

# **MWINGI MUNICIPALITY**



## **MWINGI MUNICIPALITY STRATEGY PLAN 2024 - 2029**

**Foreword**

This strategic plan marks another milestone in the management of the Mwingi Municipality under the new legal dispensation spelled out by the urban areas and the cities Act of 2011 (Amended 2019). Its timely preparation, just after the board of Mwingi Municipality has been inaugurated and inducted into its functions and operations will help the Board to steer the development of the Municipality in the right direction that the Act envisages. Whereas, many development plans have been prepared for the County in general and the Municipality. This current plan recognizes the need to carefully prioritise the projects to implement given the limited resources if the Board is to create a tangible development impact at the end of its term. Moreover, there is a need to schedule the implementation of this projects so that those whose outcomes constitutes an input for the subsequent ones are prioritized during implementation. Given these practicalities, this strategic plan will guide the Board to prioritise its efforts and focus on implementing development projects that will bear the most impacts over the period 2024-2029. During the first 2 years of this period, the board will focus its efforts on strengthening the organizational structure of the management of the Municipality and positioning the Municipality to harness its locational advantage for its social economic development. To this end, the Board will begin by institutionalizing an efficient and effective management structure that can help it to deliver on its mandate. Other key projects that the board plans after developing a clear organizational structure will include land banking to ensure that land is readily available for development in the future and modernizing the Mwingi abattoir to tap on the livestock from Tana River and North Eastern thus increasing employment opportunities to the locals. The Board also recognizes that the responsibility to develop the municipality cannot be individually institutionalized. In this regard, it will reach out to other institutions such as the Non-Governmental Organisations, Universities and other research organisations that currently have isolated development efforts in the County and develop structured ways of collaborating with them for the benefit of the Municipality. It is the belief of the Board that implementing these projects will lay the foundation for the development of the Municipality under the current legal regime provided by the UACA and as well position the municipality in the path of longer term prosperity beyond the lifespan of the current Board.

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Chair, Mwingi Municipality Board.

## Acknowledgement

The successful completion of the preparation of the strategic plan is a landmark for Mwingi Municipality. This epitomizes the gains of participatory planning and communicates the vision of the people of Mwingi town. The plan will be implemented in the five years starting from 2024 and ending in 2029. This time frame gives a window of formulation of policies and implementation of the plan.

The strategic plan 2024-2029 is a pioneer and will be very instrumental in setting the foundation for a thriving Municipality. It offers strategies that device new revenue streams as well as boosting the existing ones. The plan is set on ensuring that sustainable urbanization is achieved while revolutionizing how the major sectors that drive the municipal economy exist symbiotically. The economic viability of the plan will therefore ensure that the potential investors have a blueprint for development. This will be realized by the viable strategies for sustainable developments such as land banking in order to ensure that future endeavors such as large-scale farming, industrialization, and social housing can be realized. The successful preparation of the strategic plan was a result of concerted efforts and inputs from various individual;

I would like to thank, Fredrick Kimanga County Minister for Lands, Housing and Urban Development, Evans Mutemi Chief Officer for urban development for his visionary leadership and unwavering support. My gratitude goes to the Mwingi Municipality team that worked towards realization of this strategic plan. The team comprised of officers from the departments that make up Mwingi Municipality.

I appreciate the technical assistance offered by Plan. Nichodemus Mbwika (Council of governors) and Dr.Walter Alando (Maseno University) for their constant help and professional input to realize the completion of this plan.

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Mwingi Municipality Leadership



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## *Mwingi Municipality Strategic Plan 2024-2029*

### Executive summary

This strategic plan has been prepared to strategically position Mwingi Municipality to realize the ambitions set forth by its existing plans by isolating priority projects, which will yield the highest impacts while at the same time allowing the municipality to remain on the development course already charted by these existing plans. It covers the period 2024-2029 and comes at a time when the County government of Kitui has prepared a number of development plans in its bid to deliver its mandate to the citizens of the county. Among these plans are County Intergrated Development Plan, 2022-2027, The intergrated Development Plan 2024-2029, and the Kitui vision 2025. These plans not only give effects to the governors manifesto; they also domesticate other national and international development agenda contained in the Kenya Vision 2030, The BETA, the New Urban Agenda, and the sustainable development goals, just to name a few. An underlying characteristics of these existing plans is that both their substance and time span are rather broad, posing a challenge in terms of how to prioritise the projects to implement with the available scarce resources.

The plan is prepared to help the Board of Mwingi Municipality to deliver on its mandate as provided for under the Urban Areas and Cities Act of 2011 (amended 2019). This Act provides for the creation of Board of Municipalities that are charged with the responsibility of governing and managing urban areas in line with the provision of Article 184 of the Constitution. A number of functions are spelt out of the Board under Section 20 of this Act. In order to successfully execute this functions, the Board needs to position its efforts strategically so that it can focus on implementing projects that generate the biggest impacts while at the same time creating an enabling environment for other investors to generate multiplier effects by tapping on these strategic projects.

Considering that the Board is still new and the County Government is still in the process of transferring the functions to it, this strategic plan recommends that the Board should majorly concentrate on establishing sound institutional structure and only implement a few strategic infrastructure projects that are within its current capacity. Guided by the vision of realizing a functional, competitive and sustainable municipality, the Board will endeavor to promote the sustainable urbanization of Mwingi Municipality through good governance, quality service delivery, efficient infrastructure, and interlinkage within the rest of the County. The Board recognizes the need to be transparent, accountable, creative, and innovative in order to accomplish this mission. At the same time, it must recognize and respect professionalism, the need for social inclusivity in its development efforts as well as equity and diversity.

Given the strengths, weaknesses, opportunities, and threats facing the municipality, this strategic plan indentifies a number of projects that the Board should prioritise for it to lead the Municipality into realizing its Vision. Some of the key strengths include: favourable environment for donor and development partiners support, vast land for future expansion, existing plans and policies: ISUD, IDEP, Municipal Charter, CIDP and Sectoral plans. In addition, existing developments and assets inherited from the headquarters of the former Mwingi District and Mwingi Municipality. The legal board constituted will manage the Municipality, and an elaborate organizational structure of the Municipality. The strategic plan uses these as assets that the Board should harness for the development of the Municipality. Similarly, the plan also recognizes other assets that comes from outside the framework of the Board. This include; the presence of institutions and other research institutions in the County eg. KMTC; Banks, SACCOs Undeveloped public land in the Municipality; the strategic location on the Kibwezi- Kitui- Mbondoni- Ciangera transport corridor. Vast opportunities for partnership and borrowing given that the Board is a legal entity, global interest in the support of Municipalities through grants. Supportive mother ministry (Lands, Housing and Urban Development); political goodwill and support from the County Government has increased awareness of Urban Development matters among the citizenry realized through citizen fora.

