2011 (amended in 2019) and the Malaba Municipal Charter.

Malaba Municipality Integrated Development Plan (MMIDeP) is a comprehensive blue print that will guide the Municipality and development partners in development engagement for the realization of social economic transformation of the residents. It complies with the constitutional requirement for public involvement in policy formulation. It therefore contains inputs from Wards, Locations and sub-locations residents and professionals including those in other urban centers. It summarizes details, plans and the projects as identified by the local people to address specific and strongly expressed issues and challenges during the municipality community public participation meetings. This IDeP is addressed based on the following sectors: Agriculture, Water Services; Health and Sanitation Services Sector; Energy, Environment and Natural Resources Sector; Public Service, decentralized Services and Disaster Management Sector; Tourism, Trade and Industry Sector; Roads, Housing and Education Sector.

This plan aspires to sustainably utilize locally available resources and technologies to build up the economic capacity of the Municipality area and improve its economic future and the quality of life for all. The implementation process will be a collective effort of all the public's, businesses and non-governmental sector partners to create better conditions for economic growth and employment generation. Throughout the implementation period, the Municipal Board and other urban stakeholders will be engaged to come up with measures to monitor and report on the progress attained and lessons learnt that can be of value for future urban programming.

**Mr. Peter Khasamule Odima,
County Executive Committee Member
Department of Lands, Housing and Urban Development,
County Government of Busia.**

Preface

Creation of Municipal Board and their responsibility of managing municipalities are anchored in the Constitution of Kenya, 2010 and the Urban Areas and Cities Act, 2011 (amended 2019). This responsibility calls for the boards to adopt integrated and strategic thinking that allows them to focus on projects that generate significant development impact and multiplier effects. It is with this responsibility and the desire to offer the best services to the people of the Malaba Municipality that the Malaba Municipal Board has developed this Integrated Plan.

This plan covers the period 2024–2028, it deliberately lays emphasis on strengthening the requisite institutional structures that would enable the Board to operate smoothly. The Board will pursue economic development and infrastructure and service provision alongside laying this foundation for good governance as the key pillars that summarize its responsibility to the people of Malaba Municipality. These pillars are founded in international and national development aspirations.

This plan identifies key strategic projects that are in harmony with the aspirations of the local development plans. In essence therefore, this integrated plan seeks to steer the Municipality in a clear direction as it charts a common destiny for various development pursuits of the line ministries and other development partners in Busia County.

**Mr. Tom Julius Ekwenye,
Municipal Board Chairman,
Malaba Municipality.**

Acknowledgement

The development of this plan was achieved through an elaborate and consultative process involving all stakeholders within and outside Malaba Municipality. Many institutions were involved in the process and included the county departments, entities and the County Assembly. Other stakeholders who contributed, immensely, on successful completion of this plan are the members of the public from within the four wards that constitute Malaba Municipality.

This Integrated Development Plan aims to bring the whole community together to make Malaba a place that is brimming with culture, enterprise and opportunity; a place where people want to live, work, play, study and do business; a municipality where those in the greatest need are valued and supported; a place that people will be proud to call home. It has identified key policy actions, reforms, programs, and projects that the Municipality, in collaboration with the National Government, County Government and other development partners, the programs shall be implemented in line with Municipality priorities, community priorities, CIDP, Kenya 2010 constitution and the long-term objective of vision 2030 in its aspiration to become a vibrant and prosperous Municipality.

Gratitude of thanks goes to His Excellency, the Governor, Hon. Paul Nyongesa Otuoma and the County Executive Committee Member for Lands, Urban and Physical Planning, Mr. Peter Khasamule Odima, for providing leadership and support in the development of this plan. I also greatly appreciate the role played by the entire County Executive Committee, Chief Officers and Directors of the county departments for their invaluable contribution during the preparation of this integrated development plan.

Special gratitude goes to the entire staff of Malaba Municipality for dedicating their time in ensuring all the required information and data was availed in time. The collaborative approach between the technical staff from the departments of Lands, Housing and Urban Development for the devoted long hours in ensuring a high quality and implementable document is produced during the plan preparation process.

To all that were involved I salute you but at the same time acknowledge that the greater challenge lies in the implementation of this plan.

Francis Asoyong
Municipal Manager
MALABA MUNICIPALITY

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LIST OF ABBREVIATION

AIDS	Acquired Immune Deficiency Syndrome
AP	Administration Police
AU	Africa union
BeTA	Bottom Up Transformation Agenda
BPO	Business Process Outsourcing
BUWASCO	Busia Water and Sewerage Company
CBD	Central Business District.
CECM	County Executive Committee Member
CIDP	County Integrated Development Planning
CIMES	County Integrated Monitoring and Evaluation System
CO	Chief Officer
CSP	County Spatial Plan
GDP	Gross Domestic Product
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
GIS	Global Information system
GoK	Government of Kenya
HDI	Human Development Index
HIV	Human Infection Virus
IDeP	Integrated Development Plan
ISUDP	Integrated Strategic Urban Development Plan
KISIP	Kenya Informal Settlements Improvement Programme
M&E	Monitoring and Evaluation
MMIDeP	Malaba Municipality Integrated Development Plan
MDGs	Millennium Development Goals
MSME	Micro, Small and Medium Enterprise
MTPs	Medium-Term Plans
NMT	Non-motorized transport
NSP	National Spatial Plan
NUA	New Urban Agenda
NUDP	National Urban Development Policy
NUDP	National Urban Development Policy
PFMA	Public Finance Management Act

PFMA	Public Finance Management Act 2012
PLUPA	Physical and Land Use Planning Act
PPPs	Private Public Partnerships
PSV	Public Service Vehicles
PWDs	People living with Disability
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SMS	Short Message Service
TV	Television
UACA	Urban Areas and Cities Act
UACA	Urban Areas and Cities Act
UN	United Nations
USA	United States of America
VTCs	Vocational and Training Centers

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EXECUTIVE SUMMARY

The Integrated Development Plan, 2024-2028 is prepared by the Malaba Municipal Board to actualize, *inter alia*, the provisions the Constitution, 2010, provisions of the County Governments Act, 2012 as well as the Urban Areas and Cities Act, 2011. It seeks to provide the basis which will guide the execution of the priority projects and programs within the Municipality. The plan immensely borrows from the Busia County CIDP (2024-2028) and Municipality Integrated Strategic Urban Development Plan (2020-2030) putting more emphasizes on the delegated functions.

Chapter one gives the background information on the socio-economic and infrastructural aspects that has a bearing on the development of the municipality. It elaborates the municipality in terms of the location, size, population, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on human development approach; infrastructural development; land and land use.

Chapter two gives a breakdown of some of the relevant policies, legislation and institutions geared towards sustainable urban development, both nationally and globally. It elaborates the Municipality Integrated Development Plan linkages with international laws and policies, national legislations and the Kenya Vision 2030, Sustainable Development Goals, County Integrated Development Plan 2023- 2027 and other long-term planning and policy documents. Further, the linkage between the BeTA and county development agenda has also been expounded.

Chapter three explains the planning and development principles in relation to preparing Integrated Development Planning. The integrated development planning took cognizance of the existing conditions and problems and resources available for development. The preparation of this IDeP considered the economic and social development for the municipality as a whole and set framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

Chapter four explains the sectoral plans for the municipality. Sectoral discussed include: transportation, telecommunication, education, health, power supply, water and sewerage system, storm water management, recreational facilities, social amenities, environmental issues among others.

Chapter five discusses the key municipality development priorities, strategies and programs, and projects as identified by stakeholders during the preparation of the County Integrated Development plan (CIDP), 2023-2027. These include Urban Institutional Development, Urban Infrastructure Development, Urban Planning and Development Control, Urban Socio Infrastructure Development,

Environmental Management and Disaster Management. Development priorities are also indicated by sector.

Chapter six discusses the implementation framework that will be followed in achieving the aspirations of the Municipality Integrated Development Plan, these includes, Institutions responsible for the actualization of the plan, resource requirement and mobilization. It also highlights the key stakeholders in the municipality development process, the roles that they will play and how their functions will be accommodated to avoid duplication of efforts and hence fulfilling the set goal and objectives within the set time frame.

Chapter seven identifies the resource mobilization framework that will include strategies for financial management, revenue raising, capital financing, debt management and asset management.

And lastly, chapter eight outlines the rationale for a robust municipality monitoring and evaluation system, as well as highlighting the key outcomes for the various programmes and the desired targets during the plan period.

CHAPTER ONE: BACKGROUND INFORMATION

1.0 Introduction

This chapter gives the background information on the socio-economic and infrastructural aspects that has a bearing on the development of the municipality. It elaborates the municipality in terms of the location, size, population, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on human development approach; infrastructural development; land and land use.

1.1 Background of Malaba Municipality

Malaba Municipality evolved from the then Malaba Town which was the gateway to Uganda and Central Africa. The town was established as a market centre and a Railway terminus in the 1940s by then the Elgon Nyanza District African Council and later grew as a town and an important border crossing point to Uganda. After independence, Malaba town became an important business hub for both Kenya and Uganda. It was later elevated to the status a Town Council in 1995 from the then Busia County Council. It qualified to be a conferred municipality status upon meeting the threshold set outlined in section 9 of the Urban Areas and Cities Act, 2011 (as amended 2019).

Malaba Municipality is the second and most recently classified urban centre. It is located in Teso North Sub County of Busia County and covers four administrative wards i.e Malaba North, Malaba Central, Malaba South and Amukura West. The Municipality is approximately 129,179 square kilometers in size. As per the 2019 census, the Municipality is observed to host approximately 102,246 persons. A Municipal charter was issued on 27th March, 2020 and the Municipality gazetted vide gazette notice no. 3247 of 7th April, 2020. This process conferred Municipal-status to Malaba town which prior to promulgation of the CoK 2010 had been named Malaba Town Council. Malaba Municipality is established as per the Urban Areas and Cities Act of 2011 (amended 2019).

1.2 Location and Size of Malaba Municipality

Malaba Municipality is located within Busia County, Teso North Sub-county, along the Mombasa-Malaba Road at the Kenya-Uganda Border. The Municipality plays host to cross border trade, and is about 450Km West of Nairobi, 154Km Northwest of Kisumu and 220Km Northeast of Kampala. It borders Uganda on the West, Teso South Sub-county to the South.

The coordinates of Malaba, Kenya are: 00°38'11.99"N, 34°15'34.20"E (Latitude: 0.635278; Longitude 34.275278). Malaba, Kenya sits at an average elevation of 1,180 metres (3,871 ft), above sea level.

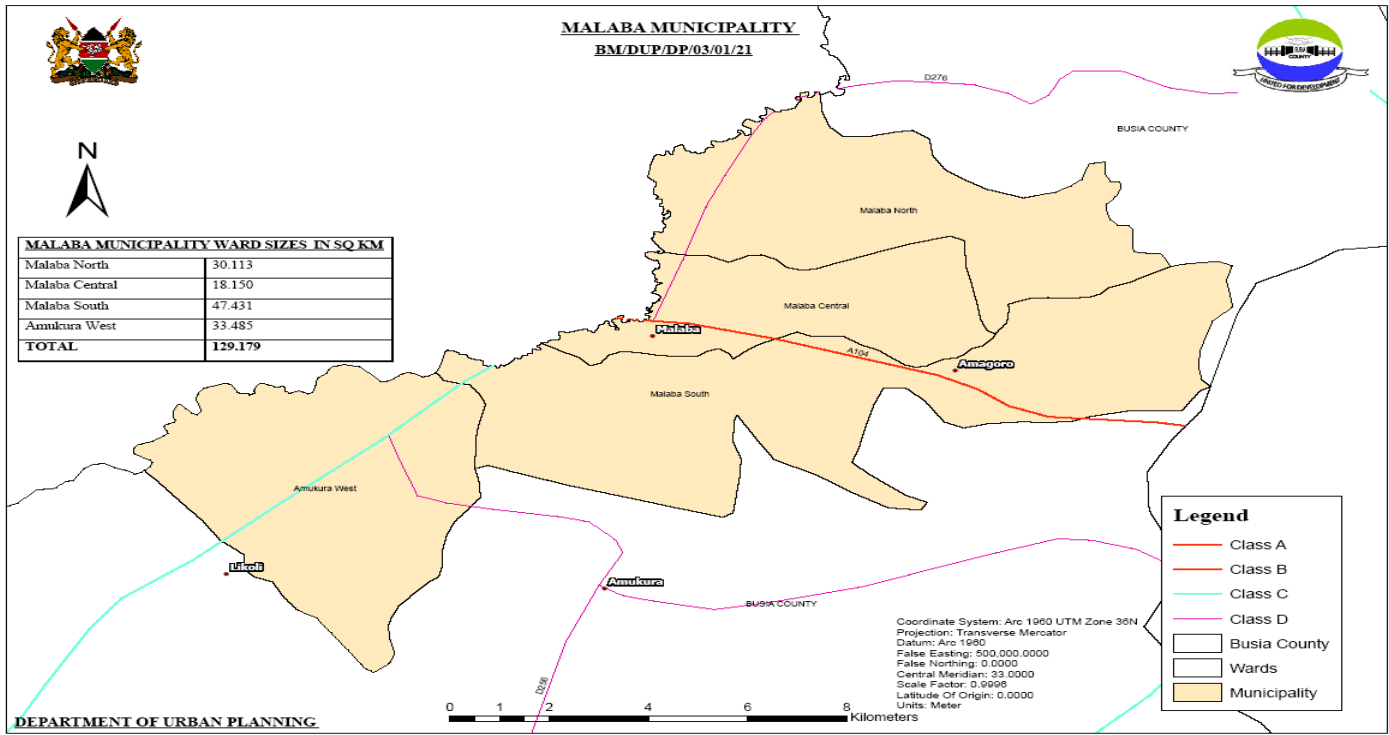


Figure 1: Map locating Malaba Municipality

1.3 Administrative Structure and Functions

The Municipality plays host to a number of County and National Government agencies. In addition, several parastatals and service departments have offices within the municipality. Amagoro which is one of the nodes within the Municipality, is the sit of the Sub-County/Constituency headquarter for Teso North. Other government state corporations in the area include, Kenya Revenue Authority, department of Immigration, Kenya Police Service (Malaba Base), Judiciary (Amagoro Law Courts), Kenya Railway (Malaba Railway Station), National Cereals and Produce Board (County Depot), Kenya Plant Health Inspectorate Services (KePHIS), Malaba Container Inland Port among others.

It also hosts many private sector and non-governmental organizations such as banks, Civil society organizations, CBOs, NGOs, religious organizations, KIFWA, KNCCI-Teso North Branch and many others.

1.3.1 Political units

Malaba township – one of the Municipality growth nodes – is located within Malaba Municipality. The Municipality covers an area 129Km² divided into four (4) county electoral units of Malaba Central ward, Malaba North ward, Malaba South ward and Amukura West ward. The Municipality spans in two Sub-counties (Teso North and Teso South) with a total of twenty six sub-locations.

Climate

Malaba Municipality experiences two rainy seasons; the long rains from March to May and the short rains from August to October. The dry spells are between December to February and June to August. Generally, the annual rainfall ranges between 1270mm and 1790mm with mean annual of 1500mm.

The mean maximum temperatures ranges between 26 degrees Centigrade and 30 degrees Centigrade and the minimum temperatures vary between 15 degrees Centigrade 17 degrees Centigrade.

1.4 Geology and Soils

The Town falls within the Lake Victoria Basin with the Kavirondian rocks series. The basement complex can support storey/vertical buildings.

The Soils within the town are developed from various parent materials that include intermediate and basic igneous rocks. Soils along rivers and river valleys, terraces, and swamps are derived from alluvial deposits and colluviums. The soils are moderately deep, rocky and stony consisting of well-drained

Clays and sandy soils with natural fertility. Busia cascades within the LMI agro-ecological zone which is suitable for sugarcane growing, maize and other grains and cereals.

1.5 Vegetation

The natural vegetation is characterized by shrub and thickets with indigenous tree species. There are also patches of localized vegetation around swamps there are no distinct forests but on farm forestry is practiced.

