2020/2024

KIMILILI MUNICIPALITY STRATEGIC PLAN

KIMILILI MUNICIPALITY

Kimilili municipality

2020/2024

FOREWORD

This strategic plan provides us the best mix of approaches to combine our assets and resources in the implementation of our 5-year Municipality Integrated Development Plan 2018-2022)

We now have a real opportunity to build on our achievements and successes, including keeping the commitments the public has placed on us.

Through implementation of our urban plans, we will continue to build an inclusive opportunity municipality that creates an enabling environment for socio-economic environmental transformation. We commit to provide assistance to those who need it most, whilst also providing quality services to all our customers and stakeholders in a well-run, corruption free administration.

The plan helps us to implement our IDEP through three pronged approaches

a) Contributing actively to the development of our environment, human and social capital
b) Offering high quality services to our people and providing support to businesses in the municipality
c) Implementing continuous improvement in our municipal governance

Our governance will be guided by six principles which are; resilience, sustainability, transformation through transit- oriented development, governance reform, customer-focus and result-focus. The six principles form the epicenter of this strategic plan and gives direction to the programmes, projects and initiatives we will put in place to realize our IDEP priorities.

I have every confidence that we shall deliver and be guided towards quality service delivery that the public expects from us.

CS JOHN WEKESA NDOMBI

MUNICIPAL MANAGER KIMILILI

ACKNOWLEDGEMENT

In compiling this strategic plan, we interacted with as many stakeholders as possible, engaging them on our plan and asking for their inputs on key deliverables.

The feedback we received was enriching and informed most of the strategic directions provided in this plan.

We are grateful to the Municipality Leadership, led by the Board and the manager, for providing input and stakeholder sessions that helped shape this plan.

Special thanks to Mathews Tsuma, Martin Mabonga and Micah Masika for having provided the expertise that shaped this plan.

To all who anticipated directly or indirectly in the formulation of this plan, may God bless you abundantly.

JOSEPH MULAMA

CHAIRMAN, KIMILILI MUNICIPALITY BOARD

Table of Contents

FOREWORD i
ACKNOWLEDGEMENT ii
CHAPTER ONE: STRATEGIC OVERVIEW 5
1.0 Strategic Planning Overview 5
1.1 Vision 5
1.2 Mission 5
1.3 Guiding Principles 5
1.4 Legislative and other mandates 5
1.5 Situation Analysis 7
1.6 Description of strategic planning process 9
1.7 Strategic Outcome Oriented Goals 11
1.8 The Municipality Competence Framework 12
CHAPTER TWO: LINKAGE TO OTHER PLANS 23
2.1 Linkage to Kimilili integrated development plan 23
2.2 Linkages to New Urban Agenda 23
2.3 Linkages with East African Community Urban Development Strategy 23
2.4 Linkages with AU Agenda 2063 24
2.5 Conditional grants 24
CHAPTER THREE: STRATEGIC DIRECTION 25
3.1 Overview 25
3.2 Guiding Principles 25
3.3 Goal One; Community Safety 28
3.4 Goal Two; Youth, Education, Recreation 29
3.5 Goal Three; Economic Development 30
3.6 Goal Four; Municipality Financial Stability 31
3.7 Goal Five; Community Health, Livability, Engagement & Sustainability 33
3.8 Goal Six; Community Facilities & Infrastructure 34
3.9 Goal Seven; Community Governance 35
3.10 Goal eight; Green Kimilili 38
CHAPTER FOUR: EVALUATION MATRIX 40
4.1 Monitoring and evaluation framework 40

LIST OF TABLES

Table 1: Legislative Mandates 6
Table 2: Policy Mandates 6
Table 3: SWOT Analysis 8
Table 4: Strategic Outcome Oriented Goals 11
Table 5: Conditional Grants 24
Table 6: A Sustainable Community. 25

LIST OF FIGURES

Figure 1: Management Structure of the Municipality 9
Figure 2: Key Thematic Areas in Community Forum 10
Figure 3: Good Governance Principles 35

CHAPTER ONE: STRATEGIC OVERVIEW

1.0 Strategic Planning Overview

Kimilili Strategic Plan provides clear statement of where the Municipality is going and how it intends to get there. The strategic plan will provide the framework to link identified objectives to the budget process, capital improvement plan, important policy considerations, economic development initiatives, and the organization's desire for continuous improvement.

As the Municipality moves forward with the implementation of the strategic plan, it will also embark on the development of a 10-year Long term Plan which may lead to modifying the vision, mission statement and goals based on the direction of the Municipal Manager and Municipality board and the needs of the community.

1.1 Vision

The Municipality's vision sets the focus for the future.

"A center of excellence in sustainable urban development, innovation, environmental protection and social inclusion"

1.2 Mission

The kimilili Municipality's mission defines what the municipality stands for and what it will do.

"To provide the citizens and business community effective municipal services while maintaining community and cultural values."

1.3 Guiding Principles

The Municipality's guiding principles (or values) provide the basis for how the municipality and its staff will work to achieve the mission and vision. The strategic plan affirms the Kimilili Municipality commitment to assure public trust and confidence in the integrity of our Municipality with the establishment of the following guiding principles:

- ✓ ***COLLABORATION***– We actively engage and include all community stakeholders.
- ✓ ***EFFICIENCY*** **-** We are a results and performance driven Municipality that continuously seeks to streamline operations, focuses on the productive use of resources and committed to quality community service.
- ✓ ***EQUITY*** **–** We strive to provide equal and fair opportunity in the access and allocation of community resources.
- ✓ ***FISCAL RESPONSIBILITY*** **–** We provide information openly and hold ourselves accountable to financial assets and resources in a prudent manner to ensure economic stability and growth
- ✓ ***INNOVATION*** **–** We promote a culture that encourages creativity and entrepreneurship in delivering valuable public services.

1.4 Legislative and other mandates

1.4.1 Constitutional mandate

The Municipality derives its mandate from article 184 of the constitution of Kenya 2010. Article 184 of the constitution provides that urban areas and cities shall be governed separately. This is to allow improved management, growth and employment creation in these areas. The Urban Areas and Cities Act 2011, deals with the establishment and governance of urban areas. Section 11 of the Act provides principles for the governance of urban areas and participation of residents and for connected purposes.

The Urban Areas and Cities Act, 2011 is also emphatic on the need for five year cities and urban areas planning. The Urban Areas and Cities Act, 2011 requires that a Municipality Strategic Plan shall be aligned to the development Plans and strategies of the County governments. The Strategic Plan is expected to be the basis for:

I. Preparation of environmental management Plans;
II. Provision of physical and social infrastructure and transportation;
III. Disaster preparedness and response;
IV. Overall delivery of service including provision of water, electricity, health, telecommunications and solid waste management; and
V. The preparation of a geographic information system for a city or municipality.

1.4.2 Legislative mandate

Table 1 shows the legislative mandates of the strategic plan.

Table 1: Legislative Mandates

Legislative	***Act***
Urban Areas And Cities Act	No 13 of 2011
Street Adoption Act	Cap 406 of 2012
National Land Commission Act	2012
County Government Public Financial Management Act	No 8 of 2013
Constitution of Kenya	2010

1.4.3 Policy mandate

Table 2 indicates various policies that mandates the strategy.

Table 2: Policy Mandates

Name of policy	***Outline of key responsibilities***
Kimilili Integrated Municipal Plan	The KMIDEP 2018-2022 outlines a number of projects, programmes and initiatives which are in line with the programmes contained in the CIDP II and which aspire to support urban investment.
County Spatial Plan	County Spatial Plans (CSP) guides the long-term development agenda of urban areas and cities.
New Urban Agenda	The New Urban Agenda provides a roadmap for building cities that can serve as engines of prosperity, inclusion and centres of cultural and social well-being while protecting the environment.

1.4.4 Planned policy initiatives

Kimilili Municipality is currently undergoing a dramatic transformation with its municipality urban Planning at the forefront of reshaping the municipality into a dynamic, sustainable urban centre. Various policy initiatives can be undertaken to improve the livability of municipalities such as;

I. Land use policy initiatives to consider the way land and natural resources is used and managed meaning municipality can control land use in desired direction. Land use policy can be partly assimilated with the broader concept of environmental management.
II. Community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniformed manner.

1.5 Situation Analysis

The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services. This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

Kimilili Municipality has a growing population. The Estimated population of Kimilili municipality is 128,827 of which 62,442 are male and 66,385 female. The estimated population figures revealed that there is a general increase in population growth rates, with a large portion of the population composed of minors aged 18 and below and youths aged 18 – 35.

The municipality is dominated by micro, small and medium enterprises (MSMEs) and agriculture as the major occupation and source of income that drives the Municipality economy. An insufficient supply of business premises is one key challenge facing SMEs growth in the municipality.

Poor road network and insufficient resources such as water are major challenges among residents of Kimilili. The Municipality has a responsibility to offer good roads and bridges, efficient public transit, reliable water and waste systems and quality recreational facilities in order to stimulate growth and reduce poverty. A well-developed transport and communications infrastructure network is a prerequisite for the access of less developed communities to core economic activities and services. Access to jobs is essential for overcoming inequality and reducing poverty. The unemployment level in the Municipality is poses a challenge to economic growth of the municipality.

Lack of access to clean sources of energy is a major impediment to development through health related complications such as increased respiratory infections and air pollution. Kimilili municipality households with a lower socio-economic profile mainly use sources of fuel like firewood.