In spite of these assets, there however exist both the internal weaknesses and external threats that the Board has to temper in order that they do not negatively influence development efforts. Some of weaknesses are;

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limited development partners, sub-optimal execution of good governance, inadequate budgetary allocation, and administrative structure that is thin on mind-level management. Some of threats include; uncertain funding behold expected donor support, uncertainty posed by post-covid-19 pandemic, population pressure and uncontrolled urbanization (posing pressure on existing serviced land, infrastructure and services). Additionally, the fact that the board is not fully autonomous as envisaged by the UACA, 2011, political interference, and lack of proper unbundling of functions between the board and the County departments (funding, staffing, and other resources)

Given the above circumstances that surround the operations of the board, it will focus on six key areas over the next five years:

- a) Consolidating the legal and policy basis for the operations of the Board.
- b) Reworking the organizational structure of the Municipality to enable the Board to deliver its mandate.
- c) Prepare for unforeseen pandemics in the short-run and sustaining the long-term economic growth of the municipality.
- d) Leverage Mwingi municipality to use its locational advantage for its development.
- e) Strengthening partnerships and collaborations with existing organisations for the development of the Municipality.
- f) Venturing into other sources of funding to sustain development funding beyond current donor support.

A summary of various projects expected for implementation under broad foci include;

Strategic areas of focus	Activities
Consolidating the legal and policy basis for the operations of the board.	Full implementation of the Municipal Charter Agreeing on additional functions that can be deligated to the Board and transfer them.
Reworking the organizational structure of the municipality to enable the Board to deliver its mandate	Transfer of functions described in sections 20b,c,d,g,I,j,k,l,o,p,q,r and s of UACA of the County Executive Departments to Mwingi Municipal Board. Revising the current organizational structure to create room for mid-level management. Setting a department responsible for disaster policy formulation, preparedness and response. Setting up a town planning and Architecture Department with forward planning, research, development control, inspectorate, GIS, Architecture and informal settlements divisions. Carrying out a starving requirement assessment and recruit departmental heads for each department created above and atleast two stuff members to run the divisions where there is lack of capacity.
Preparing for unforeseen pandemics in the short run and sustaining the long term economic growth of the Municipality	Designating sections within the Municipality where informal trade is to be permitted. Implementing market shades at New market. Redesigning the markets to allow for public health standards recommended by WHO Identifying additional market spaces to support the demand for space after redesigning the existing ones.
Leveraging Mwingi Municipality to use its locational advantage for its development	Carrying out future land demand and assessment from the ISUD, CIDP, and other existing plans.

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	<p>Undertaking land banking for systematic release to the market when needed in future.          Tree plantation along riparian reserves.          Removal of encroachment along riparian reserves.          Construction of solid waste transfer stations and installation of skips at strategic markets and streets.          Promoting local processing and value addition.</p>
<p>Strengthening partnerships and collaborations with organisations for the development of the Municipality / venturing into other sources of funding to sustain development funding behold current donor support.</p>	<p>Carrying out an inventory of all possible institutions that the Municipality can collaborate with.          Signing and implement MoUs for research collaborations with SEKU and other research organisations that work in the area.          Creating and operationalizing a forum for joint engagement with organisations that fund and implement various projects in the Municipality.</p>

Monitoring and evaluation of this strategic plan is expected to follow the framework developed by the Government of Kenya, specifically, by developing a framework for carrying out monitoring and evaluation, which links to the performance contracts carried out by the line ministries. In addition, the framework contemplates that performance contracting shall be cascaded down to the individual departments and finally, individual staff. All staff will collectively contribute the final success of the strategic plan.



**List of acronyms**

CECM	County Executive Commiittee Member
CIDP	County Intergrated Development Plan
CPSB	County Public Service Board
CSP	County Spatial Plan
GIS	Geographic Information System
GK	Government of Kenya
IDEP	Intergrated Development Plan
ISUD	Intergrated Strategis Urban Development (Plan)
LAPSET	Lamu port, South Sudan, Ethiopia Transport Corridor
KMTC	Kenya Medical Training College
MLHUD	Ministry of Land, Housing and Urban Development
MMB	Mwingi Municipal Board
NGO	Non-Governmental Organisation
NLC	National Land Commission
SEKU	South Eastern Kenya University
SNV	The Netherlands Development Organisation
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UACA	Urban Areas and Cities Act
WHO	World Health Organisation

## 1. Introduction

This strategic plan identifies the priority projects that should be implemented by Mwingi Municipal Board in order to achieve the highest development impact over the next five years and to set the pace for the subsequent development of the Municipality. It comes at a time when the County Government of Kitui has prepared a number of development plans in its bid to deliver its mandate to the citizens of the County. Among these plans are the County Integrated Development Plan, 2018 – 2022; The Integrated Development Plan, 2020 – 2025, and the Kitui Vision 2025. These plans not only give effects to the Governor’s Manifesto; they also domesticate other national and international development agenda contained in the Kenya Vision 2030, the Big Four; the New Urban Agenda, and the Sustainable Development Goals, just to name a few. An underlying characteristic of these existing plans is that both their substance and timespan are rather broad, posing a challenge in terms of how to prioritise the projects to implement with the available scarce resources. It is with this reality in mind that the current strategic plan is prepared to strategize Mwingi Municipality to realize the ambitions set forth by these existing plans by isolating priority projects to yield the highest impacts while at the same time allowing the Municipality to remain on the development course already chatted by the existing plans. The plan does this by first carefully crafting a vision and the mission of the Municipality and tethering the development of the Municipality to these. While the former describes what the Municipality wants to achieve, the latter on the other hand defines its purpose for existence over the next five years. The plan then identifies the key values that the Municipality will need to adopt in order to pursue the strategic objectives that would help it realise its mission and work towards realizing vision.

This plan is prepared prior to inauguration of Mwingi Municipal Board. It therefore comes at an opportune time to facilitate adequate orientation for induction on the responsibilities to its citizens spelt out by the Constitution, the County Government Act, 2012, the Urban Areas and Cities Act, 2011 (Ammended 2019), and even the Mwingi Municipal Charter. These legal provisions define the functions of the County Government and expressly bestow upon the Board of Municipalities the responsibility to manage the municipalities. Chapter eleven of the Constitution generally provides for the objects and principles of developed governments, and the functions and powers of the county governments. Schedule IV distributes powers and functions between the national and county governments. The functions of the county governments that spelt out in Schedule IV, Part 2 are particularly relevant because they inform the other legal provisions in defining the functions of the Board. With specific reference to urban areas, Article 184 of the constitution provides that a law shall be enacted to provide for the governance and management of urban areas and cities. The functions spelt out in the constitution are consolidated in Parts XI and XII of the County Government Act and the Mwingi Municipal Charter. The Urban Areas and Cities Act of 2011 is more specific on the management of municipalities. It gives effect to Article 184 of the constitution by providing for the criteria of establishing urban areas and cities; to provide for the classification, governance and management of urban areas and cities; to provide for the criteria of establishing urban areas, to provide for the principle of governance and participation of residents and for connected purposes. Section 14 of the Act provides for the creation of cities and municipal boards, charged with the responsibility to manage cities and municipalities alongside the city manager and other staff members on behalf of the County Government in accordance with the

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provisions of section 12 of the same Act. Section 20 on the other hand stipulates the functions of the Boards. In the case of Mwingi Municipality, these functions include:

