

County Government of Kilifi



Municipality of Malindi

URBAN INTEGRATED DEVELOPMENT PLAN (IDeP)

September 2019

Vision:

A clean, prosperous and equitable municipality, empowered to protect, conserve our natural resources and mobilize resource use, within a sustainable environment that enhances quality of life for the present and future generations.

Mission:**Core Values:**

- Excellence and professionalism
- Results oriented
- Efficiency and effectiveness
- Integrity
- Proactiveness
- Sensitivity and responsiveness
- Teamwork and partnership
- Creativity and innovation
- Accountability and transparency

Strategy Guiding Principles:

The Urban Integrated Development Plan guiding principles are:

- **Green Technologies:** The municipality to develop infrastructure and services that are based on green and cleaner production technologies.
- **Community Participation:** Participatory urban planning, development and governance
- **Equity:** Access to resources and opportunities among the municipality residents;
- **Quality of service:** Efficiency and effectiveness in resource use and service provision
- **Sustainability:** Social, economic and environmental sustainability;
- **Inclusivity:** The municipality will cater for all segments of urban residents including marginalized and vulnerable groups engaged in formal and informal urban development processes.

- Good governance: Transparency and accountability to the people of Kilifi municipality
- Connectivity: The municipality management shall be connected with ward and village units

ACKNOWLEDGEMENTS

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- The Governor of Kilifi County

- Kilifi County Assembly Members
- National Ministry of Lands, Housing and Urban Development
- County Executive Member in charge of Physical Planning and Urban Development matters at the Kilifi County Government
- The Kilifi County Secretary
- The Municipal Manager, Municipality of Kilifi
- Director of Physical Planning Department, Kilifi county

Our sincere gratitude also goes to project partners and stakeholders not mentioned here by name particularly all the participants of the community forums and stakeholder validation workshop. Special mention goes to the National Government (Ministry of Lands, Housing and Urban Development) for their financial support to the Municipality of Kilifi that facilitated preparation of this document.

It is our hope that this strategy will provide practical actions for the Integrated Urban Development sector through support of various stakeholders. The strategy will also form basis for the formulation of relevant county regulations to facilitate the enforcement of standards and procedures stipulated for the appropriate management urban areas. We are convinced that our concerted efforts will collectively enhance the quality of the urban environment in the Municipality of Kilifi.

FOREWORD

The Kenya Constitution under Article 42 states that every person is entitled to a clean and healthy environment, while requiring each person to safeguard and enhance the environment. This is given further impetus by Article 69 & 70 of the Kenyan Constitution, on Environment

and Natural Resources, which emphasizes on the obligations in respect of the environment and enforcement of the rights respectively.

DEFINITION OF TERMS

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EXECUTIVE SUMMARY

CHAPTER ONE: INRODUCTION

1.1. BACKGROUND OF MALINDI MUNICIPALITY

The 2010 constitution has presented a unique opportunity through devolution for Kilifi to re-engineer her town development approaches through granting of municipality status to create a highly competitive municipality with the ability to stimulate vibrant County development. The County inherited an ancient coastal Swahili town on the coast of Kenya with some burden of unfulfilled urban promises with ever-growing demands on basic needs such as appropriate housing, waste disposal, water and sanitation services to more complex systemic issues such as transportation, trade and commerce. The town land area is also dominated by freehold ownership predisposing it to an aggressive private sector development influence. The Municipality was conferred/granted municipal status in the late 90s, and acts as an administrative center of Malindi constituency.

1.1.1. Location and Size

Malindi Municipality is an ancient coastal Swahili town on Malindi bay on the coast and southeastern parts of Kenya approximately 120km North of Mombasa City and is located within Malindi constituency, Kilifi County. The Municipality, which is the administrative capital Malindi constituency, covers an approximate area of 301 km². Its borders follow those indicated in the Strategic Urban Development Plan of 2015.

Figure1: Country Context of Kilifi Municipality.

1.1.2. Topography and Geology

MalindiMunicipality has four major **topographical features**. The first one is a narrow belt, which forms the coastalplain and varies in width in 3km to 20km. The coastal plain lies below 30km above sea level.Across this plain run several creeks resulting in excellent marine swamps. These swamps are endowed withmangrove forests and presents potential for marine culture. This zone is composed of marine sediments,including coral limestone, marble clay stones and alluvial deposits that support agriculture.

To the west of the coastal plain lies the foot plateau that is characterised with slightly undulating terrain. The plateau falls between 60m and 135m altitude and slopes towards the sea. The surface is traversed by a number of dry watercourses with underlying Jurassic sediments consisting of shells, sandstones and clays. In this zone, grassland and stunted vegetation prevails.

The coastal range falls beyond the foot plateau and has distinct low range of sandstone hills of about 150m to 4450m high. Occupying the lower lying ground along the western side of the municipality is the Nyika plateau, which occupies about two thirds of the area. The plateau is sparsely populated and is covered by thin vegetation, shallow depressions and gently undulating terrain. This is an arid and semi-arid zone, which is not suitable for livestock farming. The Municipality's geology and basement system comprises of coral rocks of the Pleistocene age. The rugged, dissected topography and geology is both an asset and liability to the Municipality.

1.1.3. Climatic Condition

The Municipality has two main rainfall seasons in a year. The long rains start from April to June, with a peak in May while the short rains fall from October to December. The two seasons are more prominent in the south. In the hinterlands or rangelands zone where rainfall is very unreliable, the seasonality is barely noticeable. In the period between October and December, when the coastal belt receives only 200mm of the annual rainfall, the Nyika plateau and the rangeland get 400mm. The rainfall pattern is influenced by the Municipality's proximity to the Indian Ocean, relatively low altitudes, temperatures and winds.

Malindi has a monsoon type of climate with hot and humid conditions all the year round. From January to April it is hot and dry while June to August is cool period. The mean minimum temperature is 21.5 °C experienced in August and a mean maximum temperature of 32.1°C is experienced in March. Average annual temperatures range from 24.4°C to 27.4°C.

1.1.4. Demographic Structure and Trends

Currently, the Municipality is estimated to have a population of about 150,000 (projected based on the 2009 National Census).

Census Year 2009			Projections (Year)								
			2019			2020			2022		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total

Table 1: Population Structure and Trends

Source: KNBS 2009

1.1.5. Settlement Patterns

Settlement patterns in the Municipality are influenced by factors such as socio-cultural, topographic characteristics, economic viability of the areas, infrastructure network (roads, water, electricity) and high agricultural potential zones. High population densities are within the core-urban is characterised by nuclear settlement with linear settlements in the peri-urban mainly along major roads and low-lying eastern semi-arid parts of the Municipality. These areas are also well supplied with piped water and electricity. High population clusters are also found in Watamu and some parts of Gede where there are high potentials for agricultural production. Sparsely populated areas in the Municipality are in the hinterlands and on the peri urban areas of the municipality.

1.2. SOCIO-ECONOMIC CHARACTERISTICS

According to the statistics from the County department of Economic Planning, the leading sectors in terms of GDP contribution within the Municipality are agriculture, commerce, tourism, quarrying as discussed below;

1.2.1. Agriculture

1.2.2. Trade and Industry

The Municipality records show that there are over 1000 and 150 retail and wholesale traders respectively.