Education is therefore typically viewed as a powerful factor in leveling the field of opportunity as it provides individuals with the capacity to obtain a higher income and standard of living. Enrolment of children in ECDE also increased leading to a higher transition rate to primary

schools due to the improved learning environment in both VTCs and ECDEs by the County government.

1.5.1Performance environment

The Municipality has set to adopt KMIDP which is aligned to the Strategic Plan that has transversal strategic goals of the Municipality. KMIDP has set of programmes helped to achieve Municipality success through delivery of service to the Residents and stakeholders and people centered transformation.
Although the Municipality has the limited resources and capacity to perform some of the stressing issues facing the municipality, it will ensure to stay innovative and creative in its methodologies and tools to deliver on its mandate and demands, The Municipality needs to align itself with the recurring in the management with the enactment of constitution 2010 and the legislative and policy changes taking place within in the National government and the County government.

The objective of the municipality is to provide for efficient and accountable management, governance mechanism, participate in social services and regulatory framework, pursue developmental opportunities in the Municipality, promote social cohesiveness and providing for services, laws and other matters for Municipality's benefit. The Municipality Fosters the economic, social and environmental well-being of its community and a sense of civic duty and responsibility among the inhabitants. Table 3 shows the SWOT analysis.

Table 3: SWOT Analysis

Strengths	**Opportunities**
Strong Faith based community Young population Strong business base Civic pride Large workforce Thriving urban business district	Improve housing conditions and affordability Develop a long term plan for the municipality More community engagements Increase focus on community wellness Develop road network Encourage new business investment Expand youth programs Enhance community image
Weaknesses	**Threats**
Lack of capacity to attract tourists Low income population Lack of youth opportunities No clear economic development strategy Lack of trust for government Not business friendly; difficult to attract new businesses Insufficient professional staff	Lack of funding for needed services Negative image from high crime community Growing population/population density

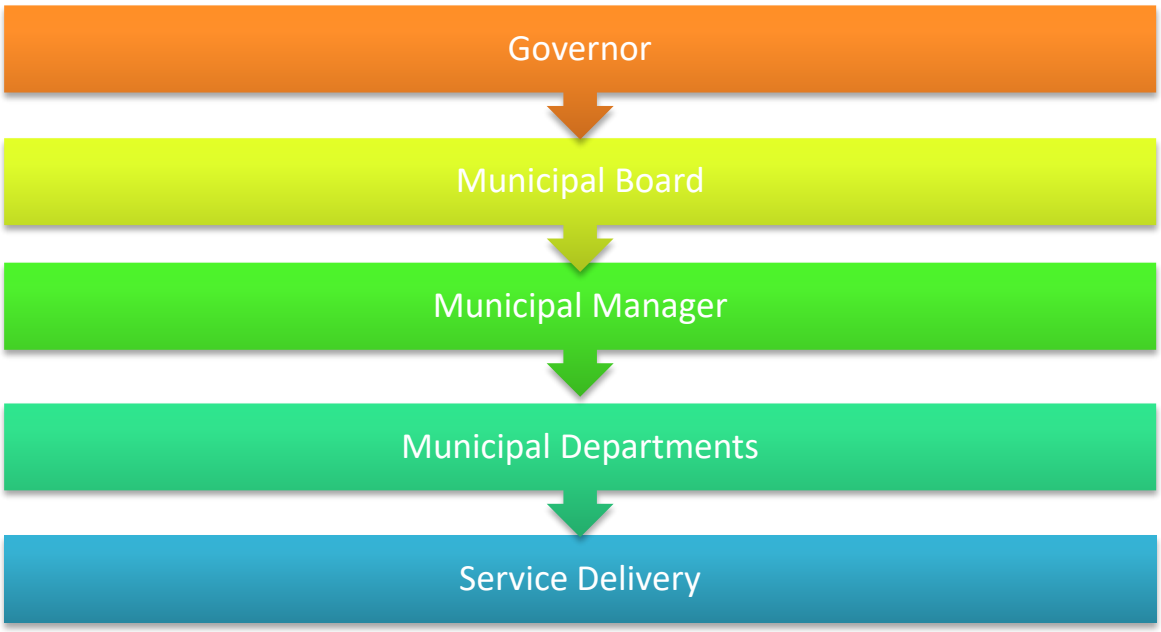
1.5.2 Organizational environment

The Municipality management as a whole faces challenges by the demand for its services. Greater levels of partnerships and co-operations between structures of National government and County Government remain critical to our efficient response to the increased demand services.

The Municipality is structured into Departments. The Municipality Manager together with Municipality board will determine the main objective, projects and activities of the new Programme in contribution of stakeholders needs.

The County Government is seen as an advisor and a 'facilitator'. Often any advice provided to the Municipality remains difficult to implement, since they do not have a professional management capability. The Municipality is required to look at sourcing skills and capacity development other than by recruitment. The challenge to re-design and align resources appropriately to meet residents and stakeholders' needs remains. The creation of additional capacity can be pursued only with the creation of additional posts due to financial constraints it poses a challenge. Figure shows the organizational structure of the municipality.

Figure 1: Management Structure of the Municipality



1.6 Description of strategic planning process

The strategic planning process began with individual interviews of Municipality Board member's to gather perspective from Municipality leadership on strengths, limitations, opportunities, and threats. Furthermore, through the interview process, the Municipality Board provided their vision for Kimilili Municipality as well as the mission and core values to drive the municipality's policies and actions. The results of the interviews set the basis by which to carry out the Municipality's outreach efforts and community engagement.

1.6.1 Community Forum

The Municipality hosted a Forum with the objective of receiving a broad perspective from the community by sharing their ideas concerning nine topic areas. The nine topic areas included:

- Arts and Culture
- Business / Job Growth
- Municipality Financial Stability
- Community Facilities and Infrastructure
- Community Safety
- Community Wellness / Environment / Open Space
- Neighborhoods / Housing
- Transportation / Transit
- Youth / Education / Recreation

The participants of the forum partook in an exercise to identify major topic areas they believe to be the most important to address within the plan. The results, in order of importance were: community Facilities and Infrastructure, youth/education/recreation,business growth, transportation and neighborhoods/housing. Additionally, participants were asked to identify the one word they hoped would describe Kimilili Municipality in five years. The results of this exercise were: safe, participation, equality and clean as the four top words to describe our Municipality as indicated by figure 2.

Figure 2: Key Thematic Areas in Community Forum

1.6.2 Focus Groups

To enhance the results of the Community Forum, the Municipality held four focus group meetings comprised of Municipality employees and community stakeholders. The participants were asked for their perspective regarding Municipality's strengths, limitations, opportunities and threats. The focus group participants were also instructed to identify community characteristics which make Kimilili Municipality special as well as the top priorities they felt should be incorporated into the five-year strategic plan.

1.6.3 Community and Employee Surveys

The Municipality prepared a community survey based on the input gathered during the Municipality Council member interviews, Community Forum, and focus groups. The survey was offered in English and Kiswahili. Community members responded to the survey. The respondents identified community safety, community governance, economic development, community facilities and infrastructure, municipality financial stability community livability and youth/education/recreation as the most important areas of focus during the next five years, followed by businesses/job growth and Municipality financial stability.

1.6.4 Executive Management Team Workshop

The executive management team reviewed both the qualitative input and quantitative trend data from the Municipality's outreach efforts in order to develop draft goals, objectives and strategies consistent with the input gathered during the strategic planning process. In addition, implementation timeframes were developed. As a result of the workshop, staff was able to prepare a draft plan which was reviewed.

1.6.5 Community Overview Meeting

The Municipality successfully held a community overview meeting to present the draft plan and seek additional input from the community. The majority of the comments provided by the community were linked to Youth, Community facilities and Economic Development goals.

1.6.6 Special Municipality Council Half Day Workshop

The Municipality Board held a special half day workshop where the Municipality Board reviewed and provided further input on the draft strategic plan. Municipality Manager also presented a draft worksheet which illustrated the funding status and Municipality Board that staff will provide periodic updates to monitor the progress of each strategy to ensure accountability.

1.7 Strategic Outcome Oriented Goals

Table indicates the strategic and outcome oriented goals.

Table 4: Strategic Outcome Oriented Goals

STRATEGIC GOALS	PLANNED OUTCOME
Community safety	Provide a safe and secure communityto ensure quality of life and economic success for the Municipality of Kimilili.
Youth education and Recreation	Empower the youthful group of persons in the Municipality.
Economic development	Create a condusive environment for businesses to locate and invest in Kimilili, reducing unemployment and bolstering our Municipality's tax base.
Municipality financial sustainability	Maintain fiscal stability to be able to deliver high quality services
Community health, livability, engagement and sustainability	Maintain vibrant community full of energy and life, characterized by investment in its people, its culture, and its physical environment

Community facilities and infrastructure	Install and maintain the basic facilities required for a community.
Community governance	Ensure leadership and employee commitment to achievement of the municipality vision and mission.
Green kimilili	Expand opportunities for environmental sustainability.