- i. Overseeing the municipality affairs;
- ii. Developing and adopting policies, plans, strategies and programmes, and settling targets for service delivery;
- iii. Formulating and implementing an integrated development plan;
- iv. Controlling land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the municipality as may be delegated by the county government.
- v. Promoting and undertaking infrastructural development and services within the Municipality as may be delegated by the County Government.
- vi. Developing and managing schemes, including site development in collaboration with the relevant national and County agencies;
- vii. Maintaining a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the Board;
- viii. Administering and regulating its own internal affairs;
- ix. Implementing applicable national and county legislation;
- x. Entering into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written law;
- xi. Monitoring and, where appropriate, regulating municipal services where service providers other than the Board provide those services.
- xii. Preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- xiii. Collecting rates, taxes, levies, duties, fees and surcharges on fees, as may be delegated by the county government.
- xiv. Settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government;
- xv. Monitoring the impact and effectiveness of any services, policies, programmes and plans;
- xvi. Establishing, implementing and monitoring performance management systems;
- xvii. Promoting a safe and healthy environment.
- xviii. Facilitating and regulating public transport; and
- xix. Performing such other functions as may be provided for by any written law

## **2. Rationale for the strategic Plan**

For successful execution of the above functions, the Board needs to position its efforts strategically to focus on implementing projects that generate the biggest impacts while at the same time creating an enabling environment for other investors to generate multiplier effects. This is achieved by tapping on these strategic projects. This strategic plan has been prepared within the context of the foregoing responsibilities and the need to offer the best services to the people of Mwingi Municipality.

This plan provide the strategic direction for the Municipality over the period 2024-2029. It prioritises the formulation of the priorities and the enactment of laws to enable Mwingi Municipal Board to consolidate the legal and institutional foundation for its operations. Although the functions of the Board have already been clearly defined, its requisite staff recruitment and office accommodation allocated, it still does not have a strong policy and legal framework to support its operations. There is a need to correct this gap in order to enable it to operate on a sound legal and policy footing. This, in addition to other priority development concerns of the Municipality. Regards therefore, this can be manipulated in the basic infrastructure and service provision and economic development. Purchasing these three broad goals will enable the Board to kick-start the development of Mwingi Municipality. Given that the Board is still new and the County Government is still in the process of transferring the functions to it, this strategic plan recommends that the board should majorly concentrate on the establishing sound institutional structure and only implement a few strategic infrastructural plans specified within the Municipality current capacity. The preparation of the plan incorporates the aspirations of international declarations [e.g. the New Urban Agenda], Kenya national development targets [e.g. the Kenya vision 2030 and the Big Four Agenda], Kitui Governors manifesto, Mwingi Municipal Charter, local development plans and the aspirations of the local residents themselves as espoused through their representatives at the Board. The strategic plan assembles the aspirations and developments targets of all these plans to create a vision that will steer Municipality. The strategic plan breathes life into existing plans in the County by identifying the key strategic projects whose successful implementation would transform the Municipality the engine of the development of its hinterland as envisioned by the Integrated Development Plan for the municipality. The implementation of this strategic plan will be a collective effort of the Mwingi Municipal Board, the Municipal Manager and other staff or officers that the county public service may determine. This plan is in accordance with the provisions of Section 12[1] of UACA

### **3. Background to the Mwingi Municipal Board**

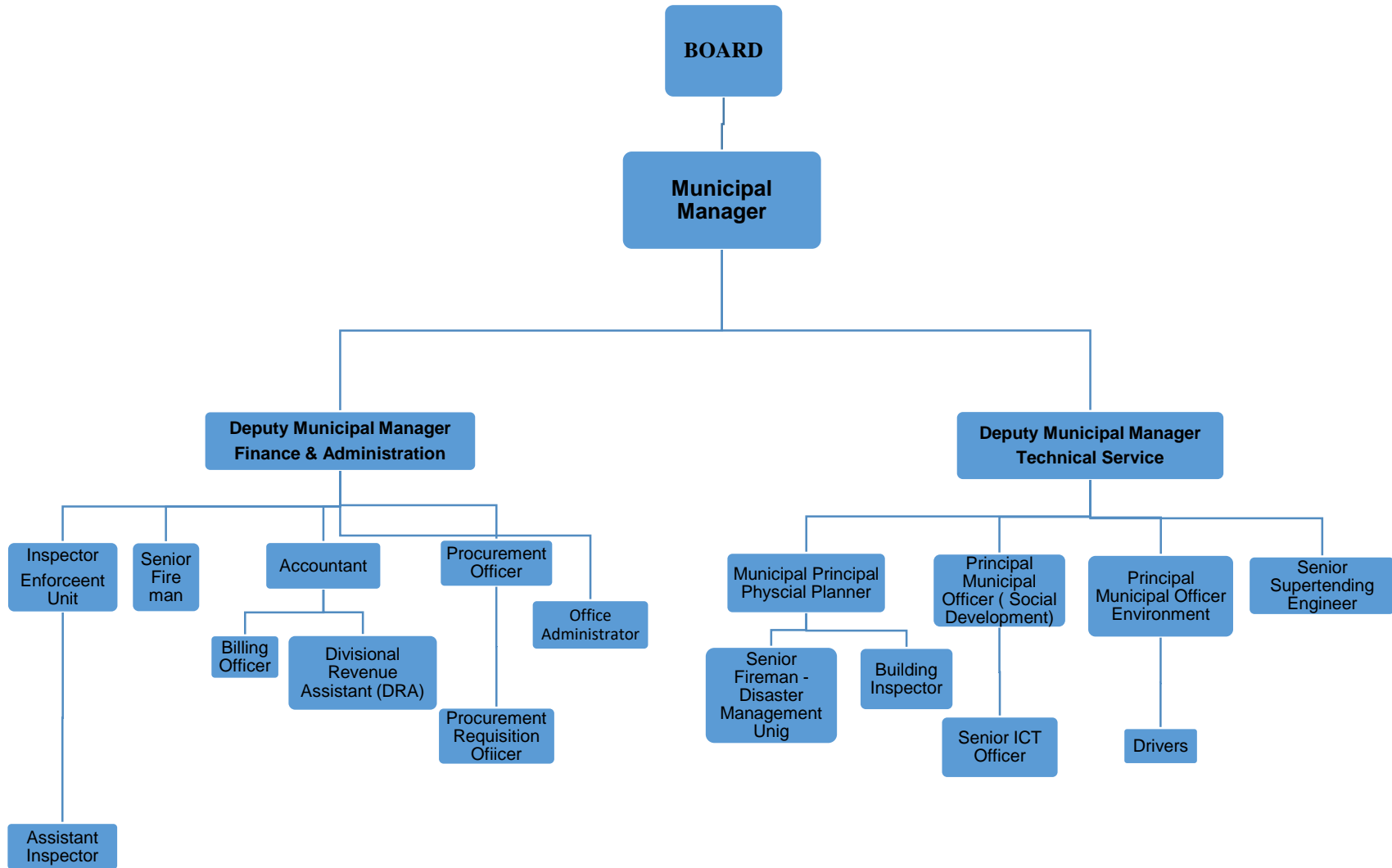
The Mwingi Municipal Board was gazette on 5<sup>th</sup> June 2024, awaiting inauguration. It has a total of nine members appointed in accordance with the provisions of Sections 14 of the Urban Areas and Cities Act, 2011 [Amended 2019]. The board composition incorporates representation of one member from following categories; schedule 1, being the CECM and Chief Officer responsible for Urban Development. Schedule 2, being members competitively identified and appointed by the county governor, with approval of the county assembly. Schedule 3, being members nominated by designated associations and appointed by the county governor, with the approval of the county assembly. This category include, the umbrella body representing professional association; private sector; informal sector; and neighborhood association.