1.6 Drainage

The Malakisi and Komiriai Rivers are important features that determine the drainage of the Town. The two rivers which covers the Municipality on the west and the East converge at Akiriamasit in the southern end of the Malaba. The water table level is shallow therefore ground water is plenty, for example shallow wells strike water at an average of 20 feet. There are several springs on the gentle slopes.

1.7 Terrain Features

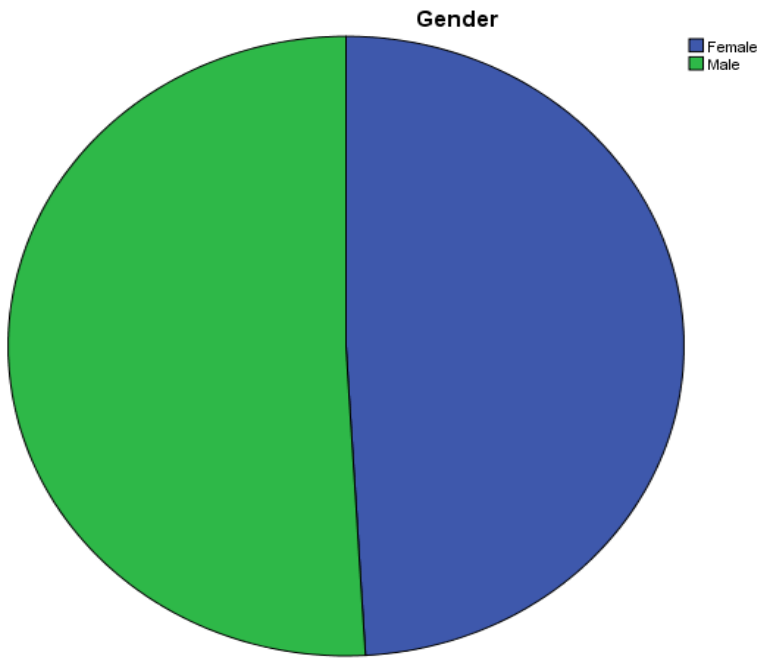
Malaba town sits on a water catchment area which is swampy in nature. Its separated from Malaba Uganda by river Komiriai in the west while river Malakisi flows across it in the east. The two rivers drain to the southern part of the town to Akiriamasit swamp. Malaba terrain is low and fairly flat as compared to the neighbouring areas such as Kakapel and Edomoru hill.

The relatively flat and swampy terrain possess a lot of challenges to management of waste management in the area.

1.8 Demographic Structure and Trends

Population distribution

According to the 2009 Population and Housing Census, the town population was 16,480 consisting of 8,065 males and 8,415 females giving the population distribution of 48.9% male and 51.1 % female. The projected 2019 population was 21,096 constituting of 10,357 males and 10,739 females. The projected 2030 population is 27,680 constituting of 13,615 males and 14,065 females.



The respondents in the field 49.9% were female and 50.1% were males. This shows that the females were more likely to be left or found in the household when the research was being conducted hence making the majority.

Population density

Malaba town covers an area of approximately 166 Km². Administratively the town has 9 locations spread out in 4,220 households with a population density of 127 per square kilometer.

1.9 Settlement Patterns

Settlement patterns within the Municipality vary across due to factors such as sociocultural, topographic characteristics and economic viability of the areas. Settlements within the core-urban are characterized by nuclear settlement with linear settlements in the peri-urban mainly along major roads, bridges, rivers.

Migration

Malaba town like any other urban node experiences both long term and short term migration. There are emigrants who leave Malaba (Kenya) for Uganda and immigrants who come from various East African countries and other parts of the world. Internal migration is the most common type of migration in Malaba town where Kenyan citizens from various counties travel to Malaba. The pull factors to the town include access to better service provision, employment potential, research and business opportunities.

Household sizes

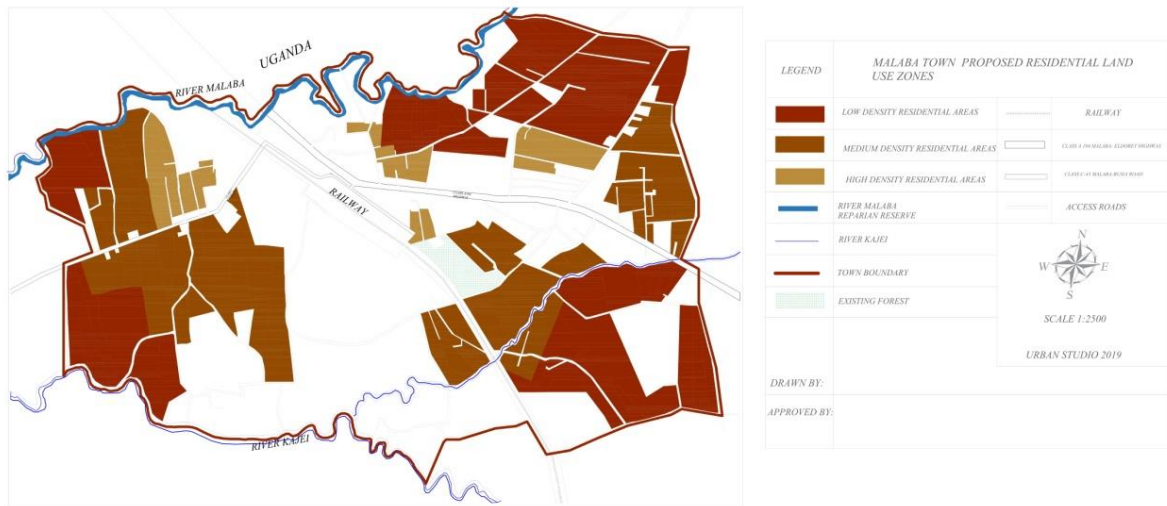
The household sizes in Malaba ranges between 5-6 people.

Housing

This chapter describes the housing state in Malaba and the policies that can be put in place to make housing more affordable to more Kenyans as stipulated in the Constitution of Kenya 2010 and the National Development Plan, Vision 2030 Strategy. Shelter is the basic human requirement. Even after 57 years of independence, the country is still grappling with the growing shelter problem, especially of the poor and most of urban dwellers.

Housing conditions are an indicator of the degree to which people live in humane and modern conditions. Materials used in the construction of the floor, roof and wall materials of a dwelling unit are also indicative of the extent to which they protect occupants from the elements and other environmental hazards. Housing conditions have implications for provision of other services such as connections to water supply, electricity, and waste disposal. Low provision of these essential services leads to higher incidence of diseases, fewer opportunities for business services, and lack of a conducive environment for learning. It is important to note that availability of materials, costs, weather and cultural conditions have a major influence on the type of materials used in different localities.

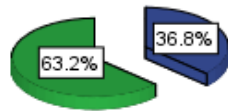
Malaba town like any other urban area has residential zones depending on the level of income of the residents. There are high density (low income), Medium (middle income) and low density (High income) residential areas. The low density residential areas are located at the periphery of the town followed by the medium density residential areas. The two social classes can afford the transport to commute to their places of work. The high density residential areas are located nearer to the town's CBD, industrial areas and high income residential areas. Residents in these zones provide labour force in the industries, high and middle income residential areas.



1.1.0 Types of residential areas

Type of House e you live

- Own house
- Rental house

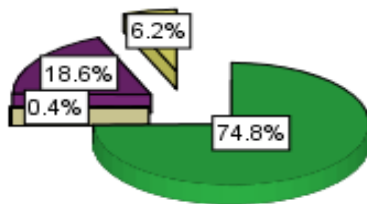


In Malaba, 63.2% of people live in rental house while the remaining 36.8% live in their own houses. This is a clear indication that most of the people living in this town are from outside and they are there for various reasons which may include but not limited to business activities, trading or other personal reasons. Those who owns houses have constructed in their own land mostly in the outskirts of the town.

Rent Payable per Month

rent paid monthly

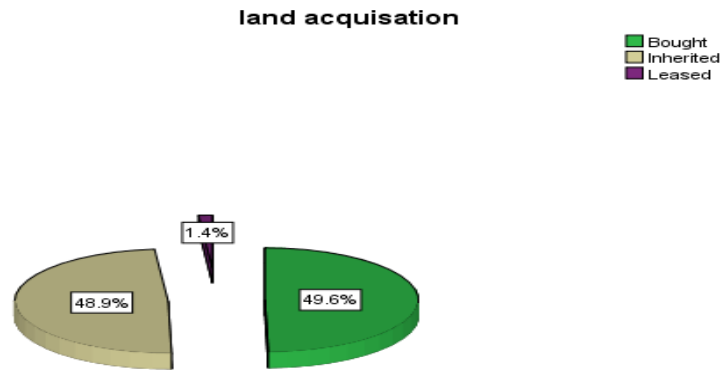
- 1000 - 5000
- 10000-15000
- 5001-10000
- Less than 1000



74.8% of those who pay rent pay between 1000 –5000 each month, 18.6% pay between 5000 –10000. 6.2% pay less than 1000 while the rest 0.4% pays between 10000 –15000. From the analysis realized most of houses in malaba town are affordable. The affordability of houses increases as you move far away from the town center, this attribute is a result of increased distance which will mean the fare for transport rises as you move far away

from town center. It can also be attributed to the nature of houses in terms of materials and their conditions and also access to basic services such as water, roads and power.

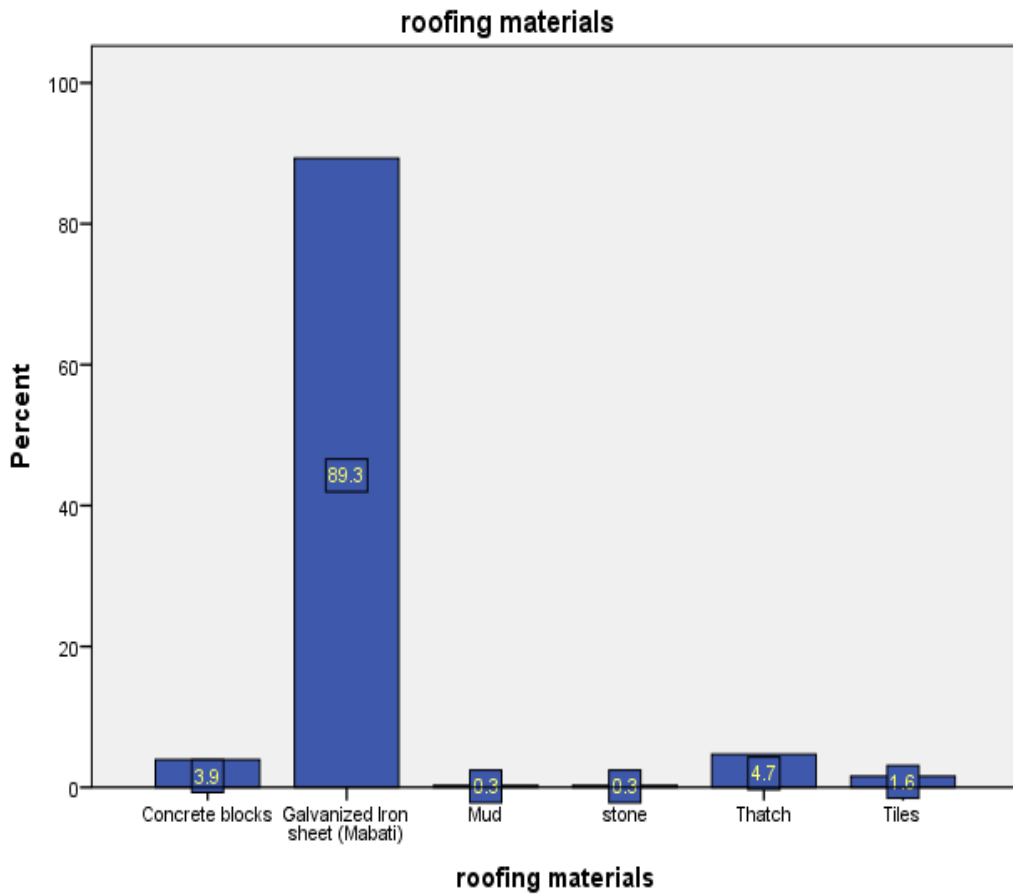
Land Acquisition



Malaba town is a ‘private’ town. This is because 90% of the land is on freehold land tenure system. 48.9% of the residents in this town have inherited the land while 49.6% of the residents have bought the land in which most of them have already built. The remaining 1.4% is on leased land. Those who have inherited the land are mainly the born residents of this town and are majorly located at the outskirts of the town. Those who have bought land are mainly non-residents and most of them are investors and they have bought land at the heart of town.

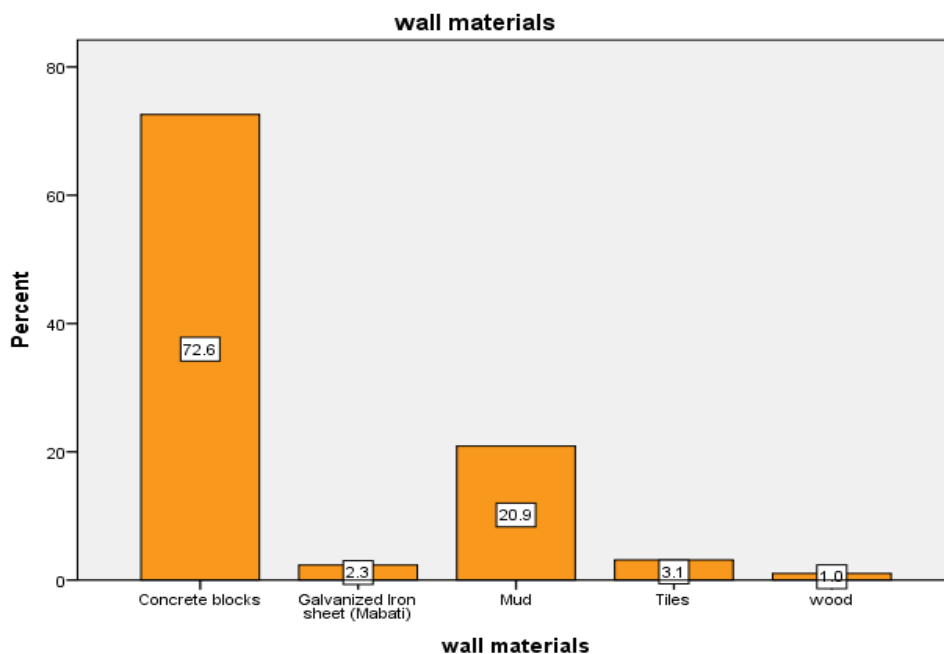
Roofing Materials

3.9% of the buildings in this town are roofed by concrete blocks, 89.3% by galvanized iron sheet (mabati), 0.3% by mud, 0.3% by the stone, 4.7% thatched and 1.6% by the tiles. It is evidence that most of houses in this town are roofed by iron sheet due to the fact that iron sheet are available and are long lasting as to compared to mud, thatch, and concrete blocks.



Wall Materials

In Malaba, most buildings are have walls made from stones (blocks) 72.6%. Stone is dominant construction wall material followed by mud at 20.9%, tiles at 3.1%, mabati at 2.3% and then wood at 1%. Those made of stones are mainly at the heart of the town while those made of mud and mabati are located far away from the town.



Housing Demand

The town has so far managed to house the current population. The rent paid by majority is reasonable in the current situation, however due to expected increase in the activities at the border in near future there is need to plan for housing facilities inconsideration of the required minimum standards and also the policies managing construction.

1.10 Socio- Economic Characteristics

Economy analysis

Malaba grew as a result of economic activities that sprouted from the presence of the railway terminal, a cereal store and the Great North Road. These attracted entrepreneurs, investors and even cooperatives.

According to the National Spatial Plan 2015-2045, the major drivers of economy in Kenya are: Agriculture; Forestry and Fishing, Construction; Wholesale; and retail trade, Transport and Storage, Hospitality (Hotel and catering), Manufacturing and Finance and Insurance.