1.8 The Municipality Competence Framework

To work well with this plan, the municipality need to be proficient at:	To do this, the municipality will:	Programmatic or technical role	Leadership role
Working with diverse stakeholders			
• **Mapping diverse stakeholders**	• Identify stakeholder groups and key individuals who impact on and are impacted by your work • Assess interests and capacities of stakeholders and their role in formal and informal networks and urban systems as they evolve and as they relate to your work	• Identify key stakeholders and networks of stakeholder groups who can facilitate your engagement with populations and sub-populations	• Anticipate changes in stakeholder characteristics and interests over time to inform medium-term plans and long term strategy • Support staff to develop and maintain an up-to- date understanding of stakeholder groups and key individuals and the systems within which they operate
• **Promoting coordination and collaboration with and between stakeholders**	• Establish and maintain productive and collaborative relationships with a diverse range of stakeholders • Recognize and respect diversity whilst upholding and promoting humanitarian principles	• Engage with and promote existing and new networks and coordination mechanisms	• Negotiate with diverse stakeholders, including representatives of marginalized or at risk sub-population and communities, in the interest of the urban population and sub-population needs • Implement mechanisms to make sure staff engage sensitively with a wide range of diverse stakeholders
• **Defusing conflict between stakeholders with competing interests**	• Ensure your own behavior reduces rather than encourages tension • Encourage positive interactions and continuous dialogue between stakeholders to minimize tensions	• Defuse tensions and competition by encouraging all stakeholders to focus on shared goals • Ensure fair, consistent and equal treatment of all stakeholders by establishing and maintaining robust systems and processes	• Mediate between stakeholders to defuse tensions and address underlying causes of conflict • Monitor your team's role in high-conflict situations and ensure interactions defuse rather than contribute to tensions
Operating within complex governance structures			

• **Engaging with decision makers and influencers**	• Identify key decision makers and influencers from diverse stakeholder groups at various locations and administrative levels • Demonstrate awareness of the scope of influence and authority of key decision makers and influencers and the power dynamics between them	• Coordinate with and positively influence decision makers and influencers to lead to positive humanitarian outcomes • Build the capacity of authorities and civil society at various levels to undertake their responsibilities effectively	• Advocate for increased accountability to urban populations and participation of marginalized communities and subpopulations in decision making amongst those with authority • Challenge ineffective or discriminatory behaviours or beliefs held by decision makers and influencers that perpetuate exploitation or abuse, or that negatively impact humanitarian outcomes
• **Supporting effective decision-making structures**	• Actively engage with existing formal and informal decision-making structures and mechanisms at various levels • Demonstrate awareness of the impact of your own actions on local power structures	• Encourage efficient, evidence-based, participatory and accountable decision making within existing structures or support the establishment of new structures if none exist • Promote and model accountability by establishing systematic and appropriate processes for communicating information	• Consider the role, effectiveness and accountability of local decision-making structures in the long term when developing your strategies and exit or transition plans • Take actions to minimise any erosion of local power structures that exist at various levels including national, provincial, municipal and neighbourhood • Coordinate team members' engagement with decision-making structures
• **Operating in accordance with relevant regulations and codes**	• Operate in accordance with all applicable formal regulations and codes • Acknowledge and appropriately work with informal codes and norms in relevant neighbourhoods	• Advocate for consistent, transparent and non-discriminatory enforcement of regulations and codes to positively impact humanitarian outcomes	• Challenge and support the revision and improvement of regulations and codes that negatively impact humanitarian outcomes • Establish mechanisms for ensuring and monitoring team compliance with regulations
Working in built-up areas			
• **Assessing access to and use of public, semi-public and private spaces**	• Demonstrate awareness of how populations and subpopulations move through, use and occupy various urban spaces in relation to pre-crisis patterns	• Identify social and cultural factors, regulations and restrictions that affect the ways in which people move through, use, occupy and own various types of spaces in neighbourhoods across the urban area	• Formulate longer-term strategies based on an assessment of current and desirable future usage patterns, influences and restrictions to impact positive humanitarian outcome • Support staff to maintain an up-to-date understanding of how usage patterns, and the influences and restrictions that shape these,

		• Incorporate considerations of population density and distribution into analysis to inform humanitarian interventions	impact on and are impacted by their work
• **Fostering opportunities available in built-up areas**	• Identify opportunities presented by densely built-up areas which can improve humanitarian outcomes for populations and subpopulations • Establish and implement systems and processes that maximise identified opportunities	• Design and implement interventions that maximise opportunities presented by densely built-up areas • Share information on rights and opportunities associated with the urban, built environment with populations, subpopulations and communities to improve humanitarian outcomes	• Work with stakeholders and relevant decision makers to ensure opportunities in urban areas can be exploited to increase the impact on short- and long-term humanitarian outcomes
• **Addressing aspects of built-up areas that negatively impact humanitarian outcomes**	• Identify restrictions on the movement, free access and usage of urban areas by populations and subpopulations	• Design and implement interventions that take into account, and seek to minimise, restrictions and hindrances in the urban environment • Take steps to mitigate any negative effects of current temporary and semi-permanent usage patterns of your work on longer-term humanitarian outcomes	• Negotiate with diverse stakeholders to reduce restrictions on access to and usage of public spaces, and other hindering factors in the environment, to contribute to improved humanitarian outcomes
Adopting a holistic people-centred approach			
• **Addressing interrelated needs in urban populations**	• Analyze needs of urban populations and subpopulations and the interconnections between them	• Design and implement programmes that address multiple needs and issues that cut across sectoral boundaries, whilst taking into account and appropriately responding to the	• Anticipate how intersecting needs will evolve in a dynamic and complex environment to inform strategic planning • Facilitate sharing of information between sectors and industries to maximise humanitarian outcomes for populations and subpopulations

		consequences on neighbouring and connected groups of people • Ensure meaningful participation of diverse stakeholders at all stages of programming	
• **Working across sectors and industries**	• Demonstrate humility, willingness to learn from and cooperate with stakeholders in sectors and industries other than your own	• Undertake joint planning with relevant stakeholders from multiple sectors and industries to maximise use of resources, draw on best practice and provide assistance that is coordinated and integrated	• Analyse the comparative advantage of diverse public, private and civil society stakeholders and define organisational strategy to increase the impact of humanitarian action • Manage a complex, multi-disciplinary team
• **Linking short-term actions with longer-term goals**	• Analyse connections between current needs and long-term goals and aspirations of populations, subpopulations and communities • Take actions to achieve short-term objectives in a way that contributes to positive longer-term outcomes	• Engage with relevant stakeholders to jointly plan humanitarian interventions that align with longer-term local development goals, plans and aspirations	• Work with relevant stakeholders to adapt and refine longer-term local development goals and plans to account for the current and future impacts of the humanitarian crisis • Support team members to identify ways in which their work can positively impact long-term outcomes
Providing assistance based on vulnerabilities and need			
• **Making decisions based on vulnerabilities, capacities and needs**	• Take actions to understand capacities, vulnerabilities and needs of populations, subpopulations, communities and individuals • Take a participatory approach working with and building on the skills, capacities and experience of urban populations and subpopulations to address vulnerabilities and needs	• Conduct participatory vulnerability and capacity assessments to identify populations, subpopulations and communities who are most in need of assistance and protection • Build on existing capacities of populations, subpopulations and communities when designing and implementing interventions	• Incorporate a focus on vulnerabilities and capacities in strategies and long-term plans • Ensure staff conducting participatory vulnerability and capacity assessments have the appropriate competencies to work sensitively and appropriately

• **Ensuring access to impartial assistance for the most in need**	• Identify barriers to accessing assistance and take actions to reduce or remove these • Establish systems and processes that support accessibility, non-discrimination, inclusivity and impartiality	• Identify methods, interventions and new innovations that will allow you to provide assistance to the most in need • Collect and address feedback using mechanisms that are accessible for diverse individuals and appropriate to the context	• Advocate with public, private and civil society stakeholders for provision of impartial assistance based on an understanding of vulnerabilities and capacities • Set a strategic direction that ensures interventions address multiple, interconnected vulnerabilities and risk • Foster a culture of non-discrimination and inclusivity amongst team members
• **Protecting those most at risk from exploitation and abuse**	• Take actions to understand the shifting dynamics of violence, exploitation and abuse, and how they are impacted by and impact on your work • Promote positive social and structural norms to reduce forms of violence, exploitation and abuse • Take steps to ensure your work and behaviour is appropriate and sensitive and does not cause any intentional or unintentional harm or abuse	• Promote activities and referral mechanisms that inform the populations, subpopulations and communities of their rights and how to access them • Take actions to mitigate negative impacts of social and structural norms on protection outcomes for those who are most at risk from exploitation and abuse	• Strategically and sensitively take steps to positively influence social and structural norms which use forms of violence, exploitation and abuse • Anticipate how vulnerabilities may evolve and set a strategic direction that takes this into account • Put in place mechanisms for preventing and appropriately managing with incidences of violence, exploitation and abuse
Promoting social cohesion			
• **Identifying social, cultural and religious norms, influences and dynamics that impact humanitarian outcomes**	• Identify social dynamics, and cultural and religious norms, influences, and power differentials that impact subpopulations and communities and humanitarian outcomes • Recognise complex dimensions of identity that affect individuals' interaction with multiple communities, groups and institutions	• Demonstrate awareness of how social dynamics impact and are impacted by your programming decisions and make appropriate changes to increase effectiveness	• Work with multiple stakeholders to analyse current and future organisational impact on social dynamics to increase people's access to assistance and reduce vulnerabilities • Support staff to develop a nuanced understanding of how complex social dynamics and aspects of identity impact humanitarian outcomes
• **Promoting social cohesion and trust**	• Take actions to promote social cohesion and build trust across diverse subpopulations and communities to improve humanitarian outcomes	• Apply contextual knowledge of social dynamics and individual identify to decisions in order to promote social cohesion	• Identify and implement strategies for promoting social cohesion and defusing social tensions and exclusion in the medium and long term • Monitor and take actions to improve your team's impact on social dynamics and cohesion