#### **3.1 Organizational Structure**

According to the current organizational structure, the Board is directly answerable to the County Executive Committee member responsible for the ministry of Lands, Housing and Urban Development. The municipal manager is in turn directly answerable to the Board. Two deputies who are in charge of Administration and Finance, and Technical Services assist the municipal manager. The deputies are assisted by principal officers for Planning, Environment, and Trade and Social Services. The functions of these officers are explicitly defined within the structures of the County Government. Despite this clarity in responsibilities, the structure is nonetheless rather heavy on senior-level and lower-level staff but thin on the mid-level staff. The implication of this structure is that decisions and policies formulated by the management might fail to be translated to the operations level for the intended actions that should help the Board to deliver its mandate. There is therefore the need to reorganize the organizational structure to separate the overall administration of the Municipality from the technical service delivery.

Figure 3-1 sketches the current organizational structure of the Board and its functional relationship with the County Government through the CECM responsible for lands, housing and urban development.

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**4. Vision, Mission, and values**

**4.1 Vision**

A centre of excellence in sustainable urban development, management and service delivery.

**4.2 Mission**

To sustainably develop and manage Mwingi Municipality through ensuring stakeholder engagement, controlled land development, and delivering quality socioeconomic, infrastructural and environmental services to the traders in, residents of, and travelers through, the Municipality.

**4.3 Core values**

The municipal board will uphold and be guided by the following core values:

Transparency and accountability.

Integrity

Excellence in service delivery

Equity

Professionalism

## 5. Contextual Analysis

The previous sections have offered the background and rationale for this strategic plan, and presented the existing management structure of the municipality, together with its vision and mission. This current section now describes the existing situation in Mwingi Municipality. The objective is to identify the elements that will structure the strategic projects that are to be undertaken by the Board in the next five years to help it steer the Municipality towards achieving its vision. The section culminates in a summary SWOT analysis, which enables the isolation of the strategic themes that the municipality will tackle during the planning period. However, it is relevant to understand Mwingi Municipality within its regional context.

Mwingi Municipality is in Kitui County of Kenya. The municipal threshold covers a 14km radius from the town centre. The Kenya Bureau of Statistics census of 2009 put the Town's urban population at 15,970 with a projected national average annual population growth rate of 2.7%. The importance of Mwingi Municipality derives from its significance as a revenue base and being one of the six Economic Zones in Kitui County. The justification for this that Mwingi town is a trade and commercial hub area of the County, given its location on the Nairobi-Garissa highway, proximity to Mui basin and the proposed LAPSSSET transport corridor. This inter-connectivity places the town and entire municipality at the core of economic and social productiveness. Mwingi Municipality is the headquarters of the larger Mwingi region. It is one of the most prominent and the most accessible towns in the former Eastern Province of the Republic of Kenya. Mwingi Municipality is characterized by a number of resources and opportunities thanks to its location described above. Some of these are explained in the proceeding paragraphs.

**Strategic location on Kibwezi-Kitui-Mbondoni Road:** To begin with, Mwingi Municipality enjoys a strategic location the Kibwezi-Kitui-Mbondoni road. This road not only links the port of Mombasa but also the Lower and Upper Eastern Regions and finally Ethiopia. It also offers an alternative route to the Mombasa-Nairobi road thereby linking Mwingi to the other towns along this corridor. The location of Mwingi on the road therefore presents an opportunity to improve the economic competitiveness of the municipality. Moreover, the road forms part of the larger Mombasa-Addis Ababa Transport Corridor that links the Mombasa-Nairobi Highway [A8] at Kibwezi and the Nairobi-Addis Ababa Highway [A2] at Isiolo. With the planned extension of the LAPSSSET Mwingi Municipality stands to benefit from the connection to Moyale and ultimately Addis Ababa in Ethiopia. This connection has the potential to facilitate faster movement of goods and services and unlock the economic potential of the region and Mwingi municipality at large. The road will boost transportation of agricultural produce and improve farming in the larger Kitui, thereby enabling it to serve the surrounding towns.

**Large area for future expansion:** The entire Mwingi Municipality lies on an area of about 616 sq.km. This area spans across Mwingi Central, Mwingi West sub-counties within six administrative wards namely; Kyome-Thaana, Migwani, Kiomo-Kyethani, Mwingi central, Kivou and Waita wards. There is a potential land banking opportunity for the municipality to hold on process the future development land. The bulk of this land is still rural in its economy as well as level of development. The land within the designated urban area is under allotments, with few under leaseholds tenure structure, while the remaining is under freehold structure.



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The implication of the level of development is that there is enough land for future urban development and expansion. At the same time, the tenure structure means that the Board needs to strategize on how to acquire this land to make it readily available when required for development in future. However, care needs to be taken in order not to adversely impact the prevailing rural economy and the environment therein.

**Political representation (with possibilities of politicization of decision-making):** Whereas the above convergence of different wards within the municipality is good to the extent that it increases political representation, it can nonetheless also lead to the lengthy politicization of decision-making, thereby slowing it down altogether. The ward alignment decision making skews the potential of equality and equity based on prioritization.

**Regional headquarters and center for former Mwingi district.** The head start implications is that district level services and infrastructure are already in place. These can be easily upgraded to county level infrastructure and services. For example, Mwingi Municipality has several hospitals and health centers to meet the health needs of residents, among them Mwingi Level IV Hospital, Nuu Level IV Hospital, Waita Health Centre, with private hospitals like Mwingi Medicare, Mwingi Specialists, Equity Afya, Mwingi Family Nursing Home, Tahidi Hospital among others.

**Vibrant trade and commerce:** Mwingi has vibrant commercial and trading activities. Some of these activities include the operation of restaurant and hotels, construction, finance, insurance, banking, and legal services, real estate, transport and communication as well as manufacturing. The municipality as well enjoys micro-credit services. As mentioned earlier, the location of the municipality on a major transport route further makes it easier for Mwingi to communicate and trade with the nearby towns.

**Clear administrative structure:** Mwingi Municipality is legally recognized entity, having been granted the municipality status with charter signed in 2022 and later gazette on 2024. There is a municipal board in place. The necessary staff to support the work of the Board has office accommodation and other necessary support to enable it deliver on its mandate. The functional relation between the Board and the County Government has also been defined (figure 3 – 1). Nevertheless, as pointed out already, the structure that defines this relation is skewed and will need to be reorganized during the planning period to create room for mid-level management.