1.2.3. Micro, Small and Medium Enterprise (MSME)

Majority of the businesses within the Municipality fall under the MSME

Category and are spread across with a good percentage of them being sole proprietorships and family owned and run businesses. There were over 2,500 licensed MSMEs within the municipality.

1.2.4. Financial services

There are 7 commercial banks in the county (Barclays, Kenya Commercial Bank, Cooperative Bank, Equity Bank, Chase Bank, NIC Bank and Family Bank), Micro-finance institutions (Imarika Sacco, Faulu Kenya, Kenya Women Finance Trust, Platinum credit, Lengo Sacco, AFC and many others) and 4 major insurance companies (Britam, CIC, Madison, NHIF, and other small agencies).

1.2.5. Municipality Comparative Advantage

- The seconded Staff from Kilifi County Government has established skills and experiences required to propel the Municipality to greater heights.
- The location of the Municipality within the Nairobi Metropolis and its accessibility to the City of Nairobi provides a wide market for the produced goods and services.
- The Municipality has fairly developed infrastructure service within the CBD.

- The land is fairly fertile with favourable climate for agriculture production. The topography is also fairly flat favouring development of infrastructure.
- The Municipality is both the administrative and political capital Kilifi County. This accords it the impetus of a priority investment destination.

1.3. EMPLOYMENT

1.3.1. Human Development Index (HDI)

The HDI was created to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone. The HDI can also be used to question national policy choices, asking how two countries with the same level of Gross National Income (GNI) per capita can end up with different human development outcomes. These contrasts can stimulate debate about government policy priorities.

The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. The HDI is the geometric mean of normalized indices for each of the three dimensions. As per the County Integrated Development Plan, the current HDI is 0.569 which is above the national average of 0.52. This represents a positive trajectory towards the attainment of the Vision 2030's HDI target of 0.750.

1.3.2. Wage earners

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

1.3.3. Self-employed

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

1.3.4. Labour force

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

1.3.5. Unemployment levels

According to Kilifi CIDP 2018-2022, the rate of unemployment is estimated at more than 20%. It follows then that labour-intensive policies and programmes are required to reduce the high rate of unemployment. Most youth in Malindi suffer poor educational attainment, which has led to unemployment due to insufficient employable skills. The municipality will address this by tapping on the existing opportunities to deliberately educate the youth so as to bridge the gap that is likely to emanate from high level of attrition of the work force. Education opens up greater possibilities of wage employment and higher earnings. The current provision of public education is of uneven quality, with rural areas of the county likely to have much poorer facilities and outcomes. The government and its stakeholders are working towards improving the quality of primary education across the county, and expand the opportunities for secondary education (building more secondary schools), so that it is accessible to all “Kilifians”, regardless of their socioeconomic standing.

1.4. POLICY AND LEGISLATIVE FRAMEWORK

Urban legislation branch provides legal and operational support for governments and cities to identify reforms and to adopt laws and legal frameworks that effectively regulate urbanization issues such as land use, urban planning, housing infrastructure, taxation or safety. Urban legislation helps promote and develop governance models that are equitable, gender responsive and socially inclusive, advocating fair land use and access to basic services and infrastructure for all. A summary of the aforementioned is as provided in the graphic below.

1.4.1. The Constitution of Kenya 2010

- i. The Constitution of Kenya is the supreme law of the country and provides the basis for planning. County Planning should take cognizance of the constitutional aspirations and principles.
- ii. Article 60 on principles of land policy guides the formulation of land use and management policies
- iii. Article 66 on regulation of use of any land, interest in or right over land in the interest of defence, public safety, public order, public morality, public health or land use planning provides powers to the National and County governments to regulate the use of land and property through spatial planning
- iv. Article 67 (h) on Monitoring and oversight Provides powers to the National Land Commission to monitor and have oversight over land use planning
- v. Fourth Schedule, Part I (21) on general principles of Land planning and the coordination of planning by the counties
- vi. Fourth schedule, part 2 (8) provides for county planning and development

1.4.2. County Government Act, 2012

(Section 102-115) - Provides principles of planning and development facilitation to guide County planning and developments

1.4.3. Urban Areas Cities Act, 2012

Section 40 of the Urban Areas and Cities Act 2011 provides for the contents of Integrated Urban Area Development plans with the highlights that include;

- i. Long term Board's vision for the urban area
- ii. an assessment of the existing level of development and log of basic services required
- iii. Framework for affirmative action
- iv. Development priorities and objectives
- v. Spatial development framework
- vi. Financial plan (Medium Term Expenditure Framework)
- vii. Key performance indicators and targets

1.4.4. Physical Planning Act Cap 286 –

provides for Matters to be considered in spatial planning, framework for development control, purpose and content of spatial plans.

1.5. IDeP Linkages with Other Policy Documents

1.5.1. Linkages with the County Government Act 2012

County Government Act 2012 stipulates the County Governments to prepare 5-year integrated County development plans, Urban Areas Plans, Spatial Plans and annual county budgets for their implementation. Under Section 102 of the Act, County planning is to provide a platform for a unified sector-wide planning, budgeting, financing programs, implementation, and performance review. The Act mandates the County Planning Unit for coordination of the integrated development planning. In addition, the Act stipulates that county planning shall serve as a basis for engagement between government agencies and the citizenry, other stakeholders and interest groups. It provides for the integration of economic, physical, social, environmental and spatial planning. These county plans (section 107(2)) “shall be the basis for all the budgeting and planning in a County”.

1.5.2. IDeP Linkages with the Public Finance Management Act (PFMA), 2012

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

1.5.3. IDeP Linkages with the Urban Areas and Cities Act, 2011

Urban Areas and Cities Act (2011) is emphatic on the need for 5-year integrated development planning and the need to align annual budgeting to the plan. These plans are separate from those of the county. In section 36(2) it states that “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of functions.”

1.5.4. Linkages with the Constitution of Kenya 2010

Schedule on 4 of the constitution on the distribution of functions has County planning and development as one of the functions that have been devolved to the counties according to the Fourth Schedule. The preparation of IDeP takes into account the provisions of the constitution where devolved units are required to plan and budget for development programs over a stipulated period. Other functions which are devolved which this IDEP intends to focus on include public amenities, fire and disaster management services, and urban infrastructure services among others.

1.5.5. Linkages with the Kenya Vision 2030 and Medium-Term Plans

The Kenya Vision 2030 is the national long-term development policy that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by the year 2030 in a clean and secure environment. The Vision is anchored on three key pillars: economic; social; and political and is implemented through 5-year medium term plans with current being Medium term Plan III (Big 4 Agenda). The preparation this IDeP follows the MTP III with emphasis on housing, industrialization, universal health access and nutrition and food security within the Municipality.

1.5.6. Linkages with Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations in 2015 and are a successor of MDGs. The SDGs cover a broad range of social and economic development issues. These include poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment and social justice. Kilifi Municipality align its projects/programmes to ensure they work towards achieving the seventeen goals.