• **Supporting the resumption and appropriate adaptation of urban services and physical infrastructure**	• Demonstrate awareness of the status and coverage of services and infrastructure and the interconnections between them • Identify ways in which your work can support the resumption, re-establishment and improvement of services while avoiding negative unintentional impacts • Avoid creating duplicative services or systems	• Work with appropriate stakeholders to assess the quality and coverage of multiple services and infrastructure • Support the resumption, reestablishment, improvement or expansion of existing services based on an understanding of pre-crisis challenges faced by service providers and users	• Set an appropriate strategic direction for your organization, based on considerations regarding the current status of services and infrastructure, pre-crisis challenges and limitations, future plans and needs • Support appropriate stakeholders to address gaps or inadequacies in service provision and infrastructure that meets current and future needs • Monitor the impact of your team's work on existing services and take actions promptly to address any unintended or harmful consequences
• **Facilitating equitable access to urban services**	• Demonstrate awareness of barriers to access urban services and infrastructure faced by populations and subpopulations, including people with disabilities and marginalized groups	• Facilitate safe access to urban services and infrastructure that meet the requirements of populations and subpopulations and their diverse access needs • Work with communities to remove and reduce barriers to access available services that impact the community or vulnerable subpopulations	• Advocate with service providers to remove and reduce barriers to access • Support team members to identify ways in which their work can promote improved access to services
• **Promoting the resumption and adaptation of markets, economic systems and financial services**	• Engage with existing markets, economic systems, financial services and structures in the urban area • Take steps to avoid creating parallel markets or creating distortions in existing economic systems	• Engage with experts to understand key current and pre-crisis strengths and weaknesses of markets and supply chains • Make programming decisions that promote the resumption and strengthening of existing markets, economic and financial systems	• Analyze interconnections between markets, supply chains and economic infrastructures across and within urban areas • Ensure that organizational strategy and policies promote resilient markets that meet the current and future needs of urban populations and subpopulations
• **Supporting resilient, sustainable and inclusive livelihoods**	• Identify opportunities to promote and support sustainable livelihoods prioritising those with the greatest	• Incorporate cash assistance in programming when appropriate to support longer-term	• Advocate with key stakeholders to remove barriers that prevent equitable access to livelihood opportunities, particularly for those who are most vulnerable

	vulnerabilities and risk of exclusion	economic self-reliance • Promote inclusive livelihood opportunities that foster social cohesion within and between urban subpopulations and communities	• Advocate with key stakeholders to ensure the regulatory environment promotes sustainable livelihoods and economic well-being for all
• **Promoting resilience of urban communities and actors to cope with, adapt to and recover from future shocks**	• Identify and prioritise actions which promote resilience for urban communities and particularly those with the greatest vulnerabilities and risk of exclusion	• Identify and promote positive coping strategies amongst urban communities and actors • Assess resilience capacities and incorporate capacity building into interventions	• Engage with municipal actors to assess their vulnerabilities and capacities to cope with, adapt to and recover from current and future shocks • Support and advise authorities at relevant levels in emergency management planning • Advocate for policy and planning which supports economic resilience
• **Demonstrating awareness of the humanitarian context**	• Demonstrate understanding of the various causes and impacts of emergencies in urban settings • Build contextual knowledge of the causes and impacts of the specific urban crisis and of the national and municipal humanitarian context 9.1.3 Demonstrate understanding of the international humanitarian sector, structures, mechanisms and key actors in relation to the specific urban crisis	• Design and implement interventions that are based on an understanding of the specific urban context	• Make sound strategic decisions based on an understanding of the specific urban crisis and the national and international humanitarian • context Commit the organization to incorporate diversity dimensions, such as gender, disability, age and ethnicity, meaningfully into organisational policies and programming
• **Applying humanitarian standards and principles**	• Demonstrate understanding of your role, strengths and limitations, and that of your organization, within the context of the urban crisis • Operate in accordance with relevant key international, national and local humanitarian principles, standards and codes of conduct	• Adhere to relevant international, national and local laws and treaties applicable to the urban crisis including International Humanitarian Law	• Set a strategic direction consistent with all humanitarian standards and principles that apply in the urban area • Support your team to overcome any challenges in applying relevant laws, standards and principles in the urban context
• **Adapting existing**	• Select and use humanitarian tools,	• Make adaptations to existing humanitarian	• Engage with relevant international, national and local stakeholders to

humanitarian tools, guidelines and best practice to the specific urban context	guidelines and best practice that are applicable in urban crises	tools, guidelines and indicators to increase relevance to the urban context • Draw on best practice in other urban crises and adapt intervention design to suit the specific context	improve and adapt existing bodies of knowledge on humanitarian programming in urban crises as practices evolve
• **Demonstrating humanitarian values**	• Demonstrate humanitarian values and principles in personal and professional conduct • Communicate and promote humanitarian values with other public, private and civil society stakeholders	• Inspire others by clearly articulating and demonstrating values, core purpose and principles that underpin humanitarian work	• Ensure staff uphold humanitarian principles, values and ethical behaviours
• **Ensuring quality and impact in a dynamic environment**	• Work with relevant stakeholders to systematically collect data, analyses challenges and identify new solutions to meet changing needs of the populations and sub-populations as they apply to your role	• Establish participatory monitoring and evaluation mechanisms that incorporate analysis of the wider consequences of your interventions • Embed learning opportunities in programming to inform iterative improvements of your activities and communication. • Identify innovative ways of working, technologies and examples of best practice in other urban crises and work with appropriate stakeholders to assess their relevance for the current crisis	• Foster a culture of learning, curiosity and adaptation in the workplace • Work in consultation with relevant stakeholders to define an appropriate role for your organization within the wider urban response to maximize impact and avoid duplication
• **Demonstrating accountability to multiple, diverse stakeholders**	• Actively listen to new and different perspectives and experiences from populations and sub-populations • Act transparently and answer to crisis affected populations, sub-populations and	• Establish meaningful processes through which urban populations and subpopulations can participate in humanitarian interventions	• Establish and consistently implement disciplinary and whistle-blowing mechanisms to ensure safeguarding of urban populations and sub-populations • Ensure efficient and transparent use of resources in accordance with internal controls and in

	communities in the urban area • Use your own power responsibly and positively impact the use of power by others	• Establish and implement responsive, participatory and inclusive feedback and complaints mechanisms that are appropriate for the scale of the urban area	coordination with other relevant stakeholders
• **Using critical judgment to inform timely decisions**	• Act autonomously and make appropriate decisions when required within assigned levels of authority • Exercise critical judgment in challenging situations in absence of specific or applicable guidance • Balance the competing needs and interests of multiple stakeholders when making decisions	• Take informed and calculated risks to improve programming and humanitarian outcomes taking into consideration the needs of the most vulnerable • Consider and accept responsibility for the direct and indirect consequences and implications of decisions • Act decisively and adapt plans quickly to respond to emerging situations and changing environments	• Take timely and well-considered strategic decisions that may impact large numbers of stakeholders under pressure and without complete information if it not available.
• **Adopting a flexible and adaptive approach**	• Monitor the evolving context and make appropriate ongoing adaptations to reflect changes and to account for the unknown • Embrace unexpected opportunities to improve humanitarian outcomes for urban populations and subpopulations	• Embed flexibility into the design and planning of interventions based on analysis and anticipation of city-wide and neighborhood change • Adopt a flexible and adaptive approach to managing projects, programmes and budgets	• Establish nimble internal systems that enable flexible interventions while ensuring accountability • Plan for multiple and complete future state scenarios considering how they may impact urban-wide and in specific neighborhood
• **Promoting well-being and dealing with stress**	• Recognize personal stress and take appropriate steps to reduce it • Maintain appropriate relationships and interactions with diverse stakeholders when under stress	• Maintain a constructive and positive approach when under pressure to ensure effective programming continues	• Promote well-being by helping others to recognize and manage stress and modeling appropriate self-care • Establish and implement systems to foster well-being amongst staff
• **Maintaining professionalism**	• emonstrate a realistic understanding of your	• Manage expectations by defining	• Demonstrate a realistic understanding of your

in a challenging environment	personal strengths and limitations in relation to the complexities of the urban crisis and how they complement those of others with whom you work • Take responsibility for your own work pro-pro-actively seeking support to cope with challenges if required	programmatic objectives and milestones based on a realistic understanding of available capacities and resources	organisation's professional strengths and limitations to address large-scale urban crises
• **Upholding high standards of ethical behaviour**	• Demonstrate awareness of and take responsibility for the direct and indirect impact of your behaviour and actions on others • Ensure your behaviour upholds high standards of ethical and professional behavior in accordance with relevant codes of conduct • Challenge harmful or abusive behavior by others	• Follow applicable international, national, local and organizational procedures for reporting illegal and abusive behavior • Set an example of personal integrity in all personal and professional contexts	• Establish robust systems for reporting and approximately managing exploration exploitation, abuse or discrimination by staff .
• **Assessing risk in the urban Engaging with decision**	• Demonstrate awareness of potential current and future safety and security risks that may affect the urban area or specific neighborhoods including those resulting from the interventions	• Routinely undertake effective risk assessments with representatives of multiple stakeholders, urban populations and subpopulations and all staff	• Work with team to identify indicators for monitoring the context to highlight any changes which can be rapid in an urban environment
• **Integrating security management into operational, programmatic and strategic decision making**	• Demonstrate understanding of the scope, responsibilities and limitations of your own role in terms of safety and security • Implement actions based on an analysis of the security context across the urban areas and in specific neighborhoods	• Design and plan interventions based on detailed analysis of safety and security in the context, localised by neighbourhoods and informed by a stakeholder analysis and an understanding of local norms and laws • Incorporate an exit strategy that takes into account safety and security considerations into the design of interventions	• Ensure the organisation has the capacity and commitment to carry out planned interventions within an accepted risk threshold • Commit sufficient resources to implement security strategies
• **Applying appropriate**	• Develop linkages with urban communities and	• Ensure security strategies are	• Cautiously engage and appropriately communicate with

security strategies when working with stakeholders and urban populations	subpopulations to build wide-spread acceptance and ensure all relevant stakeholders understand, support and feel involved with your activities • Implement a range of security strategies with informal codes and norms in relevant	neighbourhood-specific, flexible and updated to reflect changes in population behaviour and urban environment • Monitor and report changes in behaviour and levels of acceptance amongst populations and subpopulations across the urban areas and at neighbourhood level	all armed actors to build dialogue, acceptance and access where necessary
• **Minimizing risk to urban populations, sub-populations and other stakeholders**	• Take actions to reduce risk factors for populations in specific and subpopulations in specific vulnerable neighbourhood in collaboration with other stakeholders	• Incorporate measures to mitigate risk factors into the design, planning and implementation of interventions	• Advocate with diverse stakeholders to mitigate current and future risk factors in the urban environment