The main economic activities carried out in the town include trade, banking, hospitality and transportation. Over the past years, the overall economic situation of Malaba has been on decline due to the passive state of the railway and establishment of a one-stop border. Despite these, Malaba town has potential to grow into an economic hub serving both the Ugandan and Kenyan side. Key assets, resources and potentials that help to boost the economy of the town include: transportation, trade, Hospitality Industry, presence of the border, agriculture, finance and insurance organizations.

1.10.1 Trade and Industry

The Municipality records show that there are over 1500 and 200 retail and wholesale traders respectively. Most of the traders are doing cross-border cereal trade that encompasses buying and selling of the produce across the East African market. Most of the factories produce semi- finished products which are exported to other counties. Therefore, there is need for value addition initiatives to refine and package the end products to realize optimum returns besides more employment opportunities. Textile industry remains unexploited, clay soil and limited finished products of cotton are currently exported to other counties.

1.10.2 Economy analysis

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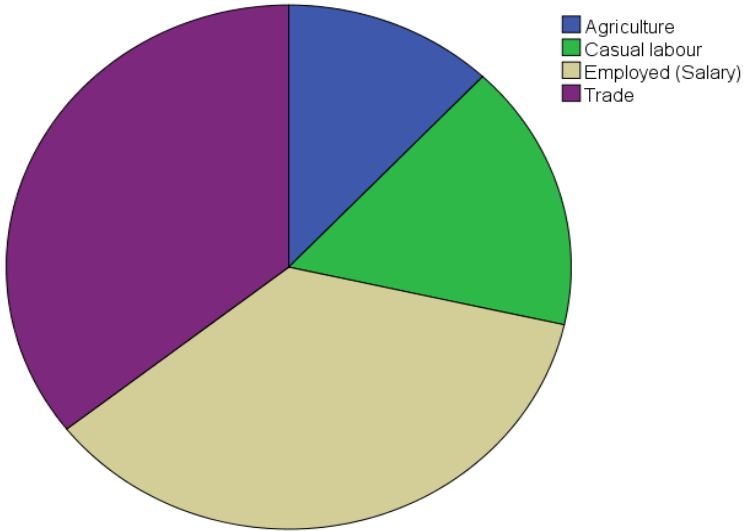
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1.10.3 Employment

According to Busia County Integrated Plan 2018- 2022, rate of unemployment in the county stands at 66.7%. This implies that the majority of the labour force is not gainfully employed. The data from our household questionnaire indicates that only 35.9 percent of the people we interviewed get their income from formal employment. This may imply that the remaining 64.1 percent are unemployed. However, others are self-employed. The chart below shows the sources of income for Malaba town households.

Main source of income for household



Trade is the second source of income for Malaba residents after formal employment. Casual labour and agriculture ensue down the hierarchy. Most of the residents in Malaba are employed by

privately owned enterprises and a few by government institutions. The presence of truck drivers and formal employees enhances casual labour in form of laundry, babysitting and general house work.

1.10.4 Trade

Malaba being a transit and a one stop border point (OSBP) forms a good base for trading both internally and even across border. The trade sector included among others: wholesale, general retail, cereal dealers, butcheries, tire dealers, hardware shops, electronics shops, auto spare parts, video libraries, mobile phone and phone accessories shops and one slaughter house.

There are informal business structures alongside the road where people engaged in selling mostly clothes, electrical equipment and vegetables. The town has two supermarkets. General small retail shops form the majority of commercial buildings in Malaba town.

Major source of goods for trading



From our questionnaire analysis, most of the goods sold in Malaba are sourced from Uganda due to lack of factories and improved commercial agriculture in the town and its outskirts. As a result goods from Kenya are scarce and more expensive since they are not produced nearby.

Most of the interviewees get agricultural products from Uganda. This makes up 59.69% of the goods purchased from Uganda. This indicates low agricultural activities in Malaba town and its outskirts. It is also enhanced by higher prices of agricultural products in Kenya compared to Uganda. Clothing and related goods make up 34% of the purchased items. A smaller percentage goes to electronic goods and others. This is an indicator that the traders in Malaba prefer to import items such as electronics from other parts of Kenya or other countries due preferences, quality and cost. The chart below shows major goods that are purchased from Uganda.

1.10.5 Transportation Industry

The Nairobi- Malaba railway and The Great North Road were among the major contributors of growth of Malaba as a town. Malaba is a transit town, a gateway to East and Central Africa. This being the case, many economic activities in the town revolves around the transportation sector. Transportation activities such as bodaboda, truck driving, bus and matatu operations dominate the economic sector. These activities have thrust into limelight other supporting economic activities in the hospitality industry such as hotels, bars and lodging.

1.10.6 Hospitality Industry

The service sector in the town included among others: bars and restaurants, guest houses, hotels, cyber cafes, laundry, salons/barber shops, shoe repairing, bicycle repairing, garages, clearing and forwarding, telephone bureaus and electrical shops.

1.10.7 Finance and Insurance.

Various financial institutions including micro finances operate in the town and the business community utilizes them for both business financing and savings. The town boasts of having Co-operative, Kenya Commercial Bank (KCB), Equity, and Family Bank.

The micro finance institution in the town is the Kenya Women Finance Trust (KWFT). All these contribute to the growth of the town.

1.10.8 Cooperatives

Malaba town has seven registered cooperatives. They are: Teso north youth cooperative, Malaba riders, Malaba bodaboda association, Malaba women association, Winners Sacco, Jayrose marketing cooperative dealing with cotton and Ojok housing cooperative.

The trade office in charge of Teso North is located at the county headquarters in Busia town. The main challenges facing trade and cooperatives as stated by the trade officer are as follows:

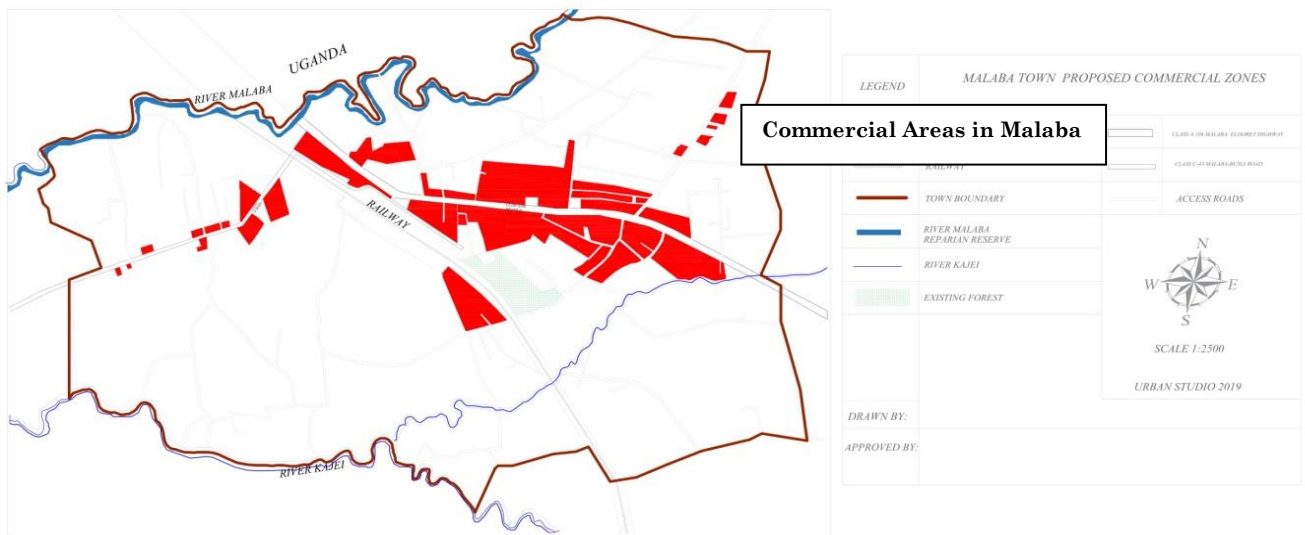
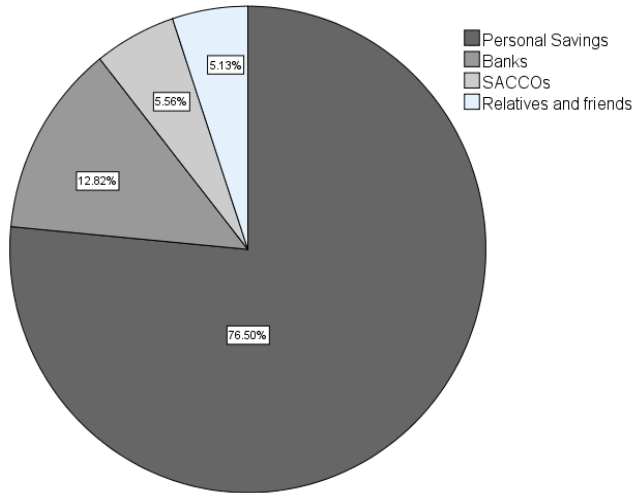
Insufficient fund allocation for cooperatives in the budget. The whole county was allocated six million for the financial year 2018/2019. Teso North Sub County was given only Ksh 200,000 for the loan applicants.

Understaffing whereby the three trade officers in county handle six wards.

Lack of facilitation of out of office work for the staff in terms of allowance and transportation means.

Despite the presence of banks and cooperatives in Malaba town, 76.50% of traders finance their businesses through personal savings. Banks contribute only 12.82% followed by SACOs at 5.56%. The stringent conditions of banks limit people' access to them thus they rely on personal savings to start and improve their businesses. On the other hand, there is little awareness about creating, managing and importance of cooperatives.

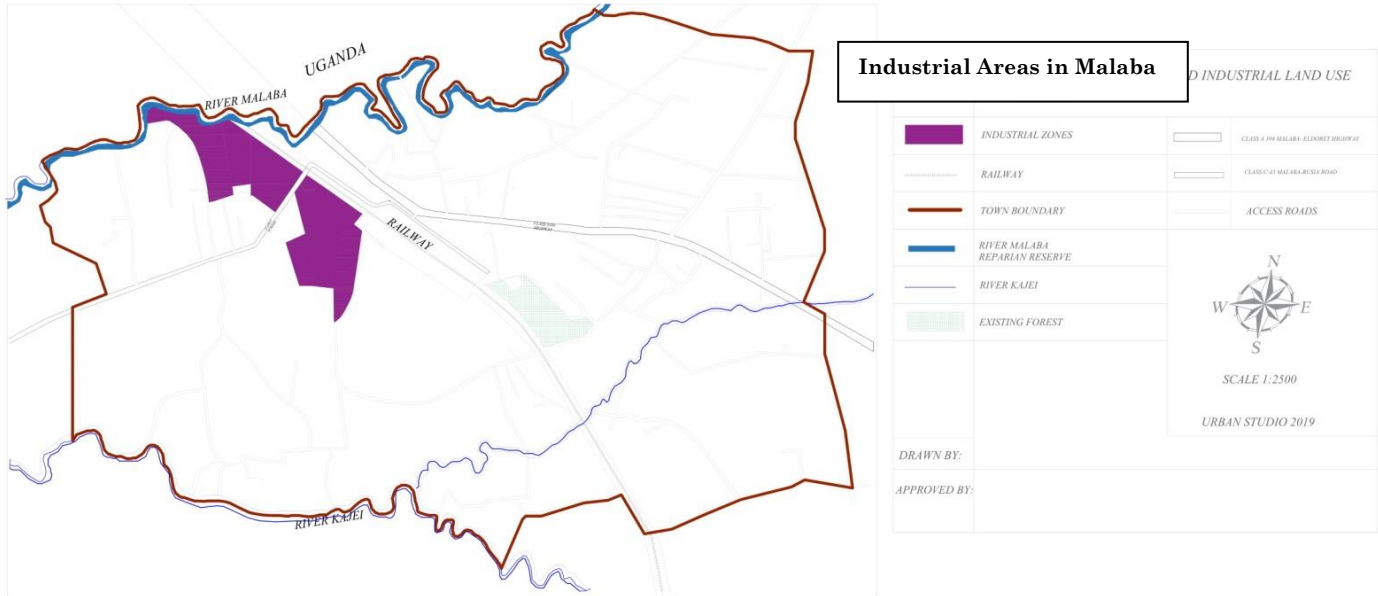
Major source of finance for business in Malaba



1.10.9 Manufacturing

Malaba town does not have major industries. The common form of manufacturing in Malaba is the Jua kali sector. The manufacturing sector included among others, posho mills, carpentry, tins/black smith, welding, saw

mill and tailoring.



1.10.10 Mining

The on-going mining activities in Malaba include: sand harvesting (commonly along river banks), brick making, quarrying, and ballast mining in the hills covered by granites. There are granite rocks spread across Malaba area, which have the potential for large scale production of building stones and ballast. Malaba River has huge deposits of sand which can be exploited to generate income for the County government and the community.

1.10.11 Agriculture

Malaba Municipality is situated in agriculturally viable land endowed with a variety of both food and

cash crops. The cash crops range from avocado, horticultural crops to macadamia among other crops. Food crops mainly comprise of groundnuts, French beans, maize beans, bananas, potatoes and cassava. Livestock production comprises cattle, pigs, goats, sheep, rabbits and chicken.

Apart from agriculture, the municipality is renowned as a cradle for cross border entrepreneurship in the country. The challenge has been an imbalance in trade occasioned by a difference in fiscal policy in the Kenyan and Ugandan side. The stable income supports thriving of almost all types of businesses which, if exploited together with the location advantage of being within the Nairobi metropolis can enhance growth momentum.

On the flip side, the infrastructure service development especially of the peri-urban is not well developed and there is need for improvement. This is envisaged to enhance trade, open up these areas thereby increasing contribution of agriculture to the GDP of the Municipality and County.

The infrastructure establishment is also expected to encourage value addition through setting up of light and medium industries.

1.10.12 Micro, Small and Medium Enterprise (MSME)

Majority of the businesses within the Municipality fall under the MSME and they are spread across with a good percentage of them being sole proprietorships and family owned and run businesses. There were over 3,000 licensed MSMEs in the County as at 2023.

1.10.13 Financial services

There are three commercial banks in the county (Kenya Commercial Bank, Cooperative Bank, Equity Bank, Kenya women finance trust), 6 Micro-finance institutions (Faridi Sacco, Kenya Women Finance Trust)

1.11 Municipality Comparative Advantage

- i. Competent staff: The Municipality of Busia competitively sourced for staff with skills and experiences required to propel the Municipality to greater heights;
- ii. The location of the Municipality along the Northern corridor makes it accessible to other regional Cities provides a wide market for the produced goods and services.
- iii. The Municipality has fairly developed infrastructure service within the CBD.
- iv. The land is fairly fertile with favorable climate for agriculture production. The topography is also fairly flat favoring development of infrastructure.
- v. The Municipality is both the administrative and political center for both national and county government agencies.

1.11.1 Human Development Index (HDI)

The Human Development Index (HDI) measures average achievements in three dimensions, namely, life expectancy, educational attainment and standard of living. The overall index is computed as the geometric mean of the three dimensional indices. The Busia County, HDI stands at 0.43 according to the County Integrated Development Plan (CIDP). This is below the national average of 0.52 and also that for neighbouring Bungoma County, Siaya County, Kakamega County and Vihiga County, which stand at 0.48, 0.44, 0.48 and 0.50 respectively.

Recognizing that HDI in the county has to be improved to reflect improved welfare of the people, the County Government has to put in place initiatives especially in health, education, poverty reduction and wealth creation.

The HDI emphasizes that people and their capabilities should be the ultimate criteria for assessing the development of a county and not economic growth alone. For Busia County, the critical Human Development Indicators are: life expectancy, infant mortality, adult literacy, school enrolment, retention, performance, and transition in primary, secondary and tertiary levels, gender parity and GDP per capita.

