COUNTY GOVERNMENT OF KERICHO



KERICHO MUNICIPAL BOARD

KERICHO MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDeP)

(2024 – 2029)

© DECEMBER, 2024

PREFACE

The Constitution of Kenya (2010) establishes a decentralized system of government with two levels: National and County governments. The Urban Areas and Cities Act (2011, amended, 2019) provides a framework for classifying urban areas. Kericho Municipality was gazetted in 2017, after meeting the criteria for this classification. The municipality has taken steps to develop instruments to guide its operations, with one key initiative being the preparation of the Integrated Development Plan (IDeP). The IDeP for Kericho Municipality addresses significant urban challenges, including rapid urbanization, inadequate housing, informal settlements, lack of infrastructure, and absence of a cohesive growth framework. This plan is a crucial step in ensuring coordinated urban development and provides a model that other municipalities in the county can follow. The preparation process was participatory, involving the public, the County Government, and stakeholders from all sectors of the Municipality. The IDeP aims to guide the municipality's economic, infrastructural, and socio-economic development, aligning with the vision for the County Government of Kericho's transformation. The Municipal leadership is committed to securing funding for its implementation and encourages all stakeholders to support the plan, which is expected to revitalize the municipality by spearheading for sustainable development initiatives.

C.E.C.M- Lands, Housing, Physical Planning, Municipal Administration and Urban Development.

FORWARD

The preparation of the Integrated Development Plan (IDeP) for the Kericho Municipality has been the top agenda of the Board as the IDeP will guide the Municipality Board in discharging its mandate. The IDeP is the blueprint that the board will use to ensure that services are provided to the residents of the municipality. The process of preparation of the IDeP was participatory with the involvement of representation from the public, the County Government and stakeholders from all sectors within the Municipality. I share my sincere appreciation to the Board members and all other stakeholders who ensured the successful preparation of the Plan. I urge all the residents of the municipality to join hands with the board for the successful implementation of programs and projects proposed in the Integrated Development Plan (IDeP).

Chairperson, The Municipality Board of Kericho

ACKNOWLEDGEMENTS

Kericho Municipality wishes to register its appreciation to all those who were involved in the preparation of this Integrated development plan (IDeP). The Team takes this opportunity to specially acknowledge the unrelenting efforts portrayed by all the technical persons who were involved in this noble process of shaping the future of our Municipality.

We are obliged to the Governor, Kericho County, HE. Dr. Eric Kipkoech Mutai for providing great foresight in the entire plan preparation process. Special gratitude is owed to the County Executive Committee Member In charge of Urban Development, Chief Officer lands housing and Urban development, Municipal Manager, Principal Physical Planner, Municipal Planner and all the municipal resource persons more involved towards the successful production of this document.

Mr. Joseph Rotich

MUNICIPAL MANAGER-KERICHO MUNICIPALITY

APPROVAL

NAME CPA PETER KORIR SIGN..... DATE 15.01.2025

Chairperson - Kericho Municipality Board

NAME JOSEPH ROTICH SIGN..... DATE 15.01.2025

Municipal Manager – Kericho Municipality

NAME Jackline Langat SIGN..... DATE 17/01/2025

Chief Officer Lands Housing and urban development

Kericho County Government.

NAME Hon. Jackson Rop SIGN..... DATE 17/01/2025

County Executive Member for Lands Housing and Physical Planning

Kericho County Government.

MANDATE

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve long-term development. Kericho Municipal Integrated Development Plan (IDeP) is an overall framework for development, which coordinates all the spheres of municipality's development sectors (urban economy, urban infrastructure and services, urban housing, urban planning, urban environment, urban agriculture, urban disaster and risk management, urban land, urban governance and urban finance) in a coherent manner in order to improve the quality of life for the residents living in the municipality. Kericho Municipal Integrated Development Plan (IDeP) preparation is part of the municipality board compliance with the provisions of the County Governments Act 2012 (amended, 2020), part IX, Section 104, 105,111 & 112 and the Cities and Urban Areas Act (No. 13 of 2011, amended, 2019).

Kericho Municipality was established through Kericho Municipal Charter which was approved by the County Assembly in June 2018 and assented to by H.E the Governor of Government of Kericho County in 29th December 2019 in line with the Urban Areas and Cities Act (UACA) of 2011, amended 2019. The Municipal Board as per the same Act, Section 20, is obliged to formulate and implement a 5-year Integrated Development Plan.

VISION, MISSION, AND CORE VALUES.

Vision

The vision of the Board and the Municipality is anchored on three pillars. These pillars include infrastructure and service provision, economic development, and good governance. Accordingly, the Board envisages **'A socially-inclusive, green, secure and prosperous municipality with efficient and effective service delivery.'** This vision sums the individual visions that the Board members developed for the three pillars that they believed defined the core mandate of a municipal board.

Mission

The mission of the Board and the Municipality states thus:

'To transparently govern and efficiently manage resources in Kericho Municipality for effective service delivery'

This mission can be revised depending on

Core values

The Board espouses the following core values that it believes will undergird the realization of its vision:

- Transparency and
- Accountability
- Creativity
- Innovation
- Professionalism
- Social inclusion
- Equity and diversity

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1.0. CHAPTER ONE: BACKGROUND INFORMATION

1.1. Overview

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

1.2. Historical background

The origin of the town's name is not clear. One view is that town was home to the region's first public hospital, built by the British at the dawn of the 20th century. With regard to this because of its association to medicine and in the local Kipsigis language is referred to as ―Kericheek‖, the place became Kericho. The view is that the settlers called it ―Kericho‖ instead of the Kipsigis word ―Kericheek‖. Another view was the town was originally home of a medicine man named Kipkerich while another says the town was named after a Maasai Chief, Ole Kericho, who was killed during the 18th century by the Abagusii. The last view was that Kericho was named after an English tea planter John Kerich. Kericho has a layout plan for the old ―Square‖ town boundary. Kericho town is located in the south-west of the country, within the highlands west of The Kenyan Rift Valley. The County is well known for being the producer of the best of Kenyan tea. Some of the largest tea companies including Unilever Kenya, James Finlay and Williamson Tea are based here.

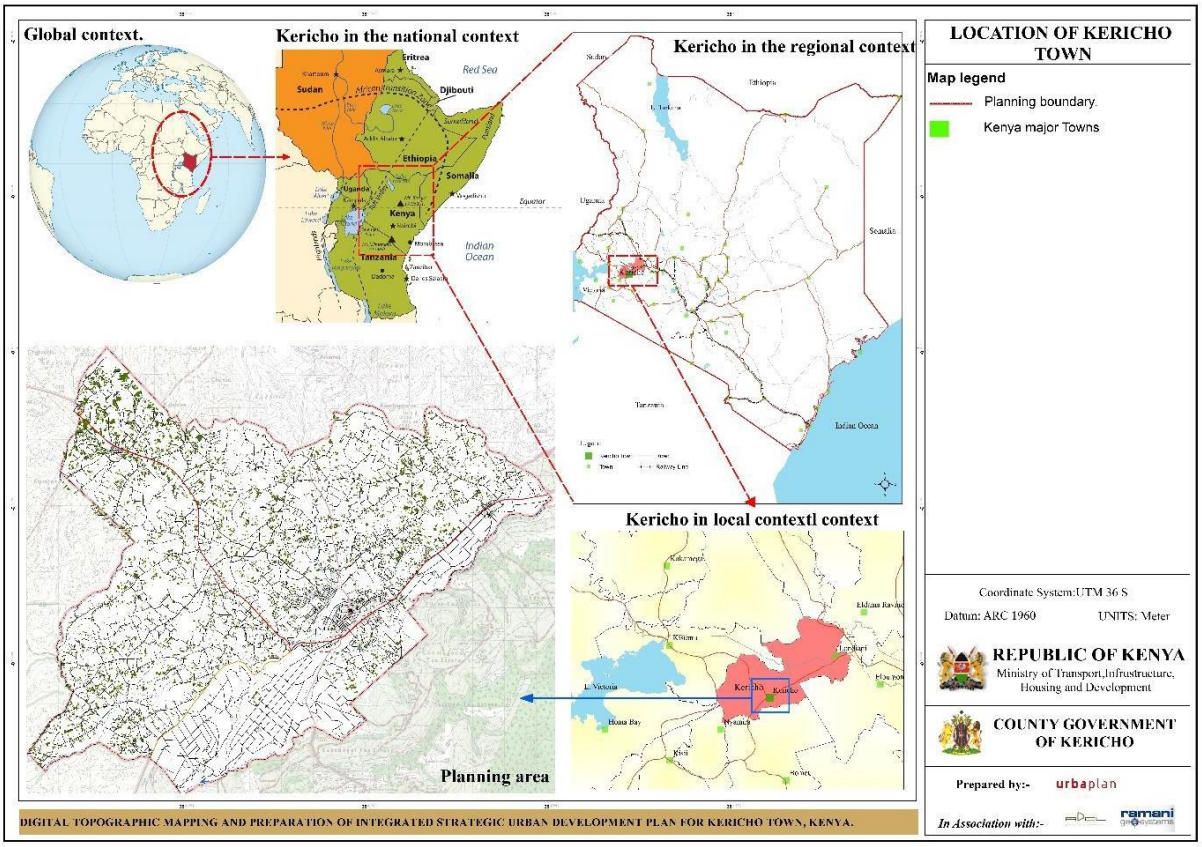
The designed planning area of Kericho Town will cover a total of 111 square kilometres including Kapkugerwet, Ainamoi, Kipchimchim, Kapsoit and Kapsuser. This covers some trading centres but mainly the rural agricultural lands excluding the land under leases to the multinational companies in the area.

1.3. Locational description.

1.3.1. National Context

Kericho County is one of the 14 Counties in the Rift Valley region. It lies between longitude 35º 02‘and 35º 40‘ East and between the equator and latitude 0 23‘ South. The county is bordered by theUasin Gishu County to the north, Baringo County to the northeast, Nandi to the northwest, NakuruCounty to the east and Bomet County to the south. It is bordered to the South West by Nyamira andHoma Bay Counties and to the West by Kisumu County. The county covers a total area of 2,479 sqkm.

Kericho town is located on the South Eastern part of Kenya. It acts as a transit point linking the greater Western Kenya. Its strategic location as a transport node has seen it grow. It has also been a net in-migration node for workers moving into the large tea plantations in the region. Kericho town strategic position gives it a comparative advantage as a key node in the regions development linking to Kisumu, Kisii, Bomet, Kericho among other towns in the region. It is the ―headquarters‖ of tea and positions itself as the driver of this key national sub-sector. It has thus attracted a mix of communities who moved to Kericho to seek employment. This has made Kericho quite cosmopolitan.



Map 1: Regional and National Context

1.4. Physiographic Characteristics.

1.4.1. Relief and drainage

The County altitude ranges between 1400 m and 2800 m above the sea level. The terrain characteristics vary across the whole County with some areas depicting mountainous landforms, hills, depressions, U-V shaped valleys and ridges. As observed, majority of the people occupy the mountainous regions and that is where a lot of human activities take place. The areas with a series of hills otherwise rugged terrain are less habited and are with less human activities although increasing population has forced people to modify the terrain to suit their activities.