CHAPTER TWO: LINKAGE TO OTHER PLANS

2.1 Linkage to Kimilili integrated development plan

The KMIDEP 2020-2024 outlines a number of projects, programmes and initiatives which are in line with the municipality strategic plan with aspiration to support urban investment. The municipality shall endeavor to deliver the aspirations of the plan through a multi-agency, multi-strategy and partnership approach.

Kimilili Municipality Strategic Plan gives a clear guideline of the desired Municipality in the future with a set of multi-year goals that guide decisions, objectives and strategies for each goal, and a plan for implementation and accountability. The plan outlines the key elements of a sustainable urban community focusing on;

- Ability to offer quality social services.
- Urban governance that is participatory, promote civic engagement, enhance social and inter-generational interaction and foster social cohesion.
- Progressive attainment of gender equality and effective participation and equal rights in all fields.
- Observing due diligence in application of public funds and resources.
- Protection, conservation, restoration and promotion of the ecosystems water, natural habitats and bio-diversity.

2.2 Linkages to New Urban Agenda

The New Urban Agenda provides a roadmap for building cities that can serve as engines of prosperity, inclusion and centres of cultural and social well-being while protecting the environment. The Agenda also provides guidance for achieving the SDGs and provides the underpinning for actions to address climate change. Additionally, the Agenda provides a framework for urban policies, urban planning and design and urban governance, rules and regulations to enhance resource mobilization for delivery of urban services.

The urban management, through this Kimilili Municipality Strategic Plan builds on and specifies in line with the New Urban Agenda, the policy, legal and administrative actions necessary to create inclusive and sustainable municipality and human settlements that are safe, healthy, accessible, affordable and resilient to foster prosperity and quality life for all.

2.3 Linkages with 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.

In view of this, the Strategic Plan outlines a robust set of policies, legal and administrative framework necessary to deliver sustainable urbanization. The municipality will implement

measures for transforming the Municipality into a viable economic hub, attracting a strong population to contribute to its further progress.

2.4 Linkages with AU Agenda 2063

African Union agenda 2063 aims 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. The agenda emphasizes that 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.

The Kimilili Municipality Strategic Plan in keeping with the aspirations of the AU agenda 2063 lays out robust strategies and initiatives that express the community's commitment to a green, competitive and connected urban area.

2.5 Conditional grants

Table 5 shows the sources and types of conditional grants for the Municipality.

Table 5: Conditional Grants

Name of Grant	Kenya Urban Support Program
Organization that transferred the Grant	World Bank
Purpose of the Grant	To establish and strengthen urban institutions to deliver improved infrastructure and services.
Expected Outputs of the Grant	To improve quality of life in the municipality though employment creation and increased income, create an inclusive municipality with high living conditions and a responsive, caring and resilient Municipality.
Monitoring mechanism by the receiving department	Monthly and quarterly reports submitted to the Bungoma County Government

CHAPTER THREE: STRATEGIC DIRECTION

3.1 Overview

The Strategic Plan guides the Municipality through eight goals resulting from the interviews, community meetings, focus groups, survey information and executive management workshops. Each goal has objectives and related strategies to be implemented during the 5-year strategic plan.

The strategic plan will continue to evolve as Municipality staff provides periodic updates to the Municipality Council and its community during regularly scheduled Council meetings, Council Committee meetings and budget process.

3.2 Guiding Principles

Kimilili municipality reveals a concern with basic conditions of infrastructure, environment, economy and finances. These conditions fail to convey the qualitative aspects of urban life and living conditions. Kimilili Urban Municipal Development Plan (KIMDEP) will necessarily be guided by the need to improve current physical conditions, but more than that it has to articulate a qualitative vision of urbanization and urban development for the future so as to reflect the highest values of a society. This will be based on the following guiding principles;

3.2.1 Sustainability

Sustainability involves ensuring that allocation and use of land and other resources is based on balanced social, economic and environmental priorities, with the aim of balancing the needs of present and future generations.

Kimilili Municipality intends to achieve this by using the forum of urban consultations as a vehicle to a broad-based discussion on the future of the Town, including potential impact of alternative development strategies on the community's life, social and economic conditions, the natural and built environment. This urban strategic planning process will provide that leaders and stakeholders representing all sections of urban society work together for a long-term, strategic vision and develop the ability to reconcile divergent interests for the common good. Thus, sustainability will be ensured through informed, collective decision-making and broad-based ownership of final solutions. Table 6 indicates what comprises a sustainable community.

Table 6: A Sustainable Community.

Thinks and acts systemically	**Sustainable communities take a systems perspective and recognize that people, nature, and the economy are all affected by their actions. Local leadership and stakeholders in these communities consider the broader implications before embarking on specific projects, and they look for ways to accomplish multiple goals rather than default to short-term, piecemeal efforts.**

Instils resiliency	Sustainable communities possess a strong capacity to respond to and bounce back from adversity. Leadership in these communities prepare for and help residents and institutions prepare for disruptions and respond to them swiftly, creatively and effectively.
Fosters innovation	Sustainable communities capture opportunities and respond to challenges. Stakeholders in these communities cultivate a spirit of proactive problem solving to provide access to futures otherwise unobtainable and to enable the risk-taking inherent in innovation.
Redefines progress	Sustainable communities measure progress by improvements in the health and wellbeing of their people, environment, and economy. Instead of focusing on GDP (throughput of Kshs), local governments in these communities use a broad set of indicators.
Lives within means	Sustainable communities steward natural resources so that future generations have as many opportunities available to them as we do today. They also recognize that resources exist for the benefit of life forms other than humans. Local administrations in these communities assess resources, track impacts, and take corrective action when needed so that they meet the needs of today without depleting what they leave for future generations.
Cultivates collaboration	Sustainable communities engage all facets of society in working together for the benefit of the whole. Local leadership and stakeholders in these communities bring government representatives, community members, and organizations together and create a culture of collaboration that encourages innovation, sharing of resources, and jointly shared accountability for results.
Ensures equity	Sustainable communities allocate resources and opportunities fairly so that all people who do the full range of jobs that a community needs can thrive in it. Local administration in these communities actively eliminate barriers to full participation in community life and work to correct past injustices.
Embraces diversity	Sustainable communities feature a tapestry of peoples, cultures, and economies underpinned by a richly functioning natural environment. Local governments and municipalities in these communities celebrate and foster ethnic, cultural, economic, and biological diversity and encourage multiple approaches to accomplish a goal.
Inspires leadership	Sustainable communities provide leadership through action and results. Local leadership in these communities recognize their opportunity to effect change by backing visionary policies with practices that serve as an example for citizens and businesses to emulate.

Continuously improves	Sustainable communities engage in continuous discovery, rediscovery, and invention as they learn more about the impacts of their actions. Local governance structures in these communities track both performance and outcomes, are alert for unintended consequences, and modify strategies based on observed results.

3.2.2 Inclusivity

The Municipality will promote and favour building forms, site layouts and neighbourhood designs that facilitate a high degree of social interaction possibilities among residents. This includes establishing formal and informal gathering spaces through such concepts as pedestrian friendly streetscapes and through amenities such as community garden

The Municipality will continue to work with community agencies in the provision of social and support services to Kimilili residents. This includes coordinating and facilitating the provision of preventive social services to meet the community's needs.

Moreover, in intends to work with community associations in exploring ways that are strong and active community associations which may foster a greater sense of belonging and ways to increase interaction among neighbourhoods residents. To achieve this, it has to ensure that every neighbourhoods contains a space suitable for community gatherings and interaction.

3.2.3 Resilience

To achieve its long-term goals, the municipality will ensure financial and environmental resilience. This is necessary in the light of the shocks and changes within global and regional context and should be balanced with maintaining or improving the municipality performance.

Municipality departments will continue planning in order to support the strategic actions in the medium term.

3.2.4 Green

Managing growth sustainably requires a balance between the accommodation of development needs and the provision of green space including parks, riverbanks, and natural areas. The geography of municipality, with its many rivers, streams and wet soils, makes possible an abundance of urban green space as development in these areas is challenging. As the population increases, a system of green space has to be increased to accommodate the need for passive and active recreation and leisure. An interconnected network of trails that link nodes of activity can encourage an ongoing exploration of urban activities and participation in urban life

The Municipality has to incorporate significant natural features as part of the overall infrastructure systems. This includes using existing wetlands as storm water management facilities and planting and preserving shrubs and trees to improve air quality**.**

3.2.5 Efficient

The municipality will ensure that it's financially sound and cost-effective in management of revenues and expenditures, administration and delivery of services and all development decisions in the most efficient use of resources. The promotion of inter-sectoral planning both at the local and central level will be another aspect of efficiency.