**Small population in the municipality grants growth without undue pressure:** Planning for a relatively smaller population with resources assures conformity and effective governance. The available resources aligns with current and projected population. According to the 2019 Population and Housing Census, Mwingi Municipality has a population of 108,019 persons with a population density of 2,801 persons per square kilometer. The municipality has almost the same number of males and females. Specifically, the ratio of male to female is 1:1.07.

**High impact development interventions:** Further development interventions that target individual households are likely to have higher impacts and effectiveness given the small household sizes. The average household size was 2.8 for the Municipality.

**Mwingi Municipality just like other parts of the county has experienced tremendous growth over the years.** For instance, the population of Kitui County has more than doubled with 118% population increase between the year 1979 and the year 2009. Mwingi municipality contains a mix of urban, peri-urban and rural population. The municipality growing at a faster rate creates potential for investment and consumption of services.

**Potential for agro-based industrialization given its high-potential agricultural hinterland:** Agriculture is classified as the main economic activity of Mwingi Municipality and that of its hinterland. More than 75% of the municipality population depends on agriculture as the primary means of livelihood. The main crops grown are maize, beans sorghum, pigeon peas, millet, and cassava, all of which are grown for subsistence. Agricultural production remains labor-based and rain fed. There is also hardly any value-addition done to the produce. Nonetheless, crop production accounts for the highest income derived from agriculture. Commercial crops are planted in the medium potential areas include bananas, mangoes, citric fruits, sweet potatoes and a variety of vegetables. These commercial crops hold the opportunity for value addition and small-scale industrialization that can get their producers out of absolute poverty.

The municipality hosts the Mutwangombe Textile Factory aimed at promoting people's livelihoods by ensuring Mwingi wealth is retained within its borders. Livestock is also practiced in the Municipality, with the main animals being cows, sheep and goats. These, in addition to poultry farming and beekeeping. These too hold the potential for being developed into further small-scale meet, skins, and honey-processing industry that that can help deal with guaranteeing the citizens of Mwingi who would otherwise be jobless a descent source of income. Tapping onto these potentials will be particularly important during the post-Covid-19, which has left many breadwinners without a guaranteed source of livelihood. There is also a vibrant livestock market. Aside from these industries, which are mainly government-driven, there are also privately-owned factories which undertake value-addition. These industries include bakeries, water purification and bottling, fruit processing plants maize and wheat flour processing plants and milk packaging

**Poverty and unemployment resulting from the Covid-19:** The outbreak of the Covid 19 has not only slowed down the national economy, it has also left a number of breadwinners without any guaranteed source as livelihood. Although the magnitude of its impact cannot be estimated now, it is important that Mwingi Municipality put in place strategies to offer those affected a soft-landing in terms of employment opportunities. This calls for the support of the existing potentials for industrialization as well as the informal sector.

**Unsupported informal sector:** Mwingi Municipality is the economic hub for the larger Mwingi region. The regional economy is categorized as either formal (wage) or in formal (jua kali). The County and national Government is the biggest employer with a labour force of permanent and casual staff. The informal economy forms the larger percentage compared to formal economy. It employs auto mechanics, painters, carpenters, shoemakers, crafts people, hairdressers, drivers, domestic servants, petty traders, urban farmers and hawkers of various commodities. Women in this sector are mostly concentrated in low-paying occupation because of their historically disadvantaged access to education; land and other productive assets. They mainly deal in vegetables, fruits, and clothes while men tend to deal in higher profit margin products like electronics, shoes, hardware and toys. In spite of contribution of the informal sector to the household economy and that of the Municipality, the sector remains inadequately supported to enable it realize its optimum contribution.

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The wage employment in Mwingi Municipality on the other hand is distributed in community, social and personal services, wholesale and retail trade, restaurant and hotels, construction, finance, insurance, real estate and business services, transport and communication and manufacturing. (UN-Habitat 2006)

**5.1 The SWOT Analysis**

A SWOT analysis is now carried out to simplify the above presentation of the context that undergrid strategising for the development of Mwingi Municipality. The aim here is to isolate the internal strengths and weaknesses of the County Government, and Mwingi Municipality from the onset with a view to enabling the identification of strategies that could enhance the strengths and mitigate the weaknesses. These strengths and weaknesses are internal to the County Government, and the Municipality. Similarly, the SWOT analysis enabled the identification of opportunities and threats that are presented by forces that are external to the County Government and the Municipality. The idea in this analysis is to enable the Board to formulate strategies that would enable it overcome the threats and weaknesses facing its operations using the strengths it has and the opportunities available to it. Table 5-1 summarises the SWOT analysis of the Board and the Municipality.

*Table 5-1 SWOT analysis*

<b>Strengths</b>	<b>Opportunities</b>
Favourable environment for donor and development partners support	The presence of universities and other research institutions in the county e.g. KMTC
Vast land for future expansion	Undeveloped public land in the municipality
Existing plans and policies- Municipal Charter, CIDP and sectoral plans	Vibrant operations of NGOs in the area e.g. the ADRA, AMREF
Existing roads and road networks that afford good accessibility within and outside the municipality	Economic diversification
Existing developments and assets inherited from the headquarters of the former Mwingi District and Mwingi Urban Council.	Alternative energy source e.g. solar energy
History of good urban management	Rain water harvesting and water conservation
Public participation	Location on the Kitui-Kibwezi-Mbondoni transport corridor
The Board has been legally constituted to manage the municipality	Opportunities for partnership and borrowing
Elaborate organizational structure	Global interest in the support of municipalities through grants
Skilled human resource	Legal provision for devolution and urban management
Potential to raise and collect revenue and growing revenue base	Provision to enter into contracts for financial growth
	Supportive mother Ministry (Lands, Housing and Urban Development)
	Increased awareness of urban development matter among the citizenry realized citizen fora

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<b>Weaknesses</b>	<b>Threats</b>
Overdependence on donor funding	Uncertain funding sustainability beyond current donor support
Non optimization of existing revenue base	Uncertainties posed by post-covid-19 pandemic
Limited development partners	Population pressure and uncontrolled urbanization posing pressure on existing pressure and services
Sub-optimal execution of good governance	Challenges posed by the location of the municipality in ASAL region
Bad road infrastructure in the peripheries of the municipality	Environmental degradation coupled with climate change and its impacts
Inadequate budgetary allocation	Resistance to change that stifles the gains of the municipality
Human resource gaps	The board is not fully autonomous as envisaged by the UACA, 2021
Un-updated by –laws and regulations	Political interference
Low remuneration of Board members	Lack of proper of coordination between the board and the line departments
Administrative structure that is in thin on mid-level management	Lack of proper unbundling of functions between the county departments

## **6. Priority areas of concern**

The following priority areas can be discerned from the above SWOT analysis. Addressing these themes will enable the Municipality to deal with other issues raised in the SWOT analysis.

Consolidating the legal and policy basis for the operations of the Board.

Reworking the organizational structure of the municipality to enable the Board and the County departments' further unbundling of functions between the Board and the county departments.

Preparing for unforeseen pandemics in the short-run and sustaining the long-term economic growth of the Municipality.

Leveraging Mwingi municipality to use its locational advantage for its socio economic development. Strengthening partnerships and collaborations with existing organisations for the development of the Municipality

Venturing into other sources of funding to sustain development funding beyond expected donor support.