1.5.7. Linkage with MTP III and the “Big Four” agenda

The national government’s “Big Four” agenda sets out priority programs and reforms to be implemented during the plan period (2018 – 2022). The programming of this this IDeP adopts the “Big Four” agenda as anchored in the MTP III of Kenya Vision 2030.

1.6. Urban Integrated Development Planning

Integrated development planning in the County takes two perspectives of county-wide 5-year Integrated Development Planning (CIDP) and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10-year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF). The County Governments Act 2012,

Section 108 (1) provides for integrated development planning for each county which shall have clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban IDePs which favour ‘action’ and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning.

Rapid urbanization portends the challenge of infrastructure service provision in urban metropolis. Urban Integrated Development Planning provides a unified development framework that involves the full continuum of strategy analysis and planning, development of programme based budgets and ranked priorities, financing, and participatory implementation. The framework further provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

CHAPTER TWO: PLANNING AND DEVELOPMENT PRINCIPLES

2.1. Integrated Development Planning in Action

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

2.2. Spatial Development Framework (SDF)

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

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

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

2.2.1. Identification of and Protection of Service Infrastructure

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

2.2.2. Accessibility to Services

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

2.2.3. Calibrate and align

Continuously update the roll-on municipality development factors including Population growth, economic growth, growth potential, and unemployment. It also includes update on progress and

pipeline of development projects (especially housing projects); as well as the capacity to maintain urban systems and services over the long-term to facilitate, co-ordinate and enable the appropriate allocation of resources and investment to where need can be matched with economic growth potential.

2.2.4. Urban Planning

Urban planning is both a technical and political process. Its major aim is to develop and design land use and the built environment including infrastructure passing into and out of the municipality, such as transportation, communications, energy infrastructure and distribution networks. The planning endeavours to use the technology of geographic information systems (GIS) to map the existing urban system and to project the consequences of changes.

2.2.5. Development Control

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

It also ensures developments comply with physical planning standards. Specifically, development control seeks to promote the achievements of the following objectives:

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

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

The planning department is understaffed with no dedicated vehicles for the department. This makes enforcement very difficult for the planners to effectively control developments. The town managements have an old van which is shared between the revenue and planning department if its lucky to be in good condition.

The process can be reengineered through the following: -

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

2.2.6. Urban Design

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

A comprehensive urban design has to consider and integrate the following: -

- Pedestrian zones to facilitate non-motorized transport for environmental conservation and promotion of urban health.
- Aesthetics
- Urban structure – arrangement and relation of business and people
- Accessibility through safe and easy transport

- Function and fit – places support their intended use.
- Character and meaning – recognizing difference between places
- Continuity and change – Locating people in time and place by respecting heritage and culture
- Civil society – people are free to interact a civic equal which is important to build social capital.

Kilifi municipality has constructed civil work projects which caters for pedestrian through walks, urban structure where small scale traders will transact their business without interference from traffic.

- A multi-disciplinary approach
- Multi-Sectoral Approach
- Participatory and Consultative Approach to Planning
- Strategic Approach
- Integrated Development Planning Approach
- Collaborative Approach

However, more areas need to be covered with appropriate pavements to realise more revenue and improvement of non-motorized transport (NMT) within the town. Also, proper drainage of storm water needs to be designed and constructed to cater for large volumes of storm water due to increased paved areas and roof coverings.

2.2.7. Land Tenure

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

- a) Freehold: Freehold gives the holder absolute ownership of the land for life. This means descendants can succeed the owner for as long as the family lineage exists. A freehold title deed generally has no restrictions as to the use or occupation. However, there are conditional

freeholds, which restrict the use of the land, for instance, for agricultural purposes or ranching only. A freehold interest is also known as fee simple or absolute proprietorship.

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

Most residents in the municipality are squatters and they lack all the relevant land ownership documents since most of them invaded on public lands or private lands with absentee landlords.

2.2.8. Land Availability

Land within the municipality (leasehold and freehold) are transferrable on mutual agreement contracts.

2.3. Urban Renewal

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

The following processes are followed when an urban renewal plan is to be effected and they are:

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

The town authority needs to assess the plots allocation policy and enforce repossessing of undeveloped/abandoned plots/ structures within a certain definite time or capable of being ascertained.

Mainstreaming of cross-cutting issues into the Municipality Spatial Planning process is important in order to achieve integrated workable spatial development. The provision of mainstreaming of cross cutting issues in this guideline provides a platform for planners and other experts to put in place the minimum standards required to integrate pertinent thematic issues in the planning process. It ensures priority mainstreaming- needs permeate decision-making culture and practices as well as corresponding identified policies and programs to bring about improved livelihoods, increased economic security and environmental management. These are informed by municipal realities and circumstances, and hence while some themes are applicable to all e.g. environment and climate change, risk reduction, gender youth and disability, diversity etc.

2.4. Research and Development

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

Urban Research tests new concept's application to the analysis of real problems. It aims to address the emerging challenges and practicalities of urbanism in the 'newer' generation and policy interventions.

Overall, four different themes influence research in the Municipality:

- Spatial structure: Reflects how the Municipality is physically organized.
- Processes that support spatial structure: Question on how the Municipality infrastructure service is structured and its impact on the development. The task of conducting urban research requires addressing the risk of reinforcing the primacy of structures and experiences drawn from 'model' Municipalities. This contribution details the

methodological and conceptual sensitivity to questions of urban comparative framework and delves into spatial ontology to remedy inadequate policy frameworks. Urban Research further integrates institutional and topological dynamics of an urban area and reflects on the challenges of exploiting the economic strengths and opportunities

- Normative Analysis: Construct opinions supported by facts to promote better Municipality urban planning methods. urbanization presents unprecedented opportunities and profound challenges for Urban Boards. It significantly impacts the expectations placed on the Boards and areas they need to adapt their institutional infrastructures, pedagogical practices and ways of operating.
- Policy Implications: Urban areas are predominantly governed and serviced through policy instruments and techniques that are conducted in and through institutional bounded political units. Through research, Municipality policy-making is globalized through keeping up with the depth and scale of on-going socio-spatial transformations. It enhances inculcation of best practices in creating and sustaining reflexive, resilient diverse communities in urban contexts. It opens on the convergence of global visions and local context on resource mobilization, engagement of marginalized communities and participatory formulation of spatial and strategic actions. This lends to austerity urbanism that prevents crisis policies and imposed urban restructuring processes.

2.5. Areas of Municipal Research

2.5.1. Research Area 1: Urban Planning

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

2.5.2. Research Area 2: Urban Environment

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

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

2.5.3. Research Area3: Urban Sprawl

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

2.5.4. Research Area4: Urban sociology and Economics

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

The research on urban economics involves using the tools of economics to analyse urban issues such as crime, education, public transit, housing, and municipal finances (taxation and taxation

regimes). It is tied to investigating relationships between urban problems, such as poverty or crime.

