

Municipal Council of Thika
STRATEGIC PLAN 2008-2012

August 2008

TABLE OF CONTENTS

SECTION ONE.....	3
Introduction	5
<i>Purpose, process, and participants</i>	5
Profile.....	5
<i>Historical background</i>	6
<i>Political boundaries</i>	6
<i>Geographical setting</i>	7
<i>Demographics</i>	7
SECTION TWO.....	8
Mission Statement.....	9
Municipality’s Mandates.....	9
Municipality’s Values.....	10
Vision Statement.....	10
SWOT Summary.....	11
SECTION THREE.....	21
Major Strategic Issues.....	22
Functional Strategy Statements.....	22
SECTION FOUR.....	38
Implementation Plans.....	39
Monitoring and Evaluation Plans.....	39

SECTION ONE

INTRODUCTION

Rationale

In the past, the Council has carried out its mandate without any strategic plan. As a result, the council's programmes operations were conceptualized, prioritized, and implemented without a single framework for strategy necessary to meet the challenges. As such, multiple strategies were being pursued at once. Inevitably, the ability of the council to realize its stated mission was going to be compromised.

This strategic plan has been formulated in the context of the ongoing Public Sector Reforms (PSR) that is aimed at improving the performance of government ministries and departments and their delivery of public services.

The plan has been aligned to the vision 2030 'A globally competitive and prosperous nation with a high quality of life by 2030'

Key Assumptions

- The council will mobilize sufficient resources for delivery of strategic plan.
- The desire and commitment to reform the Local Government Sector will be sustained at both the national and local level.
- That a new constitution will retain the Local Government system and broaden its mandate for local governance and service delivery.
- There shall be political commitment to support review and reorganization of LAS based on viability.

Process

The process included an examination of the following issues in detail:

- *Where are we right now?*
- *What internal and external forces are operating that will hinder or help us to achieve our long-term goals?*
- *Where do we want to be in the future?*
- *What must we do and when?*
- *Who must do what and when?*

Profile

Historical background,

Thika is a market town in **Central Province**, Kenya lying on the **A2 Road** and located about 40 km north of Nairobi on the **Thika River** at 13 degrees South and 37.55 degrees East. The elevation of Thika is 1420 metres to 1550 metres above sea level, with an average temperature of maximum 25 degrees centigrade and rainfall average of 1020 mm per annum.

Thika, Kenya is home to the Chania Falls and the Thika Falls, while Ol Donyo Sabuk National Park lies to its southeast. The town has a railway station, but there is only limited passenger service. The town is headquarters of the Thika District. The district is the prime pineapple-growing region in Kenya. Thika is close to "Fourteen Falls" which is a popular picnic site. Thika was formerly a center for light industry, but the focus has shifted to the Athi River. The decline of the textile industry has hit local firms,

including Thika Cloth Mills (TCM), which is a cotton fabric manufacturer that competes against Egyptian & Chinese manufacturers.

History of Thika

There are two explanations for the name Thika. One has its origin in the Kikuyu word Guthika, meaning to bury. During a great drought, the Maasai ventured outside of their normal territories looking for water for their huge herds of cattle. Two rivers pass through Kikuyu land, River Thika and Chania, both providing sustenance for the agricultural Kikuyu. With this water in contention, and both tribes desperate for survival, they fought a bloody battle that left few survivors. A mound near Blue Posts Hotel supposedly is where the dead warriors were buried. The other explanation come from the Maasai word Sika meaning rubbing something off an edge. In addition, the area was originally inhabited by the Akamba tribe.

Towards the end of the 19th century, outsiders began to settle in this outpost, a convenient resting spot between Nairobi and upcountry for British settlers. Europeans and Asians began to stop and remain at Thika, the former setting up farms, and the latter setting up shops. A monument in the shape of a pillar was erected by the British in the early 1900s in the central business district of Thika, it commemorates the founding of Thika as a town. The town was given its status by the government gazette in 1924. Thereafter it was elevated to a second class municipality when Kenya gained independence in 1963, and the first Mayor was enthroned in 1968.

The town has historical sites like the Mugumo Gardens, which is named for the giant fig tree where the ancient legendary seer "Mugo wa Kibiro" prophesied. Believers claim that all of his prophesies have come to pass. According to legend, the fall of the tree would symbolise the fall of British rule in Kenya. The British Government re-inforced the tree to prevent it from falling, but it split into two parts and fell in two stages in 1963. Another historical site is **Christina Wangare Gardens**, which is in the heart of Thika Town. The garden is named after a famous **woman freedom fighter** in the struggle for the country's independence.