The urban strategic planning process will aim at maximizing the existing human, physical and financial resources available within the municipality for urban development, by mobilizing and engaging various stakeholder groups through innovative mechanisms and public-private partnerships.

Through the involvement of the private sector and communities in setting priorities, the municipality will be able to make better judgements regarding the prospective commitments of these partners in the implementation of development projects.

3.3 Goal One; Community Safety

A safe and secure community is essential to the quality of life and economic success for the Municipality. The Municipality is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure Municipality.

The Municipality has identified four objectives to promote a safe and secure community.

Primary Objectives

1. ***Improve crime prevention and enhance public safety integration.***

Security is a primary concern for Municipalities. Making our cities safer will depend on the role that Municipalities plays in reducing crime. This objective aims to influence how the urban environment is planned and managed to reduce crime trends, as well as public perceptions about safety. Policy and legislation obliges municipalities to play an active role in collaboration with the police and other stakeholders. The Municipality has to provide the community with appropriate actions about a variety of public safety issues including crime and accident prevention and police and fire department services.

Strategies		Start Date
a.	Develop and enforce community policing plan based on community input to deliver crime prevention/ community policing/ traffic-pedestrian safety programs in a consistent and uniformed manner.	FY19/20
b.	Partner with community service organizations and other community groups to conduct awareness, intervention, and prevention of child abuse, domestic violence and driving under the influence of alcohol and/or drugs.	FY18/19
c.	Partner with business district businesses and merchant associations to enhance security measures and provide a safe environment (e.g. video surveillance, additional security and police efforts).	FY20/21
d.	Prepare security and Fire/Emergency Medical Services report on an annual basis to review and identify opportunities for improvement.	FY20/21
e.	Develop a comprehensive Fire/Emergency Medical Services program	FY19/20
f.	Conduct annual resident wellness survey	FY 18/19

2. ***Broaden communications, information sharing and community awareness of public safety activities.***

Public perceptions of crime are important since they shape how people think about, and respond to, crime. Perceptions about crime are influenced by many factors such as actual experiences, media reports, and recent events that may be discussed among family and friends a particular community. Crime reduction strategies should include projects to reduce fear of crime and improve perceptions of the criminal justice system. Strategies can reinforce such behaviour, and at the very least, encourage it where it is absent. To enhance public safety information sharing and community awareness Municipality has to provide safety information and timely response to emergencies that may arise.

Strategies	Start Year
a. Expand the use of social media platforms and the Municipality website to share information with the community.	FY 19/20
b. Purchase and install new in-car computers in patrol vehicles to facilitate enhanced information sharing and timely police response.	FY 20/21
c. Expand Community awareness of Public Safety activities, programs and services that focus on risk reduction (smoke alarms, water safety, pedestrian safety, fire safety/prevention).	FY 19/20
d. Partner with emergency assistance and disaster relief organizations to promote community awareness of emergency preparedness.	FY 19/20

3. ***Promote fiscal accountability to ensure financial responsibility at all levels of the organization.***

Municipality financial accountability and responsibility must adhere to legislative frameworks for finance such as the PFMA act and the Constitution. Municipality managers and Municipality workers must be responsible stewards of the funds provided to support Municipality's growth.

Strategies	Start Year
a. Continuously evaluate and assess fiscal aspect of service delivery to ensure that Departments provide programs and services efficiently and effectively.	FY 18/19

3.4 Goal Two; Youth, Education, Recreation

Kimilili Municipality enjoys a young, vibrant population. The Municipality is committed to working with other youth-oriented organizations to make a full range of opportunities available so that our children and young adults can achieve success in their lives.

The Municipality has identified two objectives to support the growth, development and health of all residents.

Primary Objectives

1. ***Expand youth activities and programs.***

Municipality Youth Programs work towards the common purpose of developing individual leadership skills of community youths to strengthen the Municipality through volunteer service and increased communication with municipal leaders. Youths develop and lead initiatives with the

support of adult mentors. The programs provide valuable insight on issues affecting youth and the community.

Strategies	Start Year
a. Convene a summit with partner stakeholders to network, share information, identify programs and services for Youth Development.	FY 19/20
b. Explore new opportunities with Schools and partnership opportunities with art and cultural institutions.	FY 19/20
c. Focus resources on quality youth engagement, civic awareness, enrichment and educational programs and after-school programs.	FY 19/20
d. Develop the youth sports program so that youth recreational opportunities are established year-round.	FY 19/20
e. Create web resource for youth that will include internships, scholarships, college information, job opportunities, and career days	FY 19/20

2. ***Partner with groups and organizations to promote education, job training and development for all Kimilili Municipality residents.***

Partnership with various organizations will help the Municipality achieve its broader goal of community development. Educational, recreational and development Partnerships organizes and supports educational and community-based initiatives aimed at helping stakeholders progress.

Strategies	Start Year
a. Partner with the Schools to support and assist in developing pilot youth employment programs aimed at reducing high school dropout rates.	FY 19/20
b. Partner with institutions such Kibabii University to support skills such as masonry, plumbing works and electrical connections.	FY 19/20
c. Empower residence with skills such as leadership skills, problem solving skills and communication skills.	FY 19/20

3.5 Goal Three; Economic Development

Robust and successful businesses bring jobs and opportunity to the Municipality and provide tax revenues for public services that benefit the entire community. The Municipality of Kimilili will work aggressively to encourage businesses to locate and invest in our community, providing good jobs, reducing unemployment and bolstering our Municipality's tax base.

The Municipality has identified four objectives to encourage and promote economic vitality Municipality wide.

Primary Objectives

1. ***Implement a comprehensive Economic Development strategy to ensure that Kimilili is a Municipality with a vibrant business climate that is accessible, user-friendly and welcoming to all residents and visitors.***

Creating a robust economic development strategy often takes a concerted effort of multiple partners coming together around a common goal. A vibrant business climate is key to the growth

the Municipality's economy and thus reduction in unemployment levels and increase in taxable revenue base.

Strategies	Start Year
a. Develop a comprehensive economic development strategy.	FY 19/20
b. Establish Kimilili Municipality Business Advisory Committee.	FY 19/20
c. Promote local business, reduce retail leakage and improve revenue tax base performance	FY 19/20

2. ***Promote a solutions-based customer focus in all efforts to facilitate development and investment in the community to shape Kimilili Municipality into a thriving, culturally diverse, shopping, dining, and entertainment destination.***

Economic development at the municipal level is paramount to the promotion of growth, accessibility and stability, and to establishing strong, cohesive municipalities and regional partnerships in the realm of the global market economy. The Municipality will encourage growth and development of business enterprises through regulatory frameworks and business forums to encourage investments.

Strategies	Start Year
a. Develop and promote online services such as e-permits, inspections and plan review to increase flexibility.	FY 19/20
b. Explore opportunities to encourage a business friendly environment within the Municipality through the reduction of non-essential regulatory requirements, improved coordination between agencies for development review and addition of monetary incentives.	FY 19/20
c. Provide a safe and inviting public environment in the town (including the Wellness Corridor) through enhanced amenities, improved wayfinding and engaging street/sidewalk design and lighting.	FY 19/20
d. Create a comprehensive program to manage parking that includes innovative strategies to provide parking, create revenue and enhance accessibility in the downtown.	FY 19/20

3. ***Leverage private investment that results in job creation the Municipality.***

Fostering municipal economic development requires strategy and cooperation to ensure a connection between the built environment, the social and cultural well being of a community, and sustainable growth.

Strategies	Start Year
a. Identify and market underutilized properties for new development that will create new jobs.	FY 19/20
b. Develop a knowledge base to foster economic development by actively partnering with nonprofit organizations.	FY 19/20

3.6 Goal Four; Municipality Financial Stability

It is essential that the Municipality maintain fiscal stability to be able to deliver high quality services. This requires an effective and transparent financial system, accurate and reliable forecasting of revenues, an enhanced tax base, and control of expenses.

The Municipality of Kimilili has identified three objectives to facilitate a fiscally sound government.

Primary Objectives

1. ***Maintain a stable, efficient and transparent financial environment.***

Financial stability of municipalities is an important aspect for long-term sustainable development and disproportionate debt can generate risks for their standard functioning. This objective aims at encouraging transparent use of financial resources within the municipality.

Strategies	Start Year
a. Develop and maintain a database of municipality-owned properties to improve the transparency of government assets.	FY 19/20
b. Increase the accessibility of financial information on the municipality's website by creating public viewing portals (i.e. municipality finances, budget process, bid opportunities, etc.).	FY 19/20
c. Establish a committee of Municipality staff to explore innovative revenue and cost recovery strategies	FY 19/20
d. Ensure a municipality coordinated effort to seek grant funding through the establishment of a Grant Coordinator.	FY 19/20

2. ***Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.***

Municipalities should have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions. Municipalities should develop appropriate strategies to achieve their goals. This objective is aimed at ensuring effective financial forecasts for planning purposes.

Strategies	Start Year
a. Adopt a budget that is in alignment with the financial forecast, integrated plan and strategic plan.	FY 19/20
b. Provide quarterly updates on the Municipality's financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.	FY 19/20
c. Ensure reliable property tax information and development of a property tax forecasting model.	FY 19/20
d. Conduct an assessment of the municipality debt and financing options.	FY 19/20

3. ***Expansion of revenue bases***

Revenue bases increase fund available for development. The Municipality has to finance its budgets from municipal revenue sources.