The undulating topography and slopes define two drainage basins, Nyando and Sondu River basins. The South Western Mau, Western Mau, Londiani and Tinderet Forest give rise to major rivers in county which include; Chemosit, Itare, Kipsonoi, Timbilil, Nyando and Kipchorian which drains to Lake Victoria through two major river basins.

1.4.2. Climate

Rainfall

Kericho Municipality receives annual average rainfall ranging between 1000 - 2200 mm. It has two rain seasons annually; a long rain season from April to June and a short rain season from October to December. The variations in rainfall are mainly determined by the altitude. Rainfall is relatively well distributed throughout the year except for the short dry season in January and February.

Temperature

The County experiences moderate average temperatures of 17^{0}C and low evapotranspiration rates. The temperature ranges between 10^{0}C on the maximum as indicated in the Figure below.

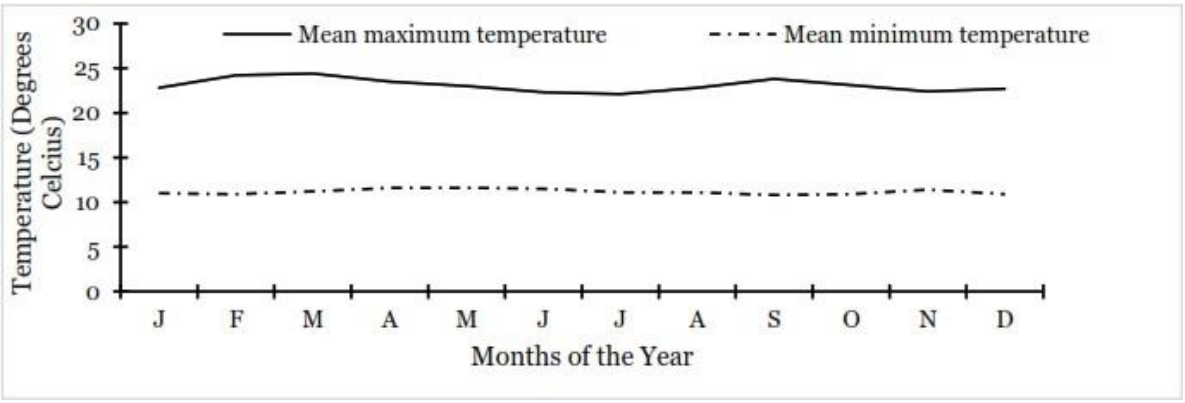


Figure 1. Temperature

1.4.3. Soil and Geology

Soil

Kericho county lies in the Lake Victoria Basin. Its geology is characterized by faulting and volcanic activities which influences the soil pH that ranges from 4.5 to 7.5. These soils are fertile and support a range of crops that put the County among the top agricultural counties in the country. Kericho Municipality is endowed with well-drained soils along the tea growing zones and the outskirts of the town characterized by deep soils with varied soil texture favouring sugar and coffee as cash crops.

Geology

The Kericho plateau forms the central part of the County sloping gently from 2500m to about 1800m. The County has a solid geology consisting of tertiary lavas extruded in a westerly and south-westerly direction from the Rift Valley faults in early Miocene times. They are noted for the number and thickness of their beds, their freedom from interbedded pyroclastic material and their low angle of dip (Ekirapa A.E., 1996). These phonolite lavas are remarkably uniform in composition and are reported to be free from fissures due to the lack of subsequent tilting. They weather into deep stone-free soils, heavily leached and uniform in physical structure to a depth of 6m. It is predominantly underlain by tertiary lavas and intermediate igneous rocks. A small part of the County is dominated by undifferentiated basement system rock, volcanic ash mixture and other prolific rocks. The hilly nature in some parts of the County predispose such places to soil erosion but minimized by the presence of a dense vegetation cover, except in areas like Sigowet, Chilchila, Kunyak and Koitaburot where vegetation cover has been hugely cleared.

1.4.4. Population and Demographic Characteristics

According to the 2019 Kenya Population and Housing Census Report by KNBS, the County's population was 901,777 persons comprising of 450,071 males and 451,008 females and 28 intersex, representing 49.91% male and 50.01% female.

Population Size and Composition

In 2019, Kericho Municipality had a core-urban population of 53,800 of which 25,631 were female and 28,169 males. The population is projected to be approximately 61,810 by 2027.

Urban Area	Census 2019		2022 (projection)		2025(projection)		2027(projection	
	M	F	M	F	M	F	M	F
Kericho Municipality	28,169	25,631	26,674	27,000	31,259	28,443	32,363	29447

Table 1. Population Size and Composition

1.5. Social Economic Development

1.5.1. Trade, Commerce and Banking

Formal commercial Activities

Kericho municipality is characterized by both formal and informal commercial activities. The formal sector is mainly anchored in Kericho town which acts as both the County headquarters and the main commercial hub. With the benefits of agglomeration, Kericho town edges out the other towns within the County to place itself in competition with other regional towns such as Kisii, Nakuru, Nandi, Kisumu, Narok and Bomet. This sector is dominated by banking and financial businesses, retail shops, wholesalers distributors, shopping malls, entertainment spots, restaurants, Agro and light industrial activities.

Town	Banks	Microfinance
Kericho	• Kenya Commercial Bank (KCB) • National Bank • Equity Bank • Cooperative Bank of Kenya • Access Bank • Diamond Trust Bank • Sidian Bank • Stanbic Bank • NCBA Bank • I&M Bank	• Highland Sacco • Kipsigis Sacco • Simba Chai Sacco • Ndege Chai • KWFT • Imarisha Sacco • Tengecha Sacco. • Setyon sacco

Table 2. commercial Activities.

Informal commercial Activities

Informal commercial enterprises such as juakali industry, informal markets, timber industry, garages, vending etc. contribute to the economy of the Kericho Municipality in a broad way. These enterprises are well established in the urban areas and the market centres and are demand driven. Proper measure need be put in place by the municipal council to provide a business-friendly environment that will enhance sustainable development and improve revenue collection.

1.5.2. Urban Agriculture

Tea Production

Kericho is endowed with good climate which supports a vibrant tea growing and processing industry. Several multinational companies have long term leases which facilitate the development of tea industry. The tea sub-sector within Kericho County is dominated by production of tea on farms owned by the multinational companies who grow and process the tea, grade the product in readiness for auction which is done in Mombasa. Besides the multinationals, KTDA has empowered local peasant farmers to grow tea which they market through factories owned specifically by KTDA for that purpose. KTDA has also invested in effective and efficient tea leaves collection points located close to the farmers. Income generated from wages and salaries of tea factory works (both multinational and KTDA) and income periodically paid to the farmers has created a good effective demand which supports commercial and farmers businesses. The farmers can afford and able to buy their household assets from these resources. The Kenya Tea board pays annually cess to the County of Kericho.

1.5.3. Industrial Sector

Kericho has investment mainly in the tea industry with sugar and coffee industries coming up. Industrial land makes up about 5% of the developed land located mainly in the old parts of the CBD. The plan proposes to increase land for industry to 22.5 ha.

Light Industry

These are industries such as furniture and shoe making, repair, tailoring, flour milling, Jua kali fabrication, crafts and mechanic repairs among others. They are located mainly in the areas abutting the Kericho Stadium and Municipal Market. This area also extends to the river Donyosoyiet. There are a number of residential flats that are being put up competing with these SMEs effectively pushing them out of this prime location. The minimum plot size proposed under light industries is 0.05ha put up in a complex of Light Industry zone. The total land required is 0.5ha distributed across the town with some attached to the neighborhood commercial area. These industries will continue as part of mixed use in the current and extended locations.

Medium and Heavy Industry

Some medium industries already exist within the town. These are mainly saw-milling factories and pole treatment plants at Brooke, Kapsuser and Kapsoit areas. It is proposed that such other agro based industries be provided for targeting agroprocessing and be located within the nodes and also the urban core. The minimum plot size for heavy industry is 2ha. This will require 2ha for such development. These should be linked to the vibrant dairy, fruit (bananas, avocados as well as pineapples) and vegetable production in the urban hinterland. This shall include revival of the milling factory at Kapsoit to produce livestock feed. It is proposed that three sites be provided in the nodes to cater for such industry. This will require a total of 20 Ha banked for such investors.

1.6. Health and Education Services

1.6.1. Health Services

Kericho is served by a number of public health facilities including Level V Hospital, health centres and dispensaries. Further, there are privately owned chemists and pharmaceutical establishments. Kericho is being served by both private and public health facilities. All these facilities serve the residents of kericho and other areas at large. These facilities include:

a) **Kericho County Referral Hospital:** The main public hospital providing a wide range of medical services.
b) **Siloam Hospital:** A private hospital offering general medicine, surgery, and pediatrics.
c) **South Rift Hospital:** Another private hospital providing comprehensive healthcare services.
d) **Bliss GVS Health Care:** A medical clinic offering consultations, laboratory tests, and minor surgeries.

In addition, there are numerous smaller clinics and dispensaries throughout the town providing primary healthcare services.

1.6.2. Education

Current Status

The guidelines for education facilities by the Physical Planning Handbook allow for gross estimation of education numbers needed.

Facility	Population Catchment	Demand 2037	Existing	Additional
ECD	3500	88		
Primary School	3,500	88	42	46
Secondary School	8,000	38	18	20
College	500,000	1	5	-
University	1,000,000	1	1	-

Table 3. Existing Education facilities.

Within the town the existing education facilities are as follows:

- Primary schools: 17 private and 25 Public.
- Secondary Schools: 18.
- Colleges: 5.
- University: 1 public and 2 private.

Population rise will impact on the demand for more learning infrastructure. This will cut across all levels of education including early childhood development, primary, junior and senior secondary levels. Based on the population projection, the urban plans should anticipate increased demand on education facilities and infrastructure and make requisite provisions. In addition to standard classrooms, the education institutions will need laboratories for science and technical skills. Plans for tertiary education should include emphasis on the new education policy which emphasizes technical training.

One of the major issues raised during the study was scarcity of qualified teachers at all levels of education. This is in spite of the fact that many people graduate from universities each year. There is therefore need to review teacher employment/deployment policy to ensure schools are well staffed with qualified teachers to ensure quality education.

1.7. The state of security within the municipality

Kericho has a well-established central police station in the CBD. This provides services and administrative control for the various police posts established within the town and beyond. However there is need for establishment of police station in all the three nodes to provide a comprehensive network of police service. This is supplemented by the administration police service.

1.8. Emergency services and disaster management

With the growth of an urban area fire hazard assumes grand proportions since the density of structures and value of property keeps rising. Kericho has a Fire Brigade. However the equipment is not responsive to the rapidly growing town. There are no functional fire hydrants which would be useable in case of fire emergence especially in the CBD. This is an area where there is need for comprehensive investment. There are no fire stations in the nodes and that would be necessary if this area were to develop as key components of the town. There is also need to provide fire hydrants at regular intervals across the town.

1.9. Recreation and Social Development Centres

Kericho Stadium is in poor state of repair. The Juakali traders have invaded the parking and surrounding area and most facilities are in disrepair. The Golf Course right in the centre of the town does not serve ordinary people. Kericho Town is therefore in dire need for more recreation space to benefit the majority of residents.

There is no functional community social hall. There is one bus park to the North West of CBD which is highly congested and also invaded by traders and hawkers. There is a public cemetery in the town.