2.5.5. Research Area 5: Land use

Looking at land use within metropolitan areas, the urban land use research seeks to analyse the spatial organization of activities within the urban area. In attempts to explain observed patterns of land use, intra-urban location choices of firms and households. Considering the spatial organization of activities within urban economics, it investigates the determinants of price of land and why those prices vary across space. The Urban land use also identifies land-use controls, such as zoning, and interpreting how such controls affect the urban economy.

2.6. Sustainable Community Livelihoods and Resilience

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

- i. Reviving of cashew nut factory
- ii. Low cost Housing programs
- iii. Issuance of title of ownerships
- iv. Infrastructure development at the Municipal urban and peri-urban
- v. Reviving VTCs to improve technical skills amongst the youth
- vi. Establishment of training centre through PPPs

2.7. Risk Reduction and Management

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

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

Insufficient clean water availability- Clean water availability becomes a huge problem since there are too many people who are relying upon borehole and piped water.

Increased air pollution- Modern transport systems are the biggest source of air pollution. Emergence of new factories in the urban centers can also lead to high levels of air pollution. Also the solid waste management systems at the dumping sites with open incineration (burning) majorly applied as the mode of reducing the waste pollutes the environment.

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

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

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

Increased loss of highly productive farmland- People in the urban centers has a high consumption of foods than in the rural areas. These results to intensive use of fertilizers in the farms so as to provide for the ever-demanding population. Too many emissions alter the climate. Key features of urban environment.

Density	Diversity	Dynamics
Population	Actors	Population growth
Buildings	Infrastructures	Industry
Infrastructures	Space	Commerce

Livelihood options	communities	Space
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stakeholders		Infrastructure
		Buildings
		Vulnerability

2.8 Capacity development for urban risk reduction

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

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

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

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

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

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

- Reduce air pollution by upgrading energy use and alternative forms of transport- alternative forms of transport such as cycling will be a major shift to reducing air pollution. (Carpooling or cycling)
- Valuing local skills and non-market-based solutions- Most technological innovations and modern solutions are short lived, difficult to maintain and costly. Cities need solutions that have adapted to local climate and handcraft skills.
- Create private-public partnerships to provide services such as waste disposal- Private individuals are at a greater position to provide waste disposal services because they understand the topography. They can therefore provide these services with less environmental harm.
- Incorporate planting trees and the care of city garden spaces as a key element in urban planning.
- Energy security through distributed renewable energy systems- governments should enact legislation that provides fair subsidies to support the shift to renewable energy sources.
- Sustainable construction processes, buildings and maintenance- Energy efficient and more flexible buildings will have long term value. A good example is installing bio digesters for liquid waste.
- Embrace the culture of sustainability- Towns need to come up with projects that do not do it by chance. In many cases, there is long history of trial and error behind the ways to reduce urban challenges. Based on this continuous analysis, the cities can build projects that bring about positive transformation.

Activities for capacity development for disaster risk reduction in Kilifi Municipality				
Activities	Objectives	Target Groups	Site/venues	Outcome
Training	To improve the understanding of urban complexities for easier DRR and disaster preparedness	Staffs The community Work places Business owners Premises institution	Barazas Work places Business owners Premises institution	Improved disaster risk reduction Improved disaster preparedness
Planting trees	To reduce degradation of natural resources	Staffs, Youths Work places Farmers Learning institution	Riparian areas Need for mapping for the suitable sites for planting trees	Protected riparian areas Beatification of the mapped areas
Policy Formulation	To enhance manageable and controllable air pollution and waste management	County Assembly Executives, Residents of Malindi municipality & environs	County Assembly Executives Residents of Malindi Municipality and environs	Controlled air pollution Controlled waste management
Innovations of new technologies for green economy and risk resilience	To enhance energy security through distributed renewable energy systems	Staffs, community Work places Business owners Premises institution	Barazas Work places Business owners Premises institution	Energy security Renewable sources of energy

Compliance and enforcement of legal frameworks	To reduce vulnerability	Staffs The community Work places Business owners Premises institution	Barazas Work places Business owners Premises institution	Reduced vulnerability
Establishment of municipal fire brigade	To have fully fledged municipal fire brigade to reduce response time, safe lives and properties	Staffs Volunteer	Municipal headquarter Central training centre at Malindi	Reduced response time Saved lives and properties

2.9 Poverty Reduction

Poverty is a complex problem that must be addressed at all levels of society. The Bank's poverty reduction experts work within many areas and programs to meet our goals. Here are some of the key areas we focus on.

Climate change

Climate change is expected to hit every region worldwide the hardest. Higher temperatures, changes in precipitation patterns, and more frequent weather-related disasters pose risks for agriculture, food, and water supplies. At stake are recent gains in the fight against poverty, hunger and disease, and the lives and livelihood of billions of people in developing countries.

Community-driven development

Community-driven development programs encourage villages, urban neighborhoods, or other household groups to managing their own development resources. It is a bottoms-up approach to development that seeks to give communities and local governments control over planning and investments. Eventually, reducing waste generation on a sustainable scale.

Disaster risk management

Natural disasters push people into poverty and make the poor even poorer. After the disaster, nearly half of the population in those regions exists below the poverty line and depended on food aid. Cost-effective risk reduction programs, such as early warning systems, better building codes and emergency preparedness strategies are the best defense against future catastrophes, and for quick recovery.

Education

Education is a powerful driver of development and one of the strongest instruments for reducing poverty and improving health, gender equality, peace, and stability. There has been great progress in the last decade; many more children attend schools and girls' education has improved. Even when children complete school, they often do so without acquiring basic knowledge and skills. This can perpetuate the cycle of poverty, especially when labor markets demand a more skilled and agile work force than ever before. Early teenage pregnancy has been one of the major challenges in education sector within the municipality.

Energy

Most people within the municipal live without electricity, hampering their ability to study, become entrepreneurs, work and connect with the outside world. A big fraction of the population uses solid fuels wood, charcoal, and solar for cooking and heating, with serious health implications, especially for women and children. So, bringing environmentally sustainable energy to all is a tall order, but essential for poverty reduction and social inclusion.

Food insecurity Hunger

Most people live with hunger and malnourishment because they simply cannot afford to buy enough food, cannot afford nutritious foods or cannot afford the farming supplies they need to grow enough good food of their own. Hunger can be viewed as a dimension of extreme poverty.

Microfinance

Microfinance offers poor people access to basic financial services such as loans, savings, money transfer services and micro-insurance. People living in poverty, like everyone else, need a diverse range of financial services to run their businesses, build assets, secure smooth consumption, and manage risks. Well-managed microfinance programs can also help lift people out of poverty, for example when a borrower uses small loans to start and grow a new business.

Nutrition

People who experience under-nutrition between conception and 24 months of age have a higher risk of lifelong physical and mental disability. They are often trapped in poverty and unable to make a full contribution to the social and economic development of their households and communities as adults. The economic costs of under nutrition, in terms of lost national productivity and economic growth, is as high as 3 percent of Gross Domestic Product in some countries.

Transport

Investments in transport infrastructure and services must take poor people and their travel patterns into account. When done right, investments in transport can stimulate economic growth and competitiveness and bring productive opportunities and jobs. Better roads and public transportation are key to breaking rural isolation and improving mobility and access to healthcare and other services. Pedestrians in developing countries, are always at high risk to road accidents.

