2020-2024

BUNGOMA MUNICIPALITY STRATEGIC PLAN

COUNTY GOVERNMENT OF BUNGOMA

All enquiries about this Strategy should be directed to:

The Manager

Bungoma Municipality

P.O. Box 437 – 50200

Bungoma

Email: bungomamunicipalitygov@gmail.com

info@bungomamunicipality.go.ke

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BUNGOMA MUNICIPALITY STRATEGIC PLAN 2020-2024

VISION AND MISSION OF BUNGOMA MUNICIPALITY

THE MUNICIPALITY VISION IS "A THRIVING, SAFE, AND COSMOPOLITAN MUNICIPALITY."

The municipality will strive to achieve this mission by;

a) Being an opportunity municipality that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most;
b) Delivering quality services to all residents; and
c) Serving the citizens of Bungoma as a well-governed and corruption-free administration.

THE MUNICIPALITY'S MISSION IS TO PROGRESSIVELY BUILD A RESILIENT MUNICIPALITY THROUGH PRUDENT MANAGEMENT OF RESOURCES, AND RENDERING EFFICIENT, EFFECTIVE AND AFFORDABLE SERVICES.

The municipality will strive to achieve this Mission by;

a) Contributing actively to the development of its environment, human and social capital;
b) Offering high-quality services to all who live in, do business in or visit Bungoma Municipality; and
c) Being known for its responsive, efficient, effective and caring administration

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FOREWARD

The strategic plan lays a framework of achieving the outcomes of our Bungoma Integrated Development Plan (IDEP) which include;

a) Ease of doing business
b) Infrastructure investment
c) Skills investment
d) Security and safety
e) Excellence in service delivery

These programmes contain many projects and initiatives as provided in the IDEP which we look forward to implementing over the next five years.

We understand the limits of our government and assert that while government can create an enabling and well-functioning environment it is ultimately up to the people including investors, innovators, skilled-craftsmen, laborers, caregivers, law enforcers, teachers and instructors to provide the products, services, works and skills for the economy to grow and provide jobs.

This plan sets out better practices in providing municipal services to all residents, visitors and investors. It focuses on development in the broader sense and is well structured to inform budget priorities, decision making and allocation of resources.

Our ability to serve the public in Bungoma municipality has been clearly described and an exciting future lies ahead if we all work together to make this the incredible Municipality that our children should inherit from us.

CPA GABRIEL KIBIRITI

MANAGER, BUNGOMA MUNICIPALITY

ACKNOWLEDGEMENT

This plan contains strategic areas of focus and guiding principles, which focus on the way in which the Municipality conducts its business. These principles include governance reform through modernization of our services as well as sustainability and resilience as pronounced by stakeholders during the plan formulation process.

Special thanks to the team of experts led by Mathews Tsuma and supported by Martin Mabonga and Micah Masika. We equally thank all the Municipal technical staff who worked with the team of experts to prepare this strategic plan.

The policy guidance provided by the County Executive Committee member, the Chief Officer and other municipal stakeholders is highly appreciated.

We applaud all who directly or indirectly participated in the formulation of this plan especially the Municipal Board and the Manager.

God Bless you all.

DOUGLAS WEKESA SASITA

CHAIRMAN, BUNGOMA MUNICIPAL BOARD

CHAPTER ONE: THE BASIS FOR THE STRATEGIC PLAN

1.1 OVERVIEW

The Strategic Plan outlines the Bungoma Municipality's direction and priorities. The mission, vision, values, and goals are laid out to serve and cater for Bungoma residents, visitors, businesses and neighborhoods. The plan sets goals to maintain those aspects of the community that residents, businesses, and employees are most proud of and strives to achieve the new goals articulated by residents and Municipality leaders.

Like all towns, Bungoma is continually faced with a myriad of challenges and opportunities. The demands of growth on budgets, infrastructure, and staffing underscore the need for a comprehensive and clear strategic plan. Because municipalities must reconcile the needs of a community with a diverse service offering, it is challenging to focus on citizens, leaders, and staff in one direction. The role of this strategic plan, therefore, is to provide that focus, facilitate the successful growth of the community, and provide a platform to purposefully advance the Municipality as an organization.

1.2 SITUATIONAL ANALYSIS

1.2.1 Population

Bungoma Town has been one of the fastest-growing towns in the County. The Municipality's population has been growing rapidly and steadily with a growth rate of 3.1%. The Municipality is culturally diverse and is subject to population increases due to inward migration. This population explosion has necessitated the expansion of services, the addition of staff, and the need to better visualize, organize, and plan its future.

1.2.2 Economy

Bungoma municipality hosts the main commercial hub the County level. The strategic position of the town along A1 road links to Mombasa, Nakuru, Kisumu, and is the gateway into East Africa through Uganda. This provides opportunities for the regional flow of goods, people, and capital and job creation. The municipality is also dominated by micro, small and medium enterprises (MSMEs). A long and vibrant heritage in agriculture has given way to homes and businesses that

share a common goal - being part of a diverse and vibrant community that is a great place to work, live, and raise a family.

While growth has been a positive, influencing factor in Bungoma's success, the Municipality must do more to guide growth and the expansion of its services. To truly become the premier place to live, work, and raise a family, the Municipality must be purposeful and visionary in the establishment of financially sound growth goals and the identification of community service expectations. It must then align its fiscal and human resources to achieve those goals.

1.2.3 Unemployment

According to KNBS report 2013, the unemployment rates in Musikoma, Khalaba, and Township wards are 9.3%, 9.1%, and 11.9% respectively. Unemployment is especially rampant among the youths in the Municipality.

1.2.4 Education

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. There is a high enrolment in vocational training centers translating to more youths acquiring skills for empowered and productive lives. There is also a high transition rate from Primary to Secondary and from secondary to tertiary level.

Literacy level in the Municipality is high among all age cohorts.

1.2.5 Life expectancy

The average life expectancy in the Municipality is 60 years (in general, women have a life expectancy of 61 years while men have a life expectancy of 59 years). With the adequate provision of medical supplies and greater access to medical care and facilities, the life expectancy of the town can increase (County Profile, 2011).