1.9.1. Libraries

Kenya National Libraries has constructed a public library right in the centre of town. There are no other community library facilities. The public documentation centre is found in the government offices.

1.10. Land Tenure

Land use in the larger Kericho County is extensively cropped with 80% of the land being utilized for commercial crops (tea,sugar,coffee)and mixed farming including food crop plantation (maize, beans and vegetables). Livestock keeping is also dominant in the area. These features are also notable in the areas surrounding Kericho town. Land use is a major link factor between the social and development on the one hand and environment conservation among other aspects.

The average land holding size in the county is 0.9 ha. for the small holders and 14 ha. for large scale holders. The large-scale holders are mostly the multinationals which utilize the land for tea and flower farming. Small scale farms are under food crop and livestock production.

Landlessness within the county remains an issue that requires immediate attention. The Laibon community is an example of people who until late 2012 were without land. The Nubians, who are concentrated mostly within Kericho Town, are equally affected. These groups are facing major socioeconomic challenges as a result of the shanty structures that they live in and the lack of land to farm. The Laibon who were issued with allotment letters require title deeds in order to allow them fully utilize their land.

1.11. Housing

Housing is an integral element of a nation‘s economy. Its backward and forward linkages with other parts of the economy closely bond people‘s needs, demands and social processes with the supply of land, infrastructure, building materials, technology, labour, and housing finance. These linkages allow housing to act as an important engine for sustainable development and poverty reduction in both society and the economy. Operating within an overarching governance framework, defined by institutional and regulatory

systems that enable society to build homes and neighbourhoods, housing has an inescapable physical manifestation through the building of houses, dwellings, shelter, accommodation, site & services and/or residential units. Without a functioning housing sector, urban centres cannot be established or developed. A functioning housing sector offers appropriate, affordable housing and sustainable patterns of urbanization - which are critical for the future of our ever-urbanizing planet.

1.12. Water Supply

The Existing Kericho Water Supply System is designed to cover an area of approximately 126 km2 comprising of Kericho Municipality (111km2) and parts of the adjoining peri urban and rural areas. The System was first developed in the 1930s. It has since been expanded in the 1950s, 1970s and most recently in 1989 – 1991. The existing Water Supply System is designed to serve the Year 2005 population of the present service area.

1.12.1. Timbilil Treatment Facility

Kericho Town's Water Supply and Sanitation Systems are presently operated and managed by the Kericho Water and Sanitation Company Ltd. (KEWASCO). KEWASCO is a private commercialized company established under the company's Act CAP 486, Laws of Kenya and wholly owned by the County Government of Kericho.

The company was incorporated in October 1997. It has been contracted by Lake Victoria South Water Services Board to operate and manage Water & Sanitation Services within Kericho Municipality, an area of 111km^2 The Timbilil System was commissioned in 1991 and is in generally in good operational condition. However most Treatment Works structures require rehabilitation, specifically relating to repair works of concrete surfaces affected by chemical attack (alum, soda ash and chlorine) so as to ensure the economic operational life of the structures is achieved (at least 50 years for concrete structures).

1.12.2. Kimugu Treatment Facility

The Kimugu System is the oldest Water Supply System serving Kericho. It was initially developed in the 1930‘s and expanded in 1950‘s and 1970‘s. The System is only operated during dry periods when there is substantial reduction in flow in the Timbilil River. The Intake and Treatment Works are located within Kericho Town CBD (Central Business District). Water produced from the Kimugu System is pumped into a Storage Tank within Kericho Town. In addition to being a pumping system resulting in high operation costs, the Kimugu Works are in a very dilapidated state due to age and poor maintenance.

1.13. Environmental Sensitive Areas

Environmentally sensitive areas in Kericho include Donyosoiyet Wetland system which is a major feature running through the immediate northern edge of the CBD in a valley between the CBD and a highly populated informal estate of Nyagacho (Motobo), Kimugu River system flowing East – West along the immediate Southern edge of the CBD. With its source in the Mau Hills, the river is a source of water for high populations within and downstream of Kericho Town. While appreciating that it has not been adversely affected by urban development, it is at risk in future growth of the town compromising its suitability for social and economic use. Kimugu River also contributes to the water supply of Kericho town. There areas with steep slopes which include the eroded sections along Donyosoiyet wetland (with upto 15% incline), steep slopes along Kimugu River (with between 7 –10%), habited slopes on both sides of Kapsoit market (mild slopes of between 5 – 7% and the western side of Kapsuser market (with the steepest sections being upto 15%).

Kericho Town has public green areas set out for public recreation and rest places. Among them include Uhuru and Moi Gardens. The areas provide social values to the residents as well as climate and aesthetic moderations of the town as opposed to ―Concrete Features‖ all around. These areas should be enhanced as well consider creating the same in the satellite towns (Kapkugerwet, Kapsuser and Kapsoit markets).

Tea Estates within and around Kericho Town are not only commercial land use but may also be viewed as a landscape feature unique to the town (and the county in general) that should be conserved. The features may also have a touristic value for the town and the county in general. Waste management and disposal sites (including solid waste disposal locations and wastewater treatment plants) are sensitive zones due to the associated environmental and public health linkages. While the sewage treatment works are defined, it is not clear what ultimate locations are currently earmarked for solid waste disposal. The proposed location(s) need to be delineated as sensitive areas for appropriate management with respect to neighbouring land use features, environmental features and overall people welfare.

1.14. Governance

1.14.1. Legislative and Political Structure

The County Assembly is instrumental in the planning process as they are charged with the task of approving plans and policies to enhance smooth operation and management of resources. Through policies recommended in the plan, they may as well enact by-laws to further guide development. The county executive goes ahead to implement the plan through proposed programs and projects.

1.14.2. Judicial Structure

Judicial functions are fundamental in the governance of jurisdictions. The Kericho Law courts housed within the municipality serves this critical purpose in pursuit of justice. Law and order within the town area as typically maintained by police with various police stations

1.14.3. Administrative System

Devolution involves distributing power and resources to the various levels of government. The Kericho Municipality falls within 11 wards. All these administrative units are governed by administrators who take part in is the actual management of power and policy within their jurisdictions. The plan preparation entails a spatial scope ranging from the Ward level to the sub-location level. Consequently, public participation through stakeholder

meetings and administration of household questionnaires involved citizens up to the sub-location/village level.

1.15. Transport and infrastructure

The national road network is managed by the national government through four different authorities: the Kenya National Highways Authority (KeNHA), the Kenya Rural Roads Authority (KeRRA), the Kenya Urban Roads Authority (KURA) and the Kenya Wildlife Service. Their mandate, as defined in the Kenya Roads Act 2007, is the management, development, rehabilitation and maintenance of different kinds of roads as below:

- **KeNHA** is a state corporation responsible of international trunk roads linking centres of international importance and crossing international boundaries or terminating at international ports(Class A road), national trunk roads linking internationally important centres (Class B roads), and primarily roads linking provincially important centres to each other or two higher-class roads (Class C roads). In undertaking this mandate, the Authority propels the country to achieve its infrastructure goals espoused in the vision 2030.
- **KeRRA** is a state corporation responsible of the rural road network in the country. KeRRA is responsible for the management, development, rehabilitation and maintenance of rural roads (D, E & Others).
- **KURA** is responsible of all public roads in the cities and municipalities in Kenya except where those roads are national roads.
- **KWS** is mandated with the management of roads in national parks, game parks and national reserves. Roads under KWS mandate are therefore out of scope of this project.

The delineated planning area for Kericho Town has a total road network of approx. 256.5 km as indicated in the table below.

Road Surface Type	Road Length (km)
Paved	36.9
Gravel	162.8
Earth	56.8
Total	**256.5**

Table 4. Road surface type.

The categories of classified roads in the planning area as well as the corresponding lengths are shown below

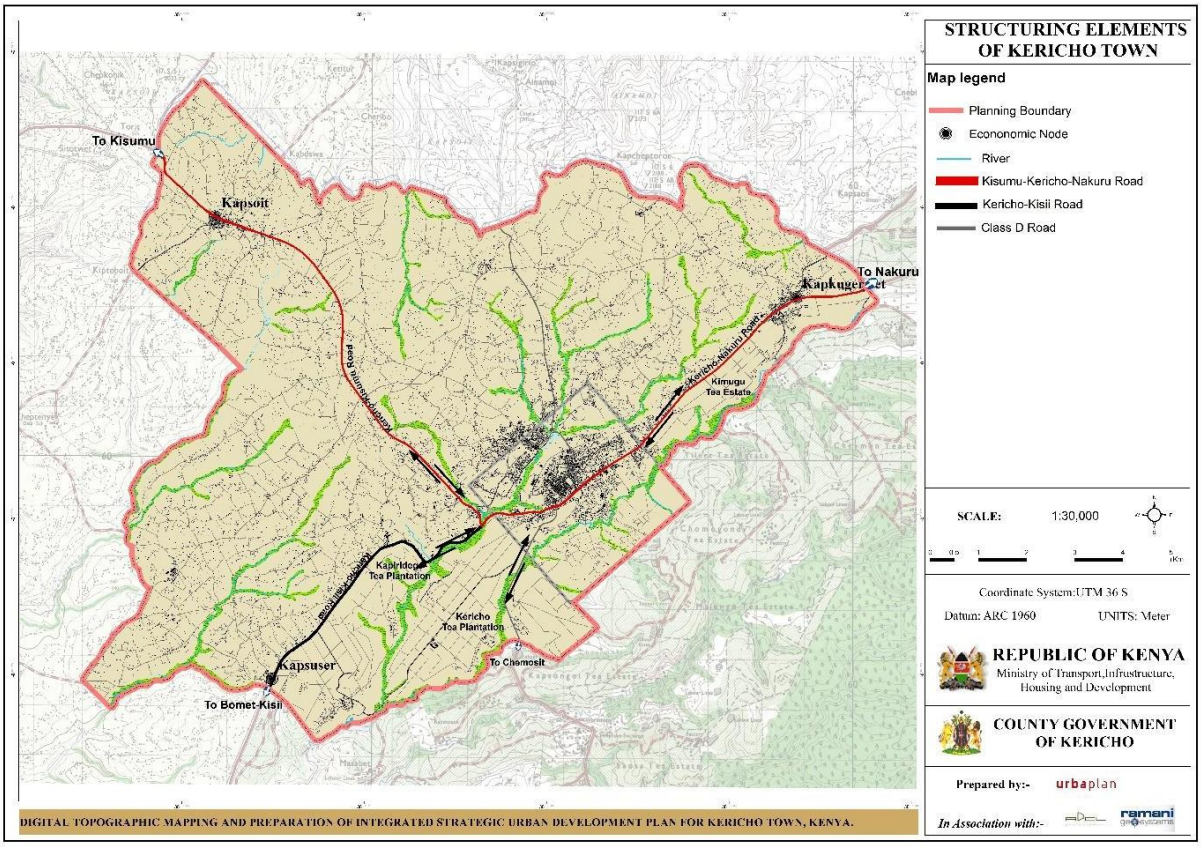
Road Class	Road Length (km)
Class B	10.6
Class C	33.8
Class D	22.5
Class E and below	189.6
Total	**256.5**

Table 5. Road Class classification

All paved roads are engineered to meet design standards relevant to class of road including the road reserves and road widths. However, approx. 60% of the earth roads and 34% of gravel roads (by length) have road reserve widths of less than 6m, most with overgrown hedges barely allowing for two vehicles to pass.

