

CONFIDENTIAL

REPUBLIC OF KENYA
COUNTY GOVERNMENT OF UASIN GISHU



INTERNAL MEMO

FROM: County Secretary

TO: CECM, Lands,
Physical Planning,
Housing & Urban
Development,

REF: UG/C/CS/CECs/ADM/10/2024/VOL.I/(21)

DATE: 18 June, 2024

**COMMUNICATION OF COUNTY EXECUTIVE COMMITTEE
RESOLUTIONS: SUBMISSION OF UASIN GISHU COUNTY
URBAN INSTITUTIONAL DEVELOPMENT STRATEGY**

The County Executive Committee in its 7th Meeting of 2024 held at the County Conference Room on 18th June, 2024 deliberated on the above paper presented by yourself and resolved as hereunder:-

- i) Noted the Contents of the Memorandum;
- ii) Approved the County Urban Institutional Development Strategy 2022 - 2027;
- iii) Directed you to implement the Strategy as approved by the Committee and submit the same as part of the minimum conditions and performance standards under the Kenya Urban Support Programme II.

Edwin Bett
**COUNTY SECRETARY/
HEAD OF COUNTY PUBLIC SERVICE**

Copy: H.E. Governor,
H.E. Deputy Governor,

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County Urban Institutional Development Strategy (CUIDS)

PREPARED BY:

The County Executive Committee Member of The County Department of Lands, Physical Planning, Housing & Urban Development

PRESENTED TO:

**County Executive Committee (CEC)
County Government of Uasin Gishu
(Kenya Urban Support Program II (KUSP II))**

DATE

18th June 2024

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SECTION 1: URBANIZATION, URBAN MANAGEMENT, CLIMATE RESILIENCE AND URBAN DEVELOPMENT IN UASIN GISHU COUNTY

1.1. Urbanization and Urban Development In The County

1.1.1 Urbanization Trends

Uasin Gishu is one of the 47 counties in Kenya created by the constitution of Kenya, 2010. It is forms the fifth largest urban area in Kenya after Nairobi, Mombasa, Kisumu and Nakuru. Uasin Gishu County strategically lies along the Mombasa – Nairobi – Nakuru – Eldoret – Malaba – Kampala international corridor (A8), the Old Kenya-Uganda Railway and hosts the Eldoret International Airport with a rich and diverse agricultural hinterland. It is soon expected to be conferred to city status as it meets the threshold outlined by the Urban Areas and Cities Act of 2011 (Amended 2019). Administratively, the County is divided into six sub-counties namely Soy, Turbo, Moiben, Ainabkoi, Kapseret and Kesses which also serve as the major urban centers of the county.

The rate of urbanization in Uasin Gishu is not different from that of other regions in Kenya which is 26.5% of total population (2017) and 4.15% annually. In Uasin Gishu, the population living in urban areas is 345,559 and it is projected to reach 691,118 by the year 2030. This population growth will exert pressure on both natural and built infrastructure and therefore, calls for proper planning to provide food and employment opportunities to the increasing population.

The table below shows population projections of Uasin Gishu county urban areas.

Table 1: Shows Population Projections by Urban Areas

Urban Area	Census 2019			2022 (Projection)			2025 (Projection)			2027 (Projection)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Eldoret	237,223	238,477	475,716	250,003	254,083	504,086	265,052	269,421	534,473	274,993	279,323	554,316
Moi's Bridge	28,851	29,666	58,518	31,453	32,341	63,794	34,289	35,258	69,547	36,321	37,347	73,668
Burnt Forest	10,411	10,338	20,749	11,350	11,270	22,620	12,373	12,287	24,660	13,107	13,015	26,121
Ziwa	10,984	11,435	22,419	11,975	12,466	24,441	13,054	13,590	26,645	13,828	14,396	28,224
Moiben	15,755	15,477	31,232	17,176	16,873	34,049	18,725	18,394	37,119	19,834	19,484	39,319
Turbo	14,381	15,126	29,508	15,678	16,490	32,168	17,092	17,977	35,069	18,105	19,042	37,147
Kesses/Chebaiywo	10,796	10,901	21,697	11,770	11,884	23,654	12,831	12,956	25,787	13,591	13,723	27,315

Source: KPHC, 2019

1.1.2 Urbanization and County Socio-Economic Development

Urban areas as anticipated by the Urban Development Policy of 2017 are meant to be engines of development. Uasin Gishu County boasts a vibrant economy driven by agriculture, agro-driven processing and manufacturing industrial activity, trade and commerce, tourism, and the services sub-sector. According to the GCP report of 2021, the county's economy contributed 2.3 percent of the national GDP, of which the services sub-sector accounted for 50 percent, agriculture accounted for 39 percent, while manufacturing and other industries accounted for 6.3 percent and 4.9 percent, respectively, showing the county's heavy reliance on the agriculture and services sub-sector. The county has a mild and temperate climate favorable for large-scale production of maize and wheat. It also produces sizable quantities of milk, horticultural produce, and a wide variety of other crops and animals in smaller amounts. The National Cereals Board has one of the largest cereal storage depots in the country located at Moi's Bridge town.

Eldoret town is the main source of revenue to the County Government, service industries like banking & micro-finance, wholesale & retail trade, auto repair, entertainment centers, and various IT services abound within and outside the town. Revenue alone from land rates in Eldoret and other urban areas makes up forty percent (40%) of the total county income. Eldoret is also a big market for agricultural produce not only from Uasin Gishu but other neighboring regions. Several learning institutions are thriving in the county, including Moi University and the University of Eldoret. Technical and vocational institutes are also located in the county, including Eldoret National Polytechnic, Rift Valley Technical Training Institute, Kipkabus Technical Training Institute, Moiben Technical Training Institute, Kosyin Technical Training Institute, Chebororwa Agricultural Training Center, amongst others. These institutions will drive the county's long-term economic progress by promoting human capital development and spurring innovations.

The county also hosts the only referral national hospital in western Kenya, Moi Teaching & Referral Hospital, which serves a broader population mainly drawn from Nyanza, North Rift, and Western. This has created a pool of health professionals that the county can leverage and position itself as a destination for specialized healthcare and medical services in the region. The county also prides itself as the "city of champions" as it is home to record-breaking world athletes who have put Kenya on the international map. The county will therefore harness this rich potential in sports

and exploit it for tourism, along with the beautiful sceneries and diverse cultures it is endowed with.