The County's life expectancy is 47 years compared to national average of 56 years. The infant mortality in the county is estimated at 65/1000 against a national average of 74/1000. The County literacy level stands at 75.3% of population aged 15 years and above who can read and write as compared to national figure of 79%. The primary school Gross Enrolment Rate (GER) was 81% of all the children aged between 6 and 13 years in 2012. Total enrolment in secondary school was 20% of the secondary school going age of between 14 to 17 years. The low enrolment rates can be attributed to poverty, inadequate physical infrastructure and poor retention, poor performance at primary levels, and low transition rates from primary to secondary.

1.11.2 Wage earners

As per the County Integrated Development Plan (CIDP), wage earners are mainly employed on casual basis either temporarily or seasonally with no job guarantee or security. The group accounts for 18% employment.

1.11.3 Self-employed

The self-employed are categorized as peri-urban self-employed who account for 4,752 people and core-urban self-employed who account for 7,849 persons. The self-employment opportunities are expanding with the growth of urban area.

1.11.4 Labour force

The labour force accounts 55.3% of the total population. There is however a great challenge for this group to create adequate gainful employment opportunities.

1.11.5 Unemployment levels

According to Busia County CIDP 2018-2022, the rate of unemployment is estimated at more than 20%. It follows then that labour-intensive policies and programmes are required to reduce the high rate of unemployment.

1.11.6 Social amenities

The table below summarizes the different types of amenities that are located within Malaba municipality

Table 3: Social Amenities

No.	AMENITIES	NO. OF UNITS
1.	Primary schools	50
2.	Secondary schools	33
3.	Tertiary colleges	0
4.	Universities	0
5.	University teaching centers	0
6.	Polytechnic	4
7.	Public parks	0
8.	Prisons	0
9.	Museums	0
10.	Roads	
11.	Markets	4
12.	Historical monuments	0
13.	Health facilities	5
14.	Cemetery	1 (several private)
15.	Libraries	0
16.	Recreational centers	1
17.	Stadia	0

1.11.7 Disaster Management and Preparedness

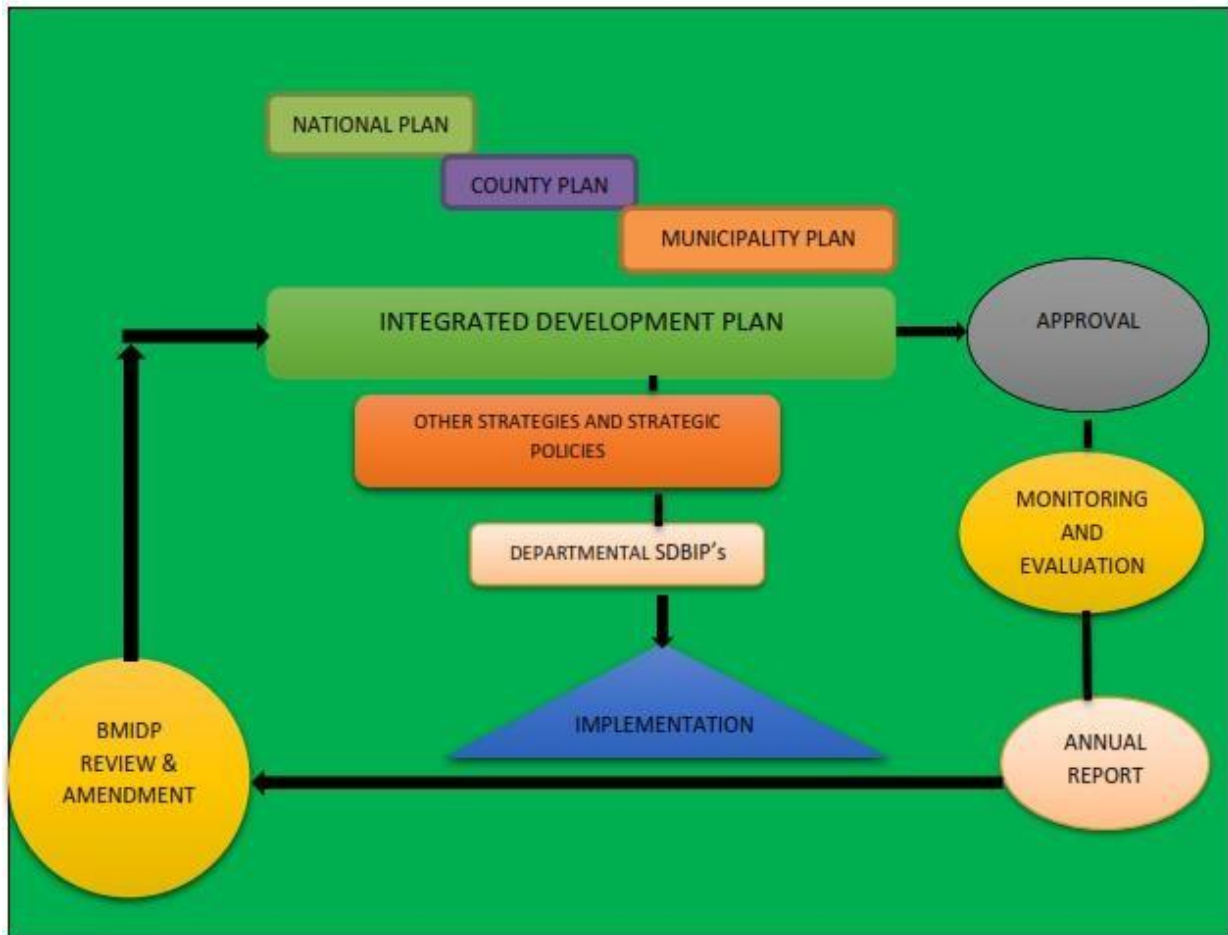
Major disasters in Malaba are accidents and natural calamities. Cases of school fires, thunder strikes and fuel tanks overturns have also been reported in the past. To improve on the disaster preparedness action, a disaster center should be constructed. With the proposed expansion of town there will be need to increase the number of disaster management equipment.

Currently the county government provides one fire engine in the area to mitigate against cases of fire outbreak.

1.12 The Plan Review

This Plan is a five-year strategic plan that provides guidance in execution of the constitutional mandate of the Municipality Board. The MMIDeP, will be reviewed on an annual basis and will always be aligned to National and County strategies. It is operationalized through strategic policies as well as departmental and unit work plans which aim to implement the strategic direction of the administration. The annual MMIDeP Review cycle can be illustrated in figure 2 below.

Figure 2: Annual MBIDeP Review cycle



CHAPTER TWO: IDEP LINKAGES WITH OTHER POLICY DOCUMENTS

2.0 Introduction

This chapter gives a breakdown of some of the relevant policies, legislation and institutions geared towards sustainable urban development, both nationally and globally. This begins with looking at the international and regional conventions before scaling down to the national and local structures. For many years urban development has been shaped by legal norms based on the Kenyan law. They define, on the one hand, the institutions responsible for governing and managing cities and urban areas and on the other, preparation and approvals of plans.

2.1 Linkage with Relevant International and Regional Conventions

2.1.1 Sustainable Development Goals (SDGs)

Prior to the lapse of the Millennium Development Goals (MDGs), negotiations on the Post-2015 Development Agenda began in January 2015 and ended in August 2015. A final document was adopted at the UN Sustainable Development Summit in September 2015 in New York, USA. The 17 new goals that were adapted are referred as Sustainable Development Goals (SDGs).

These SDGs are meant to end poverty in all its forms everywhere; to end hunger, achieve food security and improved nutrition and promote sustainable agriculture; to ensure healthy lives and promote well-being for all at all ages; to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; to achieve gender equality and empower all women and girls; to ensure availability and sustainable management of water and sanitation for all; to ensure access to affordable, reliable, sustainable and modern energy for all; to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; to reduce inequality within and among countries; to make cities and human settlements inclusive, safe, resilient and sustainable; to ensure sustainable consumption and production patterns; to take urgent action to combat climate change and its impacts; to conserve and sustainably use the oceans, seas and marine resources for sustainable development; to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels and to strengthen the means of implementation and revitalize the global partnership for sustainable development. This Plan is domiciled on SDG 11; however, the proposed interventions will encompass several SDGs.

2.1.2 The New Urban Agenda

The New Urban Agenda (NUA) is an urbanization action blueprint for UN-Habitat and partners in support of the 2030 Agenda on Sustainable Development; especially SDG 11 - making cities inclusive, safe, resilient and sustainable. The blue print is anchored on five major pillars including National Urban Policies, Urban Legislation and regulations, Urban Planning and Design, Local Economy and Municipal Finance and Local Implementation.

The pillar of Malaba Municipality Integrated Development Plan is the implementation of the New Urban Agenda through implementation of projects aligned to the NUA pillars of National Urban Policies, Urban Legislation and regulations, Urban Planning and Design, Local Economy and Municipal Finance Local Implementation.

2.1.3 AU Agenda 2063

Aspiration 1 of agenda 2063 purposes to achieve a prosperous Africa based on inclusive growth and sustainable development. It stipulates that African people should have high standards of living and quality of life, sound health and well-being. Cities and other settlements which are hubs of cultural and economic activities with modern infrastructure should be developed to ensure people have access to affordable and decent housing including housing finance and all the basic necessities of life.

2.1.4 East African Community Urban Development Strategy

East African Community development strategy aims to build a firm foundation for transforming the East Africa community into a stable, competitive and sustainable lower-middle income region by 2021. It also takes into account the existing and emerging regional development issues and priorities, while seeking to optimize regional growth opportunities. In order to achieve urbanization, the strategy puts in place and strengthens necessary policies aimed at enhancing planned and controlled urbanization and optimizing the strategic links.

2.2 Relevant National Policies

2.2.1 National Urban Development Policy

The National Urban Development Policy (NUDP) is the blue print for urban development in Kenya. The overall objective of NUDP is to provide a framework for sustainable urban development in Kenya for the benefit of all. The NUDP defines urban governance as “the ways in which individuals and institutions, public and private, plan and manage the common affairs of urban areas”.

NUDP seeks to create a framework for sustainable urbanization by presenting three sets of policy interventions on urban management; urban core issues; and additional areas of advice. Urban Management entails urban governance, finance and economy. Urban Core entails urban planning,

land, infrastructure and climate change, infrastructure, housing and disaster and risk management. Urban Advisory deals with social issues, marginalized groups, cross-cutting principles and introduces an implementation matrix.

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

2.2.2 National Land Policy

The Land Policy recognizes the importance of: optimal utilization of Land (Compact development), recognition and provision for informal sector activities, promotion of mixed-use development and provision for coordinated framework for enforcing planning decisions.

This municipal integrated development plan provides the basis for the spatial development framework for Municipality of Busia and as such takes due cognizance of the principles highlighted in the land policy.

2.3 Linkage with Relevant Legal Instruments

2.3.1 Constitution of Kenya 2010

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

2.3.2 Urban Areas and Cities Act, 2011 (Amended 2019)

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

Section 36 of the Act obligates every city and municipality to operate within the framework of integrated development planning which shall: give effect to the development of urban areas and cities, strive to achieve the objects of devolved government as set out in article 174 of the Constitution, contribute to the protection and promotion of the fundamental rights and freedoms contained in Chapter Four of the Constitution and the progressive realization of the socio-economic rights;

The Act is emphatic on the need for 5-year integrated development planning and the need to align annual budgeting to the plan. These plans are separate from those of the county. In section 36(2) it states that “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of functions.”

Further this integrated development framework provides the basis for the preparation of environmental management plans, the preparation of valuation rolls for property taxation, provision of physical and social infrastructure and transportation, preparation of annual strategic plans for a city or municipality, disaster preparedness and response, overall delivery of service including provision of water, electricity, health, telecommunications and solid waste management and the preparation of a geographic information system for a city or municipality. Additionally, the integrated development framework shall nurture and promote development of informal commercial activities in an orderly and sustainable manner, provide a framework for regulated urban agriculture and be the basis for development control.

2.3.3 County Government Act 2012

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

Section 37 gives power to the county executive committee to : monitor the process of planning, formulation and adoption of the integrated development plan by a city or municipality within the county, assist a city or municipality with the planning, formulation, adoption and review of its integrated development plan, facilitate the coordination and alignment of integrated development plans of different cities or municipalities within the county and within the plans, strategies and programmes of national and county governments and take appropriate steps to resolve any disputes or difference in connection with the planning, formulation, adoption or review of an integrated development plan.

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

More fundamentally the Act obligates county government to designate county departments, cities, municipalities, towns etc as planning authorities of the county.

2.3.4 Physical and Land Use Planning Act 2019

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

The development of this integrated development plan took in to consideration the provisions of this act bearing in mind that some of the proposed interventions include development of physical and land use plans for the municipality, development of municipal by laws to aid in development control as well as enforcement of the physical and use plans as well as resolution of planning and land use disputes using the established structures in this Act.

2.3.5 Environmental Management and Coordination Act of 1999

This Act of Parliament provides for the establishment of appropriate legal and institutional frameworks for the management of the environment. It aims at promoting a safe, clean and healthy environment. Section 58 of the Act requires that every development project likely to have impacts on the environment to undergo an environmental impact assessment before commencement of any works. All development projects proposed under this integrated development plan will undergo screening and a further environmental impact assessment if the screening reveals the need for the environmental impact assessment.

2.3.6 Public Finance Management Act (PFMA), 2012

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

2.4 Linkage with other National Plans

2.4.1 The Kenya Vision 2030 and Medium Term Plans

Sessional Paper Number 10 of 2012 on Kenya Vision 2030 is the National Economic Blueprint Policy that entrenches Kenya's Vision 2030 as the long-term development strategy for Kenya. The Kenya

Vision 2030 is the long-term development blue print that aims to transform the country into a newly industrializing middle-income country providing high quality of life to its citizens in a clean and secure environment by 2030.

The Vision is anchored on three key pillars: economic; social; and political. The Economic Pillar aims to achieve an average Gross Domestic Product (GDP) growth rate of 10 percent per annum and sustain the same till 2030 in order to generate more resources to reinvigorate the economy to meet its envisaged goals and aspirations. The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing (BPO) and financial services. A seventh sector, oil and mineral resources as added taking cognizance of the recent developments in the sector. The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors under this pillar include education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture. The Political Pillar aims at realizing a democratic political system founded on issue-based politics that respect the rule of law, and protects the fundamental rights and freedoms of every individual in the society.

The Kenya Vision 2030 is phased to be implemented in successive five-year Medium-Term Plans. The first plan covered the period 2008-2012, the second one covered 2013-2017 while the third one covered 2018-2022. The Country is currently implementing the fourth Medium Plan 2023 -2027) which builds upon the gains made and lessons learnt in implementing both the 1st, 2nd and 3rd Medium Term Plans. This 4th Medium Term Plan has placed a lot of emphasis on the Bottom Up Economic Transformation Agenda (BETA) pillars that include:

- a) **Agriculture:** The government is investing in agriculture to increase productivity and incomes for farmers. This includes providing farmers with access to inputs, such as seeds and fertilizer, as well as training and technical assistance.
- b) **MSME development:** The government is supporting MSMEs to grow and create jobs. This includes providing MSMEs with access to finance, training, and markets.
- c) **Affordable housing:** The government is building affordable housing units to help Kenyans own their own homes. This is expected to create jobs in the construction sector and boost the economy.
- d) **Universal healthcare:** The government is rolling out a universal healthcare program to provide all Kenyans with access to affordable healthcare. This is expected to improve the health of the population and make Kenya more competitive in the global economy.

Preparation of this integrated development plan will align to these national priorities.

2.4.2 National Spatial Plan

The National Spatial Plan (NSP) is a territorial plan that covers the whole country and translates and grounds Kenya Vision 2030. Cities and Urban areas should be aligned to the policies outlined in the National Spatial Plan.

The purpose of the plan is to strengthen national economic planning by providing spatial dimension of national economic policies, coordinate sectoral agencies by providing the spatial expression to sector policies to mitigate duplication and wastage of resources, formulation of physical/spatial planning policies to support socio-economic and sectorial planning and guide the preparation of regional, County and local (Cities and Urban areas) physical/spatial development plans.