CBD roads

In the CBD, roads are not very wide and most of the space is allocated mainly to the motorized traffic. There is a lack of a continuous network layout for pedestrians as some of the roads are not equipped with sidewalks or where provided they are occupied for other uses, e.g. display of wares on sale. The junctions between the main roads in the CBD are roundabouts; the less important junctions are simple crossroads. Some of the roads provide parking spaces on the sides.



Map 2: Connectivity of the Municipality

2.0. CHAPTER TWO: LEGAL AND POLICY FRAMEWORK

2.1. IDeP Linkages with Policy Framework.

The Integrated Development Plan (IDeP) was prepared according to the following policy frameworks;

2.1.1. Sustainable Development Goals, 2015.

The Sustainable Development Goals (SDGs) were formulated to build upon and replace the Millennium Development Goals (MDGs) whose time elapsed in 2015 since they were adopted in 2000. SDGs are universal and are to be applied in both developed and developing countries. However, different countries have different ambitions and goals depending on different challenges different countries face coupled with the different priorities different countries have. The goals provide a framework for zero poverty (SDG 1), zero hunger (SDG 2), universal healthcare and quality education (SDG 3 and 4) respectively, curbing inequality of all forms, be it gender-based or within and among countries (SDG 5). Availing reliable and sustainable energy (SDG 7), building resilient and sustainable infrastructure (SDG 9) as well as ensuring sustainable management of water and sanitation (SDG 6) form the basis for the sustainable development goals. The goals also aim to achieve sustained economic growth (SDG 8), make Cities and human settlements inclusive, safe, resilient and sustainable (SDG 11) and finally protect, restore and promote sustainable use of terrestrial ecosystems by managing forests, combating desertification, reversing land degradation and halting biodiversity loss (SDG 15).

The plan has formulated economic investment strategies that will help in alleviating poverty and improve standards of living in Kericho municipality through their implementation. These strategies are based on local opportunities and the strengths of the municipality. They will not only improve standards of living but also help stimulate economic developments, attract investment and generate employment opportunities for the residents of Kericho municipality.

2.1.2. The New Urban Agenda, 2016

The New Urban Agenda, adopted at Habitat III in Quito, Ecuador, on 20 October 2016, presents a paradigm shift based on the science of cities and lays out standards and principles for the planning, construction, development, management and improvement of urban areas.

The New Urban Agenda is intended as a resource for different actors in multiple levels of government and for civil society organizations, the private sector and all who reside in urban spaces of the world. The New Urban Agenda highlights linkages between sustainable urbanization and job creation, livelihood opportunities and improved quality of life, and it insists on incorporation of all these sectors in every urban development or renewal policy and strategy.

The New Urban Agenda works as an accelerator of the Sustainable Development Goals (SDGs), particularly SDG 11– Make cities and human settlements inclusive, safe, resilient and sustainable – to provide a comprehensive framework to guide development approaches in Kericho Municipality. Cognizant of the fact that 95 per cent of the urban growth will be in the developing world, Sustainable Development Goal 11 sets targets and defines indicators to measure progress and growth.

2.1.3. African Urban Forum, 2024

The forum held at the Adwa Museum, Addis Ababa, signaled a significant advancement in Africa's journey towards sustainable urbanization. It also underlined urbanization as an imperative for sustainable and resilient development in Africa.

Key outcomes of the forum included the launch of the Africa Urban Resilience Programme (AURP), which focuses on building climate-resilient cities, and the adoption of an African Union Declaration on Sustainable Urbanization, laying the foundation for future urban policies. The forum also provided a space for in-depth discussions on financing mechanisms, inclusive urban policies, and capacity-building for local governments and urban planners.

Networking sessions resulted in new partnerships and investments, enhancing African cities' capacity to implement sustainable urban solutions.

Moving forward, participating countries will develop action plans aligned with the African Union's declaration, while sustaining the efforts to secure funding and building capacity through workshops and trainings.

The African Urban Forum has set the stage for a transformative approach to urbanization, paving the way for ensuring that future African cities are inclusive, resilient, and sustainable.

2.1.4. The National Spatial Plan, 2015-2045

The Plan culminates in a National Spatial Structure that provides a spatial illustration of all national projects and proposes policies and measures for socio-economic development. In addition, it provides an implementation framework to guide the realization of the proposals therein. The preparation of the Plan comes at a time when the country is involved in many initiatives aimed at transforming the country into a globally competitive and prosperous nation. The National Spatial Plan details out the national vision that will guide the long-term spatial development of the country for a period of 30 years. It covers the entire territory of Kenya and defines the general trend and direction of spatial development for the country. It aims at achieving an organized, integrated, sustainable and balanced development of the country by providing a framework for better national organization and linkages between different activities within the national space. Further, the Plan supports the implementation of strategic national projects specifically the flagship projects spelt out under Kenya Vision 2030 by indicating their spatial locations and providing a framework for absorbing the spatial impacts of these projects. It provides a coordinating framework for sectoral planning which has been lacking in the country and aims to address the disconnect that has existed for a long time between physical and economic planning. This is expected to result in more prudent use of the country's scarce resources by providing a platform for prioritization of programmes and projects within the implementation mechanism.

2.1.5. The Kenya Vision 2030, 2008

The Kenya Vision 2030 is a long-term development blueprint for the Country. It seeks to transform Kenya into an industrializing, middle-income country providing a high-quality life to all its citizens by the year 2030. It is founded on three pillars i.e. the economic, social and political pillar. The economic pillar aims at raising Kenya's GDP to a sustained growth rate of /10% per annum. The social pillar targets at making the country a just and cohesive society with social equity, clean and secure environment. The political pillar seeks to structure Kenya's political system into one that is democratic with the rule of law that protects individuals' rights and freedoms. The strategy gives priority to investment in infrastructure through establishing a firmly interconnected network of roads, water, sanitation and telecommunication. It seeks to promote environmental conservation to support economic developments as key to and achievement of the millennium development goals. The strategy recognizes that 50% of the Kenyan population will be urbanized by 2030 and thus the need to plan for decent and high-quality urban livelihoods. It advocates for an adequate and decently housed nation in a sustainable environment. The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme, covering all the regions of Kenya, and aiming to achieve an average Gross Domestic Product (GDP) growth rate of 10% per annum. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The political pillar aims to realize a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society. The plan preparation was guided by the three pillars and strategies as stipulated in the Kenya Vision 2030.

Medium Term Plan

The Kenya Vision 2030 is phased out to be implemented in successive five-year Medium-Term Plans (MTP). The first plan covered the period 2008-2012. The Medium-Term Plan (MTP 2013- 2017) is the second in a series of successive 5-year plans under which the Kenya Vision 2030 is to be

implemented. The second MTP 2013-2017 draws on lessons learnt in implementing the first MTP. It seeks to implement the flagship projects identified under Vision 2030 over the five-year period together with incomplete flagship and other projects and programs in the previous Medium-Term plan. It takes due cognizance of the devolved structure of government following promulgation of the Constitution of Kenya 2010.

The plan formulates municipality economic development strategies, infrastructural development strategies and municipal proper governance structure in line with the three pillars and strategies as stipulated in the Kenya Vision 2030.

2.1.6. The National Urban Development Policy (NUDP) (Sessional Paper, 16, 2016)

The NUDP seeks to create a framework for sustainable urban development in the country and addresses the following thematic areas: urban economy; urban finance; urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and marginalized and vulnerable groups. NUDP is guided by the Constitution of Kenya 2010, notably clauses 184 and 176 (2) that provide for the regulation of urban areas and cities, clause 200 (2), which outlines the governance of the capital city, other cities and urban areas and Vision 2030, which calls for a nationwide urban planning and development campaign. The plan preparation was guided by the National Urban Development Policy (NUDP) guidelines.

2.1.7. The National Land Policy, Sessional Paper No. 3 of 2009

The National Land Policy advocates for sustainable land use which is also the goal of the plan. This has been achieved through prudent allocation and distribution of land uses. The policy notes that 75% of the national population lives in a medium to high potential agricultural areas and hence the challenge of balancing urban development with the preservation of agricultural land. The policy thus proposes development control as a tool in ensuring equitable

and sustainable use of land. The policy recognizes land use planning as a tool in land use management which can address the current challenges and create new opportunities for sustainable human settlements. The provisions of this policy informed the plan strategies. Development strategies, guidelines and regulations concerning the environment, housing, transportation, economy, environment, agriculture among other sectors were developed. These guidelines will act as the development control instruments to be used by the relevant agencies to ensure equity and sustainable land utilization.

2.1.8. National Land Use Policy, 2017

The Constitution of Kenya 2010, Kenya Vision 2030 and the Sessional Paper No. 3 of 2009 on National Land Policy all justify the formulation of a framework for effectively addressing the challenges related to land use. It is in response to this call that the National Land Use Policy was developed, incorporating all activities that have an impact on the use of land and its resources. The overall goal of the National Land Use Policy is to provide legal, administrative, institutional and technological framework for optimal utilization and productivity of land related resources in a sustainable and desirable manner at national, county and community levels. The Policy is premised on the philosophy of economic productivity, social responsibility, environmental sustainability and cultural conservation. Key principles informing it include efficiency, access to land use information, equity, elimination of discrimination and public benefit sharing. The National Land Use Policy seeks to balance different, yet related, concerns such as food security, human settlements, environmental protection and climate change; and other economic pursuits. The policy takes cognizance of social, cultural, economic, political and spatial dimensions of development. The plan preparation was guided by the national land use policy to prepare the municipality environmental protection strategies, agriculture improvement strategies and the housing strategies.

2.1.9. National Housing Policy, Sessional Paper No.3 of 2004

This policy recognizes land use planning and management as a critical input in housing provision. It recognizes that land - related matters have deep socio-economic and political impacts. It also recognizes that the lack of comprehensive land use planning and management is what has led to substandard settlements with inadequate infrastructure, services and open spaces. The IDeP considered those aspirations by providing a framework for provision of basic facilities and services.

2.1.10. Integrated National Transport Policy, 2012

This policy paper is anchored on 'Moving a Working Nation'. It identifies challenges besetting the transport sector in Kenya as a whole. However, since the policy's vision is to achieve an integrated transport system, the plan has proposed various measures that will open up the transportation sector in a way of achieving an efficient transport system for the area.

2.1.11. Poverty Reduction Strategy Paper (PRSP), 2005

The PRSP outlines priorities and the necessary measures for poverty reduction and economic growth. It identifies measures geared towards improved economic performance and priority actions that will be implemented to reduce the incidences of poverty among Kenyans. The strategy gives measures to alleviate poverty as one of the outputs is an Economic recovery strategy. The plan formulated various economic strategies that will help in poverty alleviation and steer the economic performance of the municipality.