Voice and accountability

Enhancing government accountability through greater civic engagement and “voice” is key to achieving sustainable poverty reduction and equitable development. The World Bank supports government reform efforts as well as the building of democratic public spheres where citizens can meet to freely discuss problems in society.

Water and sanitation

Access to clean water and sanitation is one of the most cost-effective development interventions and critical for reducing poverty. With clean water readily available, women no longer have to spend hours every day collecting water, agricultural production can increase, and the cost of services and goods go down.

POVERTY REDUCTION IN KILIFI MUNICIPALITY				
Activities	Objectives	Target Groups	Site/Venues	Outcomes
Employment and productivity	To help farmers with drought resistance crops To build opportunities for self-sufficiency	Staffs The community Work places Business owners Premises institution	<ul style="list-style-type: none"> ✓ Farmers training institutes ✓ Extension services ✓ Barazas 	<ul style="list-style-type: none"> ➤ Improved self-sufficiency ➤ Improved foodsecurity ➤ Increased job opportunities
Aid and Grants	To improve the living standards of the Malindi Municipal Residents	The community Business owners SACCOs Vulnerable groups	<ul style="list-style-type: none"> ❖ Wards ❖ Barazas ❖ Towns 	<ul style="list-style-type: none"> ➤ Improved living standards

Empowering women and youths	To enhance economic growth and qualitatively significant poverty reduction	Women Youths	<ul style="list-style-type: none"> ✓ Barazas ✓ Workplaces ✓ Business owners ✓ Premises institution 	<ul style="list-style-type: none"> ➤ Improved economic growth ➤ Reduced poverty
Policy formulation and implementation	To mitigate contributing factors to climate change that leads to food insecurity and poverty	County Assembly Executives Residents of Malindi municipality and environs	<ul style="list-style-type: none"> ✓ Workshops in hotels ✓ Institutes e.g. KSG Consultancy (Board room) 	<ul style="list-style-type: none"> ➤ Improved climate change ➤ Improved food security
Legislation	To come up with laws and regulations that would reduce poverty	County Assembly Executives Residents of Malindi municipality and environs	<ul style="list-style-type: none"> ✓ County assembly (Board room) 	<ul style="list-style-type: none"> ➤ Reduced poverty

CHAPTER THREE: SITUATION ANALYSIS

3.1. Introduction

Situation analysis serves as a useful tool for determining the level of service provision. It presents the current situation in service infrastructure and determines the strengths, weaknesses, opportunities and threats in development of the Municipality.

3.2. Municipal Organogram

3.3. Staff Establishment

3.4. Administration and Human Resource

3.4.1. Staff Rationalization Policy

Staff rationalization policy dictates that the Municipality shall employ and retain only employees who are qualified and productive. The optimum number and cadre of employees shall be determined by the Municipal Board in consultation with the County Public Service Board.

3.4.2. Capacity Building

The Municipal will set aside funds for staff training and development. The Municipality needs to develop a training policy for the staff in effort to improve management capacity.

3.4.3. Public Transport

3.4.4. Enforcement

3.4.5. Public Participation

3.4.6. SWOT Analysis of Administration and Human Resource

3.5. Transport Infrastructure, Physical Planning and Development Control

The Municipality boasts of a modern bus terminus in Malindi town. In the future, the municipality plans to develop bus/matatu parks at Gede and Watamu. The municipality has a marshalling yard for lorries and trucks too in Malindi town.

3.5.1. Physical Planning and Development Control

3.5.2. Development Approvals and Trends

3.5.3. Slum Upgrading

3.5.4. Urban Housing

3.5.5. Energy and Service Infrastructure

3.5.6. Trunk Roads

3.5.7. SWOT Analysis

3.6. Social, Education and Service Linkages

3.6.1. ECDE Programme

The ECDE facilities within the jurisdiction of the Municipality are about 200. They are either stand-alone facilities or those within primary schools as per the Government Policies. However, Most of ECDE centres are dilapidated and need to be renovated.

3.6.2. Polytechnics and VTCs

Many girls fall out of school for lack of fees and others out of teenage pregnancies. Most do not go back to school and seek employment as house-helpers or they stay at home. To empower them economically, three centres can be established as training schools for short courses with flexible hours. The skills to be imparted are soap making, catering, baking and pasting, confectionery and such cottage industries knowledge where they can work from home. One centre can be located in Gedeanother one in the township and a third one in Malindi town area. The centres should have a child day-care centre to hold the babies as the mothers learn.

3.6.3. Child Care Facilities

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

3.6.4. Sports and Cultural Activities

The sports activities are mainly football, beach rugby and volleyball clubs in various localities where young men practise in the evenings and weekends. Most of them are not registered with the department of sports. The known clubs are about 25.

Cultural groups that exist are mostly church based and traditional dancers and singers with music as the only activities. Those with other activities are about five. With proper development and resources many others can come up at least one in every location.

3.6.5. Public Facilities Conference Facilities

There are no public conference halls. The Municipality can construct two, one in Malindi town and another one in Watamu town. The facilities should include amphitheatres, sports halls for indoor games, fully equipped kitchens, gymnasiums, libraries and plenary halls. These will also be used as community/social halls to complement the existing ones.

Community Centres/Social Halls

There are one social halls (one located in Malindi). The Municipality can construct two, one in Watamu town and another one in Gede area.

Library Service

There is a library in township under the Kenya National Library Services. The municipality should construct other libraries at Gede town, Watamu area and the informal settlement areas.

Airstrip/airport

There is an airport which majorly served for tourism. municipality should allocate a suitable land to expand the Malindi airport and develop a new an airstrip at Watamuto boost on the transport sector and tourism.

3.6.6. SWOT Analysis

3.7. Public Health, Sanitation and Environment

3.7.1. Water

Malindi Municipality is supplied with treated water by the Malindi Water and Sewerage Company (MAWASCO). The water has been distributed in several households within the township and Watamu areas which is a 40 %.

3.7.2. Sewerage

The Municipality use pit latrines or Septic tanks as the means of liquid waste disposal. The latrine coverage of the Municipality is 93% of the total population.

There are 3 privately run public toilets where a nominal fee is charged and 3 county run public toilets which are not charged and are cleaned by county workers.

3.7.3. Solid Waste Management

The Municipality through the county government prides in acquiring a number of good solid waste collection infrastructure; which includes compactors, trucks and bins. The focus for the next five years that will ensure achieving the agenda of Waste as a resource, the municipality should focus on capacity building and sensitization of community and CSOs on proper waste handling and management, investing in development of PPPs for conversion of waste to energy, engaging qualified personnel to strategically improve waste management, providing adequate PPEs for waste handling and management to improve on health to employees and Invest in ultra-modern technologies of waste management.

3.7.4. Community Health Facilities

County Hospital – 1

Health Centres – 4

Dispensaries – 8

Private Hospital – 6

These facilities are spread all over the Municipality both in the rural and urban set ups. There are 1 doctors, 1 nurses, 1 Lab tech/technologists, 1 Public Health Officers/Techs, 1 Health Records Officers, 1 Nutritionists, 1 Social Workers, 1 COHO, 1 Clinical Officers etc.