Thika is also the gateway to other tourist attractions like **Kilimambogo National Park, Fourteen Falls, Yatta Plateau, Ndaka-ini Dam, Mount Kenya, and the Great Rift Valley.**

Economic Activities

Thika is externally serviced by a dual carriageway to Nairobi, a highway to Garissa and a railway line. Internally, the town has a well-maintained road network. The economic activities of the town include agriculture, particularly in the horticulture (exports mainly to Europe) and coffee industry (exports mainly to the USA and Europe). Other industries include textile (cotton), mining (building stones), floriculture (mainly exports to Europe) food processing (pineapples, macadamia nuts, and wheat), real estate, tannery, motor vehicle assemblies, and cigarette manufacturing. Thousand of micro-enterprises, about one hundred small-scale industries and about twenty major factories exist in and around the town.

Physiographic and Natural Conditions

Topographic features have not only affected climatic conditions of Thika District but also economic development of the area. The district has a diverse topography ranging from 1060 m to 3550 m above the sea level.

The highlands to the west form water catchments areas' and watersheds of most of the rivers, which flow towards the lowlands of the southeast parts of the district. All these rivers flow from Aberdare Ranges to the west and towards South East joining River Tana thus forming part of Tana and Athi River Drainage System.

The higher areas to the west are characterized by deeply dissected topography with numerous slopes, which are prone to landslides. The eastern parts of the district are lowlands, which cover Ruiru, Thika Municipality, and Kakuzi Divisions.

The district has a bi-modal rain pattern with long rains occurring in the months of June and May and short-rains in the months of October and November. Rainfall in the district ranges from 965mm to 2,130mm with least rainfall being experienced in the eastern parts of Thika Highway, Samuru, Mitumbiri, Juja, Gatuanayaga, and Ithanga areas. The eastern part is a semi-arid region and receives low rainfall ranging from 116mm to 965mm. The flat topography characterized by low rainfall and well-drained soils makes it suitable for irrigated plantation farming, mainly coffee and pineapples, and beef farming. Cut flower is, also an upcoming economic activity. It is significant to note that while the numerous streams and rivers are an important source of piped water projects, they pose a major obstacle in road transport as they necessitate construction of many bridges and high maintenance costs. Thika District has a high potential for underground water. There are many boreholes scattered in places like Ruiru Division. The importance of underground water as a source of water supplies, especially in Ithanga, Kakuzi, Gatuanayaga, for example, cannot be underrated, as it is hardly impossible to have gravity water systems.

With an exception of irrigated farming, agricultural activities and the types of crops being grown in the district have heavily been determined by rainfall patterns. The northern and western parts of the district, which receives 1,500mm minimum annual rainfall, tea, coffee and dairy farming are the dominant economic activities. In the semi-arid areas to the east with low and unreliable rainfall, cattle rearing and production of drought resistant crops are the main pre-occupation of the farmers. Cotton, a drought resistant crop, can do well in this area but currently the potential is not being exploited.

Thika District has a mean temperature of 20°C with coldest months being June, July and August. The hottest months are February, June and April. Temperatures also vary during the year with a mean minimum of SOC and a mean maximum of 30°C. With the exception of Ndaka-ini Dam, which is the source of water supply for Nairobi City, the district does not have significant water mass.

SECTION TWO

Mission Statement

To create and nurture an efficient, effective, dynamic socio-economic and habitable environment for the citizenry of Thika municipality and environs

Vision Statement

To be a local authority of excellence in service provision globally.

Philosophy

Quality Service and Development

Motto

“The industrial hub of Kenya”

Municipality’s Mandates

The Municipal Council of Thika is established under the Local Government Act Cap 265 of the Laws of Kenya.

Amongst its key responsibilities is that which entails mobilization of internal and external resources and within existing regulatory framework, directing such resources towards addressing the basic needs of the populace in the town.

Role of local authorities

The Local Government Act, Cap 265 of the laws of Kenya establishes the local government system in Kenya. It creates the LAs to perform three main functions. These are; local service delivery, local governance and local development. Generally the objectives of local government are;

- To establish local representative government institutions that make decisions for provision of services and development activities that are more responsive to local wishes and initiatives of the local communities.
- To provide opportunities for local communities to exercise their democratic right to self governance and determination at the local levels of society and to encourage and develop initiatives and leadership potential.
- To mobilize human and material resources through the member of the public in their local development.

- To provide a two-way channel of communication between the local communities and the central government.
- To provide an enabling environment that promotes investments and economic development.
- Development control

The Local Government Act Cap 265 mandates LAs to provide two categories of services; **mandatory services** i.e. public health and the burial of destitute and **permissive services**, i.e. roads, water, education etc. The Act provides the LAs with limited autonomy, which makes them financially and administratively dependent on the central government. This dependence on the central government impedes them from functioning as focal points and important fora through which the poor can participate in the development process.