1.1.3 Urban Development Challenges

Infrastructure both social and economic is inadequate in almost all the urban areas in Uasin Gishu County. In Eldoret for instance, social infrastructure such as schools, hospitals are inadequate to cater for the needs of the locals this is because the threshold for the users is wide, they serve other regions including the republic making them more national in nature. As for those that are local, they are not up to the standard since more resources have been put on those that are big in nature. Water and roads, are other important infrastructure in any urban area. Eldoret is the most developed in this sector however, the water reticulation system developed by Eldoret Water and Sanitation Company Limited (ELDOWAS) does not cover the entire town thereby denying many people water and sanitation facilities. Other urban areas such as Turbo, Moi's Bridge and Burnt Forest have no reliable water sources and reticulation systems.

Good roads are the ones that ensure that people and goods reach their destination without any delay and smoothly. The most developed of the urban areas in Uasin Gishu is Eldoret that has most roads paved and all weather. Other urban areas only have the major highways passing through them while others only have marram roads or just dirt. This clearly indicate that most urban areas do not have adequate infrastructure.

Our urban areas provide basic services except for Eldoret that has a higher ranking services or secondary services. This services include provision of repair services of household goods and machines, mobile money services, in some banking services, postal services, household furniture services among others. Urban scorecard for each of the urban areas indicate that Eldoret alone can be termed as self-sustaining urban area whose revenue can help deliver infrastructural services and other services. Other urban areas have very low scorecard as most services are missing and needs more investment in them to make them be at par in service delivery with developed cities.

Urban planning and urban land use management exists for all county urban areas however it is managed centrally in Eldoret however all the four major urban areas have been planned therefore enabling land use management. All the urban areas have housing challenges that are similar, that is they are inadequate, poorly constructed and of poor materials. It is only in Eldoret where there is a

semblance of better housing with a number of private and public institutions and individuals have put up. This means that serious investment in housing and related infrastructure needs to be undertaken.

1.1.4 Climate change related challenges

Uasin Gishu County has a relatively cool climate with mean annual temperatures across the county being predominantly below 21°C, Uasin Gishu County in Kenya faces several climate change-related challenges, including:

Erratic Rainfall Patterns due to Climate change has led to unpredictable rainfall patterns in the region, resulting in droughts or floods, which affect agriculture, the primary livelihood for many residents.

Decreased Agricultural Productivity due to Changes in rainfall patterns and temperature fluctuations has impacted crop yields, leading to reduced agricultural productivity and income for farmers.

Water Scarcity as a result of increasing temperatures and changes in precipitation patterns contribute to water scarcity, affecting both agricultural activities and domestic water supply.

Soil Degradation from intensive farming practices coupled with climate change contribute to soil erosion and degradation, reducing soil fertility and affecting long-term agricultural sustainability.

Loss of Biodiversity due to changes in temperature and precipitation patterns threaten the region's biodiversity, including native plant and animal species, disrupting ecosystems and affecting local ecosystems has increased

Health Risks where climate change-related events such as heatwaves and flooding has posed health risks to residents, including heat-related illnesses and waterborne diseases.

Economic Vulnerability has increased due to the dependency on agriculture makes communities vulnerable to climate change impacts, affecting local economies and livelihoods

Addressing these challenges requires a combination of adaptation strategies, such as implementing climate-resilient agricultural practices, promoting water conservation measures, enhancing ecosystem conservation efforts, and investing in infrastructure to mitigate the impacts of extreme weather events. Collaboration among government, communities, and stakeholders is crucial to effectively address climate change in Uasin Gishu County

1.1.5 The level of vulnerability/inequalities including vulnerable groups, gender aspects and County strategies in addressing vulnerabilities

The population of people living with disabilities in the County for the six common types of disabilities. The most common type of disability in the County is physical disability, followed by visual disability, while communication is the least common. The challenges faced by the physically disabled include unfriendly infrastructure, such as lack of ramps in buildings and lack of knowledge of sign languages by those providing services to the deaf.

Table 2: Population of Persons with Disability by Type, Age and Sex

Sub-county	Visual		Hearing		Mobility		Cognition		Self-care		Communication	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Ainabkoi	231	271	117	117	250	359	137	166	129	162	103	102
Kapseret	532	662	213	196	419	559	231	266	167	190	201	148
Kesses	243	268	122	136	285	386	167	193	134	166	155	143
Moiben	295	373	154	168	335	410	181	195	187	204	251	205
Soy	569	737	254	297	521	771	316	437	249	288	246	205
Turbo	630	832	274	282	554	817	283	351	210	226	246	209
Sub-Total	2,500	3,143	1,134	1,196	2,364	3,302	1,315	1,608	1,076	1,236	1,085	909
Grand Total	5,644		2,330		5,666		2,923		2,312		1,994	

Source: KNBS, 2019

The County will seek to ensure that all public facilities are friendly to persons living with disabilities, as well as create opportunities for them to exploit their potential for socio-economic development.

1.2. Legal and regulatory systems for urban management, climate resilience and disaster risk management in the county

1.2.1 Legal Framework 1.2.1 Constitution of Kenya, 2010

Urban Planning in Kenya is governed by first the Constitution of Kenya, 2010 (COK, 2010) in **Article 60 (1)**

States that land in Kenya shall be held, used and managed in a manner that is equitable, efficient and sustainable, and in accordance with the following principles-

- (a) Equitable access to land;
- (b) Security of land rights;
- (c) Sustainable and productive management of land resources;
- (d) Transparent and cost effective administration of land;
- (e) Sound Conservation and protection of ecologically sensitive areas.

Article 66. (1)

Indicates that the state may regulate the use of any land, or any interest in or right over any land, in the interest of defense, public safety, public order, public morality, public health, or land use planning

1.2.2 Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDG's) are to the seventeen (17) global aspirations developed in 2015 to guide and drive the global agenda. The global goals are to take over from the MDGs, and are to be achieved by UN member countries including Kenya come 2030. The main vision of the goals is to encourage development by improving the social, economic and environmental conditions by making cities and human settlements inclusive, safe, resilient and sustainable (Goal 11). Goal 15 provides for life on land particularly, protection, restoration, promotion and sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and reduce biodiversity loss.