2.5 Linkage with County Plans

2.5.1 Linkage of the IDeP with the County Spatial Plan

The Fourth Schedule of the Constitution of Kenya confers the role of county planning to the County Governments. Additionally, the County Government Act of 2012 requires each County Government to prepare a ten-year GIS based County Spatial Plan (CSP) in respect of the entire County. The CSP is a framework for organizing and distributing local populations and activities desired to achieve both national and county development objectives.

This IDeP has borrowed heavily from the provisions of the Malaba Municipality Integrated Strategic Urban Development Plan (2020-2030). Summarily, it has ensured that it aligns well with its bigger vision by cascading the specific provisions down to fit the circumstances and development dynamics relating to the municipality at its local scale. The municipal board has aligned its goals, objectives and development priorities with the ISUDP to ensure coordination in the implementation of sectoral projects and programs, so as to reduce the wastage of scarce resources and the duplication of efforts.

2.5.2 Linkage of the IDeP with the County Integrated Development Plan

Integrated development planning in the County takes two perspectives of county-wide five year Integrated Development Planning (CIDP) and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10 year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF). 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 programme based budgets and ranked priorities, financing, and participatory implementation. The framework further provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

CHAPTER THREE: PLANNING AND DEVELOPMENT PRINCIPLES

3.1 Integrated Development Planning in Action

Integrated Development Planning is a process through which an overall framework for development is formulated. It is a super planning for an entity and aims to co-ordinate the development efforts of all divisions within the government in a coherent manner. Integrated development planning takes cognizance of the existing conditions and problems and resources available for development. The planning looks at economic and social development for the area as a whole and sets framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The plan outlines the structures that manage the planning process, how the public can participate and structures that will be created to ensure this participation, time schedule for the planning and implementation processes and the responsibilities for monitoring, evaluation and reporting.

3.2 Spatial Development Framework (SDF)

The principles of the National Spatial plan include effective public participation/engagement, urban containment/compact cities livability, smart and green urban growth and sustainable development. Promotion of ecological integrity and promotion of public transportation were also principles that guided its formulation.

With Urbanization set to continue, sprawling settlement is also inevitable. This is expected to exacerbate the threats that come with urbanization, large population, and level of infrastructure service, the economic prospects and functioning of municipalities. The Municipality spatial concept aligns needs with capacity, jobs, social services and opportunity. It also recognizes the impact of population dynamics on the economic, ecological, settlements and infrastructure capacity.

The Spatial Development Framework aims to align investment and settlement in a way that future expansions in economic investments and service infrastructure are guaranteed. SDF seeks to ensure that future risks are mitigated to improve the prospects of a socially, economically and environmentally sustainable future. It projects to put up a complete, just and inclusive ecosystems, societies and economies, where all can participate without undermining the resources needed to sustain future generations.

The Municipality spatial concept comes in three spatial strategies with their supporting policy statements and guidelines and structured along namely;

3.2.1 Identification of and Protection of Service Infrastructure

Identify and protect the foundations of municipal infrastructure network that includes sewerage lines, water provision lines, energy (electricity) provision lines, dump sites, markets, cemeteries, crematoria among other service infrastructure.

3.2.2 Accessibility to Services

Improve the resilience of the infrastructure systems to improve rural access to services and promote a more sustainable municipal space economy.

3.2.3 Calibrate and align

Continuously update the roll-on municipality development factors including Population growth, economic growth, growth potential, and unemployment. It also includes update on progress and pipeline of development projects (especially housing projects); as well as the capacity to maintain urban systems and services over the long-term to facilitate, co-ordinate and enable the appropriate allocation of resources and investment to where need can be matched with economic growth potential.

3.3 Urban Planning

Urban planning is both a technical and political process. Its major aim is to develop and design land use and the built environment including infrastructure passing into and out of the municipality, such as transportation, communications, and energy infrastructure and distribution networks.

3.4 Development Control

Development control refers to the process of managing or regulating the carrying out of any works on land or making of any material change in the use of land or structures. It seeks to ensure that operations on land conform to spatial development plans as well as policy guidelines, regulations and standards issued by the planning authority from time to time. It also ensures developments comply with physical planning standards.

Specifically, development control seeks to promote the achievements of the following objectives:

- i. To ensure orderly physical development;
- ii. To ensure optimal land use;
- iii. To ensure the proper execution and implementation of approved physical development plans;
- iv. To protect and conserve the environment;
- v. To promote public participation in physical development decision-making; and
- vi. To ensure orderly and planned building development, planning, design, construction, operation and maintenance.

The procedure for the development control involves presenting an application for development permission by a developer to the planning authority, consideration of the application and the granting of approval, deferment or rejection of the application. The development application may be presented by a registered consultant on behalf of the developer in the prescribed manner.

The planning department is understaffed with no dedicated vehicles for the department. This makes enforcement very difficult for the planners to effectively control developments.

The process can be reengineered through the following:

- i. Formulation of one stop shop technical committee for development application consideration and approval;
- ii. Introduce digital platforms to promote efficiency and transparency in the process; and
- iii. Preparation of spatial plans and land management regulations
- iv. Embrace negotiations in terms of trade offs

3.5 Urban Design

Urban design is the process of designing and shaping the physical features of cities and towns and planning for provision of municipal services to residents and visitors. Modern urban design encourages sustainable urban planning where physical and environmental resources are properly utilized without compromising the future generation ability to do the same. A comprehensive urban design has to consider and integrate the following:

- i. Pedestrian zones to facilitate non-motorized transport for environmental conservation and promotion of urban health;
- ii. Aesthetics;
- iii. Urban structure – arrangement and relation of business and people;
- iv. Accessibility through safe and easy transport;
- v. Function and fit – places support their intended use;
- vi. Character and meaning – recognizing difference between places;
- vii. Continuity and change – Locating people in time and place by respecting heritage and culture; and
- viii. Civil society – people are free to interact with a civic equal which is important to build social capital.

3.6 Land Tenure

Land tenure is the act, right or period of holding land. There are two types of land tenure system in Kenya, namely;

3.6.1 Freehold

Freehold gives the holder absolute ownership of the land for life. This means descendants can succeed the owner for as long as the family lineage exists. A freehold title deed generally has no restrictions as to the use or occupation. However, there are conditional freeholds, which restrict the use of the land, for instance, for agricultural purposes or ranching only. A freehold interest is also known as fee simple or absolute proprietorship.

3.6.2 Leasehold

Leasehold refers to ownership of land for a period of time by paying fee or rent to the grantor. Payment of rates is made to the municipality for services rendered. Leases are granted by the Government for public land, urban areas for trust land and individuals with freeholds. The maximum term of government leases is 99 years. Leaseholders are eligible to apply for renewal or extension of the lease.

3.7 Urban Renewal

Urban renewal also known as regeneration is therefore the process of clearing out blighted areas in the inner city so that an opportunity of higher-class housing can be created and more. In developed countries like the United Kingdom and the United States, it's through the Housing Act which provides legal processes and frameworks for urban renewal. The following processes are followed when an urban renewal plan is to be affected: -

- i. Conditions study for data collection – In this study, boundaries of the urban renewal area are established;
- ii. Creation of redevelopment plan after data analysis aims and objectives are established the appointed members of the urban council integrated with relevant disciplines representatives;
- iii. Citizen input – A participatory approach is appropriate to ensure that the public is aware of the renewal plan.

3.8 Research and Development

The study of cities and urban areas has changed dramatically over time with the new frames of analysis being applied. Urban study programs expand beyond looking at the current and historical impacts of urban design to how it impacts the future interactions of the people. It looks at how to improve city development through architecture, open spaces, the interactions of people, and different types of capital that forms a community.

Urban Research tests new concept's application to the analysis of real problems. It aims to address the emerging challenges and practicalities of urbanism in the newer generation and policy interventions. Overall, four different themes influence research in the Municipality:

- i. **Spatial structure:** Reflects how the Municipality is physically organized.
- ii. **Processes that support spatial structure:** Question on how the Municipality infrastructure service is structured and its impact on the development. The task of conducting urban research requires addressing the risk of reinforcing the primacy of structures and experiences drawn from model Municipalities. This contribution details the methodological and conceptual sensitivity to questions of urban comparative framework and delves into spatial ontology to remedy inadequate policy frameworks. Urban Research further integrates institutional and topological dynamics of an urban area and reflects on the challenges of exploiting the economic strengths and opportunities.
- iii. **Normative Analysis:** Construct opinions supported by facts to promote better Municipality urban planning methods. Urbanization presents unprecedented opportunities and profound challenges for Urban Boards. It significantly impacts the expectations placed on the Boards and areas they need to adapt their institutional infrastructures, pedagogical practices and ways of operating.
- iv. **Policy Implications:** Urban areas are predominantly governed and serviced through policy instruments and techniques that are conducted in and through institutional bounded political units. Through research, Municipality policy-making is globalized through keeping up with the depth and scale of on-going socio-spatial transformations. It enhances inculcation of best practices in creating and sustaining reflexive, resilient diverse communities in urban contexts. It opens on the convergence of global visions and local context on resource mobilization, engagement of marginalized communities and participatory formulation of spatial and strategic actions. This lends to austerity urbanism that prevents crisis policies and imposed urban restructuring processes.

3.8.1 Areas of Municipal Research

3.8.1.1 Research Area 1: Urban Planning

This research area in the Municipality includes studies in area of spatial planning for the improvement of development control. Specifically, this research domain purposes to provide necessary planning data for healthy and safe living conditions, efficient transport and communication, adequate public facilities and aesthetic surroundings. It also includes outline communities and highways as regional planning.

3.8.1.2 Research Area 2: Urban Environment

It's projected that over the next 30 years, most of the world's population growth will occur in cities and towns of poor countries. Rapid, unplanned and unsustainable patterns of urban development are making developing cities focal point for many emerging environment and health hazards. As urban population grow, research in the quality of urban environment will play an increasingly important role in public health with respect to issues ranging from solid waste disposal, provision of safe water and sanitation, and injury prevention, to the interface between urban poverty, environment and health.

Unstable patterns of transport and urban land use are the drivers, or root cause, of a number of significant and interrelated environment and health hazards faced by urban dwellers. These health and environment linkages cut across a range of policy sector and thus are often overlooked in policy making. They must therefore, be a focus of urban research

3.8.1.3 Research Area 3: Urban Sprawl

Urban sprawl or suburban sprawl mainly refers to the unrestricted growth in many peri-urban areas of housing, commercial development, and roads over large expanses of land, with little concern for urban planning. Urban sprawl is associated with a number of negative environmental outcomes such as proliferation of slum dwellings within the urban areas. The research focus in this area will entail deep study in causes of the proliferation to impacts and shortcomings of existing policies in urban planning and development control

3.8.1.4 Research Area 4: Urban sociology and Economics

Urban sociology is the sociological study of life and human interaction in metropolitan areas. It seeks to study the structures, environmental processes, changes and problems of an urban area and by doing so provide inputs for urban planning and policy making. This research area uses statistical analysis, observation, social theory, interviews, and other methods to study a range of topics, including migration and demographic trends, economics, poverty, race relations and economic trends of the urban area.

The research on urban economics involves using the tools of economics to analyze urban issues such as crime, education, public transit, housing, and municipal finances (taxation and taxation regimes). It is tied to investigating relationships between urban problems, such as poverty or crime.

3.8.1.5 Research Area 5: Land use

Looking at land use within metropolitan areas, the urban land use research seeks to analyze the spatial organization of activities within the urban area. In attempts to explain observed patterns of land use, intra-urban location choices of firms and households. Considering the spatial organization of activities

within urban economics, it investigates the determinants of price of land and why those prices vary across space. The Urban land use also identifies land-use controls, such as zoning, and interpreting how such controls affect the urban economy.

3.9 Sustainable Community Livelihoods and Resilience

In order to enhance community livelihoods and resilience, major areas of focus will include;

- i. Reviving of agricultural Demonstration Farm(s)
- ii. Housing Programme – Issuance of title of ownership
- iii. Infrastructure development at the Municipal peri-urban
- iv. Reviving VTCs and building one in each Location to improve technical skills amongst the youth
- v. Establishment of training center for PWDs through PPPs

3.10 Risk Reduction and Management

The ever-growing population in our urban centers has brought about different hindrances in our social, political and economic paths of life. Too many people in the cities have also led to a number of environmental risks. Some of the environmental challenges that have come up include;

3.10.1 Waste disposal problems

Too many people concentrated in an area contribute to more waste being released back to the environment. Locations where both solid and liquid waste can be disposed end up being very limited posing huge challenge.

3.10.2 Insufficient clean water availability

Clean water availability becomes a huge problem since there are too many people who are relying upon a water source.

3.10.3 Increased air pollution

Modern transport systems are the biggest source of air pollution. Emergence of new factories in the urban centers can also lead to high levels of air pollution.

3.10.4 Degradation of natural resources

Many people can be relying on a garden since it is a rare site in the urban centers. However, these people will not care about the natural resource hence it may lose its beauty in the end.

3.10.5 High levels of energy consumption

Energy consumption for electricity, transportation, cooking and heating are much higher in the urban centers. For example, most people in the urban areas own cars that consume a lot of fuel.

3.10.6 Increased water pollution

Buildings are constructed in the urban centers to cater housing for the increasing population in these areas. Some of them lack ways to dispose liquid waste thus channeling in to the natural water resources.

3.10.7 Increased loss of highly productive farmland

People in the urban centers have a high rate of consumption of foods than in the rural areas. This results to intensive use of fertilizers in the farms so as to provide for the ever-demanding population. Too many emissions alter the climate.

3.10.8 Key features of Urban Environment

The table 3 below gives key features of Urban Environment.

Table 4: Features of Urban Environment

Density	Diversity	Dynamics
Population	Actors	Population growth
Buildings	Infrastructures	Industry
Infrastructures	Space	Commerce
Livelihood options	communities	Space

3.11 Capacity development for urban risk reduction

Awareness-raising programs can be tailored to meet the needs of specific populations, risks and target groups. These approaches can be integrated into almost all existing initiatives, whenever and wherever they take place. They can build on and support existing volunteer mobilization and peer-to-peer communications. The objective of awareness-raising activities is to familiarize communities with risk and interventions required prior to, during and following disasters.

In order to ensure that the capacity development for urban areas is sufficiently strong to be able to effectively engage in urban resilience building, it is important to ensure that the following elements are in place and institutionally supported:

- i. An understanding of the complexity of urban contexts and planning processes.
- ii. The ability to identify and engage with relevant urban stakeholders.
- iii. An analysis of existing legal and policy frameworks.
- iv. Strengthened communications and documentation skills to better capture and learn from urban experiences.
- v. Regional information sharing of lessons learned and good practices.
- vi. Training and simulation exercises appropriate for cities.
- vii. Improved risk analysis skills and capacities.
- viii. Improved human resource skills including the recruitment of educated/skilled volunteers.

ix. Increased fundraising capabilities

The first step in awareness-raising is the need to ensure broad stakeholder engagement. This is required to understand drivers of risk and existing vulnerabilities as well as to ascertain appropriate tools and processes needed for comprehensive assessment and identification of underlying causes of risk. National Societies should focus on the awareness-raising activities listed below: -

- i. Public education and awareness activities such as campaigns and training should be undertaken to raise awareness and engage individuals and communities in urban risk reduction activities.
- ii. Promoting awareness of relevant rights, responsibilities and duties can be important for both improving the implementation of the existing legal and policy frameworks and for empowering communities and local actors. Urban residents that are aware of their local disaster risk management systems, and individual rights and responsibilities when it comes to basic services and risk reduction, are likely to be more engaged and empowered to contribute to their own safety. National Societies can play an important role as a bridge between government actors and urban residents in this respect. Key messages for dissemination can be developed following an analysis of the legal framework and consultations with relevant stakeholders.
- iii. Effective integration of social and non-physical elements of DRR into safety regulations, building codes and land-use planning.
- iv. Campaigns. Municipalities are well-placed and have the experience to take on large-scale urban awareness campaigns, and can leverage the power of their volunteer base to effectively disseminate information. Such campaigns enable a greater degree of familiarization on the part of urban residents and stakeholders of key issues. Given major and rapid changes in the use of technology in urban areas, it is important to use and apply different media through which National Societies may want to seek to raise awareness on urban risk. Different tools from radio to TV and from SMS to mobile apps and social media will enable the municipalities to reach different demographic groups

Understanding the urban complexity would help in capacity development that would emphasize on the following:

- i. Reduce air pollution by upgrading energy use and alternative forms of transport- alternative forms of transport such as cycling will be a major shift to reducing air pollution. (Carpooling or cycling)
- ii. Valuing local skills and non-market-based solutions- Most technological innovations and modern solutions are short lived, difficult to maintain and costly. Cities need solutions that have adapted to local climate and handcraft skills.