Most of the dispensaries are manned by one nurse, data clerk and a subordinate which is grossly inadequate as per the workload in the said facilities.

The dispensaries and Health Centers are not adequately equipped to cater the services meant to be provided at their level.

Ambulance Services

All the other facilities share the County Ambulance fleet of 3 that is stationed at the County Hospital. KEMRI have also stationed an E- plus Ambulance at the Malindi Sub-County Hospital for use by the Civil Servants who subscribe to it and also be used by the community members who are then charged for the services. Other ambulances available are managed by the private hospitals within the municipality like Agah Khan hospital, etc. The Ambulances available are inadequate as they leave a noticeable gap when there is a break down.

Control of Drugs:

Disease Burden

Top 10 diseases for children under 5 years

- i. Upper Respiratory Tract Infection (URTI)
- ii. Skin infections
- iii. Intestinal worms
- iv. Diarrhoea diseases
- v. Other respiratory diseases
- vi. Fevers
- vii. Tonsillitis

- viii. Pneumonia
- ix. Asthma
- x. Other injuries

Top 10 diseases for over 5 years

- i. Upper Respiratory Tract Infection (URTI)
- ii. Skin infections
- iii. Hypertension
- iv. Intestinal worms
- v. Arthritis joints
- vi. Other respiratory diseases
- vii. Diabetes
- viii. Urinary tract infection
- ix. Other injuries
- x. Asthma

Access to Health Services

Universal Health Coverage program which is being piloted in four Counties in the Country but is yet to start in Malindi. The County Government has been providing free services to the community in all the Dispensaries and Health Centers. In the Sub County Hospital and the Referral Hospital a small fee is charged for services rendered. The community members are also being recruited to join the National Hospital Insurance Fund (NHIF) to ease their burden on healthcare costs. The national Government has been taking care of the maternal mothers and new born babies under the “Linda Mama” initiative which caters for all medical costs for them.

The First Lady of Kenya initiative “Beyond Zero” mobile clinic which targets maternal cases and under five children in hard to reach areas with no facilities.

There are 10 Community Health Volunteers (CHVs) in each of the 22 Community Units (CU) that are attached to the facilities in the Municipality. CHVs provide primary health care at community level.

Vaccination

Immunization coverage for the under-fives in the health facilities last year in Malindi Municipality was at 82%. Food handlers are also immunized with Typhi vaccine against Typhoid. There has been an on and off supply of Anti rabies vaccine and Anti snake venom. Other vaccines that are needed in the Municipality include Hepatitis Vaccine and Yellow Fever vaccine.

Cemeteries and Crematoria

Kilifi Municipality has 3 public cemeteries which include one used by the Muslims.

3.7.5. SWOT Analysis

Strengths

- Adequate clean water for domestic use
- Existence infrastructure for sewerage and solid waste management
- Existence of dumpsite at
- Adequate health facilities accessible to the community
- Trained and qualified staff Weaknesses
- Low water connection coverage
- Low sewerage coverage

- Inadequate machinery and PPEs to handle waste from point of production to final disposal.
- Waste handlers not trained to handle waste
- Inadequately equipped health facilities
- Inadequate staffs
- Unavailability of vaccines in health facilities
- The cemetery is inaccessible
- Workers don't have PPE to handle bodies
- Crematorium land grabbed

Opportunities

- Recycling and sale of by products can create jobs
- Government initiative for NHIF registration
- Majority of residents have positive health-seeking behavior threats
- Prohibitive Cost of water connection
- Method of waste disposal is crude as dumping causes environment pollution
- High number of stray dogs than can spread rabies
- CHVs on level one to treat minor ailment
- Procurement of field-testing kits (delegua, aflatoxin kits etc) will generate revenue for themunicipality
- It's a revenue generating to municipality
- Cemeteries and crematoria services creates revenue to municipality
- High cost of vaccines which majority can't afford
- The cemetery is too near to human dwellings

3.8. Finance, IT and Economic Planning

3.8.1. Introduction

World trends indicate that at least 70% of the world's population in low- and middle-income countries live in urban areas. Urban areas therefore, require access to improved finances both to confront dramatic environmental and self-provision the defining challenges for authorities in urban areas in developing countries is how to raise and deploy resources to fund the huge expenditure needs created by rapid growth, while contributing to continued economic growth and employment.

3.8.2. Revenue Enhancement and Protection Categories of Municipal Revenue

There are four categories of Malindi Municipality revenue:

- i. Intergovernmental Finance (Exchequer)
- ii. Own source revenues (Taxes, rates, Cess, Permits, Fees)
- iii. Borrowing
- iv. Foreign or external assistant (Donor Support)

Revenue Enhancement and Protection

Local Revenue collection correlates with the services rendered. Majority of urban residents responds positively to levies charged when they are properly involved and infrastructure services expected are put in place. Therefore, provision of expected services will be a key driver for the municipality to raise targeted local revenues. In addition, having well defined by-laws and enforcement system will come in handy not only to enforce compliance but also to provide order and promote fair business practices.

With a well-integrated resource and revenue mobilization, the revenue projection of the Municipality is expected to grow by an average of 15% over a period of five years.

3.8.3. Markets and Market Centers

There are over 30 markets spread across the municipality. The Municipality has invested in various infrastructure to improve the market condition to enhance trade and trade activities such in Malindi stage market,..... market.

3.8.4. Traffic Control, Parking and Pavements

There is 1 Bus Parks in the Municipality with an estimated traffic of 500 vehicles daily. Most matatus pay monthly stickers while a few are charge on entry. Private parking has daily charge with an estimated 100 slots in Malindi CBD.The municipality should develop other parking spots and pavements.

3.8.5. Municipal Debt Management

Debt is good! However, debt it's only beneficial if it is used for capital/development purpose and especially those that generate revenue to the institution and improvement of urban economy. It enables an institution to hasten its development agenda. The Municipality can therefore raise additional funds by floating municipal bonds or through long term borrowing for long term development programs. The cost of debt should be analyzed so the institution is not overburdened in future when repaying the same.

3.8.6. Annual Plan, Report and Budget (APRB)

Description	Financial Year	Base Year	MTEF Budget			
			Years			
Financial Performance	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Local Revenue						
Licenses						
Plot rent/Land rates						
Market Fees						
Building Material Cess Bus						
Parks, Parking, Motor bikes						
Sale of forms						
Development Approvals						
Other Sources						
Exchequer						
KUSP						
Total Kshs (Million)						
Expenditure (Programmes)						
Surplus/Deficit						

3.8.7. Supply Chain and Asset Management

For the Municipality to thrive, it must procure quality goods and service. Procurement therefore is a driver for the Municipality. Proper procurement planning holds the key to current and future needs of the Municipality. The public procurement and disposal act and regulations provides the framework of procurement of goods and services. However, The Municipality procurement need be reviewed regularly to take advantage of any new opportunity. This will be enhanced through openness and giving all interested parties an equal opportunity. Asset management and disposal plan should be followed so that the institution is not bogged down by unproductive assets.