2.2. IDeP Linkages with Legal Frameworks

The Kericho Municipality Integrated Development Plan 2024-2029 was prepared in accordance with the following laws:

2.2.1. Constitution of Kenya, 2010

The Constitution of Kenya, 2010 is the supreme law of Kenya. It has created a two-tier system of governance, the National Government and the County Governments. Currently, Kenya has successfully devolved most of the functions of the previously centralized administration to the county governments. The fourth schedule of the 2010 Kenyan Constitution highlights the functions of the county governments, planning and development being one of them. Article 66 of the Constitution gives the conditions under which regulation on land use and property may apply; these include among others land use planning. This implies that land use planning will be used by the state as a tool for land use regulation. Thus, this provides a better foundation for the proper management of land. Article 67 provides for the establishment of the National Land Commission; among its functions will be to monitor and have oversight responsibilities over land use planning throughout the country.

The preparation of the Kericho Municipal Integrated Development Plan took 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 that are devolved which the plan focused on included public amenities, fire and disaster management services, and urban infrastructure services among others.

2.2.2. Urban Areas and Cities Act, 2011 (amended, 2019)

The Urban Areas and Cities Act implement article 184 of the Constitution of Kenya; which talks about urban areas and cities. The article states that the National legislation will be responsible for the governance and the management of urban areas and cities. The Municipality Board as per the Act, Section 20, is obliged to formulate and implement a five-year Integrated

Development Plan. The municipality IDeP was aligned to the development plans and strategies of the county governments as per Section 37 (1) of the Act. The third schedule of Urban Areas and Cities Act, Section 38 provides for the preparation of the Integrated Development Plan while Section 40 states the contents of an Integrated Urban area Development Plan as:

i. A vision for the long-term development with special emphasis on most critical development needs
ii. An assessment of the existing level of development
iii. The determination of any affirmative action measures to be applied for inclusion of communities which do not have access to basic services
iv. Development priorities and objectives, including economic development objectives and community needs
v. Development strategies aligned with any national or county sectoral plans
vi. A spatial development framework including the provision of basic guidelines for land use management system within a municipality
vii. Operational strategies of the Municipal Board
viii. Disaster management plans
ix. A regulated municipal agricultural plan
x. A financial plan, which include budget projection for at least the next three years
xi. The key performance indicators and performance targets

The Kericho Municipality will operate within the framework of the prepared integrated development plan as per section 36(1). The Plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions as specified in section 36, subsection (1) and (2).

2.2.3. County Government Act, 2012 (amended, 2020)

The County Government Act is an Act of Parliament that gives effect to Chapter Eleven of the Constitution of Kenya, 2010; which provides for County Governments' powers, functions and responsibilities to deliver services and connected purposes. County planning is included in Part eleven of the Act. Section 104 states that a County Government shall plan for the County and no Final Draft Kericho Municipality 2024-2029 Integrated Development Plan 15 public funds shall be availed without a planning framework developed by the county executive committee and approved by the county assembly. It also states that the county development framework shall integrate economic, physical, social, environmental and spatial planning. Section 107 outlines the types of plans to be prepared by the County Governments as: five-year County Integrated Development Plan, County Sectoral Plans, County Spatial Plan; and Cities and Urban Areas Plans as provided for under the Urban Areas and Cities Act, 2011(amended, 2019). It provides for the integration of economic, physical, social, environmental and spatial planning. Section 107 (2), states that this plan "shall be the basis for all the budgeting and spending in a county".

2.2.4. Physical and Land Use Planning Act, No. 13, 2019

The Act aims at developing a sound spatial framework for co-existence through plan proposals that enhance and promote integrated spatial physical development of social – economic activities within the locality.
Part four of the act focuses on Development control.

Section 55, highlights the objectives of development which includes,

a) To ensure orderly physical and land use development;
b) To ensure optimal land use;
c) To ensure the proper execution and implementation of approved physical and land usedevelopment plans;
d) To protect and conserve the environment;
e) To promote public safety and health;
f) To promote public participation in physical and land use development decision-making;

g) To ensure orderly and planned building development, planning, design, construction, operation and maintenance; and
h) To promote the safeguarding of national security.

2.2.5. Environmental Management and Coordination Act (EMCA) of 1999, (2015 amended).

Part II of the Act states that every person in Kenya is entitled to a clean and healthy environment and has the duty to safeguard and enhance the environment. Part VIII, Section 72, prohibits discharging or applying poisonous, toxic, noxious or obstructing matter, radioactive or any other pollutants into aquatic environments. Section 74 demands that all effluent generated from the sources are discharged only into the existing sewerage system upon issuance of the prescribed permit from the local authorities (preceded the County Governments) (Government of Kenya, 1999). The provisions of this Act were anchored in the environmental protection strategies.

2.2.6. Water Act, 2016

This is an Act of Parliament that provides for the management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water. Further, it provides for the regulation and management of water supply and sewerage services. The IDeP was prepared in accordance to the regulations and management as stipulated in the act. (Government of Kenya, 2016).

2.2.7. Public Health Act, Cap 242 (Revised Edition 2012 [1986])

This is an Act of Parliament that makes provision for securing and maintaining the public health. It sets standards to be observed by people who wish to carry out trade in foodstuffs and the conditions under which the trading should be done (Government of Kenya). The provisions of this Act guided the preparation of the Integrated Development Plan.

2.2.8. The Public Finance Management Act, 2012

This is an Act of Parliament to provide for the effective management of public finances by the National and County Governments; the oversight responsibility of Parliament and county assemblies; the different responsibilities of government entities and other bodies, and for connected purposes. Section 125 of the act stipulates the budget process for County Governments in any financial year. The Integrated Development Plan was prepared in accordance with Article 220(2) of the 2010 Constitution that includes:

i. Strategic priorities for the medium term that reflect the county government's priorities and plans
ii. A description of how the County Government is responding to changes in the financial and economic environment
iii. Programmes to be delivered with details for each programme of;
    a. The strategic priorities to which the programme will contribute.
    b. The services or goods to be provided .
    c. Measurable indicators of performance where feasible.
    d. The budget allocated to the programme
iv. Payments to be made on behalf of the county government, including details of any grants, benefits and subsidies that are to be paid.
v. A description of significant capital developments
    a. A detailed description of proposals with respect to the development of physical, intellectual, human and other resources of the county, including measurable indicators where those are feasible
    b. A summary budget in the format required by regulations
    c. Such other matters as may be required by the Constitution or this Act This plan has been prepared in tandem with the requirements of the PFM Act, 2012.

2.3. IDeP linkages with County Government documents

2.3.1. Kericho County Spatial Plan, 2017-2027

The Kericho County Spatial Plan (2017-2027) was approved by the County Assembly in the year 2018. It provides for the optimal allocation and use of resources. It also sets policies on land use, development and protection of land in the county and directs the acceleration of sustainable economic growth and equitable development in a unified regional framework for the people of the County. The plan also contains, as per the relevant statutes, strategies that form the basis for provision of social and physical infrastructure, environmental conservation, development of sustainable human settlements, agriculture, economic and industrial development. This framework forms the basis for the County government's land use management system and other land uses through broad zoning regulations.

2.3.2. Kericho County Integrated Development Plan, 2023-2027

Kericho County Integrated Development Plan (CIDP) 2023-2027 outlines the development priorities for the county in the next five years. It is a commitment by the county government to its citizens in setting an economic foundation in the county. This CIDP carries forward the development aspirations of the residents of Kericho Municipality from the previous CIDP 2018-2022. It sets out the county agenda for the next five years, whose aim is enhancing sustainable socio-economic development. The overall objective of the Kericho CIDP 2023-2027 is to guide the county to reach a sustainable path of economic growth and enhanced welfare of its citizens through coordinated development. The CIDP preparation was through a participatory approach with the involvement of diverse stakeholders. Residents of Kericho municipality deliberated on their development issues, challenges and priority interventions through public participation forums.

2.3.3. Kericho County Integrated Strategic Urban Development Plan (ISUDP), 2027-2037

The Kericho county ISUD plan was formulated as part of the Kenya Municipal Program (KMP). KMP aims to strengthen local governance and improve urban service delivery in selected urban municipalities by reforming frameworks for urban governance, municipal restructuring, strengthening of planning mechanism, financing and capacity building and investments in infrastructure and service delivery improvements in towns.

The purpose of Integrated Strategic Urban Development Plan (ISUDP), is to provide a framework for future growth and development of the town for the next 10-20 years and will thus be used as budgeting and management tool by the municipal's administration.

2.3.4. Kericho County Environment Management Act, 2021

An act of the County Assembly of Kericho to provide for the management of the environment including control of air pollution, noise pollution, waste management and general nuisances inorder to promote a clean, safe and healthy environment and to provide for matters incidental thereto.

Environmental management will help Kericho Municipality to identify degradation factors and implement strategies to mitigate them. It will also assist in predicting future impacts of environmental degradation and initiate processes to minimise the effects.

2.3.5. Kericho County Regularization of Unauthorized Developments Act, 2021

An act by the County Assembly of Kericho to provide for the regularization of unauthorized developments and for connected purposes.

A development carried out without obtaining the permission from the County Executive Committee Member competent to give such permission or in contravention of the permission; and a development that is inconsistent with existing approved physical development and land use plans or has not received the necessary approvals under the relevant Physical and Land Use Planning Act of 2019.

The plan develops a strategy to ensure strict adherence to obtain all necessary approvals of developments within Kericho municipality thus promoting orderly and planned building development, planning, design, construction, operation and maintenance.

3.0. CHAPTER THREE: KERICHO MUNICIPALITY

3.1. Organization Structure for Kericho Municipal Board

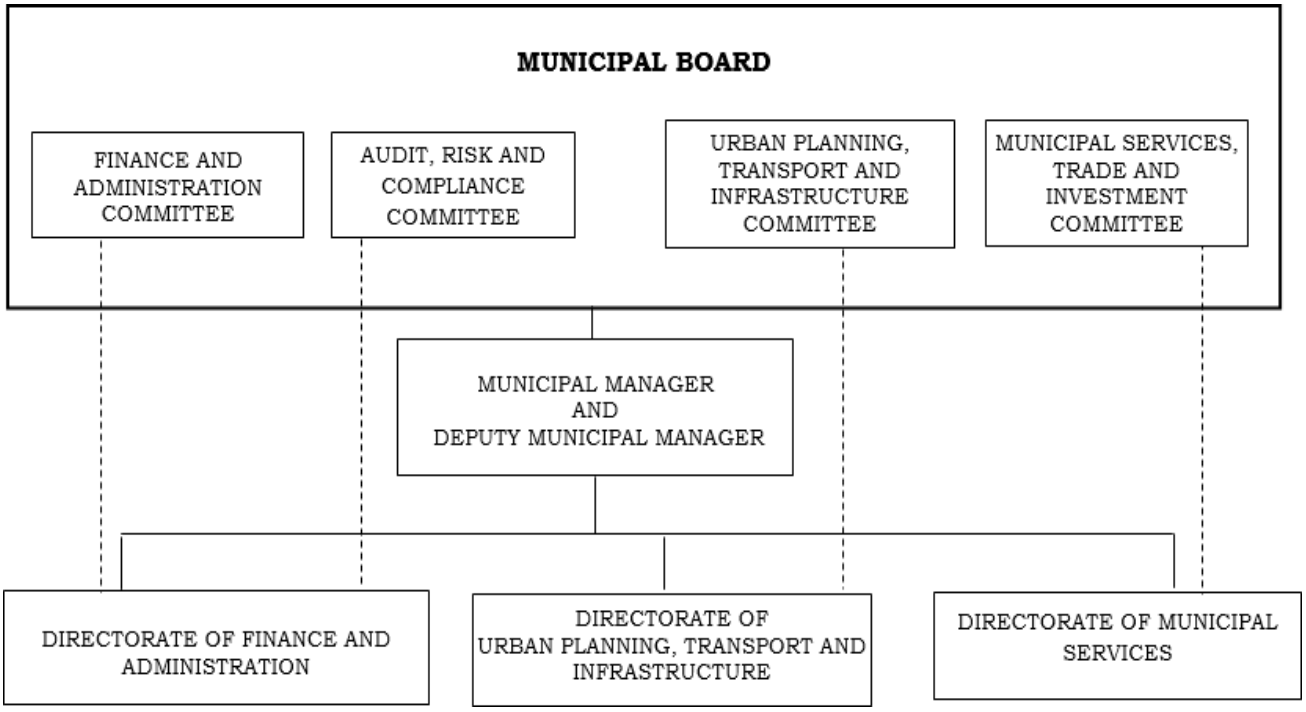


Chart 1. Kericho Municipal Board

3.2. Proposed Staff Establishment Summary for the Kericho Municipal Board

UNIT	IN-POST	PROPOSED ESTABLISHMENT	VARIANCE
Municipal Board	9	9	0
Municipal Manager	1	1	0
Deputy Municipal Board	0	1	-1
Directorate of Municipal Services	3	123	-120
Directorate of Urban Planning Transport and Infrastructure	4	24	-20
Directorate of Finance and Administration	3	60	-57
Total	**20**	**218**	**-198**