- iii. Create private-public partnerships to provide services such as waste disposal-Private individuals are at a greater position to provide waste disposal services because they understand the topography. They can therefore provide these services with less environmental harm.
- iv. Incorporate planting trees and the care of city garden spaces as a key element in urban planning.
- v. Energy security through distributed renewable energy systems- governments should enact legislation that provides fair subsidies to support the shift to renewable energy sources.
- vi. Sustainable construction processes, buildings and maintenance- Energy efficient and more flexible buildings will have long term value. A good example is installing bio digesters for liquid waste.
- vii. Embrace the culture of sustainability- Towns need to come up with projects that do not do it by chance. In many cases, there is long history of trial and error behind the ways to reduce urban challenges. Based on this continuous analysis, the cities can build projects that bring about positive transformation.

CHAPTER FOUR: SECTORAL PLANS

4.1 Introduction

Sectorial planning is strategic planning for defined entities, sectors or industries of the economy. Sector in terms of sectorial planning means the spatial planning under consideration of only one planning criteria such as traffic, motorized and non-motorized transport system, telecommunication, Tourism, Agriculture, education, health, power supply, Water and sewerage system, storm water management, recreational facilities, social amenities, environmental issues among others.

Sectorial planning process includes detailing sectorial development objectives, policies, strategies and providing supporting documentation for processes of planning. They are highlighted as follows:

4.2 Housing and Settlement Upgrading

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

- i. Legal security of tenure
- ii. Availability of services, materials, facilities and infrastructure
- iii. Affordability
- iv. Habitability
- v. Accessibility
- vi. Location
- vii. Cultural adequacy

The following are Municipal housing and settlement objectives;

- i. To improve accessibility within the informal settlements
- ii. To improve security within Malaba and its environs;
- iii. To improve housing condition in Malaba Municipality
- iv. To improve solid waste management;
- v. To connect the informal settlements with the sewer system; and
- vi. Provision of clean piped water to the residents of Malaba Municipality
- vii. To reduce flooding incidences in Malaba town and Amoni area.

Principles for the provision of formal housing will be guided by planning standards and building regulations operating in Kenya, while slum upgrading strategies will be governed by the Kenya Informal Settlements Improvement Programme (KISIP).

In order to achieve the above proposed strategies it is necessary that the Malaba Municipality undertakes the following steps:

- i. Preparation of physical development plan for Malaba outlining zoning codes and regulations.
- ii. Mobilization of resources - mobilize financial resources from the public sector, development partners, private sector, civil society and beneficiary settlement communities and individuals.
- iii. Institutional arrangements for slum upgrading implementation
- iv. Undertaking social and economic mapping about who will be affected
- v. Preparation of digitized base maps for each informal settlement to aid planning
- vi. Planning for residential estates/neighborhoods
- vii. Acquisition of land for infrastructure provision
- viii. Execution of construction works

4.3 Environmental Management

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

The specific objectives of the study are:

- i. Protecting and preserving natural water courses
- ii. Improving access to portable water
- iii. Expanding sewer coverage
- iv. Provide solid waste management
- v. Controlling rain water and soil erosion
- vi. Provide recreational parks in Malaba and Amagoro towns
- vii. Reducing environmental hazards and disasters

4.4 Transportation

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

4.4.1 Public Transport system

One of the basic challenges in urban transport is to ensure a sustainable balance between public and private modes of travel. This can be achieved by adopting two general categories of measures, that is, public transport incentives and automobile disincentives. Since it will be too sensitive to adopt any automobile disincentive measure given the low level of auto ownership in Busia, the focus for ensuring a balanced development of urban transport should concentrate on providing public transport incentives and priorities. Some of the broader strategies that Malaba should consider in the medium/long term future include:

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

4.4.2 Air Transport

A new location for an airport should be identified and reserved for the development of an airstrip in the short term, but should be adequate for a regional airport in the long term. It should be located at least 15 km from the town centre to allow for the natural expansion of the town.

4.4.3 Walking and Cycling

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

4.4.4 Parking

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

Provision of designated parking for heavy commercial trucks especially at the peri-urban areas is vital.

4.5 Social Service and Education Infrastructure

Vision 2030 aspires for a country firmly interconnected through a network of roads, railways, ports, airports, water and sanitation facilities, health facilities, education, recreation, energy and telecommunications. The government therefore has given the highest priority to investment in the nation's infrastructure. The government is also determined to improve security in order to lower the cost of doing business and to provide Kenyans with a more secure living and working environment.

4.5.1 ECDE Programme

The ECDE facilities within the jurisdiction of the Municipality are about one hundred and twenty government and privately owned. They are either stand-alone facilities or those within primary schools as per the Government Policies.

Most of ECDE centres are dilapidated or incomplete(lacking key facilities) and need to be improved.

4.5.2 Polytechnics and VTCs

Many girls fall out of school for lack of fees and others out of teenage pregnancies. This is due to the challenges posed by the location of Malaba Municipality as a border town. Most girls do not go back to school and hence seek employment as house-helpers or end up staying at home. To empower them economically, more VTCs should be established to offer skill and knowledge to such groups.

The skills to be imparted are masonry, catering, tailoring, baking and pasting, confectionery and such cottage industries knowledge where they can work from home.

4.5.3 Child Care Facilities

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

4.5.4 Sports and Cultural Activities

The sports activities are mainly football and volleyball clubs in various localities where young men practice in the evenings and weekends. Most of them are not registered with the department of sports. In order to tap into this talents, there is need to develop sports facilities and recreational centres in every ward. There is need to develop the Achunet Stadium to good standards. The municipality should leverage on PPP to develop such facilities.

There are many cultural groups which promote cultural activities especially music. Such activities need to be promoted through capacity building and further collaborations.

4.6 Public Facilities

4.6.1 Conference Facilities

The Municipality should construct a public social hall facility to include amphitheatres, sports halls for indoor games, fully equipped kitchens, gymnasiums, libraries and plenary halls in order to promote social activities.

Malaba municipality needs to work with speed to construct a public library to enhance learning and acquisition of knowledge.

4.7 Public Health, Sanitation and Environment

4.7.1 Water

Malaba and its environs has inadequate supply of piped water. Most residents obtain water either from privately owned boreholes, shallow wells or natural sources. There is need for the municipality to undertake provision of clean and safe water through collaborative approach across the four wards.

4.7.2 Solid Waste Management

The municipality is dependent upon the county government for tractors and general solid waste collection. Youths and women groups have been engaged to offer town cleaning and solid waste collection.

4.7.3 Public Health

There is need to upgrade Malaba dispensary to a level four hospital to take care of the rapid increasing population. The construction of Amagoro dispensary need to be completed.

The municipality needs to acquire land for public cemetery. Currently the only cemetery available in the municipality is Muslim cemetery at Ikapolok.

4.8 Education

There are ECDs/pre-primary facilities within the municipality with some constructed in limited spaces hence no children playing grounds. There is need for the Municipality to improve on the existing ECDE classrooms to ECDE centers.

There is also a need to acquire more land for the construction of standalone ECDE centres to complement those located in the primary schools.

4.9 Parks

The Municipality lacks recreational parks in any of its urban areas. There is need to move with speed to acquire land for such spaces especially at Malaba and Amagoro towns.

4.10 Communication

Communication is dominated by the use of telephone (both landline and mobile). The landline telephone lines are however not widely used due to their inefficiencies and vandalism. Most units are also not connected to this communication line. The mobile industry fuels communication within the town with sole service providers being Safaricom Plc Ltd, Airtel Ltd and Orange Ltd networks. The municipality also has access to courier services such as G4S, Public Service Vehicles (PSV) Bus companies, security companies and Kenya Postal Corporation.

4.11 Security

Malaba Municipality has one (1) police station, which needs to be modernized given its important location in monitoring cross border activities. Amagoro host the sub-county heads of security officers. Police Patrol Base at Amagoro, Kocholya and Royco also assists the municipality with security issues. The United Nations recommend a ratio of 222 police officers for every 100,000 people (1 police officer: 450 people).

4.12 Electricity

Development projects recommended under this strategic urban development plan will definitely increase demand on Malaba electricity supply. Currently, Busia as a county experiences regular power outages which is does not provide an enabling environment for investors. Approximately 15% have access to electricity in Malaba Municipality with majority of connection being households closer to the CBD.

CHAPTER FIVE: STRATEGIC PRIORITIES, PROGRAMMES AND PROJECTS

5.1 Introduction

This chapter provides an analysis of Malaba Municipality of spatial development framework, key Municipality development priorities, strategies, programmers' and projects identified by stakeholders in the municipality.

The Project/ Programs have been presented to align with the municipality sector focus as outlined in the above chapter and they include:

- i. Transport, Roads, Housing and Public Works;
- ii. Water and Sanitation services;
- iii. Health service and Sanitation;
- iv. Environment and Natural resources management;
- v. Disaster Management;
- vi. Development Control Management;
- vii. Climate change and urban resilience; and
- viii. Culture Heritage and Conservation plan.

Conjecturing from the analysis above, the municipality shall prioritize on the following programs, which it considers of high impact and relevant to the realization of the Municipality of Busia vision and mission:-

- 1) Urban Institutional Development
- 2) Urban Infrastructure Development
- 3) Urban Planning and Development Control
- 4) Urban Socio Infrastructure Development
- 5) Environmental Management
- 6) Disaster Management

The specific outcomes, outputs and objectives for each of the six have been set out in the table below as follows: -

5.2 Urban Institutional Development

The Constitution of Kenya and the Urban Areas and Cities Act bestows enormous responsibility of managing cities and municipalities upon the boards of Cities and Municipalities. This responsibility calls for these boards to adopt integrated and strategic thinking that allows them to focus on projects that generate significant development impact and multiplier effects if the boards are to achieve any

tangible development during their five-year tenure. It is with this responsibility that Municipal Board will have to undertake the following programs so as boost its capacity. This will ensure enhanced service delivery to citizens of Malaba Municipality whilst at the same time guarantee climate resilient infrastructure projects and programs are achieved as elucidated in this Integrated Plan.

Table 5: Urban Institutional Development

Programme 1: Urban Institutional Development										
Objective (s):										
1. To improve governance within the municipality 2. To create and sustain and attractive safe secure and well managed municipality 3. To enhance service delivery excellence										
Outcome (s):										
Enhanced public order; Enhanced local governance systems & Improved transparency and accountability in citizen engagement in decision making of urban government										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions
Municipality Governance Structure	Operational Board		Number of Board meetings held annually	CGB Donor	1.5	1.5	1.5	1.5	1.5	4.5
	Operational municipal administration		Number of offices established and equipped per year	CGB	10	15	15	10	5	55
	Board training		Number if trainings held per year	CGB Donor	3	3	3	3	3	15
	Established municipal court		Number of courts cases per year	CGB	1	1	1	1	1	5
	Staff training		Number of staff trained	CGB Donor	5	5	5	5	5	25
	Citizen for a		Number if citizen for a meetings held per year	CGB Donor	3.5	3.5	3.5	3.5	4	18

5.3 Urban Infrastructure Development

The existing transport system, in terms of the road system, traffic volumes, public transport services and facilities (motorized and non-motorized transport, parking areas, special needs passengers, freight) will be assessed and expanded to accommodate projected future demands.

The transport needs assessment is a combination of the transport projects/ issues identified from the public participation and needs assessment sessions held with the stakeholders.

The Municipal investment in infrastructure will form the bulk of operational activity from the municipal institutions. The implementation of bulk infrastructure investments will be in phases

through funding mobilization from the County Government and development partners (donors) due to the municipality's limited financial resources. Infrastructure investment will be both climate resilient and sustain and support urban economic growth. Street lighting will be a necessary catalyst to reduce crime and ensure residents can work late into the night as efforts are made towards making Municipality of Busia a 24 hour economy.

Storm water drainage comprises a network of both natural (surface run off) and manmade drainage systems for draining a sub divided catchment area. The municipality will review any storm water management strategy in place and develop a new street and storm water master plan to ensure that all streets and storm water strategies are up to the required standards.

The review may suggest developments in terms of;

- i. Increase in storm water pipe diameter size;
- ii. Additional storm water pipes;
- iii. Inlet and outlet control systems
- iv. Erosion protection systems
- v. Maintenance of existing storm water infrastructure

Prioritized projects and programs in this sector will be as captured in the table 6 below:

Table 6: Urban Infrastructure Development

Programme 2: Urban Infrastructure Development										
Objective (s):										
1. To improve health, wellbeing and quality of life										
2. To enhance sustainable natural resources management in the municipality										
3. To enhance social infrastructure needs										
4. To mitigate effects of climate change										
Outcome (s):										
Enhanced health of municipality dwellers, mitigate effects of climate change by having climate resilient urban infrastructure and to enhance economy of the municipality										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions
Road and transport infrastructure	Paced and marked parking lots	25	Number of parking lots paved annually	CGB Donor	10	15	15	15	15	70
	Paved roads	2	Number of Km of climate resilient roads paved per year	CGB Donor	100	150	150	150	150	700

	Paved walk ways and cycling lanes	2	Number of Km paved per year	CGB Donor	20	30	30	30	30	140
	Maintenance of paved roads	-	No. of paved roads maintained annually	CGB	10	15	20	25	30	100
	Road safety campaigns conducted	-	Number of road safety campaigns conducted	CGB	1.5	1.5	1.5	1.5	1.5	7.5
	Feasibility studies conducted	1	Number of feasibility studies conducted and utilized per year	CGB Donor	10	10	10	15	15	60
	Design reports and tender documents prepared		Number of design reports and tender documents prepared annually	CGB Donor	5	5	5	5	5	25
Drainage infrastructure	Construction of storm water drains	8	No. of Km of storm water drains constructed annually	CGB Donor		30	35	40	45	150
	Maintenance of storm water drains	-	No. of Km of storm water drains maintained annually	CGB	5	10	15	20	25	75
	Constructed sanitation blocks	2	Number of sanitation blocks constructed per year	CGB		15		15		30
Energy infrastructure	Floodlights installed	6	Number of floodlights installed per year	CGB Donor			10	10	10	30
	Streetlights installed		Number of streetlights installed per year	CGB Donor	5	5	5	5	5	25

5.4 Urban Planning and Development

The activities in this directorate affect the lives and livelihoods of the community by how they utilize the land as a resource to realize their social-economic goals. This is done through a regulated development framework known as urban planning and development control.

Prioritized projects and programs in this sector will be as captured in the table 7 below:

Table 7: Urban Planning and Development Control

Programme 3: Urban Planning and Development										
Objective (s):										
1. To strengthen physical planning and land use management										
Outcome (s):										
Strengthened physical planning and land use management										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions

Physical planning and Land use management	Implementation of urban plans	-	Rate of implementation of urban plans annually	CGB Donor						
	Development of zoning and building codes	2	Zoning and building codes developed	CGB Donor		10				10
	Development of municipal plans	2	Number of municipal plans developed	CGB Donor	10	10	10	10	10	50

5.5 Urban Socio Economic Infrastructure

Urban infrastructure affects the way of life within the urban set up. The status of this urban infrastructure influences the level of investments which can attract both the private enterprises and government establishments.