1.2.4 Kenya Vision 2030

Vision 2030 is the country's blueprint that aims at transforming Kenya into a newly industrializing middle-income country and providing a high-quality life to all citizens by 2030. It informs development policies, planning and budgeting both at National and County level. Under the socioeconomic transformation, the vision requires that its three pillars be firmly anchored on six foundations: infrastructure; science, technology and innovation; land reform; human resource

development; security; and public service reform. These foundations are supposed to support the vision and the country's overall development process.

The Kenya Urban Support Program (KUSP) will aim at promoting the requirements of the vision through the development of various urban plans that will provide incentives for investment and implementation of infrastructural projects within their jurisdiction.

1.2.5 Environment Management and Co-ordination Act (1999)

The Act governs the management of environment in the country. It establishes NEMA to implement its provisions. Section 58 requires every development likely to impact on the environment to undertake an EIA. The EIA should be submitted to NEMA before project is implemented regardless of other licenses. The act also provides for public participation in any major development decisions with an environmental bearing. It also establishes tribunal was established to deal with environmental offenses.

1.2.6 National Land Commission Act (No. 5 of 2012)

The Act establishes the National Land Commission as provided for by the Constitution. It stipulates the functions of the Commission in matters of planning. The Act requires the NLC to monitor and have oversight responsibilities over land use planning throughout the country. It also establishes the office of the County Coordinator National Land Commission to manage public land at the County level. The Board will also be key in the management of land in urban areas.

1.2.7 Land Registration Act, 2012

The land registration act, 2021(LRA) consolidates and rationalizes the registration of titles, to give effect to the principles and objects of devolved government in land registration. It provides for the county Government as land registration units. This statute is significant in titling of all alienated and public land within the County.

1.2.8 National land commission act, 2012

The National Land Commission Act, 2012 establishes the National Land Commission as the institutional framework responsible for the management and administration of public land. The NLCA also provides the linkage between the National Land Commission and the County Institution in the management and administration of land in the county.

1.2.9 The Physical and Land Use Planning Act, 2019

The Physical and Land Use Planning Act, 2019(PLUPA) provides for the planning, use, regulation and development of land in Kenya. It gives power to County Governments to regulate development and empowers the CECM in charge of Physical Planning to prepare the Local

Physical and Land Use Plans and other plans.

PLUPA gives guidance on the objectives, scope, and content and process of preparing various plans. PLUPA establishes the following institutions; County Physical and Land Use Planning Consultative Forum; the office of the County Director of Physical and Land Use Planning; the National Physical and Land Use Planning Forum; The office of the Director-General of Physical and Land Use Planning; and The Inter-County Physical and Land Use Planning Consultative Forum.

Further, Section 56 empowers the County Government to prohibit or control the use and development of land and buildings. Development control is in the interest of proper and orderly development. In doing so, the County Government may consider and approve all development applications and grant all development permissions. The proposed Detailed Land Use Plan and Development Guidelines provide the County Government with requisite tools for ease of day-today

1.2.10 The Urban Areas & Cities Act No. 13 of 2011

The Act provides for Planning & Management of Urban Areas. It foresees properly organized, developed and managed urban areas. It also provides for creation of urban management institutions such as City and Municipality Boards, committees for towns and market centers.

1.2.11 The County Governments Act No. 17 of 2012

This gives effect to Chapter 11 of the Constitution. It provides for the County Governments' powers, functions and responsibilities to deliver services. The Act makes requires the County Governments to plan their areas of jurisdiction for them to be allocated public funds. The plan is supposed to integrate economic, physical, social, environmental and spatial aspects. The County Government should also ensure meaningful engagement of citizens in the planning process.

It requires the County Government to prepare County Integrated Development Plan, County Spatial Plan, Sectors Plans and Plans provided under the Urban and Cities Act. It establishes the County Executive Committee to monitor the process of planning, formulation and adoption of the plans.

1.2.12 Sessional Paper No. 3 of 2016 on National Housing Policy

The policy aims to ensure the progressive realization of the right to accessible, decent and adequate housing in line with the Constitution of Kenya. It intends to arrest the deteriorating housing conditions nationwide and close the gap in housing stock arising from the high demand for low-

income housing facilities in urban areas.

1.2.13 Sessional Paper No. 3 of 2016 on National Climate Change Framework Policy

This policy was developed to facilitate a coordinated, coherent and effective response to the local, national and global challenges and opportunities presented by climate change. Towards localization of its provisions, the regeneration plan attempts to integrate climate change considerations into the various sectors to enhance adaptive capacity and build resilience to climate variability and change, while promoting a low carbon development pathway.

1.3 Current status of urban areas in the county

Almost all urban areas in the county have inadequate basic infrastructural services and utilities. They are characterized by uncontrolled urban development, poor access roads, Poor transportation networks, Inadequate sanitation Inadequate community facilities Flooding in marshy areas Informal settlements, Insecurity in urban centers, Inadequately equipped health facilities and Inadequate development funding with a very weak institutional development capacity (See table below).

UASIN GISHU COUNTY URBAN INSTITUTIONAL DEVELOPMENT STRATEGY

Name(s) of urban area	TABLE 1: INDICATING MAIN URBAN AREAS OF THE COUNTY											
	Geographical and demographic data			Institutional status		Urban management						
	Location	Estimated Population	County capital (Y/N)	Pre2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities
Official and other names of the urban area:	GIS coordinates Longitude and latitude	Use most recent official data (e.g. census)	Is the urban area in question the admin HQ of the county?	Municipality?	Chartered city or municipality? Town? Does the urban area have a town administration?	Does the urban area have an urban board or town committee?	Does the town have an officially designated town administrator or town manager?	Does the urban area administration have an office?	If the urban area has a board or an administrator, does it have staff? If so, how many professional or technical staff?	Does the urban area have a separate budget? If so, is this budget: - a separate vote in the county budget - Part of the vote of a CEC department? What was the annual budget of the urban area in FY 2023-24	Does the urban area have any urban plans? If yes, what plans currently exist and when were they completed? – IdeP (date) – Spatial (town) plan (date)	What are the specific infrastructure and service delivery responsibilities of the urban area board or administration or administrator?