Table 6. Proposed Staff Establishment

3.3. Functions of the Board

The Municipality of Kericho shall, within the boundaries of the Municipality, perform the following functions:

(a) Promotion, regulation and provision of refuse collection and solid waste management services;
(b) Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
(c) Construction and maintenance of urban roads and associated infrastructure;
(d) Construction and maintenance of storm drainage and flood controls;
(e) Construction and maintenance of walkways and other non-motorized transport infrastructure;
(f) Construction and maintenance of recreational parks and green spaces;
(g) Construction and maintenance of street lighting;
(h) Construction, maintenance and regulation of traffic controls and parking facilities;
(i) Construction and maintenance of municipal roads, bus stands and taxi stands;
(j) Regulation of outdoor advertising;
(k) Construction, maintenance and regulation of municipal infrastructure, markets and abattoirs;

3.4. Functions of Municipal Manager

The Municipal Manager shall implement the decisions and functions of the Board of the Municipality and shall be answerable to the Board.

The Municipal Manager shall perform the following functions

(a) Act on behalf of the Board of the Municipality-
    (i) In ensuring the execution of the directives of the Board of the Municipality;
    (ii) During all intervals between meetings of the Board of the Municipality;

(b) Prepare and present for approval of the Board of the Municipality, an annual estimate of revenue and expenditure to fund and carry out the programs and operations of the Board;
(c) Be principally responsible for building and maintain a strong alliance and effective working relationships between the Board of the Municipality and the civil society, private sector and community-based organizations;
(d) Cause to be prepared, transmitted to the Board of the Municipality, and distributed to the public at least an annual report on the activities and accomplishments of the departments and agencies comprising the executive branch of the Municipality.
(e) Act as the secretary to the Municipal Board;
(f) Act as an ex-officio member of all committees of the Board of the Municipality; and
(g) Such other functions as the Board may, by order, confer upon the Municipal Manager.

The Municipal Manager shall be fully responsible for the proper conduct of the executive and administrative work and affairs of the Municipality.

The Municipal Manager shall have the power and shall be required to:

(a) Exercise supervision over all departments and agencies of the Municipality and provide for the coordination of their activities;
(b) Enforce the provisions of this Charter, relevant County Legislation and all applicable laws;
(c) Exercise powers granted to the Municipal Manager in this Charter, County Legislation and applicable laws concerning the appointment and removal of certain officers, employees, and members of committees of the Board of the Municipality;
(d) Exercise such other powers as may be prescribed by this Charter, relevant County Legislation and applicable laws.

3.5. Purpose of the Integrated Development Plan

The purpose of the IDeP is to provide an overall integrated framework for the Municipality's urban growth and basis for coordinated programming of projects and budget.

3.6. Importance of Integrated Development Plan (IDeP)

- Effective and coordinated use of scarce resources
- Identification of the priority projects
- Speeding up of service delivery
- Attraction of development partners and investors
- Strengthening of public participation
- Promoting co-ordination between Municipal, County and National Government.

4.0. CHAPTER FOUR: KERICHO MUNICIPALITY FIVE YEAR DEVELOPMENT PRIORITIES PROGRAMMES AND PROJECTS

4.1. Introduction

This Chapter provides Kericho Municipal Board with development priorities, strategies, programmes, flagship projects and cross-sectoral linkages.

4.2. Spatial Development Framework

4.2.1. Environment, Physiography and Natural Resources

Forests, rivers, surface and ground water, air and sunlight characterize some of the rich biodiversity and natural features in Kericho Municipality. The terrain slopes westwards and eastward towards. The resources offer a wide range of benefits and opportunities for the county and national economic development.

4.2.2. Natural and planted forests

The county government of Kericho is endowed with natural and planted forests which have been mapped out and gazetted. To enhance their potential, the County government of Kericho need to put up measures such as tree planting exercise to manage and conserve them from exploitation.

4.2.3. Water towers

Kericho County is home to the Mau Forest complex where there are water towers that affect the entire lake basin region. These towers inspire a number of environmental and economic possibilities hence the need to protect them.

4.2.4. Riparian Corridors and Drainage Basins

The drainage basins have experienced substantial water reduction due to the destruction of Mau Forest. Rivers such as the Kipchorian River have been greatly affected by this. There is need to zone out these sensitive areas in order to rejuvenate and conserve them.

4.3. Development Priorities and Strategies

4.3.1. KMB Priorities and Strategies

Strategic Focus Areas	Strategic Objective	Strategies
Environmental Conservation	➢ Provide adequate infrastructure services to support urban development. ➢ Promote clean and safe town	• Recycle solid waste through systematic sorting out • Educate the community on the need for sorting out and recycling solid waste • Ensure the solid waste is collected daily • Greening of municipality • Partnering with private sectors • Conservation of all Riparian
Economic Development/ Empowerment	➢ Attract investment and create job opportunities for town residents and promote MSMEs	• Strengthening Jua Kali Capacity by building Jua Kali shades • Installed street lights • Enact laws, policies and regulations to facilitate the ease of doing business • Improve road networks around Kericho open air market
Transportation Infrastructures Development	➢ Attract investment and improve urban linkages/Connectivity	• Carryout regular maintenance of roads • Roads to have proper and adequate signs and marking • Authorities to enforce road use regulations and laws

Table 7. KMB Priorities and Strategies

		• Include heavy deterrent fines for those abusing roads use regulations • Provide specific parking for boda bodas separate from Matatus
Recreation and Social Services	➢ Beautification of landmarks of the all-open spaces and provide a beautiful livable environment to promote aesthetic value.	• Plant more flowers in the CBD • Ensure that street lights are serviced and working always from 6pm to 6am • Erect monuments to celebrate lives on local heroes • Provision of social infrastructures
Education	➢ Access to quality education and social facilities.	• Provide pre-schools within walking distance.

5.0. CHAPTER FIVE: IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

5.1. Implementation Plan

The Implementation Plan for IDeP indicates how the plan will be implemented over the next one year. This is designed to ensure that the vision of the town will be met through a systematized process that has clear timelines.

5.2. Physical Implementation Plan

The implementation plan indicates the period for implementing various activities. The implementation plan shows the sectoral projects, management structures and institutional responsibilities and how the implementation will be guided. It includes stakeholder roles and responsibilities in plan implementation.

5.3. Monitoring

Monitoring of the integrated plan is a continuous process. Monitoring takes place through regular and organized reporting of achievements against the set performance indicators. These shall be set against the integrated plan and weighted for each sector. Details shall be contained within customized appraisal forms for the staff of the Board.

A key step in the monitoring process shall be performance contracting decisions and appraisals. A database of reports shall be compiled and shared regularly with all staff. Both direct and indirect external monitoring shall be through regulatory bodies. Challenges to implementation shall be documented and relevant action plans developed to correct the gaps in the implementation.

5.4. Review

The Integrated plan will be reviewed annually by the board through the annual strategic planning process as envisaged in the urban areas and cities act, 2011 amended in 2019, taking stock of changes in the internal and external environments. The process will be aimed at identifying opportunities for improvement and challenges with an ultimate goal to inform strategic direction and budget formulation in the course of implementation of the plan. The review will be based on evidence and data collected during implementation.

5.5. Evaluation

Regular evaluations shall be undertaken throughout the integrated plan period in line with the board's evaluation schedule. The board is expected to develop this schedule once it has started its operations. Evaluations shall be continuous and determine levels of implementation of the plan. This will enable the leadership of board to take corrective action where necessary and ensure public accountability.

Evaluation input will be founded on the examination of performance contracts and departmental work plans. Key direction during both monitoring and evaluation shall be to determine the following:

a. Whether goals and objectives are being met;
b. Whether timelines in the implementation of proposed activities are being meet;
c. Whether there is a need to readjust timelines;
d. Whether personnel and infrastructure are available to meet the integrated plan requirements;
e. Whether the resource base is adequate to complete the integrated plan; and
f. Whether the sector priorities require revision

TRADE AND MSMES IMPLEMENTATION PLAN

Objective	**To attract investment and create employment opportunities**									
Outcome	**Conducive business environment**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Building of Market stalls	120	No	No. of constructed stalls	160						KMB
Formulate county led SMEs policies	1	No	No. of policies formulated	5						KMB
Construction of Jua kali shades	400		No.of shades	60						

Objective	**To attract investment and create employment opportunities**									
Outcome	**Conducive business environment**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Installed Street Lighting	80		No. of street lights installed	8						
Policy on cottage industries and value chain development	1	No	No. of policies formulated	5						KMB
Allocate Juakali traders designated areas in Brooke, Kapsoit & Kapsuser and urban core	0.5	Ha	No. of designated areas	30						KMB & Assembly

Objective	**To attract investment and create employment opportunities**									
Outcome	**Conducive business environment**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Develop a Town Investment Policy	1	No	No. of policies formulated	5						KMB

Table 8. Trade and MSMEs Implementation Plan

ENVIRONMENT, DISASTER MANAGEMENT AND BEAUTIFICATION IMPLEMENTATION PLAN

Objective		**To provide adequate solid and liquid infrastructure services to support urban development**								
Outcome		**Better solid and liquid waste management**								
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
By-laws for EIA	1	No	No. of by-laws formulated	5						KMB & NEMA
Disaster Management By-Law	1	No	No. of by-laws formulated	5						KMB
Purchase of Fire Engine	1	No	No of engines purchased	80						KMB
Sub-Fire station (Kapsuser, Kapsoit)	2	No	No of stations created	100						KMB
Fire Hydrant (every neighborhood)	500	No	No of fire hydrants installed	20						KMB

Objective		**To provide adequate solid and liquid infrastructure services to support urban development**								
Outcome		**Better solid and liquid waste management**								
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Purchase of refuse compactors vehicles			No. of purchased compactors	40						KMB
Conserve the Forest areas around Tea Plantations	10	Sq km	Areas covered	4						KMB & NEMA
Conserve the riparian areas for the entire Doinyosioyet wetland system,	10	Sq km	No of KM covered	4						Tea companies and KFS
Conserve riparian areas along the wetlands at Kaposit and Kapsuser markets	5	Sq km	No of Sq km covered	6						KMB

Objective		To provide adequate solid and liquid infrastructure services to support urban development								
Outcome		**Better solid and liquid waste management**								
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Conserve riparian area along from the banks of Kimugu River banks along the entire river basin	5	Sq km	No of Sq km covered	6						KMB

Table 9. Environment, Disaster Management and Beautification Implementation Plan.