Thus the vision is geared to the core of understanding that all development endeavors must achieve inclusivity of everyone and that the benefits of sustained urban economic growth must be shared amongst all.

Prioritized projects and programs in this sector will be as captured in the table 8 below:

Table 8: Urban Social Infrastructure Development

Programme 4: Urban Social Infrastructure Development										
Objective (s): 1. To improve health, wellbeing and quality of life 2. To enhance social infrastructure needs 3. To mitigate effects of climate change										
Outcome (s): A beautified town that is promoting climate change mitigation measures Climate resilient urban infrastructure										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions
Social-economic infrastructure	Urban beautification	-	Number of trees, flowers planted annually Number of bulidngs re/painted annually	CGB Donor	5	5	5	5	5	25
	Construction of recreational parks	2	Number of recreational parks constructed per year	CGB Donor			15	15		30
	Installation of billboards	-	Number of billboards per year	CGB		3			3	6
	Construction of boda boda sheds	-	No. of boda boda sheds constructed annually	CGB Donor	3	3	3	3	3	15

	Construction of markets	-	Number of markets conducted	CGB Donor			150			150
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5.6 Environmental Management

The municipal Solid Waste site must fulfill the specific ten ideal waste management points as set aside by EMCA (1999) and waste management regulation 2006.

Disposal infrastructure and waste collection infrastructure, Revitalization of rivers, Afforestation and landscaping of streets have been identified as the key focus areas for development of a complete service for the Malaba Municipality.

Prioritized projects and programs in this sector will be as captured in the table 9 below:

Table 9: Environmental Management

Programme 5: Environmental Management										
Objective (s):										
1. To identify and enhance new technology for sustainable development										
2. To support pollution prevention										
3. Promote sustainable development that promotes environmental protection and management										
Outcome (s):										
Improved Health										
Enhanced cleanliness										
Improved recycling and reuse practices at point of waste generation										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions
Solid waste management	Solid waste equipment acquired and maintained	2	Number of solid waste equipment acquired and maintained annually	CGB Donor	10	15	15	15	15	70
	Rehabilitation of Alupe dump	-	Alupe dump site rehabilitated	CGB Donor		15				15
Environmental conservation	Garbage receptacles	-	Number of garbage receptacles constructed per year	CGB Donor		5	5			10
	Constructed incinerator	-	Number of incinerators constructed per year	CGB Donor			5	5		10
	Revitalization of rivers	-	No. of rivers reclaimed within the municipality annually	CGB Donor	3		3		3	9
	Afforestation	-	Number of trees planted	CGB Donor	1	1	1	1	1	5
	Landscaped streets	-	Number of streets landscaped	CGB Donor	2	2	2	2	2	10

5.7 Disaster Preparedness and Management

Preparedness of fire disasters is core to the development of urban areas. With the increased growth of businesses and the rapid urbanization in Malaba Municipality, the municipal board will endeavor to establish security safeguards in the event of natural disasters that may occur.

Prioritized projects and programs in this sector will be as captured in the table 10 below:

Table 10: Disaster Preparedness and Management

Programme 6: Disaster Preparedness and Management										
Objective (s):										
1. To improve disaster preparedness										
2. To safeguard and make available vital materials supplies and equipment to ensure the safety and reliable recovery predictable disasters										
Outcome (s):										
Improved service provision in emergency response										
Sub-Programme	Key Output	Baseline	Key performance indicators	Source of Funding	Planned Targets					
					2024-25	2025-26	2026-27	2027-28	2028-29	Total Budget (Kshs.) Millions
Disaster response fund	Emergency fund	-	Amount of funds allocated per year	CGB	5	5	5	5	5	25
Disaster preparedness	Construction of fire station	-	Fire station constructed	CGB Donor		50				50
	Disaster Risk Management policies Developed	-	Number of Disaster Risk Management Policies Developed	CGB Donor			5			5
	Strengthened capacity on disaster preparedness, Response and management	-	Number of staff recruited and trained	CGB Donor		2	2	2		6
	Improved response time to disaster occurrence	-	Number of water hydrants installed in the municipality	CGB Donor		2	2	2		6

CHAPTER SIX: IMPLEMENTATION FRAMEWORK

6.1 Introduction

In order to implement this plan effectively, the municipal board shall adopt an institutional framework that will enhance coordination and efficiency to meet the goals of the plan. This chapter therefore presents the institutional structure as well as highlighting the various roles of the critical stakeholders and organs that will be used to deliver the aspirations of the residents within the set timelines. This will ensure clarity of roles and provide a basis for performance evaluation.

6.2 County Citizen's Forum

The forum comprises of community representatives, the business community, faith-based organization, civil society representatives and community based organizations. Their roles will be:

- i. To identify priority projects and programmes;
- ii. To carry out social accountability of projects and programmes;
- iii. To promote Participatory Monitoring and Evaluation among the people;
- iv. To serve as the community entry and focal point;
- v. To highlight development challenges; and
- vi. To assist in community mobilization and sensitization

6.3 Municipal Board

This will consist of the Municipal Manager who shall act as the secretary to the board and membership as envisaged in the Urban Areas and Cities Act, 2011 (amended 2019). The responsibilities of the Board are as follows:

- i. The Board of the Municipality shall have all the powers and perform all functions vested in boards of municipalities under the Urban Areas and Cities Act 2011, the County Government Act and the Municipality By-laws;
- ii. Except as the Municipal Charter otherwise provides, all powers of the Municipality shall be vested in the Board of the Municipality.
- iii. The Board of the Municipality shall provide for the exercise of these powers and for the performance of all duties and obligations imposed on the Board of the Municipality.
- iv. Subject to the Constitution and any other written law, the Board of the Municipality shall, within the boundaries of the Malaba Municipality.

As stipulated in the Malaba Municipality Charter; the Municipal Board shall perform the following functions:

- i. oversee the affairs of the Municipality;
- ii. develop or adopt policies, plans, strategies and programs and set targets for service delivery;
- iii. formulate and implement an integrated development plan;
- iv. control land, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the Municipality as delegated by the County Government of Busia;
- v. promoting and undertaking infrastructural development and services within Municipality as delegated by the County Government of Busia;
- vi. developing and managing schemes, including site development in collaboration with the relevant national and county agencies;
- vii. maintaining a comprehensive database and information system of the administration;
- viii. administering and regulating its internal affairs;
- ix. implementing applicable national and county legislation;
- x. entering into contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions;
- xi. monitoring and, where appropriate, regulating municipal services where those services are provided by service providers other than the Board of the Municipality;
- xii. preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- xiii. collecting rates, taxes levies, duties, fees and surcharges on fees as delegated by the County Government of Busia;
- xiv. settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government of Busia;
- xv. monitoring the impact and effectiveness of any services, policies, programs or plans;
- xvi. establishing, implementing and monitoring performance management systems;
- xvii. promoting a safe and healthy environment;
- xviii. facilitating and regulating public transport; and
- xix. Performing such other functions as delegated by the County Government of Busia.

6.4 County Assembly

The County Assembly comprises the elected and nominated members, the Speaker, Clerk and the County Assembly Public Service Board. Its role shall be:

- a) Enacting laws and policies;
- b) Receiving and approving the development plans and budgets of the county;
- c) Overseeing the development and promotion of public investments; and
- d) Promotion of value for money on development programmes and project Watchdog for the executive and promotion of peace and stability.

6.5 Municipal Secretariat

This unit comprises municipal directorates/sections with staff and their roles shall be:

- a) Ensuring the implementation of programmes and projects spelt out in the Annual Investment plan and Budget;
- b) Providing feedback on the implementation of projects and programmes;
- c) Ensuring prudent management of resources;
- d) Co-ordination of programmes and projects to avoid duplication;
- e) Advising on project design, selection, budgeting, implementation and sustainability;
- f) Preparing budget estimates for programmes and projects ensuring value for money;
- g) Mobilizing resources and Supervise implementation of projects; and
- h) Participating in M & E and provide project reports.

6.6 State and Non State Actors

These comprise the National Government, Semi-Autonomous Government Agencies, Independent offices & Commissions and civil society networks. The roles of state and non-state actors include:

- i. Funding, implementation and advocacy;
- ii. Ensuring prudent management of county finances and resources Human resource development;
- iii. Provision of vital development statistics and information; and
- iv. Promotion of peace and ensuring a stable macroeconomic environment

6.7 Monitoring and Evaluation Unit

Roles will include:

- i. Carry out monitoring and evaluation on projects been implemented;
- ii. Recommend on monitoring and evaluation policy improvement;

- iii. Generate information for project/programme improvement;
- iv. Review and document best practices;
- v. Develop monitoring and evaluation tool for the municipality; and
- vi. Preparation of quarterly and annual monitoring and evaluation reports.

6.8 Community

This entity comprises of residents, business community, community groups and civil society organizations.

Their roles include:

- i. Participate in identification and prioritization of projects and programs
- ii. Ensure sustainability of projects and programs and Participate in monitoring of projects.
Demand accountability from leaders and office bearers
- iii. Issuing score cards for service delivery and performance. Provide feedback on impact of projects and programs
- iv. Ensuring the ownership of developed projects safety and sustainability

CHAPTER SEVEN: RESOURCE MOBILIZATION

7.1 Introduction

This chapter identifies the resource mobilization framework that will include strategies for financial management, revenue raising, capital financing, debt management and asset management.

7.2 Financial Management

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

7.3 Sources of Revenue

As described in the PFM act 2012 section 172, the Municipality shall be funded as follows;

7.3.1 Equitable share

This is from the shared national revenue as provided for in Article 202 and 203 of the constitution. The county receives part of the constitutionally approved share from the consolidated fund as proposed in the budget policy statement, recommended by CRA and approved by the national assembly.

7.3.2 Additional resources

In addition to the equitable share of revenue, the Municipality is also expected to get additional resources from the following sources:

- a) **Conditional and unconditional allocations** from share of the national government as contemplated under Article 202(2) of the Constitution.
- b) **Own revenues** from specific county revenue raising measures through imposition of property taxes, entertainment taxes, as well as any other tax and user fees and charges as authorized to impose.
- c) **Borrowing** provided national government guarantee is obtained as well as the approval of the County Assembly. This will only occur if the funds will be applied to development activities.

- d) **Grants and donations from development partners** in accordance with section 138 and 139 of the Public Finance Management Act, 2012 and Public Finance Management Act (County Government) Regulations, 2015.
- e) **Lease Financing.** Through lease financing the Municipality will acquire equipment and services at a cheaper cost than purchasing them. The Municipality cash flow will improve when the leased equipment is utilized. Leasing is an effective credit tool as it ensures that the funds provided are used solely for the intended purpose. Some of the services that will be offered through lease include ambulances, firefighting engines, and motor vehicles and cleaning services among others

7.3.3 Resource Gap and Measures to Address

In an attempt to bridge the resource gap by attracting potential investors, the county government will review its policies to significantly reduce the time and cost of doing business, thus improving the overall business environment.

The municipal board will explore Public-Private Partnership (PPP) arrangement as well as engage the donors to cover the existing funding gaps in some of the programs as highlighted in chapter five above.

7.4 Citizen Engagement

The Malaba Municipal Board will seek to utilize the various levels of participation and is committed to the promotion of consultation, placation, partnership and citizen control models of participation. The board will promote and ensure people-centered and people-driven development as anticipated by the constitution. It will continuously strive to create an enabling environment for citizens to be involved and participate in the development of policies from the initial stages. As a result, the board adopts the following forms of public participation:

- a) Informing the citizens by providing information to help them understand the issues, options and solutions;
- b) Obtaining feedback on services provided through dialogue;
- c) Involving the citizens to ensure their concerns are considered throughout the decision-making process particularly in the development of decision criteria and options through public engagements and foras;
- d) Collaborating with the citizens to develop decision criteria and alternatives and identify the preferred solutions; and
- e) Empowering the citizens by placing final decision-making authority in their hands.
- f) Engaging different relevant actors in specific matters concern to them.

Participation in all fora and development committees is purely voluntary and no benefit whatsoever shall accrue to members because of their engagement. The citizen fora will be engaged at both the ward level and the municipality level.

7.5 Public Information

Access to information is fundamental in a society that is governed by the rule of law. According to the Constitution of Kenya, 2010, access to information is a right to be enjoyed by all Kenyans. Access to timely and accurate information provides individuals with the knowledge required to participate effectively in the democratic processes in any democratic society. Access to information fosters openness and transparency in decision-making.

Information relating to Malaba Municipality will be published and linked to;

- a) Busia County website and any other relevant government website
- b) Local dailies (where applicable)
- c) Social Media

7.6 Feedback mechanism

The Municipal board is enthusiastic to receiving customer's feedback in any of the following avenues:

- i. Completing a feedback form on the county website;
- ii. Use of mails;
- iii. Suggestion box located at the municipality offices; and
- iv. In person by speaking to any of our customer service staff.

CHAPTER EIGHT: MONITORING AND EVALUATION FRAMEWORK

8.1 Introduction

This chapter outlines the rationale for a robust municipality monitoring and evaluation system, as well as highlighting the key outcomes for the various programs and the desired targets for the planned period. The Municipal board will ensure that there is clear linkage between this IDeP and other plans for effective tracking of progress towards achievement of projects and programmes. The targets set in this plan will be aligned to the relevant county departmental level and further to individual work plans annually. Therefore, the focus of county departments' indicators and targets will be alignment to the municipality's long-term direction. Monitoring and evaluation forms part of the performance management framework, which encompasses setting performance indicators, measuring them over time, evaluating them periodically and finally, making course corrections as needed.

Monitoring, involves the collection of routine data to measure progress toward achieving programs intervention results. It is usually an ongoing and continuous process that requires the collection of data at multiple points throughout the Programme/intervention cycle, including at the beginning to provide a baseline. More so, monitoring usually pertains to counting, tracking and collecting and analyzing data to assess progress.

Evaluation on the other hand focuses on why results is or is not being achieved. It thus deals with issues of interpretation, relevance, effectiveness, efficiency, impact or sustainability. Evaluation permits us to identify successful strategies; modify or discontinue Programs interventions that donot yield desired outcomes and share findings with other programs and stakeholders. In summary, monitoring is internal to the programs undertaken and measures actual performance against expected outputs while as evaluation measures overall changes due to programs interventions and inform future ~~resources~~ allocation.

8.2 Rationale

Monitoring and Evaluation of the IDeP seek to achieve the following:

- a) Facilitate Informed Decision-making: This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.
- b) Assess Value for Money: This will entail measuring and judging the impact of the programs in relation to the planned outputs, outcomes and impacts.

- c) **Accountability:** Programs accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.
- d) **Learning Process:** This will seek to maximize on citizens’ participation. This evaluation will be a human-centered assessment of the extent of citizens’ participation, how well participation is doing and what is effect of the Programme on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

8.3 Framework for Monitoring and Evaluation

Before inception of any project, a baseline survey will be done to enable evidence based planning. Project proposals and plans for the projects identified will, against activities, clearly indicate the hierarchy of results from objectives, activities, outcomes, inputs, objectively verifiable indicators, and means of verification to key assumptions of the project.

At the beginning of every project, an evaluation will be done to document the actual existing conditions (baseline), people’s expectations and intents. The Municipality shall establish a Monitoring and Evaluation Unit in conjunction with other divisions within the Municipality will undertake baseline surveys and feasibility studies, and findings documented to justify projects.

8.4 Monitoring and Evaluation Approach

The Municipality will adopt the County Integrated Monitoring and Evaluation System (CIMES) whose main aim will be to improve the effectiveness and quality of tracking of implementation of various development programs and sub-programs. To ensure that there is a clear way of measuring performance, the Municipality will develop a Performance Management Plan that will see that all commitments made in this plan are translated into performance contracts.

Additionally, Annual Work Plans will form the basis for execution of this plan as they will inform the performance contracting with the County Government. The Municipality shall cascade the Annual Work Plan downwards to individual work plans and effectively create a basis for performance appraisal.