1.2.6 Infrastructure and access

The Municipality is served by two main National trunk roads; the A104 and C33. It is also served by a post office and several private couriers such as G4S security and Wells-Fargo. The

Municipality has an increasing number of financial institutions namely Kenya Commercial Bank, Equity, Family, Standard, Cooperative, National, Diamond, Bank of Africa, Faulu and Barclays Bank. It is also served by various Micro-finance and insurance institutions.

1.2.7 Shelter and Housing

Shelter and housing is an integrated land-use issue and a basic need. Most housing in the Municipality is developed by individuals on private land. Investments in real estate development are still low but steadily rising. There are however still high incidences of poor housing conditions and unhealthy living environments such as Majengo slums.

1.3 GUIDING PRINCIPLES

Based on the vision, the Municipality has developed guiding principles that should inform and be taken into account in all its activities. The principles not only focus on what the City does to implement its vision but also on how the activities are planned and implemented.

Bungoma Municipality will be dictated by the following principles in figure 1;

Figure 1: Strategic Principles

Professionalism	•The municipality will strive to always deliver exceptional services to its residents while being independent, objective and with intergrity
Innovation	•The Municipality will encourage and promote creative thinking that solves problems and improve service delivery
Commitment	•Each and every stakeholder will be fully committed to the Vision of the municipality from an institutional as well as individual point of view
Excellence	•The Municipality aims to foster a high -perfoming culture by establishing clear standards and seeking improvement in all its functions.
Intergrity	•The Municipality will be trustworthy, responsible and honest in all its dealings. The Municipality shall therefore uphold good customer relations and accoutability.

1.4 STRATEGIC FOCUS AREAS

The Bungoma Municipality Strategic Plan builds upon the County's past strategic plan's foundation while updating it for the future. This was accomplished through a collaborative effort whereby the community was engaged through meetings and forums guided by the County's engagement approach.

This plan is a direct result of those ideas and contributions. Throughout the various phases of community discussion and consultation, five overarching themes were identified as key areas of priority and focus. They are:

a) Create opportunities for growth

The Municipality will focus on the creation of an environment that stimulates sustainable economic growth, investment, and job creation. It will plan for employment, and improve accessibility as well as access to economic opportunities.

b) Increase wellness, safety and tackle social ills

The Municipality aims to create an environment where citizens can easily access health services and feel safe. It goes beyond policing and includes aspects such as disaster and risk management, rescue services as well as traffic and bylaw enforcement in order to address safety as a well-rounded concept.

c) Build a quality living environment

The Municipality will focus on building an inclusive, integrated, vibrant town to ensure a greater mix of land uses, population density, and the adequate and equitable provision of social facilities, recreational spaces, and public institutions. It will also manage urban growth, and create a balance between urban development and environmental protection.

d) Embed good governance

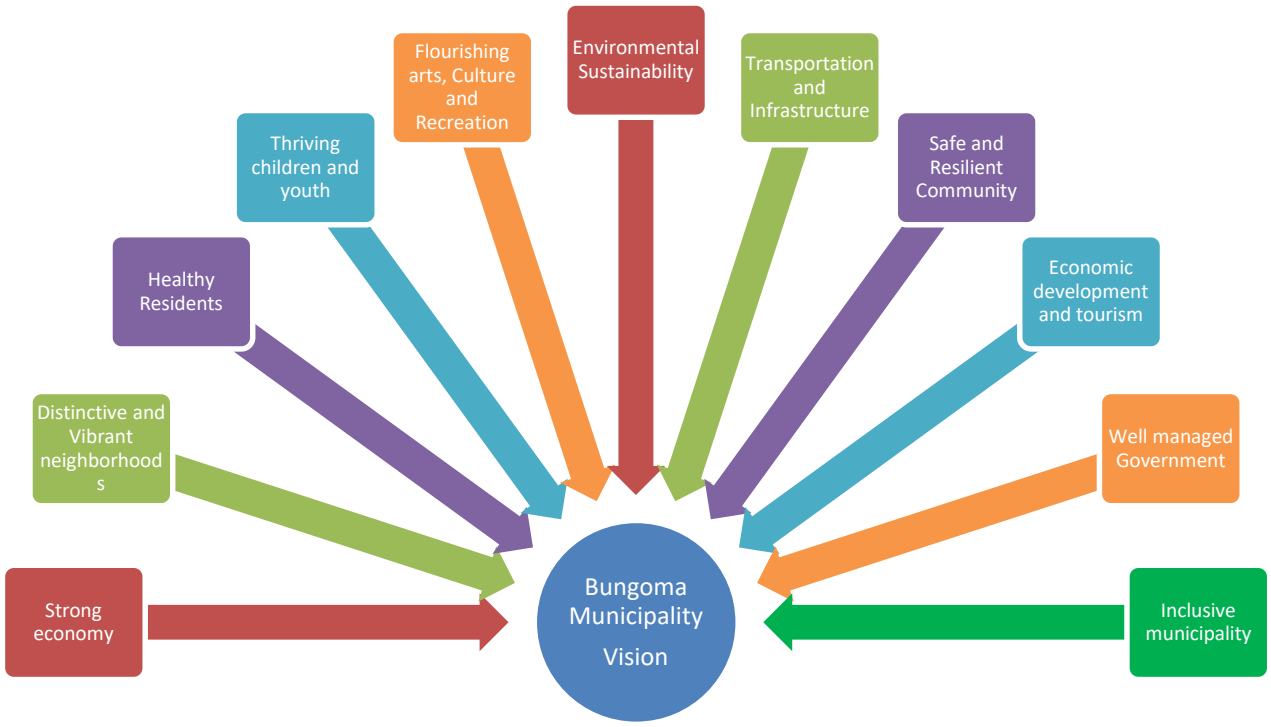
To deliver on its vision, the Municipality needs to be responsive to its customers' needs and able to sustainably support the various initiatives, programmes, and projects by delivering the right services in the most efficient and effective way.

e) Increase opportunities for youth development

1.5 STRATEGIC PRIORITY AREAS

The Municipality aspires to achieve the highest levels of effectiveness, creativeness, and competences in implementing its activities and achieving its objectives. In 2022, Bungoma Municipality aims to be a historic, inclusive municipality of kindness, with distinct, vibrant and safe neighborhoods, a well-managed government, flourishing arts, culture and recreation, a strong economy, thriving children and youth, active and secure older adults, environmental sustainability, healthy residents of all ages, and multimodal transportation. Although these themes are described separately, they are intertwined and impact one another as demonstrated in figure 2.