1) Municipality of Eldoret	00 31` N, 35° 16` E	475,716 (Census 2019)	Yes	Yes	<ul style="list-style-type: none"> Chartered Municipality Administration in place. 	Yes	Yes	Yes	Yes	Yes= Separate Kshs. 231,102,827/ =	Yes= IDEP, Spatial Plan,	Determined in the charter and to be gazetted
2) Moi's Bridge	0°52` N, 35° 07` E	58,518 (Census 2019)	No	Town	Classification Complete Awaiting CEC and then County Assembly	Y=Interim Town Committee	Yes	Construction Complete	Town Committee + Support Staff	Y=50m	Y= IDEP Complete	Y= Co-Ordination Of Sectoral Projects Targeting The Town
2) Turbo	0°38` N, 35° 2` E	29,508 (Census 2019)	No	Town	Classification Complete Awaiting CEC and then County Assembly	Y=Interim Town Committee	Yes	Yes	Town Committee + Support Staff	Y=50m	- Y= IDEP - Complete	Y= Co-Ordination Of Sectoral Projects Targeting The Town
4) Burnt Forest	0°12` N, 35° 025` E	20,749 (Census 2019)	No	Town	Classification Complete Awaiting CEC and then County Assembly	Y=Interim Town Committee	Yes	Yes	Town Committee + Support Staff	Y=50m	- Y= IDEP - Complete	Y= Co-Ordination Of Sectoral Projects Targeting The Town
5) Ziwa	0°50' 04` N, 35° 13` 03" E	22,419 (Census 2019)	No	Town	Classification Complete Awaiting CEC and then County Assembly	Classification Complete Awaiting County Assembly Approval	Y=Interim Town Committee	Yes	Yes	Town Committee + Support Staff	- Y=50m	- Y= IDEP Complete
6) Moiben	0°49' 03` N, 35° 23` 06" E	31,232 (Census 2019)	No	Town	Classification Complete Awaiting CEC and then County Assembly	Classification Complete Awaiting County Assembly Approval	Y=Interim Town Committee	Yes	Yes	Town Committee + Support Staff	- Y=50m	- Y= IDEP Complete

7) Kesses/Chebaiywo	0°18'06` N , 35°19` 48` E	21,697 (Census 2019)	No.	Town	Classification Complete Awaiting CEC and then County Assembly	Classification Complete Awaiting County Assembly Approval	Y=Interim Town Committee	Yes	Yes	Town Committee + Support Staff	- Y=50m	- Y= IdeP Complete

SECTION 2: DEVELOPING INSTITUTIONS FOR URBAN MANAGEMENT

2.1 Institutional development for the County's Urban Areas

The county government of Uasin Gishu recognizes the importance of urban areas as engines of development and thus intends to implement the new urban agenda as envisioned by the UN-Habitat and the National Urban Development Policy. The main basis for managing urban areas will be the national Urban Areas and Cities Act of 2012.

2.1.1 Governance and Management of Urban Areas

Principles of Governance and Management. The urban areas and city shall be governed and managed based on the following principles—

- a) Recognition and respect for the constitutional status of county governments;
- b) Recognition of the principal and agency relationship between the boards of urban areas and cities and their respective county governments including—
 - i. The carrying out by a board of such functions as may be delegated by the county government;
 - ii. Financial accountability to the county government; and
 - iii. The governance by each board for and on behalf of the county government;
- c) Promotion of accountability to the county government and residents of the urban area or city;
- d) Institutionalized active participation by its residents in the management of the urban area city affairs;
- e) Efficient and effective service delivery; and
- f) Clear assignment of functions

2.1.2 Governance Structure of a City

As the county is in the process of attaining the city status, it will be governed by a board comprising of not more than 11 members, six of whom shall be appointed through a competitive process by the county executive committee, with the approval of the county assembly. At least five of the members shall be nominated by:—

- (a) An umbrella body representing professional associations in the area;
- (b) An association representing the private sector in the area;
- (c) A cluster representing registered associations of the informal sector in the area;
- (d) A cluster representing registered neighborhood associations in the area; and
- (e) An association of urban areas and cities

These nominated members shall also be appointed by the county executive committee with the approval of the county assembly. There will be a city a Manager whose role will be to implement the decisions and functions of the board. The manager will be competitively recruited and

appointed by County Public Service Board. One will be required to hold a degree from a recognized university and have proven experience of not less than five years in administration or management either in the public or private sector to be eligible for the position of a City Manager.

2.1.3 Governance Structure of a Municipal

The two municipalities will be governed by a board comprising of not more than 9 members, four of whom shall be appointed through a competitive process by the county executive committee, with the approval of the county assembly. The other five members shall be nominated by:—

- (a) An umbrella body representing professional associations in the area;
- (b) An association representing the private sector in the area;
- (c) A cluster representing registered associations of the informal sector in the area;
- (d) A cluster representing registered neighborhood associations in the area; and
- (e) An association of urban areas and cities

These nominated members shall also be appointed by the county executive committee with the approval of the county assembly.

As is the case with a city, each of the two municipalities will have a Municipal Manager who will implement the decisions and functions of the board. The manager will be answerable to the board. He or she will also be competitively recruited and appointed by the County Public Service Board. One will be required to hold a degree from a recognized university and have proven experience of not less than five years in administration or management either in the public or private sector to be eligible for the position of a Municipal Manager.

2.1.4 Relationship between County Government and Urban Areas

The County Government intends to run the City, Town and market centers as quasi-independent bodies that run their affairs with little supervision from the mainstream government. In planning and budgeting for the urban areas the urban management bodies will determine what they intend to do for their respective urban areas in terms of planning and budgeting, their budget will be approved as per the counties budget regulations. The staff will be recruited by the County Public Service Board and funds will be administered by the county treasury. The boards will be accountable to the mainstream government and its work will be based on the county development frameworks.