CLIMATE CHANGE ACTION

Objective	To build resilience against climate change vulnerability shocks in key sectors									
Outcome	**Increased resilience to climate change vulnerability shocks**									
Sub-programme	**Qty**	**Units**	**Performance Indicators**	**Estimated Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**

Financing Locally Led Climate Change Actions	1	No	No. of policy documents prepared and reviewed	20						KMB
Climate change unit(CCU) staff trained	2	No	Number of constructed social halls	6						KMB

Table 10. Climate Change Action

SOCIAL AND RECREATION IMPLEMENTATION PLAN

Objective	**To provide a beautiful and livable environment**									
Outcome	**Fully constructed and equipped facility and access to quality social services**									
Sub-programme	**Qty**	**Units**	**Performance Indicators**	**Estimated Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Acquiring Land for Cemetery	2	0.81ha	Size of land acquired	40						KMB

Beautifications of town	N/A	N/A	Area covered	7						KMB
Social Halls/ and Community Centres	3	0.42ha	Number of constructed social halls	100						KMB

Table 11. Social and Recreation Implementation Plan

WATER SUPPLY IMPLEMENTATION PLAN

Objective	**To increase access and availability of safe and adequate water**									
Outcome	**Improved health and sanitation facilities**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**

Increase water reticulation coverage to households in the built-up areas	76,000	No	No. of households connected to safe piped water	60						KMB, Ministry of Water & NGOs
Increase tank storage capacity	4	No	No of large water facilities constructed and operational	80						KMB

Table 12. Water Supply Implementation Plan

SEWERAGE AND SANITATION IMPLEMENTATION PLAN

Objective	**To improve waste management**									
Outcome	**Increased waste management infrastructures**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Construction of sewerage facilities.	2	No	No. of sewerage systems constructed and operationalized	70						KMB
Policy development for water and Sewerage Management	1	No	No. of policy documents prepared and reviewed	6						KMB

Table 13. Sewerage and Sanitation Implementation Plan

SOLID WASTE MANAGEMENT IMPLEMENTATION PLAN

Objective	**To improve solid waste management services in the county**									
Outcome	**Enhanced Clean healthy and safe Environment**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Solid and Liquid waste management	1	No	No. of County policies, legislation and strategies developed.	60						KMB
Purchase of refuse compactors vehicles			No. of purchased compactors	40						
Excavator purchased	1	No	No of excavators acquired	50						KMB
Waste transfer stations in CBD (main commercial area, bus stage,	4	No	No. of skips purchased	30						KMB

market, stadium and hospital)										
Promotion of waste management co-operatives	6	No	No of waste management co-operatives established and supported	30						

Table 14. Solid Waste Management Implementation Plan

HOUSING AND INFORMAL SETTLEMENT IMPLEMENTATION PLAN

Objective	**To improve roads accessibility in informal settlements**								
Outcome	**Accessible roads**								
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Actors**
Road improvement to bitumen in residential areas (include Informal settlements)	6	km	No of km constructed in improved to bitumen	90					KMB

Table 15. Housing And Informal Settlement Implementation Plan

TRANSPORTATION IMPLEMENTATION PLAN

Objective	**To provide sustainable, integrated and accessible urban transportation for all residents**									
Outcome	**Improved movement and urban linkages**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
NMT lanes in all key roads	7	km	No. of Km NMT	110						KMB, KeNHA and KURA
Grading and Gravelling of Earth Roads	2.5	km	Kilometres of tarmacked roads	100						KMB
Paved Driveways and parking	5	km	Kilometres of tarmacked driveways	50						KMB

Objective	To provide sustainable, integrated and accessible urban transportation for all residents									
Outcome	**Improved movement and urban linkages**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Roads maintenance	15	km	Well maintained roads	54						KMB
Boda boda Shades	45	No.	No of shades built	15						KMB
Pedestrianize 30% of roads in CBD	3	km		80						KMB, KURA

Table 16. Transportation Implementation Plan

TOURISM MANAGEMENT IMPLEMENTATION PLAN

Objective	To promote tourist attraction									
Outcome	**Improved tourist attraction centres**									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Establishment of Animal Sanctuary in Brooke	1	No	No of established sactuary	50						KMB & Ministry of Tourism, KWS
Establish a Cultural Centre at Kapsuser	1	No	No of established centre	20						KMB & Ministry of Tourism
Develop an Eco Lodge	1	No	No of eco lodge established	30						KFS and KMB

Table 17. Tourism Management Implementation Plan

INSTITUTIONAL DEVELOPMENT IMPLEMENTATION PLAN

Objective	To effectively deliver service to the Public

Outcome	Well established municipality									
Projects	**Qty**	**Units**	**Performance Indicators**	**Estimated Total Cost (M)**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**Actors**
Established Directorates	4	No	Number of directorates created	80						KMB
Develop a GIS Unit	1	No	Unit created, equipped and operationalized	20						KMB
Purchase of Development control vehicles	2	No.	Development control vehicle	10						

Table 18. Institutional Development Implementation Plan

Legends

	Projects to be implemented in one year.
	Projects to continued.

6.0. FINANCIAL AND HUMAN RESOURCE FRAMEWORK

6.1. Overview

This section presents financial and human resource management proposal based on assessment of revenue and expenditure performance and the existing human resources. The objective of developing the resource mobilization framework is to create a financially viable, productive and responsive County.

This chapter presents the County's revenue and expenditure performance, as well as identifies potential sources for improving the County's revenue and strategy for resource mobilization. It also presents the challenges encountered by the County Government in budget implementation during the period under review. The aim is to develop an efficient and sustainable revenue generation, prudent utilization and management of county resources to provide basis for implementation of projects identified and prioritised under the IDeP.

The major sources of funds include:

1. Local Revenue: Article 209 (3) of the Constitution empowers the county governments to impose two types of taxes and charges. These sources of county government revenue in Kenya are property rates and entertainment taxes. The county government can also impose charges for any services they provide in accordance with the stipulated laws.
2. Equitable Share: The equitable share is the money parliament shares vertically between the national and the county governments. The money comes from the revenue the national government raises. The Senate then divides the equitable share of revenue allocated for the counties among them. The equitable share is the biggest source of revenue for the counties.
3. Conditional Grants.
4. Donor Funding.

6.2. Revenue Performance

In the year ended 30th June 2024, the County had projected revenues of Kshs. 1,066,426,600 consisting of Kshs 530,071,600 from own sources, Kshs 239,059,086 as Facility improvement Fund (FIF) entities and Ksh. 297,295,914 from NHIF rebates.

COUNTY GOVERNMENT OF KERICHO	
SOURCES OF REVENUE	**2023/2024**
Own Source Revenue Description	
1.Local Collections	530,071,600
2.Facility Improvement Fund	239,059,086
3.NHIF Rebates	297,295,914
Total	**1,066,426,600**

Table 19. Own Source Revenue

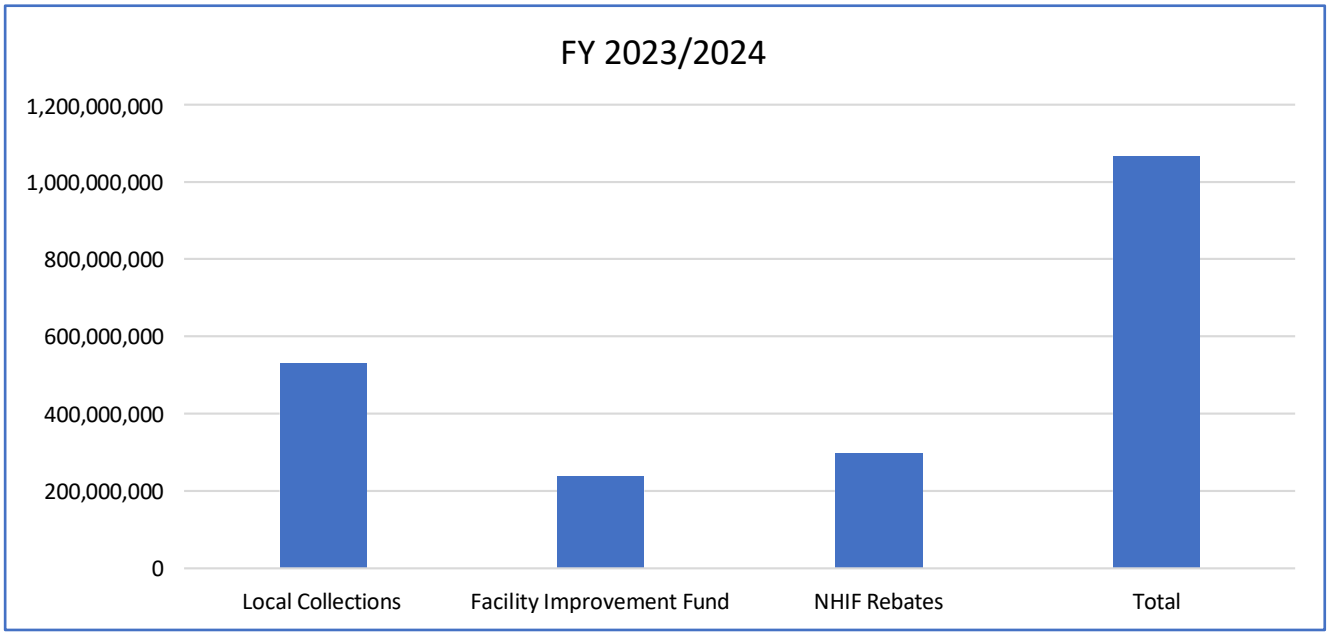


CHART 2. Revenue collections performance over the years

The local revenue collections performance over the years is as shown below.