Figure 2: Strategic Themes



The goals and objectives for the strategic plan have been structured within five strategic focus areas. As a result, the strategic plan is organized to reflect the themes with the areas of focus illustrated in table 1.

Table 1: Strategic Focus Area

STRATEGIC FOCUS AREA	STRATEGIC PRIORITY AREAS / OBJECTIVES
1. Create opportunities for growth	1.1 Strong economy
	1.2 Transportation and Infrastructure
	1.3 Economic Development and Tourism
2. Increase wellness, safety and tackle social ills	2.1 Healthy residents
	2.2 Safe and resilient community
	2.3 Inclusive Municipality
3. Build a quality living environment	3.1 Flourishing arts, culture, and recreation
	3.2 Environmental sustainability
	3.3Distinctive and Vibrant neighborhood
4. Embed good governance	4.1 Well-managed government
5. Improve education outcomes and opportunities for youth development	5.1 Thriving children and youth

1.6 STRATEGIC DRIVERS

These are the opportunities, internal challenges, and external forces that will affect planning for the municipality. They can also be referred to as drivers for change. They include;

1. **Tremendous Opportunities:** The Municipality is served by The A 104 National trunk road, thus improving its collaboration and connectivity with other urban areas along the corridor, creating business networks and labor markets of genuine critical mass
2. **An Engaged and Energized Population:** We can only realize a shared vision for the future of Bungoma Municipality with the active support of our citizens. They showed their enthusiasm during the engagement process. We need to reflect their desire and tap into their sense of community pride and involvement, to make the new vision for the municipality real. It also boasts a growing middle class that provides a ready market for businesses and investors

3. **Innovative Businesses**: The Municipality has several small-scaled and innovative businesses, creative industries, and local start-ups. Encouraging the presence of these types of businesses, and the spaces to accommodate them will foster entrepreneurialism, more opportunities for residents, and a more diversified and sustainable economy
4. **Land Use and Mobility:** The municipality possesses small farms that are under-utilized as far as their potential to contribute to the municipality's food security is concerned. One of the aims of the municipality is to change this through the introduction of urban agriculture to maximize the output of the farms as far as the food security frontier is concerned.
5. **Post-Secondary Educational Opportunities:** A municipality our size should have more than one university and offer a broader range of post-secondary options. Too many youths feel they must leave home because of a lack of local educational opportunities. Fostering more educational options will draw and keep youth and talent in the municipality.
6. **Capitalizing on our Strategic Location:** Bungoma Municipality is firmly placed at the center of Bungoma Town is the main economic hub for Western Kenya Region. The Municipality can capitalize on this geographic opportunity by positioning itself to be, among others, a regional agricultural, cultural, recreational, entrepreneurial, and educational center.
7. **Health and the Environment:** The health of people and the health of the environment are inherently linked, and are a 21st century imperative. We need to think of both when reshaping our living environments. This relates to strategies that enable healthy lifestyles and that secure a clean, sustainable environment.

CHAPTER TWO: STRATEGIC ALIGNMENT AND INTEGRATION

2.1 OVERVIEW

The chapter details how this Strategic Plan is linked with other Plans namely: The Bungoma Municipality Integrated Plan, the County Integrated Development Plan, the Kenya Vision 2030 and its medium-term Plans and the Big Four Agenda. It also presents strategies to eliminate duplication of efforts and promotion of further integrations of the mentioned plans.

2.1 LINKAGE WITH THE BUNGOMA MUNICIPALITY INTEGRATED PLAN

The BMIDEP 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.

The Bungoma 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 LINKAGE WITH THE COUNTY INTEGRATED DEVELOPMENT PLAN

Bungoma CIDP II contains programmes that are geared towards achieving urban municipal development. These programmes include;

a) Urban Infrastructure Development and Management
b) Urban Environment and Human Services
c) Urban Economy
d) Urban Governance

2.3 LINKAGE WITH THE KENYA VISION 2030 AND ITS MEDIUM-TERM PLANS

Vision 2030 aims to create a globally competitive and prosperous country with a high quality of life by 2030. The third Medium Term Plan 2018-2022 seeks to achieve accelerated, high, inclusive, broad-based and sustainable social-economic transformation.

The Bungoma Municipality Strategic Plan contributes to the attainment of the goals and objectives of the Kenya Vision 2030 and MTP III. The desired outcomes shall be delivered through implementation of sound policies, legal framework, administrative reviews and incorporation of changes and emerging issues in the operational environment.

2.4 LINKAGE WITH THE BIG FOUR AGENDA

The national government has identified four high impact agenda that will be pursued within five years (2018-2022). The big 4 agenda entails; food security and improved nutrition, universal health coverage, raising the share of the manufacturing sector to 15% of GDP and delivering at least 500,000 housing units by 2022. Within this plan, the Municipality has outlined five strategic focus areas which Bungoma Municipality will undertake in the next four years.

In particular, the Big Four plan resonates well with the Municipality Strategic Plan by focusing on areas of interests to the urban population, which includes access to quality health services, creation of employment opportunities and investment in decent affordable housing.

2.5 LINKAGE TO SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are a set of 17 goals, the world will use over the next 15 years to end extreme poverty, fight inequality and injustice, and fix climate change. Formed through extensive consultation with all levels of society, the SDGs are a comprehensive development plan to leave no person behind.

As the excerpt from the 2030 Agenda describes, the SDGs and targets are aspirational and global with each government called to:

a) Decide how the SDGs should be incorporated into national/County/Municipality planning processes, policies and strategies;
b) Set their own national/County/Municipality targets guided by the global level of ambition, but taking into account national/County/Municipality circumstances; and
c) In the implementation of the Agenda build on existing commitments and in accordance with international human rights standards for the full benefit of all.