The above themes form the strategic areas that the Board should concentrate its strategic efforts in order to ensure that it only delivers key tangible results during its lifespan but that it lays the foundation for the subsequent Boards to steer the Municipality towards realizing the stated vision. As described in section 7, it is therefore envisaged that the Board can revise this strategic plan to generate new strategic objective once the ones identified in this current one are achieved. A detailed thematic analysis and interpretation for appropriate actions by the board is presented in the next section.

### **6.1 Strategic themes, issues, objectives, strategic and activities**

This section analyses the themes with a view to identifying the strategic objectives that the Board should pursue, the strategies available for this pursuit, together with the outcomes of pursuing these strategic objectives. The climax of this section is the identification of activities that the Board will have to implement over the next five years of its existence. Deliberate effort has been made to align these activities with those of the existing development plans in order to avoid a situation where the Board pulls in different direction from the other implementing agencies within the County. The performance indicators are meant to assist the Board to monitor the achievement of the objectives. Again, as already mentioned, given that the Board is new and that the County Government is still in the process of transferring the functions to it, this strategic plan has deliberately focused on helping the Board to establish sound institutional structure and only implement a few strategic infrastructure projects that are within its current capacity.

Accordingly, the focus of the Board will be majorly six-pronged in the next five years:

- Setting up organizational structures for its operations. This will entail consolidating the legal and policy basis for its operations, reworking the organizational structures of the Municipality, and further unbundling of functions.
- Leveraging the Municipality to take advantage of its location for its socio-economic development. Two sub-projects will be pursued under this.
- Undertaking land banking to guarantee the availability of land for future development, and
- Establishing a local processing and value –addition plant

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- Preparing for unforeseen pandemics by creating conducive environment for informal trade to take place while at the same time redesigning existing markets to allow trade in safe environments that adhere to the public health standards recommended by the WHO.
- Strengthening partnerships and collaborations with existing organisations for the development of the Municipality.
- Venturing into other sources of funding to sustain development funding beyond expected donor support.

Other secondary projects that will be implemented alongside the above will include aggressive marketing of the Municipality as an attractive alternative route from Mombasa to Meru, Isiolo and other towns, as well as undertaking greening and beautification programmes in the Municipality. Figure 6-1 details the strategic projects that are to be implemented during the 2024– 2029 period.

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<b>Strategic themes</b>	<b>Strategic objectives</b>	<b>Strategies</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Performance indicators</b>
Consolidating the legal and policy basis for the operations of the Board	To strengthen the ability of the Board to deliver its mandate independently Identify and enforce existing legislations that support the functions of the Board	Unbundle and transfer the functions of the Board to the Board in accordance with the provisions of UACA, 2011	Full implementation of the Municipal Charter Agree on additional functions that can be delegated to the Board and transfer them	A Board that is capable of functioning independently	Number of functions that the board is capable of executing independently
Reworking the organizational structure to enable the Board to deliver its mandate	Strengthening the Board to take over the functions delegated to it by UACA and the executive Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board	Implementation of the identified functions from the provisions of Sections 12 and 20 of UACA and the Mwingi Municipal Charter Support the functions of the Boards through clearly defined organizational structure	Transfer of functions described in section 20b c, d, g, j, k, l, o, p, q, r, and s of UACA from the County Executive departments to the Municipality. Revising the current organizational structure to create room for mid-level management (Departments) under each Deputy Municipal Manager in the current organogram (Figure 3-1) In addition to the above Departments, set up a department responsible for disaster policy formulation, preparedness and response	An independent Board capable of executing its legally prescribed Mandate All relevant departments having mid-level management to translate decisions and policies made by top-management to the operations level A functional department responsible disasters set up	The number of prescribed functions of the board that is [the Board] is capable of executing Independently Existence of a functional department responsible disaster policy formulation, preparedness and response
Reworking the organizational structure to	Strengthening the Board to take over the functions delegated to it	Full implementation of the provisions of sections 12 and 20 of	Setting up a Town Planning and Architecture	A functional Town Planning and	Staff requirement assessment report

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<b>Strategic themes</b>	<b>Strategic objectives</b>	<b>Strategies</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Performance indicators</b>
enable the Board to deliver its mandate [continued]	by UACA and the executive Defines the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board	UACA and the municipality charter Support the functions of the Board through clearly defined organizational structure	Department with forward planning, research, development control, inspectorate GIS architecture and informal settlement divisions. Carry out a staffing requirement assessment and recruit departmental heads for each department created above and at least two staff members to run the divisions where there is a lack of capacity	Architecture Department set up All departments adequately staffed	Number of competent, qualifications and skilled staff employed to manage and run the divisions



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<b>Strategic themes</b>	<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Performance indicators</b>
Preparing for unforeseen pandemics in the short-run and sustaining the long-term economic growth of the Municipality	Create supportive environment for municipal economy to bounce back the unforeseen pandemic Sustaining the long-term economic growth the Municipality.	Creating supportive environment for the informal sector to thrive. Supportive trade in the local markets.	Designate sections within the Municipality where informal trade is permitted Implement the market. Redesign the markets to allow for public health standards recommended by WHO Identify additional market space after redesigning the existing ones	Thriving informal sector Market implemented Markets redesigned to allow safe operations after the restrictions imposed during the Covid-19 pandemic Additional market spaces identified	Number of informal sector operations without clashing with the Municipal management authorities Number of redesigned markets. WHO recommendation implemented in the markets Number of additional market spaces identified
Leverage Mwingi Municipality to use its local advantage for its development.	To optimize the local advantage of Mwingi Municipality for its socio-economic development.	Secure adequate land for future urban development of the Municipality	Carry out future land demand assessment from the ISUD, CIDP, and other existing plans. Land banking for systematic release to the market when needed in future	Future land demand estimated Adequate land acquired and set aside for future strategic development.	Future land demand assessment report Acreage of land acquired and banked.
	To optimize the local advantage of Mwingi Municipality for its socio-economic development	Make the municipality an attractive route from Mombasa to Meru, Isiolo and other towns along	Aggressive marketing Mwingi as an alternative route from Mombasa to Meru, Isiolo and other towns. Tree plantation along riparian reserves	Increased traffic volumes that use Mwingi as their transit from Mombasa to Meru, Isiolo and other towns Tree planted along riparian reserves No encroachment on riparian reserves	Traffic count Number of trees planted along the riparian reserves Acreage reclaimed from the riparian reserves Mini park established Acreage of greened and beautified areas

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		the LAPSET project Greening, beautification and protection of fragile areas	Removal of encroachment along riparian reserves.	Open spaces in the Municipality greened and beautified	
		Promote local processing and local addition	Construction and operationalization of honey [and by-product] processing plant	Locally produced honey being processed	A functional honey processing plant established
		Proper solid waste management	Acquire land for the establishment of a sanitary land fill for waste management Construction of 11 solid waste transfer stations in Mwingi Town Installation of 50 skips on the main streets of Mwingi Town and estates Installation of 6 street skips for the main streets in market	Acceptable land acquired Solid waste properly handled No public littering on the streets No public littering on the streets No public littering on the streets	Acquired land Number of solid waste transfer stations constructed Number of skips installed Number of skips installed Number of skips installed
			Installation of 2 street lights on the municipality streets and markets Installation of 2 street skips and market	No public littering on the streets No public littering on the streets Solid waste properly handled Solid waste properly handled	Number of skips installed Number of skips installed Number of solid waste transfer stations Number of solid waste transfer stations constructed