Action plan shall be used to outline the milestones and deliverables as well as their respective due dates for the activities for which they take lead responsibility. From the milestones, deliverables and due dates, monitoring sheets will be prepared. The monitoring sheets will form the basic tool for M&E of the annual work plan. In order to ensure that planned activities are progressively implemented; and that setbacks and variations are addressed as they arise, the municipality will ensure that monitoring structures are put in place.

Table 11: Monitoring and Reporting Mechanism

Type of Report	Purpose	Frequency	Responsibility	Report to who
Annual Reports	Detail annual achievements of the Municipality vis-à-vis the outcome indicators; outlining the targets met, challenges and recommendations for the subsequent plan cycle	Annually	Municipal manager	CECM, H.E Governor
Bi-annual reports	Provides midyear evaluation of the Municipality programs	Bi-annually	Municipal Manager	Municipal board
Quarterly Reports	Details Municipality status with regard to achievement of the outcomes providing opportunity for amendment and recommendations based on evaluation.	Quarterly	Unit heads	Municipal Manager
Monthly Activities Reports	These will provide information with regard to various Sector programs activities undertaken in the month as per the work plan e.g. status reports. It should highlight the timelines met, challenges and possible recommendations	Monthly	Unit Heads	Municipal Manager
Institutional Framework Information	Information on the Municipal staff- the competence to deliver the Strategic Plan	Quarterly	Municipal manager	CECM
Performance Contract Annual Evaluation report	The annual performance contract report provides the status of achievements attained by the Individuals in the Municipality annually. This details actual performance against target contained in the performance contract	Quarterly and Annually	Unit heads	Municipal Manager and CECM

8.5 Midterm Review and Terminal Evaluation

The Municipal Board will conduct evaluation in two stages; Midterm Review and End-term/ Terminal Evaluation. In Financial Year 2026/27, the board will conduct a Midterm Review which is the mid-planning period to assess overall performance over the period against the expected results. The review will assess the programs undertaken, achievement of objectives, outcomes, strategies and target outcome indicators to inform the adjustment of the Sectoral Plan for the 2nd half of the implementation of plan. The consecutive adjusted plan is not expected to take major deviations after the review. However new priority activities may be added.

Finally, at the end of 2028, the Board will undertake terminal evaluation to determine the overall success of the strategic plan, taking note of lessons learnt and recommendations to the next planning period.

8.6 Evaluation Matrix

The overall midterm review and terminal evaluation matrix is detailed below

Table 12: Evaluation Matrix

Programme	Baseline data (Initial)	Expected Outcome	Actual Output	Budget (Planned Cost)	Remarks

REFERENCES

- GoK (2022), Fourth Medium Term Update (Vision 2030). Ministry of State for Planning, National Development and Vision 2030, Nairobi
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- Project Operation Manual, Vol. II for Kenya Urban Support Programme II

Glossary
Sample of Citizen Fore Minutes

COUNTY GOVERNMENT OF BUSIA
DEPARTMENT OF LANDS, HOUSING
& URBAN DEVELOPMENT

MALABA MUNICIPALITY

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REF: CG/MM/ADM/2023/24/08

14/07/2023

MALABA MUNICIPALITY

**MINUTES FOR 1ST QUARTER CITIZEN FORUM MEETING FY 2023/24 HELD ON 13TH JULY,
2023 AT THE MUNICIPAL OFFICES GROUNDS
AS FROM 10.00 A.M.**

'THE MALABA WE WANT'

ATTENDANCE:

- i. (See attached attendance list, overleaf).
- ii. Event in Photos.



Photo: citizen forum meeting in session



More images.

AGENDA:

1. Preliminaries.
2. Main discussion:
 - i. Instituting proper solid waste management.
 - ii. Eminent infrastructural challenges:-
 - a) Street lighting
 - b) Drainage issues
 - iii. How to enhance connectivity:-
 - a) Blocked streets/roads/cul-de-sac.
 - b) Narrow roads.
 - iv. Regulation of open air cooking.
 - v. Regulation of open air trade.
3. A.O.B

MIN: MALABA/CF/01/2023/24: PRELIMINARIES

The meeting was called to order by the Ag. Municipal Manager at 11.00 a.m. and a prayer made by a Christian Volunteer and a Muslim member.

MIN: MALABA/CF/02/2023/24: MAIN DISCUSSIONS:

Mr. Moses Imai, opined that it would be prudent if street lighting was enhanced in Jairos market, Kocholia market, Lukolis market and all the way from Malaba OSBP to Kocholia along the Malaba-Bungoma Highway to guarantee a more secure Municipality and ensure more business operating hours in order to realize a 24 -hour economy.

He further stated that perpetrators of open air cooking were mostly traders from the neighbouring country, Uganda and therefore, whereas there are guaranteed rights for free movement and cross border trade as per the East African Protocol Accord, they should be sensitized of the provisions Kenyan Public Health Act, 2017 and its enforcement to follow immediately.

According to him, most of the connectivity issues can be attributed to poor planning or lack of spatial planning thereof, and he further observed that, the Malaba Water and Sewer Company should move and complete the project so that citizens can begin reaping the benefits from the facility.

Under A.O.B, Mr. Imai, noted that there were many pending land issues as inherited from the defunct Local Authorities e.g. Malaba Dumpsite land, and he therefore suggested that All County Government land should be titled and also whenever employment opportunities emerge in the Municipality, the immediate local community should be made adequately made aware so as they effectively apply and compete favourably.

Ms. Rebecca Abosta; alluded that whereas the subject is a legal matter, there was general uncertainty surrounding the Amoni Market Land subject and the traders were asking the County Government (Malaba Municipality) to address the concerns and guarantee traders a secure and better market environment.

She further stated under, A.O.B, that whereas it is not directly a Municipality function, the County Government of Busia, should move and complete stalled projects that were initially began e.g in Hospitals and Schools in the area.

Mr. Joseph Etyang; discussed that Malaba Municipality should quickly move and enact bylaws that would control solid waste management. He further advised that individual traders should exercise responsibility by having litter bins at each business premises.

He pointed that on its part, the Municipality should budget and purchase solid waste transportation vehicles and stop depending on one's from Busia Municipality.

He also observed that encroachment was rampant at Kocholia market and is therefore calling for a comprehensive exercise to address the land disputes and undertake proper demarcation and site planning of Kocholia market.

He finally prayed that the High mast light and Public sanitation block at Kocholia market should be completed and commissioned so that market can start have dignified sanitation facility and observe longer operating hours.

Mzee Paul Omala; identified that in Kamolo area, drainage challenges are occasioned by fast-flowing surface run-off from Amukura Hills that has damaged culverts at Kabosikipi, Onyunyur and at the Empowerment Centre, Njia Moja-Totokakaile Rd, Kalalaton-Machakusi road.

Mzee Omala further directed that maintenance of solar and electric streetlights should be undertaken periodically in order to have the facilities serve the public longer. On the same breath he also single out that it is time for Kamolo security base to be accorded a functional police station to avert security challenges in the area.

Mr. Peter Okemer, while addressing the subject of connectivity, he prayed that connectivity should generally be enhanced across all areas of the Municipality so that farm produce can make it to markets on time.

He also pointed that Jairos market, Milimani Business Centre, Osere Market, Awata, Okuleu business centres have sanitation challenges in areas of solid waste management and also do not have ablution blocks.

Mr. Seferio Ikapolok, said that, he believed with utmost certainty and clarity that it is the Malaba Juakali traders sector that are rampant in littering Malaba Town and should they act and operate prudently, and then the solid waste management issues would drastically improve.

He further, moved to deter the culprits that dump on vacant/undeveloped plots to stop that vice and direct the waste to the designated Malaba dumpsite.

He tasked the Municipal administration to sensitize the Community about the location of the dumpsite and consider solar street lights as opposed to the electric ones that have high operation costs.

He advised open air traders operating along the busy highway to detest from the practice so that to avert a situation similar to one recently reported at Londiani from happening in Malaba Municipality.

On the subject of connectivity, he alludes that most roads as initially opened and mapped had not envisaged current development trends and standards and therefore a strong regularization strategy should be mooted within the applicable legal framework to correct this historical challenge since most of the land is freehold (privately owned).

He was concerned that the budget allocation given to Malaba Municipality is not sufficient to address the eminent areas and therefore asked that the Malaba Municipality allocation be enhanced commensurate to the area of operation and taxes collected.

Mr. Simon Ikamar; observed that Soko mawe, Kamolo, Onyunyur areas require street lighting and need an infrastructural upgrade in order to catalyze and realise the potential of these fast and upcoming growth nodes.

He indicated that on the road linking Malaba to Onyunyur, a proper bridge needs to be constructed in place of the dilapidated 'fly-over' make-shift foot bridge.

Accordingly, he advised all plot owners, Land lords and developers to rehabilitate, renovate and construct structures that befit the newly acquired Municipal status in the town so that Malaba can attain glory in the areas of aesthetics and architectural best practice.

Generally, he directed that order can be restored through robust solid waste management at Malaba Bus park and have progressive bylaws enacted to address roaming animals should be enacted and implemented immediately.

Finally, in reference to the challenges faced by the defunct local authorities, he concludes that the discussion around operationalization of the new Municipality should be devoid of selfish interests and safe guarded from retrogressive politics so as to realize better results.

Mr. Altaf Bachu; stated that the Municipality needs to prioritize formulation of a 5 year Strategic Plan and Municipality Spatial Plan that should, in a participatory manner, prioritize the needs as raised by *Mwanainchi*.

In his opinion, the Municipality should prioritize opening, lining and budget for maintenance of drainages.

It is also his desire that distinct roles for County Government Departments and the Municipality should be clearly spelt to the Citizens and a commensurate budget/resources to undertake these functions be advanced so that the people can have an easy time, capacity and ability to direct specific issues to relevant authorities.

Mr. Okal; preached need for co-existence of all communities in Malaba Municipality which by standards of a Municipality, it is evidently a cosmopolitan society.

He advised that upgrading of Malaba into a Municipality also portends an increased responsibility on the part of the Citizens and therefore the discussions should shift and major on pertinent issues as opposed to ethnic, retrogressive and divisive agenda.

Mr. Jimmy Njehia; he is of the opinion that since the institution is new, care should be taken so that it commences by instituting rule of law and universally acceptable best practice.

He observed that since the main commercial activities are along the highway and revolve around the transport corridor (long –distance trucks), the Municipality should move and harness the income-earning opportunity to construct sanitation facilities at strategic locations (Kocholia, Amagoro, Ikapolok and OSBP areas) for use by the truck drivers.

He directed that the Municipality should liaise with the Traffic Police Department to enforce the Traffic Act that requires all long distance trucks to have an-in-cabin litter bins so that to ensure truck drivers dispose off solid waste in a dignified manner and perpetrators are brought to book.

Mr. Emeyo Anthony; observes that the Municipal administration should develop a robust spatial plan that would address the emerging nodes like Lukolis and further opening and promotion of trade in all markets within the Municipality.

He called for collective responsibility when it comes to Environmental Conservation whereas he noted with concern that sand harvesting was causing environmental degradation in Osurette Valley.

He also pointed that drainage challenges along Kategoroit road was a major concern that reversed all efforts towards gravelling the road.

Mr. Shabram; he directed that The Municipality should liaise with the Kenya National Highway Authority (KENHA) to

have relevant road signs erected at required points of the highway.

He desires that the Municipality should prioritize construction of a disaster centre to address the ever rampant emergencies along the highway and include a medical wing that would address first aids prior to referrals.

Mr Joseph Epalat; calls for more consciousness on the part of citizens' to safe guard water quality by discouraging digging of pit latrines within the new municipality.

Mr. Franklin Wangula (Office of Member of County Assembly-Malaba Central Ward); emphasized the importance of the Citizen forum in providing an opportunity for Citizens to be consulted, involved and ventilate on cross-cutting issues surrounding Governance and development of the Municipality.

Mr. Wangula called for tolerance and unity of purpose in pursuit of opportunities, overseeing Government development agenda and contribution of ideas in Governance among the Municipal residents.

He further confided of the commitment from the office of the Member of County Assembly, Malaba Central Ward towards partnerships that shall unite all the relevant stakeholders behind promoting development across the Municipality.

Mr. Obella Oporu (Office of the area Member of Parliament (Teso North)); identified that as a way of positioning Malaba as a robust Municipality, there is need to identify more programmes that target youth empowerment and talent development through creation of fun days and festivals.

He further confided that the office of the area Member of Parliament is keen on partnering in areas that can leverage on the abundant talent in academia, sports and creative arts.

MIN: MALABA/CF/03/2023/24: CROSS-CUTTING ISSUES, STRATEGIES AND CONCLUSIONS

During the meeting the following key cross-cutting issues, strategies and conclusions were advanced:-

That;

1. Malaba Municipality is a semi-autonomous Government agency (SAGA) of the County Government of Busia, and therefore there is need to foster more and leverage on this principal-agency relationship which is complimentary in nature. In that all Municipality operations, policies and development programs are duly aligned to the County Government development agenda as outlined in the County Integrated Development Plan (CIDP).
2. Business opportunities in Malaba Municipality should adhere to the provisions of the Public Procurement and Disposal Act, 2015 which requires that thirty (30) percent of contracts are reserved for Youth, women and People-Living-with-Disabilities (PLWDs). The various sectors were grouping and formally registering as Community-Based-Organizations (CBOs) so that they tap and compete for these contracts.
3. The municipality should sensitize the public and as a matter of policy deliberately promote and advocate for accessible architectural practices that provide access ramps for PLWDs and mainstream equity and equality in all programs.

4. Solid waste management is an income earning opportunity that local entrepreneurs should tap into and leverage on the recycling value-chain.
5. Connectivity in the town to be enhanced through opening and upgrading of the bypasses from Malaba OSBP-Osasame-Ikapolok areas and also deliberately expand roads to prescribed sizes.
6. The Police department shall enhance patrols and the Citizens from Kamolo to formally make an application through the OCS Malaba Police Station requesting for a complete and functional Police station whereas all developers with long-standing-incomplete-buildings that act as hideouts for criminals have been called out to complete the structures.
7. The Contractor undertaking the Malaba Water and Sewer Project is almost done with the works (90%) and shall soon hand over the project to BUWASSCO to effect individual connections. However, the sanitation facilities shall be handed over in a few days' time for use by Kocholia, Okima and Amoni market users.
8. The Contractor undertaking the project for erecting two (2) high mast lights at Kocholia market and Malaba Primary has already had his dues settled and should therefore complete and operationalize the lights to enhance security and promote more business operating hours.
9. The Municipality has commenced documentation of all public land and therefore all stakeholders and members of the public with relevant information to aid in the process are welcome on board to assist in the process. Amoni market issue shall be adequately addressed through the relevant departments and agencies and therefore traders should proceed, operate and pay relevant taxes to the County Government as usual. Site planning process for Kocholia market should also be fast-tracked.
10. All staff recruitment in the Municipality is undertaken through the County Public Service Board which is an equal-opportunity-employer and therefore residents are encouraged to be on the look-out for advertisements and opportunities in their areas of interest and expertise. However, consideration for contracted cleaning services and menial work shall be reserved for local CBOs.
11. The Malaba Municipality shall commence, in a few days' time, implementation of development projects through its FY 2022/23 Budget as follows:
 - i. Construction of an Ablution Block at the Malaba OSBP in attempt to provide sanitation facility to the long-distance truck drivers.
 - ii. Construction and lining of drainage from Winkers Hotel area towards Malaba Railways station.
 - iii. Connection of the ablution block at Malaba Bus Park to Sewer system and water connection.
12. It is the desire of all citizens to see Malaba turn into a leading Municipality, a competitive investment hub and a globally-acclaimed boarder point in providing opportunities for income and better living standards for its inhabitants.

MIN: MALABA/CF/04/2023/24: CLOSING PRAYER

The meeting as closed at 2.00 p.m. by a word of prayer from a Christian and Muslim volunteers.

Prepared by:

NAME	DESIGNATION	DATE	SIGN
Plan. Brian O. Abwaku,	Ag. Municipal Manager, Malaba Municipality	14/07/2023	

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