Municipality's Values

1. *Alignment, transparency and accountability:* We accept responsibility for our actions. We make and support decisions through experience and good judgment.
2. *Customer Service Excellence:* We are dedicated to satisfying customer needs and honoring commitments that we have made to them.
3. *Teamwork:* Our team is supportive of each other's efforts, loyal to one another, and care for each other both personally and professionally. This is extended to all our partners.
4. *Flexibility:* We help team members strike a healthy work and life balance.
5. *Community empowerment:* We strive to help our communities improve their living standards.
6. *Integrity:* We act with honesty and integrity.
7. *Passion for results:* We show pride, enthusiasm, and dedication in everything that we do. We are committed to delivering high quality products and services.
8. *Respect:* We treat our team members, customers, partners, and suppliers with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.
9. *Open and prompt Communication:* We communicate openly, honestly and accurately with our stakeholders. All employees are encouraged to openly share their opinions and views.
10. *Innovation* - We believe that meaningful, productive change - solving problems - only comes by looking at challenges and opportunities from new angles and exercising our curiosity.
11. *Optimal utilization of environment-* We are concerned about the environment and are focused on minimizing waste & promoting the use of recyclable products and renewable energy.
12. *Equality and impartiality-* we provide service to all.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

INTRODUCTION

In designing a Strategic Plan, it is important that internal strengths and weaknesses as well as opportunities and threats to the organization are identified and analyzed (SWOT). The internal strengths and weaknesses are essentially controllable activities within the council that are performed especially well or poorly. They need to be identified and evaluated in functional areas so that the Plan can build on the council's strengths and aim to mitigate or eliminate the weaknesses. On the other hand, external opportunities and threats are economic, social, environmental, political, legal, governmental, and technological trends and events that can benefit or harm the council. These trends and events, which are largely beyond the control of the council need to be identified and analyzed so that advantage can be taken of the opportunities and threats, can be avoided or their impact reduced. The main strengths, weaknesses and to some extent opportunities and threats to council have been identified in the course of various studies and reports. This Chapter highlights the results of the SWOT analysis.

STRENGTHS

LEARNING AND GROWTH

Qualified staff

The council has qualified staff in certain areas. These have enabled the council to undertake certain activities internally without having to outsource for expertise.

Timely payment of salaries.

The council settles its wage bill promptly and has no arrears. This in comparison with others who have several months' backlogs. Deserving staff members can also get advances. This motivates the staff. It remits all deduction especially co-operative thus enabling its employees to access loans.

Dedicated personnel

Courteous revenue staff, key senior officers and policy makers are all dedicated and committed towards successful running of the council.

Opportunity for educational advancement

The council provides opportunity for all its members to advance themselves education wise through sponsorships, tours, seminars and workshops.

Budget seminars and Ministerial circulars and guidelines

These have helped the council resolve contentious issues regarding budget ceilings and expenditure.

Routine chief officers meeting

Routine meetings of chief officers have assisted in continuous review of performance of the council and in implementation of policies.

Rotation of staff

Frequent rotation of staff members especially those involved in revenue collection have helped minimize incidences of errors and fraud.

Frozen employment opportunities and personnel ratio

Ministerial directives freezing creation and filling of vacant scale 10-20 posts has enabled the council improve the welfare of existing staff and civic leaders. Conflicts as to who is to be employed have also been minimized.

Motivated staff at certain levels

Certain cadres of staff members are highly motivated leading to high productivity.

Spirit of comradeship

Cooperative movements for savings and loans, union for job security and staff Welfare Association for funeral arrangements for the bereaved have all fostered the spirit of togetherness among the staff.

Open Communication channels

The council as a whole has always maintained open channels of communication, which has improved the working atmosphere.

Commensurate payment of civic allowances

Civic leaders are paid commensurate with the revenue collection capacity of the council.

INTERNAL COUNCIL PROCESS

Internal political support

The policy making arm has often supported the executive arm politically. The peaceful co-existence has enabled all energies to be directed towards service delivery.

Internal policy and executive support

Most of the policies covering crucial areas of operations have been formulated. Though not all have been documented, it has enabled smooth operation of the council.

Free flow of information

Free flow of information at all levels in all direction is encouraged at the council.

Relative political stability

Despite the occasional hiccups, the council is relatively stable compared to other councils.

Modern office equipment

The council has acquired modern office equipment. Office supplies are available vide computers, fax and a PABX. The council has implemented LAIFOMS.

Regular consultative meetings

Regular consultative meetings are held between the council and key stakeholders.

Performance measurement/management

The council monitors the performance of its key operations to ensure they are in line with expectations.

Expansive office space and accommodation

The council has just sufficient office space for its employees.

Transport

Though modest, the councils' transport has helped it in operations.

Chain of command

The chain of command in the council is functioning. This has minimized work role conflicts.