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			Construction of 3 solid waste Transfer solutions Construction of 2 solid waste transfer stations		
Strengthening partnerships and collaborations with existing organisations for the development of the Municipality	Marshalling the comparative strengths of various organisations that work within the Municipality for the development of the Municipality	Promote collaborations with the research of organisations Promotion shared implementation of development projects	Carry out an inventory of the possible institution that the Municipality can collaborate with Sign and operationalism MoUs for research collaborations with SEKU and other research organisations that work in the area	An inventory of all possible institutions compiled MoUs for research collaborations signed and implemented A forum where the Board and the other organisations working in the area can co-share their plans created and operationalized	Inventory of all possible institutions that the municipality can collaborate with Number of MoUs signed and implemented The forum created and operationalused
iv) Venturing into other sources of funding to sustain development funding beyond expected donor support			Sign and implement MoUs for research collaborations with SEKU and other research organisations that work in the area	MoUs for research collaboration signed and implemented	Number of MoUs signed and implemented
Increase own source revenue (OSR)	enhance financial independence and improve the management of public finances, align with the local economy.		Optimize all available revenue bases under municipality. Digitize the revenue collection systems	Enhance financial independence and improve the management of public finances	Revenue increment

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<p>Seal revenue leakages</p>	<p>Embrace automation Regularly update pricing strategy Review invoice processes Have a proper system for discounting and coupons Enhance Client Management System (CRM)</p>	<p>Educate and train the revenue officers on revenue management processes</p>	<p>Systemize all revenue collection bases</p>	<p>Enhancing the own source revenue</p>	<p>Average revenue per user, conversion rates, billing errors, unbilled services, discount effectiveness, renewal rates and late payments</p>
<p>Industrialization</p>	<p>Promote economic efficiency and growth Bring structural shift in economy in favor of industry Increased production of goods and services, create new jobs and raise standards of living, optimization of technology and division of labour</p>	<p>Government policies Joint venturing Public private partnerships, Promotion of a more labour-absorbing industrialization</p>	<p>Regional Value Chains Development Innovation, intellectual property and rights, and technology transfer for enhanced productivity, competitiveness and accelerated industrialization Create Mwingi municipality special economic zones model</p>	<p>The import-export market Availability of goods Affordability of goods Increased jobs Improved medical care Global warming and climate change Increased income disparity Potentially hazardous working conditions</p>	<p>Cycle time Changeover time Liquidity and cash availability Increased manufacturing sector Increased revenue generation</p>

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<p>Conducive business environment</p>	<p>Improving the ease of doing business Encouraging competition Reducing business costs and risks Social inclusion Improving the legislative and regulatory framework Creating foundation for economic growth</p>	<p>Economic diversification Fostering innovation, entrepreneurship, and investment Enabling clear and transparent regulations Reducing bureaucratic hurdles</p>	<p>Improve regulations Support entrepreneurship Improve access to finance Improve tax policies Improve land tenure system Provide modern infrastructure</p>	<p>Innovation Entrepreneurship Sustainable growth Efficiency Fair and transparent market Reduced government intervention</p>	<p>Energy consumption Innovation rate Increased profit margin Client retention rate Customer satisfaction</p>
<p>Town planning</p>	<p>Improving quality of life Reducing inequality Sustainable development Civic participation Combating poverty</p>	<p>Zoning Land use planning Security of tenure</p>	<p>Preparation of Urban Physical and Land Use Plan.</p>	<p>Engage the technical personnel to prepare the zoning plan. Get a planning tool to aid in town and municipality space arrangement</p>	<p>Approved Urban physical and land use plan. Adequate technical personnel to undertake the departmental activities.</p>

## **7. Implementation**

The implementation of this plan will be staggered in three phases. In other words, the activities identified in this strategic plan will be implemented in short, medium, and long-term phases. Short-term actions will be completed within the first year, medium term implementation will run upto the third year while the long-term activities will run until the end of the plan period.

The first phase will involve setting up the systems in the first year. This phase will begin with setting up the structures and agreeing on additional fuctions that can be transferred to the Board. The period will also involve enacting legislations and regulations, as well as formulating additional policies that will be necessary for the operations of the Board. The culmination of this phase will be the restructuring of the Municipality and the recruitment of the necessary staff that are currently not available. The first phase will also see the Board focus its energies on enabling the economy of Mwingi, particularly that of the most vulnerable informal traders to, adjust back after the disruptions that have been and continue to be caused by the Covid 19 pandemic.

The second phase will involve positioning the Municipality to strategically take advantage of its location for the benefit of its development. This phase entails both short-term as well as long-term projects. Issues like environmental restoration, reclamation of riparian reserves will be implemented in the immediate to medium-term period. On the other hand, issues such as land banking will be implemented throughout the years once it begins because it requires time and resources. Other projects such as finding and engaging with other partners will be carried out immediately the Board is through with restructuring. These collaborations are expected to be sustained during the entire planning period and even beyond.

The Mwingi Municipality board will follow the framework developed by the Government of Kenya to monitor and evaluate the implementation of the above activities. The Government of Kenya has developed a framework for carrying out monitoring and evaluation. This framework link to the performance contracts which are carried out by the line ministries. In addition, the framework contemplates that performance contracting shall be cascaded down to the individual departments and finally, individual staff. All staff will collectively contribute to the final success of the strategic plan.

This strategic plan envisages that the organizational structure presented in figure 3-1 will need to be revised in order to grant the Board the necessary autonomy to successfully implement these activities. In this regard, this strategic plan proposes an organizational structure where the Board is responsible for chatting the vision for the Municipality and giving policy directions. In this case, the Board should be directly answerable to the governor through the CECM. Directly below the Board would be the municipal Manager, charged with technical execution of the vision and policies propagated by the Board. The Board will have to work in close consultations with the CECM responsible for lands, housing and urban development to ensure that the priorities of the Board are synchronized with those of the County government.

Details of the phasing and sequencing of the strategic plan are contained in the implementation matrix (Appendix 1). It is projected that this matrix will form the basis for the financial projections. These projections will be developed alongside the annual work plans and on the basis of the activities identified in the implementation matrix.

### **7.1 Monitoring**

Monitoring of the strategic 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 strategic plan and weighted for each strategic objective. Details shall be contained with the customized appraisal forms for the staff of the Board. Key player in the monitoring process shall be performance-contracting decisions and appraisals. A database of report shall be compiled and shared regularly with the staff, both direct and indirect external monitoring shall be through regularly bodies, and other challenges to implement shall be documented and relevant action plan developed to correct the gaps in the implements.