2.1.5 Municipal Boards

Eldoret Municipality as prescribed under Section 12(1) of the Urban Areas and Cities Act, the management of a City and or Municipality shall be vested in the county government and administered on its behalf by:

- (a) A Board constituted in accordance with Section 13 or 14 of this Act;
- (b) A Municipal Manager appointed pursuant to Section 28; and
- (c) Such other staff or officers as the County Public Service Board may determine.

2.1.6 Board membership.

Under Section 14: a municipal (urban) board shall comprise nine members of whom four shall be appointed and five elected in the prescribed manner for cities, under Section 13. Recently the Act was amended and accented to by the head of state and thus the board will also have new members namely CEC and CO in charge of Urban Development.

Term of office.

Under Section 15: a board member shall hold office for a term of five years, on a part-time basis.

2.1.7 Office bearers.

Under Section 17 each board shall have a chairperson and vice-chairperson. They shall be elected by the board members and hold office for five years. The chairperson shall be ‘head of the board’, shall chair its meetings and perform such other duties as may be delegated by the board.

2.1.8 Meetings.

Under Section 23(1) the Urban Areas and Cities Act, a board shall hold its meetings every three months. Urgent business can be transacted if at least one-third of the members request a special meeting.

2.1.9 Office bearers and board members.

Under Section 25 the Urban Areas and Cities Act, neither office bearers nor board members shall receive a salary from the board. Instead, they shall be paid such allowances and benefits as the county executive committee shall (on advice) determine.

2.1.10 Municipal Manager.

Under Section 28 of the Urban Areas and Cities Act, there shall be a municipal manager for every municipality. The manager shall implement the decisions of the board and shall be answerable to the board.

2.2 Legal and Regulatory reforms at the County level Uasin Gishu County Legislations and Policies

This section highlights relevant County laws, policies and regulations which were used in the management of all land transactions within the county.

2.2.1 National Spatial Plan (2015 – 2045)

The National Spatial Plan (NSP) is a long-term spatial framework that promotes economic efficiency, global competitiveness, balanced regional development, liveable and functional human settlements and environmental sustainability in Kenya.

2.2.2 County Spatial Plan (2015 – 2025)

The Uasin Gishu County Spatial Plan provides a spatial framework for the socio-economic development of the County. The CSP defines the desirable land use patterns, sets out broad land management guidelines, guides infrastructure development, and identifies and Prioritizes projects & programs for implementation. The CSP recommends Eldoret Municipality For conferment of City Status as it meets the criteria set under the Urban Areas and Cities Act, 2011 (Amended 2019). This was taken into account by ensuring that it reflected in the Regenerated CBD as one that befits a city status.

2.2.3 County Integrated Development Plan (2023 – 2027)

The County Integrated Development Plan (CIDP) is a five-year development plan that details the goals, programs and projects that will guide the planning and budgeting process of the County from 2023 to 2027. Some of the relevant projects and programs recommended are: Investment in reliable traffic signal infrastructure; expansion and relocation of bus bays and lorry parks; decongestion of traffic in Eldoret Town; completion of Kipchoge and 64 stadia; Liaising with Kenya Forest Service (KFS) on the operationalization of Arboretum; beautification of roundabouts and highways and improvement of West Market.

2.2.4 Eldoret Local Physical Development Plan (2015-2040)

The Eldoret Local Physical Development Plan (2015 – 2040) covers approximately 724 sq. km. It establishes a conceptual and policy basis upon which to develop and fund future development and operations in Eldoret in the course of the planning period (2015-2040). The development plan establishes a long-term structure plan. It also provides an implementation component that sets out operational standards, delivery strategies and action areas that have been reviewed to bring out provisions relevant to the CBD. The LPDP envisions a well-governed, livable, smart and economically vibrant city that promotes sports development and agro-processing while safeguarding environmental sustainability.

2.2.5 Eldoret Municipality Spatial Plan (2021-2030)

The Eldoret Municipality Spatial Plan preparation is currently underway and covers the entire Municipality for 10 years. The GIS-based spatial development is prepared in line with the provisions of the Urban Areas and Cities Act of 2011 (amended, 2019). Its purpose is to improve spatial order and harmony within the municipality with the following key outputs; structure plan, detailed plan and development strategies and guidelines.

2.2.6 Eldoret Town CBD Regeneration Plan (2022-2032)

The preparation of the Eldoret Town CBD Regeneration Local Physical and Land Use Development Plan (2022 – 2032) project is an initiative of the County Government of Uasin Gishu and the Municipality of Eldoret. The goal of the Regeneration Plan is to increase the vibrancy of Eldoret CBD, redistribute opportunities, reactivate public spaces, increase urban prosperity and enhance the quality of life through economic, environmental, social, cultural and built-form regeneration. The plan aims at revitalizing various zones in a coordinated and sustainable manner, ahead of obtaining the city status.

2.2.7 Eldoret Municipality Transport Development Plan (2020 – 2035)

The Eldoret Municipality Transport Development Plan (2020 – 2035) envisions a transportation system that champions seamless connectivity, livability, economic growth and technological advancement. The plan is anchored on five pillars namely public transport, improvement of key corridors, traffic management, environmental consideration and smooth flow of goods.

2.3 Policy Interventions, Land Management and Administration

Uasin Gishu County seeks to automate land use management systems to allow collection, collation, storage and dissemination of data. The county has relied on manual records system which is both inefficient and ineffective. This situation will be resolved through the introduction of a GIS-based Land Information system through the Food and Agricultural Organization (FAO). An organization that has delved into the complex issues surrounding land fragmentation and explored innovative solutions to promote sustainable agricultural practices and ensure food security for the county.

2.3.1 Land Use Planning

Disjointed planning of the county had led to haphazard development, underutilization of prime land, urban decay, environmental degradation, proliferation of informal activities and land use

conflicts. The county government therefore:-

- a) Seeks to formulate and implement Physical and Land use Development Plans as prescribed under the law;
- b) Formulate and implement necessary policies to address emerging issues in urban development such irregular land sub-divisions, urban sprawl and informal settlements
- c) Promote urban renewal and regeneration to optimize the use of prime urban land
- d) Establish and empower appropriate physical planning structures at sub-county level with adequate resources and capacity to ensure their effective and efficient performance.