Community ownership

Community participation in policymaking and implementation has helped nurture and strengthened ownership of the outputs in projects.

SERVICE DELIVERY

Provision of bursary

The availability of funds has enabled council to allocate bursary to needy cases.

Water and sewerage

The council has established a water and sewerage department. This has alleviated water problem in the municipality.

HIV/AIDS committees

The council is a member of AMICAAL and has adopted its declaration. It's in the process of forming and operationalising its ward HIV/AIDS committees.

Infrastructure

The council has existing infrastructure in its area.

Goodwill

The council has established and maintained good relations with its key stakeholders.

FINANCE

LATF FUND

The Fund has enabled the council to improve Service Delivery, Financial Management, and Accountability and eliminate outstanding debts.

Revenue enhancement plans

Strict adherence to realistically prepared revenue enhancement plans has improved local revenue over the years.

Timely preparation of financial reports

Budgets, Abstracts of Accounts, Revenue Enhancement plans, and other LATF conditionalities have always been prepared and submitted on time. Thus, the council has never been penalized. These reports have provided adequate feedback on the performance of the council financially.

Procurement laws

The new procurement regulations have helped improve good governance in the council.

Assets

The council owns assets thus improving its financial standing.

Efficient revenue collection systems

The council has an efficient revenue collection system.

WEAKNESS

LEARNING AND GROWTH

Poor work ethos- laziness/apathy

The prevailing organization culture inhibits optimal performance of the council.

Hiring and firing procedures

The current rules for hiring and firing are bureaucratic. Further, the council lacks the authority to hire and fire at will.

Character assassination

Staff members occasionally undermine each other often derailing each other's chances of promotion and advancement.

In adequate remuneration for staff

The pay of the council employees in comparison to their private sector counterparts is dismal. Thus are ever unmotivated.

Non-recognition of hard work

The council does not recognize and reward hard work and talent within its ranks.

Untrainable staff

Certain scales of staff are untrainable thus limiting effectiveness of the training program. Some refuse to take up training opportunities available.

Non-transferability of lower cadre staff

Lower cadre staffs are non-transferable. Thus, the council cannot benefit from staff infusion.

Biased recruitment process

The recruitment process that has existed in the council has made a mockery of laid down procedures, guidelines, and merit.

Unqualified personnel

The past recruitment process has left the council with unqualified staff members majority in lower scale with little motivation to move upwardly.

Poor management compensation

The councils' managers are poorly compensated financially and non-financially.

Biased promotion

The few promotions that have been undertaken in the council have been characterized by nepotism and devoid of merit. This demotivates the deserving and genuine cases, which are often 'deffered' in meetings.

Disciplinary process

The disciplinary process is fraught with inconsistencies and empire building. Instead of treating such cases as purely administrative matters, politicians often drag politics into the cases. Staffs make mistakes and then run to their Union for protection.

Lack of clear delineation of roles and responsibilities

Results in buck-passing and disagreements over who is rewarded for exemplary performance and who gets the blame over shoddy work. There are no comprehensive job description and specifications. Duties are allocated without regard to capacity to perform and core functions.

Poor career development

In certain cadres means stagnation for many years despite good performance.

Poor coordination

Among the departments leads to conflicting policy statements.

Inadequate performance measurement

The performance measurement standards are inadequate.

Poor image among public

The ratepayers view the council as collecting taxes to pay salaries and not provide services.

Lack of respect for the other gender

Gender insensitivity is prevalent amongst the male employees and civic leaders of the council.

Conformism /complacency

People are highly resistive to change no matter how beneficially it will be to the council. Argument being we have been doing things this way and it has worked before.

Lack of training opportunities

Training opportunities within the council are few and far between. The few benefit select members of staff. In service courses, seminars, workshops, tours and travels are minimal and hampered by meager budgetary allocations. Often the allocations for training are extinguished before use.

Few Technical staff

The council has very few technical staff and this has hampered service delivery.

Protective working gear

The protective working gears provided are inadequate.

Poor working relationship

Relationship between the civic leaders and staff occasioned by harassment.

Provident and pension funds

The current rules relating to provident and pension funds are discriminative to civic leaders.

Policy regarding casual employees

There is no coherent and consistent policy as to how long casuals can serve before being made permanent and as to how much they should be paid.

Overtime

Overtime payments are not streamlined. Both staff and civic leaders work overtime for peanuts.

Turf protectionism

Staff members accumulate leave days hoping to be paid for them and in the process fail to get refreshed as provided by law. Continuous working deteriorates their health incurring the council money now and in the future.

Transfers

Transfers especially of senior staff members are often politically instigated in an effort to make you "tow the line". These demoralize the senior staffs that are forever waiting for the next transfer letter instead of focusing on service delivery.