Year	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Projection	461,211	694,819	512,294	654,058	842,386	1,019,388	1,065,456
Amount Collected KSHS	415,612	473,694	394,054	595,977	693,663	501,291	834,758
Shortfall	(45,599)	(221,125)	(118,240)	(58,081)	(148,723)	(518,097)	(230,698)

Table 20. Local revenue collections performance over the years

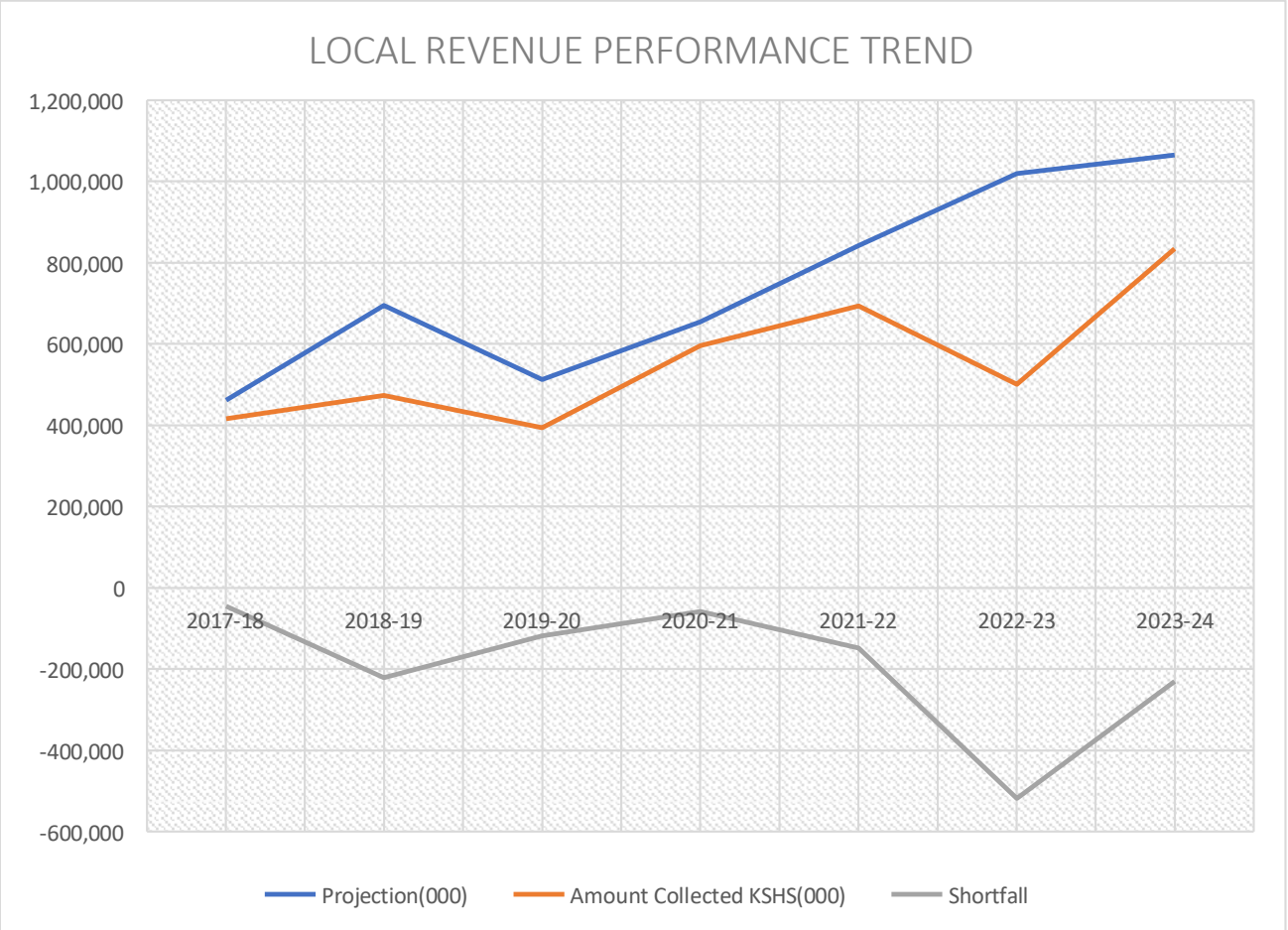


CHART 3. Local Revenue Performance Trend

6.3. Comparison of budget vs Actual Amounts for FY 2023/2024

Receipt	Original Targets	Adjustments	Final Targets	Actual On Comparable Basis	Budget Realization Difference	% Of Realization
	A	B	C=A+B	D	E=D-C	F=D/C %
	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs
County Own Source Revenue						
Cess	14,350,000	-	14,350,000	18,568,151	4,218,151	129.39%
Land Rate	214,071,600	-	214,071,600	110,759,375.45	(103,312,225)	51.74%
Single Business Permits	146,850,000	-	146,850,000	161,206,631.80	14,356,631.80	109.78%
House Rent	15,000,000	-	15,000,000	10,344,723	(4,655,277)	68.96%
Vehicle Parking Fees	48,500,000	-	48,500,000	24,782,558	(23,717,442)	51.10%
Market Fees	34,000,000	-	34,000,000	15,880,747	(18,119,178)	46.71%
Advertising	20,000,000	-	20,000,000	10,851,542	(9,148,458)	54.26%
Hospital Fees	239,059,086	-	239,059,086	181,715,212	(57,343,874)	76.01%
Public Health Service Fees	5,000,000	-	5,000,000	1,113,995	(3,886,005)	22.28%
Physical Planning and Development	16,000,000	-	16,000,000	1,574,406	(14,425,594)	9.84%
Hire Of County Assets	500,000	-	500,000	110,000	(109,925)	22.09%
Conservancy Administration	50,000	-	50,000	46,629	(3,371)	93.26%
Administration Control Fees and Charges	10,750,000	-	10,750,000	5,587,329	(5,162,671)	51.98%
Profits and Dividends	5,000,000	-	5,000,000	2,000,000	(3,000,000)	40%
Library Services				110,425	110,425	100%

Receipt	Original Targets	Adjustments	Final Targets	Actual On Comparable Basis	Budget Realization Difference	% Of Realization
	A	B	C=A+B	D	E=D-C	F=D/C %
Total County Own Source Revenue						
Other Receipts						
NHIF Rebates	297,295,914	-	297,295,914	290,107,047		97.58 %
Total Other Receipts	-	-	-	-		
Total Receipts	**1,066,426,600**		**1,066,426,600**	**834,758,771**	**(-224,198,812)**	**78.28%**

6.4. Improved Areas in Revenue Collection

1. Cess

Description	2023-24	2022-23
	Kshs	Kshs
Cess	18,568,151	7,465,662
Total	**18,568,151**	**7,465,662**

There was more than double increase due to increased enforcement for murram cess whereby county contractors working on county roads were required to pay 2% of the contract sum.

2. Land rates

Description	2023-24	2022-23
	Kshs	Kshs
Land rates	110,759,375.45	92,673,207.30
Total	**110,759,375.45**	**92,673,207.30**

There was a 19.52% increase due to enhance enforcement on collection of arrears

3. Single /Business Permits

Description	2023-24	2022-23
	Kshs	Kshs
Business permit application fees	161,206,631.80	65,370,907
Total	**161,206,631.80**	**65,370,907**

The 146.60% increase is due to single issuance of permit to the payer for several streams of revenue listed in the invoice

6.5. Key Issues to be considered to enhance revenues

The following are some of the major challenges encountered in the collection of revenue:

1. Lack of a consolidated revenue data base at the county.
2. Lack of coordination between administrators of individual revenue with other revenue sources in terms of assessment, collection and administration;
3. Inadequate use of technology
4. Inadequate monitoring and evaluation systems
5. Inadequate revenue intelligence and vigilance system

Specifically, challenges for major revenue sources include:

1. **Tea Produce Cess**: There is lack of sufficient legislation to support cess collection like tea produce and administration laws.

2. **Single Business Permit (SBP)**

    a) Lack of integration of the SBP with other relevant revenue functions which hinders the creation of an effective single window system

    b) Inadequate human resource who are well trained

    c) The SBP is centralized thus collection of revenue is inefficient

3. **Land rates/plot rents**

    a) Lack of integration with other database

    b) Lack of co-ordination among the relevant ministries for example there is no proper co-ordination between Ministry of Land and the revenue collection section

    c) The properties are not valued to determine their true values.

    d) The land rate collection system is highly centralized and lacks proper communication with the public.

    e) Lack of County legislation to govern the collection of land rates.

6.6. RECOMMENDATIONS TO ENHANCE THE COUNTY'S REVENUE

Kericho County has a potential of generating higher local revenues, from property rates tax entertainment tax, and other taxes that it is authorized to impose by an Act of Parliament as assigned to them under Article 209 (2) of the Constitution. In addition, Article 209 (2) also enables counties to collect fees and user charges for services provided under county legislation.

The Finance Act (2015) also gives the County a legal mandate to collect taxes from additional revenue streams within its jurisdiction. The following cross-cutting institutional changes may be considered to enhance the revenue across all revenue streams:

1. Improve coordination in terms of assessment, collection, administration and data sharing-the integration of various revenue functions is critical to ensuring that all revenue sources are easily mapped and reliable predictions about revenue potential can be made for all the revenue sources.

2. Introduce comprehensive monitoring and evaluation systems for each revenue source.

3. Institute adequate revenue intelligence and vigilance system and have proactive efforts to gather information about tax evasion are imminently required.

4. There must be a consistent effort to ensure proper and integrated revenue management that guarantees the collection of all potential revenue in a manner that is efficient, effective and accountable. The county government should adequately invest and employ technology through automation of the revenue collection and administration process. Automation will eliminate leakages and contribute toward achievement of the set revenue targets.

5. Maximizing on business licenses, and in so doing, develop the most economic approach to collecting revenue. This may involve partnering with the Kenya Revenue Authority (KRA).

6. Leverage on domestic tourism as a source of revenue;

7. Create a favorable environment that supports entrepreneurship and attract investments through reform of the business regulatory frameworks. This will enhance volumes of trade and consequently create taxation opportunities;

8. Develop a transparent and accountable system of incentives (reward) for early payments and disincentive (penalties) for those in tax arrears to promote compliance.

9. The County Government could partner with the private sector through Public Private Partnerships, to devise innovative mechanisms of increasing their revenue collection and delivery of services; some of the avenues they may explore include:

   (a) Tapping into private capital to fund development initiatives, and

   (b) Outsourcing services from the private sector to enhance efficient and effective service delivery.

6.7. Other strategies for raising revenue

Apart from the above-mentioned sources of improving revenue, the following strategies are also proposed within the County IDeP aimed at developing an efficient and sustainable system that will further raise the revenue for the County. They include:

1. **Capacity Building and Enhanced Revenue Administration**. Inadequate capacity coupled with a revenue administration framework that does not fully support accountability. Revenue administrators and collectors need to be facilitated through regular capacity building on new and emerging trends in order to keep abreast with the new ways and systems as well as international standards.

2. **An up-to-date Valuation roll.** It is worth noting that the process of getting an up-to-date valuation roll is in progress. It is proposed to implement a valuation roll with all property information of all rateables properties within the County's boundaries. The roll should be regularly updated.

3. **Inventory for the County Assets.** As per the auditor's report for the year ending June 2015, the County Government of Kericho had no identification, valuation or formal handing over by the Transition Authority to the County Government despite the assets being in use. Not identifying, validating and recording on both assets and liabilities of the defunct local authorities may occasion revenue losses for the County. The County has since began the process of having an inventory for the county assets

4. **Enforcement of the By-Laws and Regulations**. It is proposed that County government ensures that the gazette fees and charges are collected according to the proposed By-Laws and Regulations.

5. **Strengthening Institutional Framework**. The institutions in the County mandated to collect revenue should have legal backing to strengthen coordination, and avoid duplication of efforts.

It will also be prudent for the County Government of Kericho to consider adopting an e-governance platform which will allow full integration of the consolidated revenue data base at the county and consequently linked with the Integrated Finance Management Information System (IFMIS).