Strategies	Start Year
a. Establish Entertainment/ amusement parks.	FY 19/20
b. Offering incentives for private investment.	FY 19/20
c. Making back-streets economically and commercially viable.	FY 19/20
d. Reviewing tax administration laws	FY 19/20

3.7 Goal Five; Community Health, Livability, Engagement & Sustainability

A vibrant community is full of energy and life, characterized by investment in its people, its culture, and its physical environment. Our built environment has a direct effect on the community's overall quality of life. The task of community planning includes envisioning new commercial areas and new neighborhoods that enhance quality of life, as well as improving the neighborhoods we already have in order to create a sense of place and community. Essential to a vibrant community is strong community involvement, the celebration of arts and cultural diversity, and a focus on resource conservation.

Municipality of Kimilili has identified five objectives to promote the development of complete communities.

Primary Objectives

1. ***Establish a comprehensive community engagement initiative to expand access to information and create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.***

Community involvement is the power to bring positive, measurable change to both the communities in which you operate and to your business. This objective aims at community involvement in order to materialize development in municipalities.

Strategies	Start Year
a. Develop a comprehensive Community Engagement.	FY 19/20
b. Host a Town Hall meeting twice a year to provide a status report on implementation of strategic initiatives and to seek community comment.	FY 19/20
c. Establish leadership training and community engagement programs that enhance methods of communication, opportunities for community involvement, and create an atmosphere where residents and partner agencies can receive recognition and develop a greater sense of ownership.	FY 19/20
d. Expand the use of new technologies including marketing and social media to increase outreach to the community in an effort to promote Municipality programs and initiatives.	FY 19/20
e. Develop a Municipality Community Volunteer/Internship Coordination program.	FY 19/20
f. Develop a 10-year Long Term Plan.	FY 19/20
g. Partner with non-profits and stakeholder groups to increase outreach and public awareness of programs and events.	FY 19/20
h. Promote social connections through civicengagement that strengthen neighborhoods andcommunity fabric	

2. ***Support neighborhood vitality and livability.***

Community livability is of increasing concern to municipality stakeholders as growth-related problems mount. Key elements of community livability include decent, affordable, and well-located housing; convenient schools, shops, and services; water ; sewage facilities; healthy food options; accessible parks and open space; health and wellness programs; a clean natural environment; places that feel safe and accepting to a diverse range of users; the presence of meaningful cultural, historical, and ecological features; and friendly, community-oriented social environments. This objective aims at ensuring the municipality neighbourhood vitality and livability.

Strategies	Start Year
a. Improve neighborhood quality by locating or providing access to complementary services and public facilities, including access to healthy food options, piped water and collective sewerage facilities.	FY 19/20
b. Leverage private resources to support neighborhood associations and effectively address neighborhood issues by partnering with intra-agency teams, community-based organizations, non-profits and faith-based organizations that are invested in Kimilili.	FY 19/20
c. Implement new Neighborhood Improvement Initiatives focusing on residential areas that have been adversely affected by disinvestment and decline.	FY 19/20
d. Enhancing capacity of water and sewarage service providers to serve residents, businesses, investors and visitors	FY 19/20
e. Promote the development of well-located areas for affordable housing and optimize the use of existing infrastructure	FY 19/20
f. Incorporate health, wellness, and equity into all applicable policies and plans	FY 19/20
g. Integrate a variety of health and wellness programs in health centers.	FY 19/20
h. Provide exceptional and affordable communityamenities and city services that enrich quality of life.	

3. ***Promote a strong arts and culture infrastructure.***

As part of municipality mandate to promote and cultivate local artists, cultural development and preserve the cultural heritage of the Kimilili, the Municipality will be hosting a range of activities that are aimed at developing the Arts Industry within the Municipality. One of the ways the Municipality aims to execute the above is to create new and/or developing stages so that the local artists receive the much-needed exposure and media attention. These regular stages will also assist the local artists to perfect their craft and creativity whilst ensuring high performance rotation.

Strategies	Start Year
a. Develop cultural programming, events and activities receive appropriate attention and resource support.	FY 19/20
b. Generate private support and resources to strengthen expand and stabilize funding for the arts.	FY 19/20
c. Promote arts and culture by partnering with artist groups.	FY 19/20
d. Create policies and guidelines for public art and culture heritage.	FY 19/20

3.8 Goal Six; Community Facilities & Infrastructure

The Municipality of Kimilili has the responsibility to install and maintain the basic facilities required for a community to operate including streets, sidewalks and bikeways, sanitary sewers, storm drains, water systems, public buildings and facilities, and collection of solid waste. The Municipality also has an important advocacy role concerning mass transit and public utilities.

The Municipality of Kimilili has identified two objectives to maintain and enhance the physical environment and infrastructure.

Primary Objectives

1. ***Establish and maintain Municipality assets.***

This objective aims at ensuring effective municipal asset management by focusing on major municipal assets: fixed assets consisting of buildings and land properties owned or in the custody of the municipal.

Strategies	Start Year
a. Develop a complete inventory of all assets to determine the scope of improvements needed to sustain the Municipality's current infrastructure investment.	FY 19/20
b. Improve infrastructure standards in to a state of good repair so they are clean, safe and aesthetically pleasing for all users.	FY 19/20
c. Explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements	FY 19/20
d. Provide incentives for the private sector for investment on urban infrastructure.	FY 19/20

2. Developed transport network

Urban productivity is highly dependent on the efficiency of its transport system to move labor, consumers between multiple origins and destinations. Public transit system is therefore challenge to municipality's mobility hence need to develop the transport systemswithin the municipality.

Strategies	Start Year
a. Upgrade urban roads to bitumen standard within the municipality to enhance economic growth.	FY 19/20
b. Develop Public transit and other transport facilities such as safe walking and cycling.	FY 19/20
c. Partner with (KURA) to maintain urban tarmac roads	FY 18/19

3.9 Goal Seven; Community Governance

The Municipality continues to face increasing demands for service with limited resources. This challenge provides an opportunity for the organization to become innovative and efficient in the delivery of Municipality Services. Success in this effort requires that the Municipality retain and attract experienced, motivated employees who are committed to engaging and serving the community. Additionally, improving interdepartmental and community lines of communication will ensure greater transparency and community engagement.

Leadership commitments are critical ingredient for the kimilili municipality to accomplish the vision and mission commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals. Figure 4 shows good governance principles.

Figure 3: Good Governance Principles

The Municipality of Kimilili has identified six objectives to promote an effective and customer friendly government.

Primary Objectives

1. ***Establish a culture of customer service and community engagement as the organization's primary focus.***

One of the Municipality's main goals for the upcoming years is, to improve operational efficiency and increase public engagement. Through community meetings and focus groups, it became clear that high-quality services and efficient business processes are crucial for residents.

Strategies	Start Year
a. Adopt a Citizens Customer Service policy and provide training on that policy to all employees.	FY 19/20
b. Annually conduct a statistically valid random-sample community satisfaction survey to assess satisfaction with the delivery of major Municipality services.	FY 19/20
c. Conduct an annual volunteer "day of service" where Municipality employees volunteer in community.	FY 19/20

2. ***Establish communication plans to engage and inform employees and the community about Municipality activities.***

Communications between the municipality and its citizens should be in the form of qualitative engagement to enable the municipality to communicate effectively and efficiently both internally and externally, develop coherent and coordinated messages that are understood by the municipal, constituency, Improve the municipality's capacity to market itself, its services and build a positive, ensure that there is genuine two way communication between the municipality and the public, help municipality to respond adequately and appropriately to prevailing conditions within its environment and ensure that the right communication methods and media are employed to deliver the message to the target audience.

Strategies	Start Year

a. Develop communication policies addressing the type of matters that will be promoted to employees/public and the internal process to ensure timely distribution.	FY 19/20
b. Utilize new technologies such as Facebook, Twitter and municipality website to interact with employees and the community.	FY 19/20
c. Invest in software/resources that will help streamline the flow of information to Municipality staff and the public.	FY 19/20
d. Confirm the organization's commitment to transparency by establishing an internal communication plan to engage and inform employees.	FY 19/20
e. Promote fairness and trust to ensure organizational behavior is consistent with Municipality values.	FY18/19

3. *Establish employee compensation that attracts and retains a highly qualified workforce.*

Strategies	**Start Year**
a. Ensure compensation is sufficient to attract and retain properly skilled employees.	FY 19/20
b. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with municipality goals.	FY 20/21

4. *Create a culture of innovation and efficiency within the organization.*

Strategies	***Start Year***
a. Promote the use of new technology to improve the delivery of services and information to staff and the community. Projects include: I. Parking meter collection, street lights. II. Promoting a paperless environment (e.g. paperless checks, payroll self-serve, e-payables, expanded use of laser fiche document management, etc.) III. Surveying departmental needs	FY 19/20
b. Facilitate employee engagement through an incentivized employee suggestion program.	FY 18/19
c. Encourage fully-analyzed risk taking by avoiding punitive reaction to failure.	FY 19/20
d. Identify best practices and opportunities for process improvement and automation across Municipality departments in order to provide effective and efficient services.	FY 20/21
e. Explore opportunities to engage with outside agencies, both private and public, to share information and increase efficiencies.	FY 20/21

5. *Provide a positive workplace environment that supports the health of its employees and celebrates its success.*

Strategies	**Start Year**
a. Create a culture of positive motivation through an employee reward and recognition program	FY 21/22
b. Re-establish annual employee celebratory events	FY 20/21
c. Document, celebrate and share stories with the community, highlighting improvements and accomplishments provided by employees.	FY 19/20
d. Create Municipality program designed to help employees manage their health and wellness.	FY 19/20

6. *Develop a culture of motivated and innovative leaders in the organization.*

Strategies	**Start Year**
a. Provide training opportunities to empower and enhance positive work environment, career growth potential and encourage high morale based on core values and ethical principles.	FY 19/20
b. Implement a Leadership initiative which affirms management's commitment to Municipality principles and values.	FY 18/19

c. Establish methods for capturing organizational knowledge and expertise through a formal mentoring program	FY 20/21

3.10 Goal eight; Green Kimilili

Managing growth sustainably requires a balance between the accommodation of development needs and the provision of green space including parks, riverbanks, and natural areas. The geography of municipality, with its many rivers, streams and wet soils, makes possible an abundance of urban green spaces. As the population increases, a system of green space has to be increased to accommodate the need for passive and active recreation and leisure. The Municipality plays a role in encouraging development of green spaces incorporate significant natural features as part of the overall infrastructure systems. This includes using existing wetlands as storm water management facilities and planting and preserving shrubs and trees to improve air quality**.**

Municipality of Kimilili has identified three objectives to maintain and enhance environmental management.