Loans and hire purchase

The council is yet to give loans or at the very least guarantee hire purchase for its staff and civic leaders. The five-year term of civic leaders is enough to repay any loan/hire purchase.

INTERNAL COUNCIL PROCESS

Unethical conduct of civic leaders

The manners and conduct of some civic leaders has often brought their characters into disrepute.

Lack of consistency in decisions

Policies are made and unmade without regard to consequences.

Political power play

Civic leaders often engage in political power play at the expense of serious discourse. This has led to the perception that all they care about is power.

Limited contribution in meetings

Civic leaders often shy away from informed and serious discussions in meetings.

Past poor planning efforts

Past poor planning efforts have resulted in serious financial repercussions for the council

Political interference

From the sponsoring party officials in their over-zealous attempt to effect party policy often reduces the councillor to a stick holder rather than a stakeholder.

Restrictive local government act

The local government act in its present form greatly undermines the policy makers' ability to effectively implement, monitor, and evaluate the council's activities.

Transport inadequacy

The council lacks enough vehicles for transporting its policy makers and staff.

Ineffectiveness to lobby at national level

Through limited capacity, the policy makers are incapable of lobbying effectively at national level.

Slow in detecting and responding to emerging global issues and trends

This weakness impacts on service delivery as global issues often have local impact.

Unresponsive bureaucratic system and procedure

The standing orders have not been updated to reflect existing realities on the ground. There are cumbersome and largely restrictive in nature.

Poor information management

There are no established criteria for disseminating official information to enable it reach everyone affected.

Political interference

Especially from the policymaking arm in an attempt to exercise non-existent executive powers. They want to supervise staff and operations. Policy makers often fail to follow laid down mechanism in implementation of projects.

Fund allocation

The current criteria of allocation of funds on the basis of wards rather than population hampers service delivery. LATF itself is disbursed on the basis of population; as such the change in criteria is baffling. Consequently, the provisions to most projects were insufficient to complete

Lack of a library

The council lacks a library with articles, journals, all laws of the government of Kenya, sessional papers, policies, and reports to aid in decision-making and dispute resolution.

SERVICE DELIVERY

Sense of Ownership

The community treats all projects as belonging to the council and not them. Their contribution is minimal in project execution.

Political interference

Projects often generate a lot of political heat during implementation as civic leaders jostle for control of such projects.

Harassment of civic leaders

The electorate harasses civic leaders during project implementation. Their understanding is that the project should be implemented at once despite financial constraints.

Asset base

The councils' asset base hinders project implementation.

FINANCE

Narrow revenue base

The council has a narrow revenue base leading to over reliance on water. The bureaucracy in tariff fixation further undermines the revenue base. Revenue leakages worsen the scenario.

Unstable sources of local revenue

The sources of revenue are seasonal in nature.

Political patronage to defaulters

Non-payment of rates and dues by traders. Some civic leaders seek to exempt their electorate from paying dues.

Lengthy budgetary procedures

The budget once made cannot be adjusted easily to suit changing circumstances.

Minimal use of Council Assets to generate revenue

The council generates minimal revenue from its key assets.

Conflict of interest

Lack of strict adherence to the Procurement Act leads to conflict of interest

OPPORTUNITIES

Strategic Location

Thika is strategically located next to Nairobi, the capital city and is part of the proposed metropolis. This has enabled it enjoy access to markets for its industrial and agricultural output.

Natural resources

Thika has fertile agricultural land, adequate rainfall, fresh water sources, building stones, stable rock profile, and a national park next to it.

Agricultural zone

In its own right, Thika is a major agricultural producer and market centre for produce from its environs.

Educational centre

Thika is fast becoming a major learning centre with five universities and numerous middle level colleges within its boundaries.

Historical background

Thika's unique historical background makes it a potential tourist attraction.

Population

The population in Thika can provide skilled labour when needed. It also acts as a market for finished products and services.

Land

There is sufficient land for future expansion of the town. Only that most of the land is in private hands.

Medical facilities

The medical facilities and services, both private and public, offered in Thika are better equipped and easily accessible.

Secure environment

In comparison with other towns, Thika is relatively safe, security wise.

Facilitative road network

The council is situated next main highways. Thus, it is within reach of the regional and international gateways.

Use of assets

Development of housing units, flower farms in trust lands, marketing of plant and machinery will form future projects. Good climate and soils for flower farm development will be utilized.

Procurement rules act as capacity building for staff and locals

The Public Procurement and Disposal Act 2005 is expected to inject professionalism in procurement.

Legal and constitutional changes

New constitution to empower local authorities. Review of cap 265 will further entrench ongoing reforms. Offers an opportunity to reexamine the current local government system and improve it.