In view of this, the Municipality will undertake the following steps in addressing the post 2015 agenda:

a) Review existing strategies and plans and identifying areas for change: To scan and detail the landscape of existing strategies and plans at the national, sub-national and local levels and then compare against the global SDGs and targets to identify gaps and provide the basis for recommending areas for change;

b) Making initial recommendations to the leadership of the Municipality: for addressing SDG gaps in existing strategies and plans whilst recognizing that the SDGs "…are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental."

c) Set Municipality-relevant targets: for Municipality-adapted and inclusive SDGs that are achievable, yet ambitious

d) Formulate strategy and plans using systems thinking: to incorporate the recommendations and the insights from the above steps into strategies and plans and matching ambition and commitments with resources and capacities; and

e) Appoint at least one officer to serve as the Municipality's SDGs champion

The goals and targets of the new agenda will be in line with the Vision 2030, which undergoes review every 5 years and is the national blueprint that defines the strategies and programs that will translate into efficient, effective, and responsive actions achievable. An information management system will support performance and monitoring and reporting of results.

The Municipality will create opportunities for real dialogue between people about the implementation of the Post-2015 agenda, especially marginalized and excluded groups and authorities at the Municipality, County and national levels by institutionalizing dialogue structures, such as debates – at the County assembly, and also within communities; and national/County/Municipality conferences – to discuss implementation and share best practices; public forums; and meetings with key national/County/Municipality decision makers.

2.6 CITIES AND URBAN AREAS ACT, 2011

Section 20(1)(c) of the Cities and Urban Areas Act 2011 makes it clear that, a board of a city or municipality – including a town; (section 20(2)) shall formulate and implement a strategic plan. This is not at the discretion (or gift) of the Municipality. It is a mandatory "urban management" responsibility. Section 39 (1) then states: "A board or town committee shall, within the first year of its election, adopt a single, inclusive strategic plan for the development of the city or urban area for which it is responsible".

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 MUNICIPAL DEVELOPMENT NEEDS

The key development needs targeted in this strategy are highlighted in table 2.

Table 2: Key Development Issues

Common Issues	Provision in the BMIDP
Provision of Housing and Upgrading of Informal Settlements	• Number of informal settlements upgraded • Number of mixed housing opportunities constructed • Percentage of all COJ proclaimed informal settlement households provided with Integrated waste management services • Number of title deeds issued to beneficiaries • Number of social and affordable housing developed for under privileged beneficiaries' municipality-wide • Number of mixed housing opportunities constructed
Provision of electricity	• Number of unit (structures) in informal settlements with access to electricity • Number of public lighting installed
Provision of water sanitation and waste removal	• Percentage informal households with access to water at minimum LoS1 • Percentage informal households with access to sanitation at minimum LoS1 Percentage of all COJ proclaimed informal settlement households provided with Integrated waste management services
State of the City's road Infrastructure	• Number of lane kilometers of roads resurfaced • Number of kilometers of gravel roads upgraded to surfaced roads • Kilometers of open storm water drains converted to underground systems • Percentage of potholes repaired within 7 working days
Access to health facilities	• Number of CoJ clinics that offer extended service hours in all regions will increase yearly • Clinics that are currently under construction and renovations
Employment Opportunities	• Number of Expanded Public Works programmes (EPWP) work opportunities created Municipality-wide • Number of SMMEs supported by the City

3.3 STRATEGIC GUIDELINES

The conditions of Bungoma Municipality presented in Chapter 3 reveal a concern with basic conditions of infrastructure, environment, economy and finance of municipalities. These conditions fail to convey the qualitative aspects of urban life and living. BMIDP should 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.

The five underlying and interconnected guidelines for the BMIDP are:

3.3.1 Durability

The strategies outlined should seek to promote environment, social and economic sustainability of urban development. This means that urban development initiatives should be environmentally sustainable, that is should not have negative externalities and should not over-stretch the capacity of the environment to sustain itself. Social sustainability refers to the nurturing and development of social capital which minimizes alienation and contributes to vibrant social life in the city. Economic sustainability refers to the promotion of environment friendly economic activities that can be sustained with minimal support from outside.

3.3.2 All-Inclusive Society

Municipalities have to be socially inclusive both in terms of ethnicity and gender, and in terms of economic class. Inclusion should be reflected in the space the municipality provides for the nurturing and celebration of social and cultural diversity and the sensitivity particularly to disadvantaged and marginalized, and minority groups, and the poor and the youth in general. Inclusivity promotes social justice and contributes to equity and balanced development. The increasing poverty trend in urban areas means that cities also need to be pro-poor in terms of attending to the needs of the poor and addressing their basic concerns of education, health, housing, livelihood and transportation.

3.3.3 Adaptability

Adaptability refers to both physical and social resilience that Municipalities are safer and adaptable to changes, both environmental and economic. The major focus of the strategy should be on physical, social, economic and institutional resiliency that is pivotal for mitigating short or long term vulnerability resulting from disaster or the regional/global impacts of climate change. Planning and urban development should enhance capacity to cope with different types of hazards and absorb shocks and risks.

3.3.4 Greening

Strategies for urban development should be guided by three key considerations, namely, keeping the Municipality green, cool, and wet. The thrust should be in saving, protecting, promoting greenery – green parks, green open spaces, urban agriculture, forestry and so forth. Municipalities should promote land use, technology and material that would contribute to low carbon emission, increase the use of alternative energy, reduce the effects of urban heat islands and lower ambient temperatures. Similarly, municipalities should promote and protect clean water bodies – ponds, wells, rivers, canals that contribute to blue convection and survival of aquatic life, and urban biodiversity and contribute to recharge ground water.

3.3.5 Effective and Efficient

A sustainable, an all-inclusive, adaptable and green municipality can only be one that is effective and efficient, well governed and effectively managed. BMIDP should therefore be guided by three basic concerns of governance: enhanced capability and technical competence of local bodies, institutionalization of a system of transparency and accountability in the urban planning and development process, and a citizen oriented delivery of services and development outcomes.

4.2 FORECASTED DEVELOPMENT AREA

Achieving a balanced and prosperous urban system should be the long term vision for Bungoma Municipality. This implies strengthening the potential of population and the mobilization of resources, and investment in the provision and quality of infrastructure and services in consonance with resource potentialities. A balanced and integrated urban system would contribute to:

- Diversification and specialization in terms of production and employment opportunities.
- Effective and efficient distribution of social and economic infrastructure, services and human resources.
- Effective articulation of political, community, civil society organizations with respect to their economic, social, cultural and environmental aspirations and the quality of urban living.
- Strengthened production-distribution-consumption linkages between urban and rural areas.