Primary objectives

1. ***Development of green spaces in the municipality and expand opportunities for environmental sustainability.***

   Investing in beautification projects is crucial to maintaining an attractive and culturally relevant community. With this in mind, the Municipality is planning to focus its attention in showcasing Kimilili's diversity by allocating resources to landmarks, public spaces and monuments. In the next five years, new parks will open and a higher number of streets will be repaired to promote walkability in neighborhoods.

Strategies	Start year
a. Provision of green space including parks ,public open spaces riverbanks, and natural areas.	FY 20/21
b. Encourage construction of Hospitality-related businesses such as Lechante and Mount Crest among others can support eco-adventures.	FY 18/19
c. Manage woodlots and regional destinations including, biking, nature trails, honeymoon packages and camping.	FY 19/20
d. Complete the municipality Climate Action Plan with measures to address water conservation and greenhouse gas emissions.	FY 18/19
e. Create performance measures to track the municipality progress in implementing the "green" efforts in the municipality.	FY 19/20
f. Create a green building policy that incorporates sustainable concepts into residential and nonresidential uses; support demonstration projects and best practices.	FY 19/20

2. ***Increase participation in the protection, preservation/conservation and improvement of the environment.***

Promoting sustainable and livable communities is also an important priority for the Municipality. As part of the Municipality's strategy, we are committed to increasing our recycling efforts and creating awareness of natural resources conservation. To achieve a green Municipality stakeholders need to actively participate in the actions and plans by the Municipality board of

management and sensitize on the importance of environmental conservation and preservation to encourage development of green spaces.

Strategies	Start year
a. Conduct training and workshops on the use of alternative sources of energy.	FY 19/20
b. Engage residents in tree planting exercises	FY 20/21
c. Collaborate NEMA and other stakeholders to promote forestry improvement, waste reduction and recycling.	FY 20/21

CHAPTER FOUR: EVALUATION MATRIX

4.1 Monitoring and evaluation framework

Monitoring and evaluation framework will be used at the municipality level to track progress on the implementation of strategic goals and objectives. It represents a matrix format of priority programmes as well as monitoring tools and indicators of achievement.

The Municipality Board has the overall responsibility for the M&E of the Kimilili Municipality strategic plan. The Municipality Departments will be responsible for the implementation of the targets that fall under their jurisdictions. This will be achieved by ensuring that all prepare Annual Work Plans (AWPs) for each year of implementation, Financial monitoring reports, activity based reports and all prepare Operational Plans based on the Departmental implementation plans. The areas to monitor will include, but not limited to: performance, utilization of resources, impact, context, institutional capacity. The monitoring and evaluation process will involve regular collection and analysis of information on the progress of the strategic plan implementation. The process will include the following:

- Check whether the implementation is on course in relation to the set objectives.
- Help in the documentation of the process of implementation.
- Document progress and key learning areas from experience and feedback.
- Inform the municipality of future directions, decisions and planning.
- Help in taking corrective measures if any unexpected results occur, in order to bring the activities/programs.
- Check that allocated resources are being used as intended and cost effective.

The results of both monitoring and evaluation will be reported regularly (monthly, quarterly and annually etc.) as will be dictated by the M&E system and the activities specific to the various Department. The reports will contain information achievements, challenges encountered, limitations in implementation; and emerging issues as well as recommendations for interventions in order to improve performance, results/outputs and outcome or contribution of plan implementation.

Goal One : Community Safety							
Objective: Provide a safe and secure community to ensure quality of life and economic success for the Municipality of Kimilili.							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Improve customer service, crime prevention and traffic / pedestrian / bicycle safety	Time taken for response to police, fire, and emergency medical services	Crime prevention	Minutes				
	Percentage of fire & life safety annual inspections completed	Crime prevention	%				
	Number of pedestrian walk ways constructed	Crime prevention	Km				
	percentage of residents who have a positive overall feeling of safety in the Municipality	Crime prevention	%				
	Reduce the number of traffic crashes that result in fatalities and severe injuries	Crime prevention					
Broaden communications, information sharing and community awareness of public safety activities.	Number of monthly meetings of stakeholder groups	Crime prevention	No				
	Number of community groups engaging in safety initiatives that are not driven by police or public agencies	Crime prevention	No				
Promote fiscal accountability to ensure financial responsibility.	Percentage compliance to fiscal standards	Crime prevention	%				
Goal Two : youth, education, recreation **Objective: Empower the youthful group of persons in Municipality**							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Expand youth activities and programs.	Number of youth development programs	More youth programs	No				
	% of males, females population enrolled in artisan courses		%				
Partner with groups and organizations to promote education, job training and development for all Kimilili residents.	% of youth involved in employment, recreation, voluntarism and internship program.	Increased opportunity for the young people.	%				
	% of skilled youth and adults on employment	Increased opportunity for the young people.	%				
	No of people trained	Increased opportunity for the young people.	No				
Goal Three : Economic Development **Objective:**Create a condusive environment for businesses.							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Implement a comprehensive Economic Development	Number of local businesses issued loans		No				
facilitate development and investment in the community.	Number of business friendly regulatory frameworks passed		No				

Leverage private investment that results in job creation Municipality	Number of identified underutilized progrmmes for new development	No	No				
Goal Four : Municipality Financial Stability **Objective:** Maintain fiscal stability to be able to deliver high quality services							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Maintain a stable, efficient and transparent financial environment.	% availability of municipality financial information to stakeholders		%				
Provide a reliable five-year financial forecast	Percentage accuracy in financial forecasts		%				
Percentage increase in revenue	Percentage increase in revenue		%				
Goal Five: Community health, livability, engagement and sustainability. **Objective:** Maintain vibrant community full of energy and life, characterized by investment in its people, its culture, and its physical environment							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Create opportunities for stakeholders to play an active role in discussing public policy and setting priorities.	No of public engagements on priorities		No				
Facilitate diverse housing opportunities and support efforts to preserve and improve the livability of Kimilili neighborhoods.	percentage of residents who feel they are in very good or excellent health		%				
	Capacity of water and sewerage services		Litres				
	No of health and wellness programs		No				
Promote a strong arts and culture infrastructure.	No of policies and guidelines for public art and culture		No				
Goal six: community facilities and infrastructure **Objective:** Install and maintain the basic facilities required for a community.							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Establish and maintain a Community Investment Plan for all Municipality assets.	Percentage of infrastructure facilities in good standards		%				
Developed transport network	Kms of roads upgraded to bitumen standards		Km				
	Kms of pedestrian walkways		Km				
Goal seven: Community governance **Objective:** Ensure leadership and employee commitment to achievement of the municipality vision and mission.							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Establish a culture of customer service and community engagement as the organization's primary focus.	% rating quality municipality services		%				
	Number of community volunteer programs		No				
	% rating public engagement		%				
Establish communication plans to engage and	% rating confidence in the Municipality		%				

inform employees and the community about Municipality activities.	Percentage employees' commitment to municipality values.		%				
Create a culture of innovation and efficiency within the organization.	Percentage process improvement in the municipality		%				
Provide a positive workplace environment that supports the health of its employees.	Number of Employees rewarded		No				
Develop a culture of motivated and innovative leaders in the organization	Number of training programs on high morale based on core values and ethical principles		No				
Goal eight: Green Kimilili							
Objective: Expand opportunities for environmental sustainability.							
Specific objectives	**Performance indicator**	**Outcome**	**Unit**	**Target**			
Development of green spaces in the municipality and expand opportunities for environmental sustainability.	Number of green spaces provided	Better informed community on environmental issues	No				
	percentage of waste that is diverted through recycling, reuse, or composting		%				
	Number of eco-adventure businesses constructed	Better informed community on environmental issues	No				
	% of woodlots managed	Better informed community on environmental issues	No				
	Number of climate action plans developed	Better informed community on environmental issues	No				
	percentage of land covered by tree canopy	Better informed community on environmental issues	%				
	Number of green building policy developed	Better informed community on environmental issues	No				
Increase participation in the protection, preservation/conservation and improvement of the environment.	Number of green energy sensitization forum	Increase awareness on environmental conservation	No				
	Number of stakeholders involved in tree planting	Participation of residents in environmental management activities	No				
	Number of agro processing entities	Increase awareness on environmental conservation	No				