Community service orders-

Use of prisoners and petty offenders on suspended sentences as market cleaners, weeders represents possibility of bypassing current freeze on employment.

Goodwill in government and from citizens and development partners

As exhibited by the water project funding presents great opportunities for the council to access funds for service delivery. Partnership with the private sector offers hope for better service delivery.

Increased flow of funds from central government

In form of LATF present further avenues for increased revenue sharing with the central government. CILOR also need to be fully exploited.

Availability of modern technology in market

The modern ICT available in the market can greatly improve service delivery in the council. Technological advancement-payroll, accounting, Geographical Information System (GIS). The fibre optic cable by-passes Thika opening BPO's opportunities.

Improved management and financing option of service delivery

With respect to partnership with the private sector in service delivery. Opportunity to outsource certain services-water, slaughter slabs and revenue collection.

Enhanced partnership and cooperation at national and international levels

This is expected to lead to increased revenues and information sharing.

Opportunities for ministry to improve its relationship with Local Authorities

Long seen as an oppressor, the ministry is enhancing its relationship to a partner in development.

Continental, Regional, Political and economic blocks

These blocks will give economic development a fresh impetus.

Joints Loans Board

Micro-enterprises can access credit at favorable terms from the loans board.

THREATS

Creation of Water Company

The desire by the water services board to create an independently managed water board may not augur well for the provision of water and sewerage services. The potential for revenue disruptions exist.

Ignorance of taxpayers

Taxpayers are not yet fully educated on need to pay taxes promptly.

Poor performance of key macro-economic indicators

High rate of population growth, unemployment especially youth, poverty levels, inflation and exchange rates all impact negatively on the council.

Pollution

With industrialization, comes pollution whose effects if not mitigated often have devastating results.

Proximity to Nairobi

This has a negative impact as any problem experienced in Nairobi is felt in Thika.

Misunderstood role of civic leaders

This has put civic leaders in a tight spot with regard to service delivery.

Rural-urban migration

Will lead to overstretching of already existing facilities

Population growth

Leading to mushrooming of informal settlements while increases illegal and unlicensed business.

Insecurity

High poverty rates among other factors has led to insecurity in the area.

Low literacy level

Low attendance of school by both youth and adult has led to low literacy levels.

Food insecurity

Expensive inputs among other factors have eroded food security in the area.

High taxes

This is due to the coming into effect of the East Africa Customs union.

Non-recognition by the constitution

The local authorities are recognized only by Local Govt Act and can be dissolved at will.

Resident's attitude towards council's property

Some residents have no respect for council's property.

Non-payment of CILOR by Central government

The central government currently owes Las' CILOR that is paid intermittently.

Low level of disaster preparedness

Is worrying given the prevalence of disasters, both manmade and natural, in the area.

Political instability

At national level impacts on council ability to deliver services as attention is shifted to politicking.

Current freeze on staff hiring

Means staff lost through natural attrition and retirements can't be replaced easily.

Ad hoc policies

By the various ministries leads to haphazard implementation of government policies.

Fast changing technology

The current technology revolution renders obsolete the already implemented solutions, thus wastage of resources.

Lack of awareness of scope and benefits of public/private partnerships

Once in place will enable the council to pair up with the private sector in service delivery.

Increased poverty

Negatively affects the revenue base of the council. It erodes the spending power of the residents. This has increased the dependency ratio, child labour and drug abuse.

Level of permissiveness

The society is becoming more tolerant to negative influences. Homosexuality, drug abuse and child prostitution is increasing.

Conflicting laws

Especially the land laws. There is need to consolidate the laws into one piece.

Interference from other service providers (Competition)

Currently the DDC, CDC CACC, CBF, all offer services, which ideally should be offered by the council. This has led to wastage of resources.

HIV/AIDS pandemic

Though un-quantified as of yet, the council is afflicted by the deadly scourge and is yet to come up with a workplace HIV/AIDS policy.

Deliberate and sustained marginalization of the roles and functions of the local authorities

The transfer of functions act greatly weakened the council and there is need to expunge it from the statutes.

Transfers policy

The current ministerial transfer's policy is ambiguous. Thus, the council may find itself saddled with officers who have no interest in development, as they do not know when they will be transferred as such see no need to work hard.

Social security

The current structure and laws do not offer much protection in terms of social security.

SECTION THREE

LEARNING AND GROWTH

HUMAN RESOURCE PLANNING, MANAGEMENT AND DEVELOPMENT

Human Resource Planning: is the process, which an organization ensures it has the right number and kinds of people, at the right places, at the right time, capable of effectively and efficiently completing those tasks that will aid the organisation in achieving its overall objectives

Human Resource Management (HRM) is a process consisting of the acquisition, development, motivation, and maintenance of Human Resources.

Management is the process of efficiently getting activities completed with and through other people.