In order to ensure that the budget prioritization is accompanied by a focus on quality project implementation, the Municipality will also improve the efficiency of its systems. The reduction of red-tape is a priority, as well as the review of the institutional model to improve efficiencies are central to this. The development of a professional civil service requires appropriate systems that improve efficiencies on the one hand, and a municipality-wide adherence to by-laws and respect for the rule of law on the other. The following interventions captured in a range of sector strategies are represented as follows in figures 9 to 13:

3.2 URBAN DEVELOPMENT STRATEGY

The future prosperity of the Municipality will be supported by viable and sustainable network of development strategies. Over the medium term, the urban management boards/ committees will be empowered through urban plans and budgets to progressively realize the urban development strategy. Table 3 shows the urban development and strategic outcomes.

The Bungoma urban growth and development strategy is a long-term aspirational strategy driven through four outcomes namely;

a) Improved quality of life and development-driven resilience for all.
b) A resilient, livable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.

c) An inclusive, job-intensive, resilient and competitive economy.
d) Sustainable Urban areas that proactively contributes to and builds a socially inclusive and integrated communities.

Table 3: Urban Development Outcomes

Urban Development Outcomes	Related Outputs
Improved Quality of life and development-driven resilience for all	Reduced poverty and dependency Food security that is both improved and safe-guarded Increased literacy, skills and lifelong learning amongst all our citizens Substantially reduced HIV prevalence and non-communicable diseases-healthy living for all Safe and secure Bungoma Improved social inclusivity and enhanced social cohesion
A resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy	Sustainable and integrated delivery of water, sanitation, energy and waste management Eco-mobility Sustainable human settlements Climate change resilience and environmental protection
An inclusive, job-intensive, resilient and competitive economy.	Job-intensive economic growth Promotion and support to small businesses Increased competitiveness of the economy Able to deliver quality services to citizens in an efficient and reliable manner.
An urban region that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive region	An active and effective citizen focused region A responsible, accountable, efficient and productive region Financially and administratively sustainable and resilient towns and urban areas Meaningful citizen participation and empowerment in urban governance and decision making

In the medium term, the Municipality shall constitute urban management committees/boards for proactive response to urban development issues. Among other roles, the committee/boards will be in charge of;

a) Developing a coherent urban transport policy supportive of the overall Municipality urban development strategy.
b) Oversee the preparation and implementation of an integrated transport masterplan for the Municipality.
c) Coordinate resource mobilization to finance urban development programs/projects/initiatives.
d) Coordinate the development of a sustainable motorized and non-motorized urban transit system.

3.3 STRATEGIC FOCUS AREA 1: Create opportunities for Growth

Objective 1.1: Strong Economy

This objective is aimed at improving Bungoma's business climate and establishing it globally as an attractive investment destination with positive economic growth through various programmes and projects to encourage more business opportunities as well as through infrastructure investment (including infrastructure maintenance). In 2022, Bungoma Municipality will be a business destination and center of innovation. The business community shall be diverse, inclusive and robust. The mixed-use development will be oriented around transit hubs and activity centers. Small businesses will be supported by ensuring there is sufficient land and infrastructure in the right places in order to allow new businesses to come to the municipality and existing businesses to expand and modernize to provide necessary jobs and services. The municipality center will also be a location for major shopping, food and drink, leisure and cultural facilities, as well as educational establishments.

Key Indicators to Achieve by 2022

- Increase the local gross domestic product
- Maintain and grow diverse employment opportunities
- Increased local food security
- Expand the municipality's revenue base

Action Items

- Identify local economic strengths and leverage opportunities through collaboration with our partners
- Implement small business zoning and permit process improvements
- Continue to implement initiatives to support growth of the manufacturing and industry sector in Bungoma Municipality
- Generate non- taxation revenues.

Objective 1.2: Transportation and Infrastructure

Investment in infrastructure is considered an important enabler of economic growth which is linked to poverty reduction. In 2022, Bungoma Municipality will be regionally linked and easy to navigate regardless of resources or ability. The municipal government shall support a wide variety of safe, connected transportation options that will enable access to daily activities. These options will include matatu, tuk-tuk, bicycle, automobile, and walking. Public transportation will have a reliable and frequent service that is clearly communicated and understood. Congestion and related air pollution caused by local traffic will be reduced, and this can be done partly by encouraging people to use more sustainable modes of transport.

Key Indicators to be Achieved by 2022

- Improve safety for all modes of travel
- Managed and improved water, wastewater, and storm water infrastructure and services
- Improve aging and/or missing transportation infrastructure that serves Bungoma
- Increase Bungoma's Pavement Condition Index
- Reduce traffic congestion

Action Items

- Continue to improve the accessibility of all built infrastructure
- Invest in Quality Public Infrastructure
- Develop a multimodal street, trail, and sidewalk network that provides interconnected transportation options to residents

Objective 1.3: Economic Development and Tourism

This objective is aimed at improving Bungoma's business climate and establishing it globally and Nationally as an attractive investment destination with positive economic growth. Good growth fuels a city. Bungoma will be a growing city, attracting people, companies, and visitors from across

the world. A rapid rate of urban development is to guarantee homes and public services for everyone. Good accessibility means giving people and companies everything they need to develop and grow. Bungoma will promote growth that enhances its vision and is family-focused, properly planned, financially viable, and diverse.

Key Indicators to be Achieved by 2022

- Invest in utility infrastructure aligned with community development
- Deploy reliable, high-speed internet services throughout the community
- Increase in number of urban-agriculture related businesses
- Create Partnerships for Innovation
- Promote a diverse and sustainable economy.

Action Items

- Work with partners to develop a community economic strategy.
- Support small businesses by improving Municipality processes.
- Promote culture as a key part of economic growth and quality of life.
- Explore innovative incubator opportunities.
- Identify targets and gaps in available goods and services.

3.4 STRATEGIC FOCUS AREA 2: Increase wellness, safety and tackle social ills

Objective 2.1: Healthy Residents

In 2022, Bungoma Municipality will ensure equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. It will deliver accessible, inclusive and age-friendly services, programs, and facilities. Bungoma Municipality will work to reduce inequities in the health system, increase access to care for all residents, and provide a system of support for residents with behavioral health needs. Assure a continuum of long-term services for older and/or disabled residents.