3.8.8. Information Technology and Innovation

ICT is a powerful enabler of development goals due to its unique characteristics to dramatically improve communication and exchange of information and also to strengthen and create new economic and social networks. It is thus very evident that ICT, when well harnessed and focused, has the potential to bring in multiple benefits in the areas of governance and integration of all areas of the municipal economy thus promoting the livelihoods of the entire population and alleviating poverty.

The Municipality recognizes information communication technology as a growth sector that has immense potential for unlocking many opportunities in business, education, agriculture, industry and security. The development of this sector will play a crucial role in opening opportunities in business and commerce in the Municipality through easy access to the market information. The Municipality will endeavour to ensure enhancement and expansion of ICT.

3.8.9. SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Skilled dedicated Staff• Existence of several ICT outlets;	<ul style="list-style-type: none">• Inadequate personnel to effectively discharge finance and planning functions	<ul style="list-style-type: none">• The laying of fibre optic cables is expected to improve on efficiency and reduce cost;	<ul style="list-style-type: none">• Negative use of ICT;• Security and theft using ICT through the internet

<ul style="list-style-type: none"> • Extensive mobile network coverage; • High number of cybercafes; • Existence of ICT infrastructure; 	<ul style="list-style-type: none"> • Limited finance to support full automation of revenue and procurement; • Limited finance to carry development research • Training on ICT is still low; • Lack of qualified ICT experts. 	<ul style="list-style-type: none"> • Support from KUSP UIG funds to capacity build finance and economic staff 	<ul style="list-style-type: none"> • & Associated cybercrimes; • High cost of ICT equipment.
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CHAPTER 4: MUNICIPAL STRATEGIC DIRECTION

4.1. Municipal vision Statement

A model, economically vibrant municipality where citizens live in a safe, food- secure, healthy and comfortable environment.

4.2. Municipal Mission Statement

To provide an integrated spatial framework for coordinating development efforts by promoting efficiency in land administration, management and access to adequate, affordable and sustainable housing within the Municipality.

4.1. Strategic Priorities

Priority Area	Strategic Statement	Targets
Solid and liquid waste management	Sustainable solid and liquid waste disposal mechanism	Establishment of designated landfills, dump sites and disposal sites Establishment of funding and building liquid waste treatment plants. Establish solid waste collection and segregation mechanism Designate waste collection sites
Adequate drainage and sanitation facilities	Proper storm water drainage within the urban area	Construct public pay toilets Mapping of drainage system Design and construct open drainage systems
Improve food and water quality control services	Prevent and control food and water borne/water related/water washed diseases	Increased inspection and licensing of food establishments Food handlers examined and certified Enforcement of food safety laws and

		prosecution Surveillance of food borne diseases
Promote community participation in health provision through community health strategy	Implement community health strategy	Community Health Units established and operationalized. Community Health Volunteers and other players in the community strategy trained and updated. Community based health information system established.
Improve integrated disease surveillance and response	Conduct integrated disease surveillance and response on targeted diseases and health conditions	Health workers and the community sensitized on priority diseases. Active case search of priority diseases in health facilities. Disease outbreaks investigated and responded

Institutionalize management of Municipality	Establish municipality infrastructure	Establish adequate Municipality Infrastructure (offices, Equipment, Facilities)
Establish recreational facilities and other open spaces/ aesthetics	Zoning of parks, open spaces and play fields Establish urban parks Beautification of open spaces	Design and maintenance of urban parks Maintenance of all public facilities and make them self-sustaining
Urban sprawl/ Unplanned settlements	Prepare Integrated plans of all urban centres and towns	Development control of all projects. Prepare zoning plans implementation of development plans Legislate development control bill, develop regulations and enforce existing laws and policies.

	Urban research and data management	Institutionalize urban research
Housing	<p>Initiate urban housing programme</p> <p>Initiate Urban renewal and redevelopment program</p>	<p>Introduce use of ABT and support Housing construction</p> <p>Establishment of affordable housing scheme e.g. tenant purchase and PPPs</p> <p>Preparation of part development plans</p> <p>Condemn and phase out old buildings/structures.</p> <p>Estate management of government houses/buildings</p> <p>Repossession of government houses</p>
Evidence based planning and decision making	Enhance research and integrated development planning	<p>Enhance research</p> <p>Capacity build staff on strategic planning</p> <p>Enhance feedback mechanism through M&E</p>

4.2. Programs/Projects

Programme/ Sub Programme/ Project	Key Outcome	Baseline	Key performance Indicators	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	
Preparation of plans	Coordinated county land use	No baseline data	% of areas Planned	30%	60%	80%	100%	-	
Development Control	Regulated Land Use and Buildings	No baseline data	% of developments within planned areas. % of Buildings & Constructions vetted	100%	100%	100%	100%	100%	
Management of Public Utilities	Secured Public Utilities	No baseline data	% of Secured Public Utilities	40%	80%	100%	-	-	
County Land information system	Readily accessible land information for decision making Enhanced Revenue	No land information management system	% of land owners and developers accessing digital land information Captured data. GIS lab in place. Updated land register Improved revenue collection	100%	100%	100%	100%	100%	
Civil service Housing Scheme	increased Housing for civil servants	No baseline data	-% of civil servants housed	10%	40%	60%	80%	100%	

Estate Management	Maintained, Clean, Safe and Habitable Offices and Houses	No baseline data	-No. of Houses and offices repaired, Painted and Refurbished	5M	5M	5M	5M	5M	
Affordable Housing for low income population	Increased Access to Affordable Housing	No baseline data	No. of Households living in safe and secure buildings	100	100	100	100	100	
County Informal settlement upgrading	-Improved social economic environment -improved urban housing control	No baseline data	-No. of upgraded settlements Basic facilities provided in the upgraded settlements	1	1	1	1	1	
Establishment of Urban Institution Systems	Well managed urban areas and towns	0	No of Urban boards and committees established	2	2	2	2	2	
Storm Water Drainage system	Well drained Urban centres	No baseline data	% of drainage systems constructed upgraded	20%	40%	60%	80%	100%	
Beautification and Landscaping	Modified visible features of towns	No baseline data	% of beautified/ Landscaped areas	30%	60%	80%	100%	-	