### **7.2 Institutional framework for the implementation of the plan**

#### **Review**

The strategic plan will be reviewed bi-annually by the MMB taking stock of internal and external environment changes. The process is aimed at identifying opportunities for improvement and challenges with an ultimate goal to inform strategic direction and budget formulation in the course of the plan. The review will be based on evidence and data collected during implementation.

### **7.3 Evaluation**

Regular evaluations shall be undertaken throughout the strategic plan period in line with the MMB evaluation schedule. The BMK is expected to develop the schedule once it has started its operations. This will enable the leadership of MMB 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 evaluating shall be to determine the following:

- Whether goals and objective are being met;
- Whether timelines in the implementations of proposed activities are being met;
- Whether there is a need to readjust timelines;
- Whether personnel and infrastructure are available to meet strategic plan requirements;
- Whether the resource base is adequate to complete the strategic plan;
- Whether the strategic goals require revision.

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**Appendix 1: Implementation matrix for strategic theme**

<b>Strategic theme 1: Consolidating the legal and policy basis for the operations of the Board</b>									
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Performance</b>	<b>Actors</b>	<b>Timeframe</b>				
					2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
Strengthening the ability of the Board to its mandate independently Identify and enforce existing legislations that support the functions of the Board	Unbundle and transfer the functions of the Board in accordance with the provisions of UACA, 2019	Full implementation of the Municipal Charter Agree on additional functions that can be delegated to the Board and transfer them	Number of functions that the Board is capable of executing independently	MMB County Attorney All line ministries and departments in the county					

<b>Strategic themes 2: Reworking the organizational structure of the Municipality to enable the Board to deliver its mandate</b>									
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Performance Indicators</b>	<b>Actors</b>	<b>Timeframe</b>				
					2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029
Strengthening the Board to take over the functions delegated to it by UACA and the executive Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board	Implementation of the identified functions from the provisions of Sections 12 and 20 of UACA and Mwingi Municipal Charter Support the functions of the Board through clearly defined organizational structure	Transfer of functions described in Sections 20b, c, d, g, I, j, k, l, o, p, q, r, and s of UACA from the County Executive departments to the Municipality Revising the current organizational structure to create room for mid-level management (Departments) under each Deputy	The number of prescribed functions of the Board that it (the Board) is capable of executing independently  Existence of functional departments corresponding with each of the offices of the Deputy Municipal Managers	MMB County Attorney CECM-responsible for urban development All line ministries and departments in the county MMB CECM-responsible for urban development County Attorney All line ministries					



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		Municipal Manager in the current organogram (Figure 3 – 1)		and departments in the county					
Define the structure for the management of the municipality Establish institutions that are necessary for the operations of the Board	In addition to the above Departments, set up a department responsible for the disaster policy formulation, preparedness and response	Existence of a functional department responsible for disaster policy formulation, preparedness and response	MMB CECM- responsible for urban development County Attorney All line ministries and department in the county County treasury						
	Setting up a Town Planning and Architecture Department with forward planning, research, development control, inspectorate, GIS, Architectorate, and informal settlements divisions	Existence of a functional Town planning and Architecture Department with prescribed divisions	MMB CECM- responsible for urban development County Attorney All line ministries and department in the county County Treasury						
		Carry out a staffing requirement assessment and recruit department created above and at least two staff members to run the divisions where there is a lack of capacity	Staff requirement assessment report Number of competent, qualified and skilled staff employed to manage and run the divisions	MMB CPSB ECM- responsible for urban development County Attorney All line ministries and departments in the county County Treasury					

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<b>Strategic themes 3: Preparing for unforeseen pandemics in the short-run and sustaining the long-term economic growth of the Municipality</b>									
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Performance Indicator</b>	<b>Actors</b>	<b>Timeframe</b>				
					2024	2025	2026	2027	2028
					- 2025	- 2026	- 2027	- 2028	- 2029
		Identify additional market spaces to support the demand for space after designing the existing ones	Number of additional market space identified	MMB Municipal Manager Department responsible for urban planning CECMs-responsible for urban development, public health, disaster management, and trade County Treasury					

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<b>Strategic themes 4: leveraging Mwingi Municipality to use its locational advantage for its development</b>									
<b>Strategic Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Performance Indicators</b>	<b>Actors</b>	<b>Timeframe</b>				
					2024 -	2025 -	2026 -	2027 -	2028 -
					2025	2026	2027	2028	2029
To optimise the locational advantage of Mwingi Municipality for its socio-economic development	Secure adequate land for future urban development of the Municipality	Carry out future land demand assessment from the ISUD, CIDIP, and existing DP	Future land demand assessment report	MMB Municipal Manager Department responsible for urban planning CECMs- responsible for lands& urban development, Land management research institutions County Treasury					
		Land banking for systematic release to the market when needed in future	Acreage of land acquired and banked	MMB Municipal Manager Department responsible for urban planning CECMs- responsible for lands &urban development, County Treasury NLC					
	Make the Municipality an attractive route from Mombasa to Meru, Isiolo and other towns along the LAPSSSET project	Aggressive marketing Kitui as an alternative route from Mombasa to Meru, Isiolo and other towns	Traffic count	Municipal Manager Department responsible for county publicity Transport research institutions County Treasury					
	Greening, beautification and protection	Tree plantation along riparian reserves	Acreage under trees planted along the riparian reserves	MMB Ministry responsible for environment					

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	of fragile areas			Partners working on environmental issues					
		Removal of encroachment along riparian reserves	Acreage reclaimed from the riparian reserves	MMB Ministry responsible for environment Partners working on environmental issues NEMA					
		Establish a mini park at the proposed Mwingi Stadium	Mini park established	MMB Ministry responsible for the environment Relevant partners					
		Reclamation of ecological fragile ecosystems e.g., streams and Tyaa river.	Length of the river (kilometers) reclaimed	MMB Ministry responsible for the environment Partners working on environmental issues NEMA County Treasury					
		Greening and beatification	Acreage of greened and beautified areas	MMB Ministry responsible for trade					
		Greening and beautification	Number of transfer stations constructed and skips installed						
		Construction of solid waste transfer stations and installation of skips							
		Promote local processing and value addition	A functional processing plant established						

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<b>Strategic themes 5&amp;6: Strengthening partnerships and collaborations with existing organizations for the development of the Municipality/Venturing into other sources of funding to sustain development funding beyond expected donor provision</b>									
<b>Strategies Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Performance indicators</b>	<b>Actors</b>	<b>Timeframe</b>				
					2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Marshalling the comparative strengths of various organisations that work within and outside the Municipality for the development of the Municipality	Promote collaborations with research organisations and Promote shared implementation of development projects	Carry out an inventory of all possible institutions that the Municipality can collaborate with	Inventory of all possible institutions that the Municipality can collaborate with	MMB Universities and other research institutions Possible institutions County Treasury Local and international investors					
		Sign and implement MoUs for research collaborations with SEKU and other research organisations that work in the area	Number of MoUs signed and implemented	MMB Ministry responsible for public relations Office of the Governor County Treasury					
		Create and operationalize a forum for joint engagement with organizations that fund and implement various projects in the Municipality	The forum created and operationalized	MMB Ministry responsible for public relations Office of the Governor County Treasury					