Acquisition begins with planning, knowing your goals and how you will achieve them. It includes estimating Demand and Supply and integrating the same. It also includes recruitment, selection, and socialization of employees.

Development has 4 dimensions: Employee development (Skill Development) and changing attitudes of workers, Management development (the acquisition and enhancement of an executives' abilities), Organisational development (or the facilitation of system-wide change) and Career Development (Continual effort to match long-term individual and organisational needs).

Motivation is recognizing that everyone has individual needs and uses techniques to motivate them accordingly. One must look at: alienation, job satisfaction, performance appraisal, and techniques for simulating worker performance, linking rewards to performance, compensation to handle problems. Maintenance is concerned with providing benefits, services and working conditions to keep employees happy so they can keep up their jobs at what they have been employed to do.

Job Descriptions is a written statement of what the jobholder does, how it is done, and why it is done. Job Specifications states the minimum acceptable qualifications that the person must possess to do the job successfully. In addition to providing data for job descriptions and specifications, job analysis is also valuable in providing the information that makes comparison of jobs possible. On-the-Job training includes job rotation, apprenticeships, and job instruction training. Off-the-Job training includes lectures, conferences, films, situation exercises, and programmed instructions.

The councils Human Resource Management policy is guided by among others:

- Local Government Act, cap 265
- Public Service Commission-Local Authorities Officers Regulations-1984
- Terms and Conditions of Service for Local Authorities
- Various Labour laws viz Employment Act, Industrial Disputes Act etc.
- Schemes of Service for local government officers.

The complex nature of functions coupled with inadequate audit or checks and balances have impacted negatively on staff morale and productivity.

Strategies:

The key aspects of a human resource planning system that are to be covered are:

- Designing the Human Resource Management System (given its technology, industry, size, organization culture and existing personnel function)
- Planning the total workforce. Forecasting to assess human resource demand and supply, including both quantitative and qualitative techniques.
- Generating the required human resources. The next step is matching the forecasts of future demand and supply. This will highlight shortages and overstaffed positions.

- Investing in human resource development and performance. Development of succession plans and career plans. A Training Needs Analysis is imperative.
 - Assessing and sustaining organizational competence and performance Integration of human resource planning, career planning, performance management and learning & development
- The human resources practitioner should ensure that the HR Strategy is integrated with broader organizational objectives. Above all, it should ensure that the rest of the organisation accepts the Strategy. To achieve this objective, practitioners should: -
- Consult all stakeholders on the nature of the strategy;
 - Cultivate and develop allies and supporters of the strategy through the consultation process;
 - Focus on the benefits which are being derived from the strategy through talking to and persuading others, and by marketing the benefits of the strategy with concrete examples of how it has helped;
 - Check that there is real commitment to the strategy at all levels of the organisation;
 - Give regular feedback on the implementation of the plan through employee newsletters, exhibitions etc;
 - Where possible, build into the strategy quantifiable outcomes which can be easily monitored and evaluated, so that it is possible to show the effect;
 - Make the strategy part of the induction process - especially for senior managers.

RESEARCH AND DEVELOPMENT

In the past minimal research has been done on the Local Government sector. The challenges facing the Local Government Sector demand that more research be undertaken to affect the required Local Government Reforms. Researchers have often found difficulties in accessing information they require. Research findings are also not disseminated. Students in need of attachments have also shunned local authorities.

Strategies

- Spearheading cutting edge research on the Local Government Sector
- Development of linkages with key research institutions and users
- Development of research infrastructure, financing dissemination mechanisms
- Encouraging students to undertake attachments with the council.

INTERNAL COUNCIL PROCESSES

LEGAL AND CONSTITUTIONAL FRAMEWORK

The current legal framework is limiting. Restrictive and the existing constitution does not recognize the Local Government system, however it is noted that the ongoing constitution process recognizes the existence of the local government system. The councils' by-laws are though up to date are not comprehensive. Further, the ministry has given indication that it intends to comprehensively review Cap 265.

Strategies

- Lobbying of entrenchment of the Local Government System in the Constitution
- Lobbying and participating in the review of cap 265 and other relevant acts to harmonize and create an enabling environment for the operations of the council.
- Formulate and implement By-laws.
- Build capacity for enforcement of laws and by-laws

POLICIES

A policy is a deliberate /purposeful course of action in dealing with a problem or matter of concern. The council should clearly document policies to guide operations in key and emerging areas.

Strategies

- Identification of key and emerging areas of operations
- Formulation and documentation of relevant policies
- Implementation of formulated policies

GOOD GOVERNANCE

For a long time the Local government sector has been associated with inefficiency, corruption, political patronage, lack of accountability, lack of transparencies and none responsiveness. Local communities and other stakeholders have not been adequately included in the decision-making processes despite the fact that the local government system is a representative democracy. This has led to eroded credibility and misapplication of resources in the sector. The council implements LASDAP initiated projects fully subject to resource constraints.