Urban Research	Foundation for decision making.	0	No. of Implementation Documents formulated	3	4	3	2	3	
Upgrading of urban access roads	Improved Roads condition	No baseline data	Kilometres of access roads tarmacked	20Km	20Km	20Km	20Km	20Km	
Management of public Facilities and Construction of Fire Station	Functional and well-maintained public facilities	No baseline data	% of well-maintained facilities	50%	80%	100%	-	-	
Financial Management Systems	-Revenue Enhancement	-revenue potential assessment done	% of automated revenue streams	100%	100%	100%	100%	100%	
Kenya Urban Support Programme (K.U.S.P.)	Well managed urban areas and towns	No baseline data	Level of service delivery	High	High	High	High	High	
Solid Waste Management	Clean and well-maintained towns	No baseline data	-% of registered waste collectors -% of commercial zones with waste	100%	100%	100%	100%	100%	

			receptacles A waste management plan						
Community Health Services	Increased access quality primary and home-based healthcare services	100 CHVs 0 Volunteer PHO/Ts	CHVs and CHVPHO/Ts recruited and trained	50 CHVs 10 CHVPHO/Ts	50 CHVs 10 CHVPHO/Ts	50 CHVs 10 CHVPHO/Ts	50 CHVs 10 CHVPHO/Ts	50 CHVs 10 CHVPHO/Ts	
		20 community health units		10 units	10 units	10 units	10 units	10 units	
SP 2.4 Disease Control (Communicable)	Reduced new infections and enhanced community support system	15% of households sprayed	No of homes sprayed and issued with nets	20% households sprayed	25% households sprayed	15,000 households 30% sprayed	15,000 households 35% sprayed	15,000 households 40% sprayed	
		300,000 persons screened	No of persons screened	400,000 people screened	400,000 people screened	400,000 people screened	400,000 people screened	400,000 people screened	
		37 villages	No of villages declared ODF	500 villages	500 villages	500 villages	500 villages	500 villages	

Control of non-communicable disease (diabetes, hypertension, cancer)	Increased awareness on NCDs and Improved quality of care	9,733 screenings	Number of people screened	10,000 screenings	10,000 screenings	10,000 screenings	10,000 screenings	10,000 screenings	
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CHAPTER 5: INSTITUTIONAL FRAMEWORK

5.1. Introduction

The institutional framework for implementation of Municipal functions is anchored on structure as stipulated in the County Governments Act, 2012 and Urban Areas and Cities (Amendment) Act 2019. The framework provides a link with the County Government and national government for the purpose of implementing Municipal functions as contained in the plan. The semi-autonomous Municipality works harmoniously with other departments of the County government for successful implementation of the plan.

5.2. Institutional framework (Organogram)

5.2.1. County Executive

Governor

The Governor is the chief executive of the county and will provide overall leadership in the county's economic, social and political governance and development; provide leadership to the county executive committee and administration based on the county policies and plans; promote democracy, good governance, unity and cohesion; promote peace and order; promote the competitiveness of the county; is accountable for the management and use of the county resources while promoting and facilitating citizen participation in the development of policies and plans, and delivery of services.

Deputy Governor

The Deputy Governor is the deputy chief executive of the county and shall deputize the governor in the execution of the executive functions. The deputy Governor may be assigned any other responsibility by the Governor as a member of the county executive committee.

County Secretary

The County Secretary is the head of the county public service; responsible for arranging the business, and keeping the minutes of the county executive committee subject to the directions of the executive committee; convey the decisions of the county executive committee to the appropriate persons or authorities and perform any other functions as directed by the county executive committee.

County Executive Committee Member for Physical Planning, Housing and Urban Development

The County Executive Committee for Physical Planning, Housing and Urban Development is one of the of 10 executive members appointed by the Governor and approved by the County Assembly. The CEC is a member of the board of the Municipality charged with supervising the administration and delivery of services in in the decentralized unit.

5.2.2. County Public Service Board

The County Public Service Board on behalf of the County government is charged with establishing and abolishing offices in the County public service and appoint persons to hold or act in offices of the County public service. The Board also confirm appointments, exercise disciplinary control over, and remove, persons holding or acting in those offices, facilitate the development of coherent Integrated human resource planning and budgeting for personnel emoluments and advise the on human resource management and development.

5.2.3. County Assembly

The County Assembly is the legislative arm of the County government. It is composed of the Members of County Assembly (MCAs) both elected and nominated, the Speaker and the Clerk as an ex Official. The function of the County Assembly includes: Vetting and approving nominees for appointment to County public offices; Approving the budget and expenditure of the County government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220 (2) of the Constitution, guided by Articles 201 and 203 of the

Constitution; Approve the borrowing by the County government in accordance with Article 212 of the Constitution; Approve County development planning; and Perform any other role as may be set out under the Constitution or legislation.

5.2.4. National Government

The County government in collaboration with the national government will work to synergise efforts to achieve its vision and implement development priorities. Key institutions are as provided by the National Government Coordination Act, 2013.

5.2.5. The Municipal Board

The Municipal Board is appointed pursuant to section 14 of the Urban Areas and Cities (Amendment) Act 2019 and comprises nine members appointed by the Governor with the approval of the County Assembly. The Board Members are charged with running the affairs of the Municipality.

5.2.6. Municipal Staff

Municipal staff are civil servants, appointed by the County Public Service Board. The Civil Servants work under the Municipal Board in different divisions within the Municipality and implement the Municipal Integrated Development Plan (IDeP), County Integrated Development Plan (CIDP) and other development policies and plans.

5.2.7. Stakeholders

Partnerships are very important in development. Various stakeholders have worked with and within the County as part of the development efforts to provide accessible service infrastructure. The partners are instrumental in contributing towards setting of development objectives, implementation, feedback mechanisms and also act as watchdogs in the use of public funds. A number of stakeholders have/are working with the Municipality and include: World Bank, Council of churches, UKAid, USAid, AHADI, FREED, DANIDA, KENFIBA, PCPM, CDC, HIGDA,

VIHDA, CHS, APHIA, AHF, PSK, Global Fund among others.

CHAPTER 6: MONITORING AND EVALUATION

6.1. Rationale

Monitoring and evaluation of the IDeP seek to achieve the following: -

- a) **Facilitate Informed Decision-making:** This will provide valuable insights into how the programs are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.
- b) **Assess Value for Money:** This will entail measuring and judging the impact of the programs in relation to the planned outputs, outcomes and impacts.
- c) **Accountability:** Programs’ planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.
- d) **Learning Process:** This will seek to maximize on citizens’ participation. This evaluation will be a human centered assessment of the extent of citizens’ participation, how well participation is doing and what is effect of the program on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

6.2. Data collection, Analysis, and Reporting

The methodology and approach of data collection and analysis will be guided by programs and sub-programs. The Municipal annual work plans will be the basis for outlining the milestones, deliverables as well as their respective due dates. The standardized M&E templates form the basic tool for tracking the implementation of projects and programs.

6.3. Framework for Monitoring and Evaluation

Before inception of any project, a baseline survey will be done to enable evidence- based planning. Project proposals and plans for the projects identified will, against activities, clearly

indicate the hierarchy of results from objectives, activities, outcomes, inputs, objectively verifiable indicators, means of verification to key assumptions of the project.

6.3.1. Ex ante Evaluation

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

6.3.2. Ongoing Evaluation

The Project Manager in charge of each project and the department in charge of monitoring and evaluation will be responsible for ongoing monitoring and evaluation. They will be charged with continuous compiling and reporting on the performance of all the Municipality projects.

6.3.3. Annual Projects/Programs Reports

The outcomes of all projects implemented within a financial year will be compiled as Municipality annual projects/programs report. The annual reports will among other issues document the resource use and value for money, impacts to the beneficiaries, challenges experienced and lessons to be instituted during the subsequent project implementations.

7. ANNEXTURES

7.1. Sectoral Plans

7.2. Community needs analysis

7.3. Spatial plans