2.3.2 Housing and infrastructure

The county government is responsible for providing decent and affordable housing, security of land tenure and improve living conditions for the residents of Uasin Gishu County. To achieve this the county government shall:

- Formulate a County Housing Policy mirrored in the National Housing Policy.
- Develop social housing for low income groups.

2.3.3 Informal settlements

Uasin Gishu County is marked by a number of informal settlement which lack security of tenure and are characterized with poor living conditions, deficient of infrastructure and public services. The county through the Kenya Informal settlement program (KISP) shall ensure that there are adequate social amenities by undertaking informal settlements upgrading programs.

2.3.4 Climate change

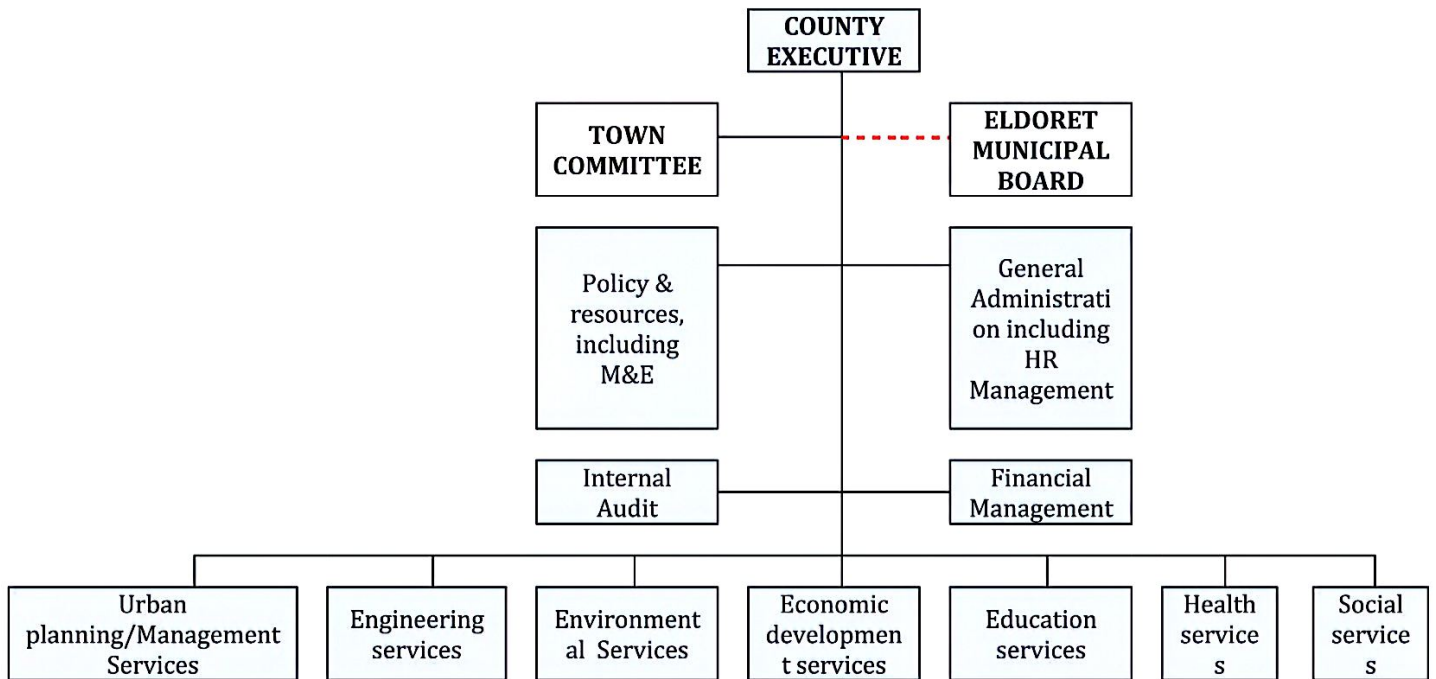
Land utilization affects the urban environment contributing toward climate change. To address the issues of climate change and land use, the county Government shall;

- Facilitate the implementation of the county climate change action plan through a multi-sectoral approach
- Integrate climate change in land use and development planning
- Identify and map disaster prone areas
- Promote land use practices that enhance climate resilience and reduce effects on climate change
- Ensure adequate financial resource allocation for implementation of climate change action Plan and related initiatives.

2.4 Capacity building actions

2.4.1 Positioning Urban Management within the County Structure

The Urban boards will be at an ‘arms-length’ from the county structure but performing for the county in its responsibilities for urban management. In turn, the committee is just that; a committee within the county structure. For the committee, the line is solid (i.e. direct reporting). For the board, the reporting line is broken; conveying the ‘arms-length’ concept of the ‘principal–agency’ relationship. Both are illustrated below.



The structural difference is that the committee will have access to county personnel while the board will have its own core staff.

2.4.2 Municipal Board’s Functions, Resulting Structure and Basic Staffing requirements

After analyzing the functions of the boards as per Section 20(1) for the Urban Area and Cities Act 2011 the following was arrived at as basic clustering for Eldoret Municipality:

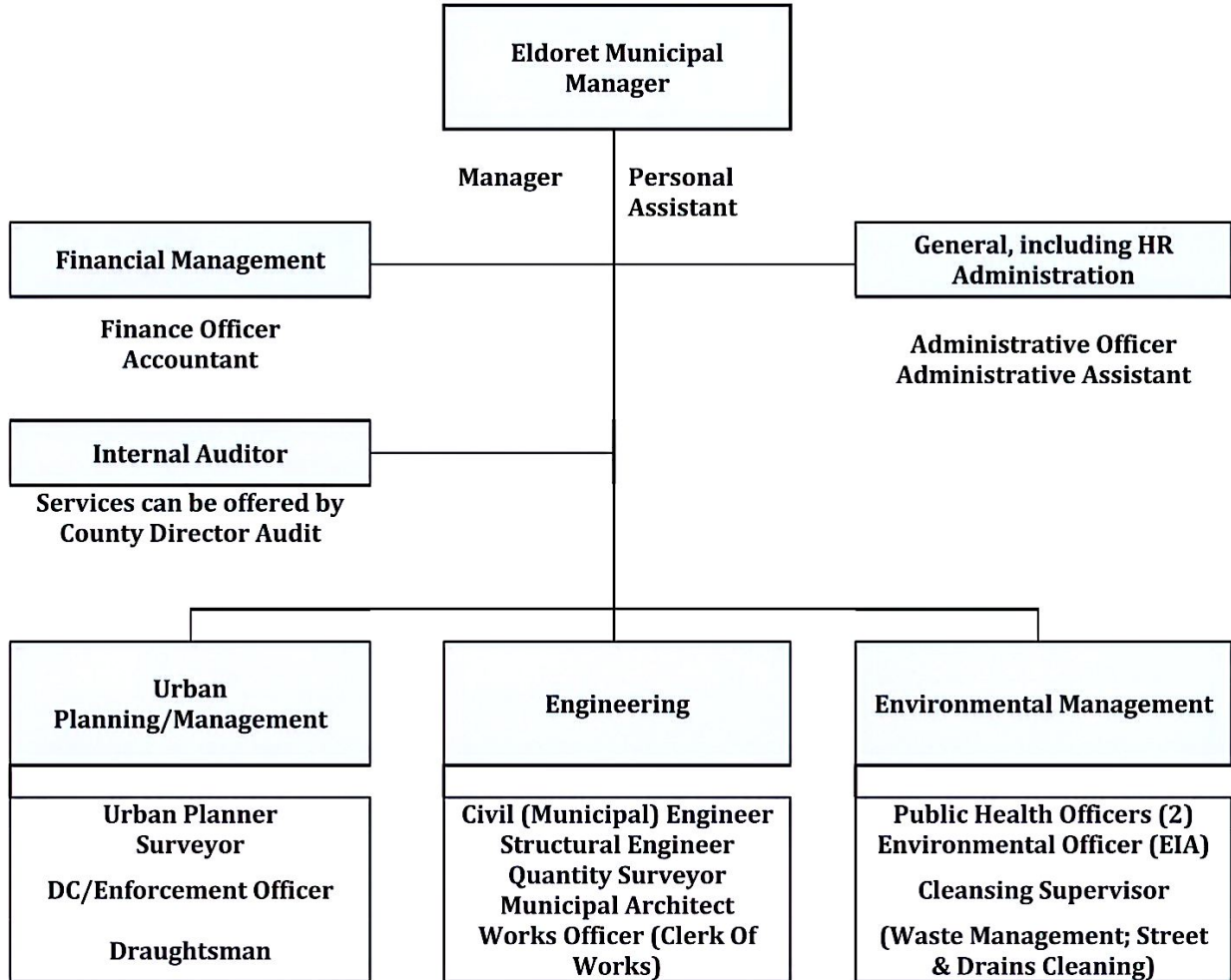
- a) Finance (staff)
- b) Engineering (line)
- c) Administration (staff)
- d) Urban Planning/Management (line)
- e) Environmental Management (line)

Organizational analysis has been done with an understanding of what the service delivery is and what support is required to allow the delivery of these services. For example: ‘engineering’ provides the service (‘line’ function) and finance ensures the availability of money to provide the

service ('staff' function). The Urban board will have core personnel so that they would be answerable directly to the municipal manager; focusing solely on the urban challenge.

The proposed structure will be as follows: -

ELDORET MUNICIPALITY: PROPOSED STAFFING STRUCTURE



The most important qualification is to maintain the independence of the internal audit function. Hence, it is not part of financial management. It will report directly to the municipal manager as will the rest of heads of financial management and administration. Urban Planning/management includes the need to prepare and review the urban IDeP, preparation of urban spatial Plans and development Control.

Engineering is to develop designs and bills of quantities for budgeted infrastructural projects, project supervision, maintain the functioning of existing and provide new infrastructure, in accordance with the IDeP and (eventual) urban plan. Environment encompasses all interventions that seek to ensure compliance with Environmental Management and Coordination Act of 1999

and other related legislations that seek to ensure a clean and healthy environment for all. The proposed staffing structure totals twenty (20) personnel. It excludes manual cadres such as cleansing teams that can be seconded from the county department of Environment, Water and Natural Resources.

Name (S) of Urban Area	Table 2: Table Indicating The Urban Area Institutional Development Matrix									
	General		Specific							
	Current Institutional Arrangements	Planned Institutional Arrangements?	Board or Committee Y/N Timelines	Town Or City Manager or Administrator Y/N Timelines	Office Y/N Timelines	Staffing of Municipality or Town Administration Numbers Timelines	Budget and Finance Budget Status? Timelines	Urban Planning Timelines	Infrastructure And Service Delivery Responsibilities Timelines	Demarcation of Urban Area? Y/N
Official And Other Names Of The Urban Area	None Chartered City Or Municipality? Does The Urban Area Have A Town Administration	Y/N Y = Urban Area To Be Granted City Or Municipal Status Or To Be Classified As Town N = No Change In Existing Status Of Urban Area	Y/N Or N/A Y = Either Board Or Committee To Be Established N = No Board Or Committee To Be Established N/A = No Changes Proposed In Current Arrangements	Y/N Or N/A Y = Either Manager Or Administrator To Be Appointed N = No Manager Or Administrator To Be Appointed N/A = No Changes Proposed In Current Arrangements	Y/N Or N/A Y = Office To Be Set Up Deadline N = No Office To Be Set Up N/A = No Changes Proposed In Current Arrangements	Y/N Or N/A Y = Staff To Be Appointed N = No Staff To Be Appointed N/A = No Changes Proposed In Current Arrangements And Numbers? Deadline	Y/N Or N/A Y = Urban Area To Have Separate Budget - Separate Vote In County Budget? - Sub-Component Of Existing Vote In County Budget? Deadline N = Urban Area Will Not Have Separate Budget N/A = No Changes Proposed In Budgeting Arrangements	Y/N Or N/A Y = Urban Area To Have Its Own Plans - IDeP? - Spatial Plan? Deadline N = Urban Area Will Not Have Its Own Plans N/A = No Changes Proposed In Planning Arrangements	Y/N Or N/A Y = Urban Area To Be Assigned Specific Infrastructure And Service Delivery Functions - Which Functions To Be Assigned? Deadline N = Urban Area Will Not Be Assigned Specific Infrastructure And Service Delivery Functions N/A = No Changes	Y/N Y = Demarcation Of Urban Area N = No Planned Demarcation Of Urban Area
1) Eldoret	Y=Chartered Municipality Administration in place 2019 (Awaiting Charter for City Status)	Y=Municipal Status	Y = Municipal Board Established in July 2024	Y= Municipal Manager Already Appointed	Y = Office set up in 2019	Y = 2 Admin (Manager + Deputy) - 10 - Technical-Support Staff	Y = Separate Budget	Y- IDeP In Place 2024/25	Y= All Urban Functions as per Municipal Charter	Y=Demarcated