Key Indicators to be Achieved by 2022

- Establish a comprehensive Health and Safety Program for the City of Bungoma.
- Decrease infant mortality rate
- Increase life expectancy
- Decrease HIV prevalence
- Decrease infection rate of Communicable and Water-borne diseases

Action Plans

- Build and maintain a broad spectrum of partnerships to create a healthy community and improve access to health care services.
- Develop a comprehensive Risk Management program inclusive of risk identification, mitigation, safety, training, and proper resourcing.
- Support healthy communities by providing clean, safe and accessible parks and recreational facilities that meet the needs of Bungoma neighborhoods

Objective 2.2: Safe and Resilient Community

For a community to prosper, it must be safe, secure, and healthy. Bungoma Municipality will invest in activities and services that enhance public safety and community health to build a stronger community and promote the quality of life that its citizens and employees expect. The community shall be resilient and prepared to handle emergencies and emerging risks, including providing support to residents with special needs during emergencies. Buildings in Bungoma Municipality will be up to code to ensure they are structurally sound and safe.

Key indicators to achieve by 2022

- Reduce and prevent crime
- Strengthen Emergency Management
- Improve police, fire, and emergency medical response times
- Improve security at Municipality facilities and properties
- Increase and enhance community policing initiatives

Action Items

- Enhance Community Policing and youth engagement efforts
- Improve emergency preparedness by initiating a community risk reduction plan
- Public awareness and Civic Education on Public Safety and crime prevention
- Construction and Equipping of a Fire Station
- Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cyber security effectiveness

Objective 2.3: Inclusive Municipality

In 2022, Bungoma Municipality shall be a caring, kind, compassionate, fair, just and equitable municipality that supports an affordable and livable community for all. As an inclusive Municipality, there will be no place for intolerance in the community. Further, the municipality shall be committed to and values our diversity. Bungoma Municipality will provide high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The Municipality will be welcoming to people in all stages of life and is known as an age-friendly community. It shall have closed the broadband gap by ensuring quality access to all residents.

Key Indicators to achieve by 2022

- Reduce and prevent homelessness.
- Decrease the number of street children
- Reduce the percentage of low- and moderate-income households considered to be housing cost burdened
- Reduce households living below the poverty line
- Reduce the unemployment rate
- Increase sense of belonging and participation in civic life among all demographic groups

Action Items

- Develop tools and strategies to create and maintain deeply subsidized committed affordable units
- Implement land use tools and strategies to maximize the production and preservation of affordable, accessible and assisted living units through the planning and development process
- Implement Strategies to execute state and local goals toward functionally ending chronic homelessness

3.5 STRATEGIC FOCUS AREA 3: Build a Quality living Environment

Objective 3.1: Flourishing Arts, Culture and Recreation

A premier community embraces cultural diversity and promotes an abundant offering of arts, entertainment, and recreational opportunities. Bungoma Municipality will invest in services, facilities, programs, and partnerships to establish itself as an active and vibrant community that fulfills the diverse cultural and recreational needs of its people. Arts, culture and recreation activities will be available and accessible to residents of all ages and to those with disabilities.

Key Indicators to Achieve by 2022

- Spur development of quality, regionally significant facilities for recreation and entertainment in Bungoma.
- Nurture Diverse Cultures
- Foster the infusion of arts in our community.
- Increase the percentage of residents satisfied with opportunities to attend arts, culture and music activities
- Increase the percentage of Bungoma households participating in recreation programs

Action Items

- Continue recreation program marketing efforts to enhance programs and enrollment
- Construct and equip a recreation park
- Create a more attractive city through urban design.
- Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.
- Connect to the artisan community and promote the education of all art forms and their historical significance/value in our community

Objective 3.2: Environmental Sustainability

Bungoma Municipality will ensure that sustainability principles are a part of city decision- making processes. It will work with other partners to educate the public and help make changes to

improve and protect our natural heritage features as well as manage city resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation.

Residents and businesses shall participate in alternative methods of waste disposal, including recycling and composting, to minimize contributions to landfills. Bungoma Municipality will be a clean, sustainable community with policies and education that promote environmental vitality and community well-being.

Key Indicators to be achieved by 2022

- Increase in tree canopy on public and private property
- Increase the percentage of Bungoma waste that is diverted through recycling, reuse, or composting
- Green economy project
- Reduce fuel use through innovation and research.
- Develop strategies to improve the community's climate resiliency
- Create an energy- efficient community
- Enhance sustainable land use and mobility practices

Action Items

- Develop alternative energy sources
- Create sound water management policy and ensure choices are available to engage residents in conservation efforts including water, solid waste, natural habitat and open space.

Objective 3.3: Distinctive and Vibrant Neighborhoods

Bungoma Municipality will promote, facilitate and participate in the development of affordable, welcoming and vibrant neighborhoods. The municipality will have a small-town feel and will be committed to sustaining a high quality of life in its urban, suburban and commercial areas. Bungoma Municipality shall have complementary and varied architecture and a beautifully built environment, and the municipality will ensure that new development and infill are compatible with the character of Bungoma Municipality's neighborhoods, natural environment, and historic resources.

Key Indicators to achieve by 2022

- Improve access to quality housing that is affordable to a broad range of income levels
- Increase the percentage of residents with a positive view of the overall quality of new
- Development in Bungoma Municipality
- Increase accessibility of streets, sidewalks, and buildings for people with disabilities
- Increase the percentage of residents with a positive view of their neighborhood as a place to live
- Increase in the amount of green space in neighborhoods

Action Items

- Promote and increase the availability of decent, safe and affordable housing and expand the supply of assisted housing choices.
- Link urban areas and neighborhoods that offer commercial, social, artistic, cultural, civic and recreational experiences accessible to all.

3.6 STRATEGIC FOCUS AREA 4: Embed Good Governance

Objective 4.1: Well-Managed Government

The successful government of the 21st century is service-driven, approachable, and responsive. Bungoma Municipality will embody those qualities by improving efficiency, enhancing transparency, utilizing technology, and investing in our employees.