2) Moi's Bridge	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee e July 2024	Y= Town Manager Has been in place since 2019	Y = Office set up in 2019	- Y = 2 Admin - 5 Technical - 20 Support Staff	Y = Within budget of dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= June 2019 (All Urban Functions)	Y=Demarca te d
3) Turbo	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee July 2024	Y= Town Manager Appointed in 2024/25	Y = Offices In Place by July 2025	- Y = 2 Admin - 5 Technical - 20 Support Staff	Y = Within budget of dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= Functions will be gazetted 2024/2025 FY.	Y=Demarca te d
4) Burnt Forest	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee July 2024	Y= Town Manager Appointed in 2024/25	Y = Offices In Place July 2025	- Y = 2 Admin - 5 Technical - 20 Support Staff	Y = Within budget of Dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= Functions will be gazetted 2024/2025 FY.	Y=Demarca te d
5) Ziwa	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee July 2024	Y= Town Manager Appointed 2024/25	Y = Offices In Place July 2025	- Y = 2 Admin - 5 Technical - 20 Support - Staff	Y = Within budget of Dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= Functions will be gazetted 2024/2025 FY.	Y=Demarca te d
6) Moiben	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee July 2024	Y= Town Manager Appointed in 2024/25	Y = Offices In Place by July 2025	- Y = 2 Admin - 5 Technical - 20 Support - Staff	Y = Within budget of Dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= Functions will be gazetted 2024/2025 FY.	Y=Demarca ted
7) Kesses/ Chebaiwo	Non Chartered Y=Interim Town Administration	Y=Town Status	Y = Town Committee July 2024	Y= Town Manager Appointed in 2024/25	Y = Offices In Place by July 2025	- Y = 2 Admin - 5 Technical - 20 Support - Staff	Y = Within budget of dept. of Housing & Urban Development	Y- IDeP In Place 2024/25	Y= Functions will be gazetted 2024/2025 FY.	Y=Demarca te d

SECTION 3: ANNUAL ACTION PLAN AND BUDGET

The board is expected to develop its Annual Action Plan and a budget to be able to receive Urban Institutional Grant and Urban Development Grant, the County Government has gone ahead and prepared an Annual Action Plan and a Budget for the first allocation of Kenya Shillings Seventy Eight Million One Hundred Thousand (78,100,000.00) as per Table 3 below:-

The summary of the budget and action plan will be as in the table 3 below.

CUIDP Section	Activity	Timeframe (2024-2025)												Implementation modality	Cost elements	Proposed budget (KES)	
		J	A	S	O	N	D	J	F	M	A	M	J				
Section 3: Developing institutions for urban management <i>(This section to be used by the participating urban board)</i>	<ul style="list-style-type: none"> - One training session of Assembly Committee members of Lands, Housing, Physical Planning and Urban Development on what KUSP is, Operation Manual, UACA & Related Topics Board Members on mandate & functions at Kenya School of Government (KSG), Municipal Senior Management including CECs & COs and All other Municipal Staff - 3No. Sensitization Workshops to stakeholders including urban forums, citizen fora and publicity meetings - Travel & accommodation allowance, Office refreshments and Integrated Strategic Urban Development Plan or Local Physical Development Plan - Benchmarking with Counties that have formed Municipal management boards (Meru, Nakuru, Kiambu, Kajiado, Turkana, Kakamega, Migori & Kilifi) and Visit the three City Management Boards (Nairobi, Mombasa & Kisumu) - Printing & photocopy papers, Cartridge , Pens, pencils, 							X	X	X	X			X	<ul style="list-style-type: none"> - External consultants to be hired - In-house county government staff to be used - UDD staff and support needed Y= USE ALL THE STRATEGIES ABOVE 	<ul style="list-style-type: none"> - Consultancy fees - Meeting costs - Per diems for travel - Local travel costs - Office equipment (for city office) - Training materials 	4,000,000 13,000,000 5,000,000 5,000,000 4,000,000

	<p>erasers , Field notebooks, Files, Paper punches, Staplers & staple pins, Paper Clip, Pen Holders, Incoming & outgoing trays and Technical office materials which include durafilm, tracing paper, rotring pens, rotring ink, clutch pencils, ammonia printing paper. Computers:- (Desktops & Laptops) & UPSs, - Printers, GIS Lab hard ware and soft Ware Photocopiers, Filing cabinets (Files & Maps), Ammonia printing Machine, Intercom phones, Internet connectivity & installation , Fridges, TV sets and Crockery (tableware, cooking apparatus) Legal consultancy services.</p> <p>- Technical consultancy services, Capacity Building consultancy services and Urban management Consultancy services (e.g. Urban Development Department)</p> <p>- Legal consultancy services, Technical consultancy services, Capacity Building consultancy services and Urban management Consultancy services (e.g. Urban Development Department)</p>				<p>2,000,000</p> <p>5,000,000</p> <p>3,200,000</p>
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<p>Upgrading of Six Towns to Municipalities and Six Market Centers To Towns <i>(To be used by the department responsible for the urban areas)</i></p>	<ul style="list-style-type: none"> - Formation of adhoc committees for all the urban areas - Adhoc Committee Allowances - Conferment of Statutes and Creation of Municipal Boards and Committees 		<ul style="list-style-type: none"> - The Urban Development Section Staff 	<ul style="list-style-type: none"> - Consultancy fees - Meeting costs - Per diems for travel - Local travel costs - Office equipment (for city office) - Training materials 	<p>36,900,000</p>
<p>TOTAL BUDGET</p>					<p>78,100,000.00</p>