Major policy decisions will be considered by the Municipality Council and shall be reflective of community engagement. The municipal government will focus on the responsible management of financial resources, ensuring transparency and accountability. Public facilities will be maintained in a state of good repair so they can effectively support municipal operations and services.

Key Indicators to achieve by 2022

- Provide world-class municipal services to residents and businesses
- Address revenue requirements to meet known and emerging needs
- Efficient and effective Department that delivers quality services
- Increase financial transparency.
- Elevate the engagement of the community with local government.
- Ensure flexibility, adaptability, and resiliency of government during times of crisis and recovery.

Action Items

- Create, explore, and implement new technologies or technology improvements to assist in the management of: Corporate assets , Financial and reporting systems and Billing systems
- Proactively influence policy and legislative development at all levels
- Ensure the Department is staffed with skilled personnel providing efficient support services
- Hold Public participations and civic engagement
- Develop a local Incident Management Team to respond during and after times of community crisis.

3.7 STRATEGIC FOCUS AREA 5: Improve education outcomes and opportunities for youth development

Objective 5.1: Thriving Children and Youth

In 2022, Bungoma Municipality will ensure the basic needs of all children and youth are met. Early childhood education and care, primary and secondary education, and before and after school activities shall be available, of high quality, and accessible to all children and youth. The municipal government will proudly collaborate with the Ministry of Education.

Key Indicators to achieve by 2022

- Increase the percentage of students who participate in early childhood programs
- Reduce the percentage of youth who self-report current alcohol use
- Increase the transition rate from primary to secondary
- Reduce the teen pregnancy rate
- Reduce the Municipality's infant mortality rate
- Attract and Retain Youth

Action Items

- Increase school capacity to meet the needs of Bungoma Municipality's children and youth
- Create opportunities for enterprise, cultural and artistic destinations and expression
- Promote sports, experiential learning, arts and other recreation programming known to improve learning outcomes
- Promote the increased funding of early childhood development, health and social service programs
-

CHAPTER FOUR: THE RESULTS FRAMEWORK

4.1 OVERVIEW

The overall planning for the Municipality will take its direction from the Strategic Plan. We will use the Strategic Plan to develop and implement environmentally, economically and socially sustainable and gender-sensitive urban development policies that will improve standard of living in Bungoma Municipality. The results framework further outlines the ***change strategies*** (the HOW) for the achievement of results under the five Goal Areas.

4.2 RESULTS FRAMEWORK STRUCTURE

Several factors have shaped the development of the results framework including the Bungoma Municipality Integrated Development Plan. The Municipality's vision of being a thriving, safe, great municipality others want to visit and be a part of, and its accountability for results, are articulated through 11 results areas and five Strategic Focus Areas.

The results framework of the Bungoma Municipality Strategic Plan 2018-2022 is harmonized with other County programmes and uses the standard results-based management terminology of impact, outcome and output to categorize results and indicators. In order to ensure clarity with regard to the Municipality's accountability for results in the Strategic Plan, it has formulated its outputs and corresponding indicators such that outputs relate to whether the Municipality could hold itself accountable for delivery of the related results.

The Strategic Plan describes the results to be achieved by Bungoma Municipality by 2022 in the context of the Vision. It also describes residents who will be reached in diverse contexts (the WHO); the change strategies necessary for the achievement of results (the HOW); and the internal factors that support the change strategies and the achievement of results (the ENABLERS). The result framework structure is as illustrated in figure 3.

Figure 3: Result Framework Structure

4.3 RESOURCE ASSESSMENT

Municipal resource assessment can be described as a test of the adequacy of resources and knowledge for the supply of infrastructural services for the targeted audience. It refers to the people, institutions, and practices that enable local authorities to achieve their infrastructure and service delivery goals as mandated by the Constitution of the Republic of Kenya.

A broad resource assessment should be undertaken to examine three aspects:

- Whether the municipality can perform the function; This focuses on the ability of the Municipality to perform its functions and that it has the necessary equipment to perform its functions.

- Whether it has a budget for the function; This is to ensure the financial resources available have been planned for and are properly allocated and managed.
- Whether it has staff for the function; This focuses on the Human resource available to the Municipality.

Purpose of municipal resource assessment

a) To provide a strategic data resource on local government capacity to inform policy, planning, and decision-making
b) To provide the Municipality with an analysis of its own capacity and performance while comparing it to peers and those in similar contexts
c) To provide data for future assessments of the Municipality's powers and functions

4.4 FINANCING

The Municipality aims to mobilize adequate and sustainable funding to meet its mandates and changing needs of the economy, community and residents. This will enhance the Municipality's financial sustainability by increasing funds for projects and for operations. Budgetary provisions will be made.

Because its capacity to engage in financial decisions is limited, Bungoma Municipality will aim to generate the resources needed to fund local services to the satisfaction of citizens through fair taxation and use of external resources.

In order to obtain funds and resources to finance its projects and programmes the municipality will;

a. Develop and implement a resource mobilization strategy
b. Implement a strategy to unlock alternative financing options, including infrastructure bonds
c. Seek PPP diaspora funding
d. Generate revenue from parcel disposition and services offered by the Municipality

Without strong and consistent revenue flows, it is not possible to develop sustainable towns and cities. One implication of this is that municipal authorities will lack the resources that they need to effectively plan for the impact of urbanization. It is therefore important that Bungoma Municipality establishes consistent and sufficient revenue flows. Some of the sources of revenue that Bungoma Municipality will rely on are depicted in figure 4 below;

Figure 4: Some Sources of Revenue

Municipality internal revenue

- Land revenue: Property taxes, Land rates
- Non-land revenue: Licence fees for businesses
- User Charges: Sewerages, building permits, market fees

Municipality External revenue

- Development assistance: International development assistance
- Intergovernmental transfers:Conditional and Unconditional grants
- Borrowing: Governmental and Private sector borrowing

CHAPTER FIVE: IMPLEMENTATION MODALITIES

5.1 OVERVIEW

This chapter addresses the implementation modalities the Municipality shall undertake and analyses whether they are appropriate, sufficient and flexible. The plan will;

a. Define the Municipality's priorities, processes, and short and long term plans;
b. Guide annual working priorities through the Business Plan;
c. Prioritize budget and resource allocations through the Five-Year Bungoma Municipality Integrated Development Plan
d. Shape the Municipality through land use; infrastructure, service and asset management; operations and planning;
e. Inform the Official Community Plan; and,
f. Collect and evaluate performance measures.

5.2 STAKEHOLDER ANALYSIS

The Municipality will use stakeholder analysis to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to its policies, programs, and projects. This will allow effective interaction with key stakeholders and to increase support for policies and programmes.

The analysis will help the municipality to identify:

a) The interests of all stakeholders, who may affect or be affected by the policies, programmes, and projects
b) Potential issues that could disrupt the Municipality programmes
c) Key people for information distribution during the executing phase
d) Communication planning & stakeholder management strategy during its planning phase
e) Ways to reduce potential negative impacts & manage negative stakeholders

The Municipality will take into account the following competence indicators when conducting its stakeholder analysis;

1. **Identify stakeholders and analyze their interests and influence**
   The identification of the stakeholders is a foundational principle of stakeholder analysis. The stakeholders must be identified to be analyzed, and it is remarkably easy to forget about small stakeholders who can disproportionately influence a project when they are not adequately communicated with.

2. **Develop and maintain a stakeholder strategy and communication plan**
   Development of a formal communications plan for each stakeholder ensures that they will be communicated within the manner and frequency that they require, which takes giant steps toward aligning them with the project goals.

3. **Engage with the executive, sponsors and higher management to gain commitment and to manage interests and expectations**

   There is a distinction between upward stakeholders (executives, managers) and others. The upward stakeholders are already motivated to the success of the project. They must be kept informed and involved with project decision making, generally where the project overlaps with the outside organization.

4. **Engage with users, partners, suppliers, and other stakeholders to gain their cooperation and commitment**
   The communications plan and stakeholder engagement take place throughout the project execution phase. The sideways and downward stakeholders all have different requirements and expectations, and their engagement must be tailored to them.

5. **Organize and maintain networks and alliances**
   Networks and alliances are other organizations that have parallel interests. The project manager must maintain these in order to develop potential project supporters who become positive stakeholders who help the project to achieve its goals.

5.3 IMPLEMENTATION STRUCTURES

Implementation structures are used when describing and evaluating the implementation and administration of programmes. The following structures will be necessary for successful implementation of the plan;

5.3.1 People

The first stage of implementing the strategic plan is to make sure to have the right people on board. The right people are those with required competencies and skills that are needed to support the plan. After the planning process, the Municipality will expand employee skills through training, recruitment, or new hires to include new competencies required by the strategic plan.

5.3.2 Resources

There is need to have sufficient funds and enough time to support implementation. Often, true costs are underestimated or not identified. True costs can include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor. Additionally, the Municipality must have enough time to implement what may be additional activities that they aren't currently performing.

5.3.3 Structure

The Municipality Charter has set a structure of management and appropriate lines of authority. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of the plan.

5.3.4 Systems

The Municipality should have both management and technology systems to help track the progress of the plan and make it faster to adapt to changes. As part of the system, milestones will be built into the plan to must be achieved within a specific time frame.

5.3.5 Culture

The Municipality should create an environment that connects employees to the organization's mission and that makes them feel comfortable.

5.4 MONITORING AND EVALUATION

The monitoring framework measures progress towards the strategic direction set out in the Bungoma Strategic Plan 2018-2022.

OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGETS 2021/22	2022/23	2023/24
SFA 1: Create opportunities for growth					
1.1 Strong economy	% increase in local GDP		10	10	10
	No of diverse employment opportunities created		1000	1000	1000
	% increase in local food security		20	20	20
	% increase in local revenue base		10	20	20
1.2 Transportation and infrastructure	% of water infrastructure managed/improved		30	60	100
	Km of roads graveled		5	5	5
	Pavement Condition Index		60	65	70
	% reduction in traffic congestion		50	75	100
1.3 Economic Development and Tourism	% of HHs with access to high speed internet		20	30	40
	% increase in agri-businesses		10	20	30
	% increase in hotel bed capacity		10	20	30
SFA 2: Increase wellness, safety and tackle social ills					
2.1 Healthy Residents	Infant mortality rate		0	0	0
	Life expectancy Index		60	65	70
	% decrease in HIV infection		60	70	80
	% decrease in infection of Communicable diseases such as TB		60	70	80
	% decrease in infection of Water-		60	70	80

OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGETS 2021/22	2022/23	2023/24
	borne diseases such as Cholera				
2.2 Safe and Resilient Community	Crime rate		50	30	10
	Police response time		Timely	Timely	Timely
	Fire department response time		Timely	Timely	Timely
	Emergency medical response time		Timely	Timely	Timely
	No. of community policing initiatives		4	4	4
2.3 Inclusive Municipality	% decrease in street families		50	25	0
	% of families living below poverty line		50	25	5
	Unemployment rate		<15	<10	<5
SFA 3: Build a Quality living Environment					
3.1 Flourishing Arts, Culture and Recreation	No. of recreation facilities		1	1	1
	No. of cultural shows /fora held		1	1	1
	No. of art centres		1	1	1
3.2 Environmental Sustainability	% increase in tree cover		10	10	10
	No. of strategies developed to enhance climate resiliency		1	1	1
	% increase in the use of renewable energy sources		10	20	30
	% increase in waste recycling, reusing and composting		10	20	30
	No. of sustainable land-use policies implemented		1	1	1
3.3 Distinctive and Vibrant Neighborhoods	% increase in affordable housing		10	20	30
	% of buildings & sidewalks fitted for PLWD		10	20	30
	Crime rate in estates		20	10	5

OBJECTIVES	KEY PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGETS 2021/22	2022/23	2023/24
	No of access roads opened		5	5	5
SFA 4: Embed Good Governance					
4.1 Well-Managed Government	No. of financial audits carried out		4	4	4
	% increase in revenue collected		10	20	30
	No. of public participations conducted		2	2	2
	% of systems automated		10	20	30
	Staff efficiency		100	100	100
SFA 5: Improve education outcomes and opportunities for youth development					
5.1 Thriving Children and Youth	Infant mortality rate		<20	<10	<5
	Transition rate from primary to secondary		100	100	100
	Teenage pregnancy rates		<20	<10	<5
	% reduction in youths indulging in drugs		<20	<10	<5
	% increase in school capacity		100	100	100