Responsiveness to local needs have seen re-prioritization of projects but through the LASDAP framework. To Improve the LASDAP process, the methodology to identify the stakeholders should be improved otherwise councillors tend to influence those to participate.

Strategies:

- Undertaking a campaign for good governance
- Deepening inclusive local participation
- Development and implementation of local action plans
- Institutionalization of good governance in the council
- Continuous training and capacity building of councillor and council staff.

MONITORING AND EVALUATION

Monitoring and evaluation in the council has been in ad hoc devoid of a monitoring framework. The few Monitoring & Evaluation (M&E) reports have been rarely used in guiding the council in improving their performance.

Strategies:

- Development of a monitoring and Evaluation (M&E) framework.
- Development of capacity for M & E
- Institutionalization of M&E in the council.

Information and Communication Technology (ICT) and E-Government

The Council recognizes the economic value and benefits of Information and Communications Technology (ICT) is important to the realization of the required improvement in productivity and empowerment of the citizenry. ICT has been bedeviled by the lack of awareness, priority, focus, coordination, resources and capacity. This has resulted in their poor performance in service delivery. In order to achieve faster integration, the Council intends to: -

- Develop a policy
- Build ICT capacity by investing adequately in training.
- Develop financing mechanisms
- Implementation of electronic-government
- Establish an Inter-Departmental Committee, to mainstream ICT into Councils operations so as to enhance efficiency and productivity.

SERVICE DELIVERY

LAND USE PLANNING AND DEVELOPMENT

Land is one of the most important resources as it is the origin of most natural resources and the base upon which activities, e.g. agriculture are carried out. Land is also important as a store of wealth. The country however does not have a clearly articulated land policy and hence important issues such as land use, management, tenure, reforms, environmental protection, planning and conflict resolution are currently inadequately addressed through the existing systems. Moreover land administration operated on the basis of outdated legal framework and much legislation making conveyance a nightmare. Other problems facing land administration include inaccurate and insufficient land records and lack of a strategy for management of emerging informal urban settlements creating a fertile ground for corruption.

Resolving the land and administration problems will be a critical requirement for sustained economic recovery. It will also be vital for minimizing conflicts and tensions between various communities. Recognizing the serious problems facing land administration, and the contribution that effective land administration would make to the economic development process, the Government appointed a Commission of Inquiry into existing Land Laws, tenure systems, and records with a view to making recommendations to improve land administration. The key problems facing the council emanate from national level. Still the council will have to tackle the problem area within its mandate.

Thus, a land information system is already instituted. The council physical planning unit is inadequately staffed. This has led to mushrooming of unplanned and uncontrolled development within its area of jurisdiction. As such, there are very few designated areas for public utilities such as libraries. Planning the town will assist in resolving conflict in land use and lead to development of public utilities.

There is poor and inadequate planning and poor development control. Inadequate capacity in land use planning and valuation exists.

Strategies:

- Developing Geographical Information Systems capacity in the council
- Building capacity in land use planning and valuation.
- Develop an integrated development control system
- Preparing a strategic zoning plan and a Local Physical Development plan.
- Upgrade informal and squatter settlements, Settle the land less and legalize land ownership in collaboration with line ministries and other agencies

INFRASTRUCTURE DEVELOPMENT

Introduction

Physical infrastructure is an important prerequisite in creating and supporting a business environment that facilitates private sector investment, growth and job creation. The provision of adequate infrastructure and the services thereof, coupled with macroeconomic stability and a long-term development strategy, are essential preconditions for sustainable economic and social development.

Road Transport

The deterioration of the road network has contributed significantly to the high cost of living and doing business in Kenya. Because Kenyans experience the high cost of transport every day, improvement of the road network is, in many ways, the “barometer” by which they will measure the performance of the council.

In areas where labor-intensive techniques are appropriate, especially in rural and minor feeder roads, the Council will sub-contract maintenance to communities which will use labor-intensive methods. The use of local labour will provide employment to local communities, boost the rural economies, and contribute significantly towards poverty reduction. In addition, the Council will place attention on improving the unclassified road networks, improving local infrastructure to promote further investment, growth and access to markets and local services. These strategies will be implemented in partnership with Kenya Roads Board In addition; the Council will promote intermediate means of transport (bicycles and animal drawn carts), which will increase poor people's mobility. Emphasis will also be on construction and maintenance of rural tracks and footpaths that will increase rural access to service and market centers. The broad objective in the roads sector will therefore be to build and maintain durable quality "standard" roads with emphasis on safe and efficient transportation. In this effort, the following measures are envisaged:

- Development, reconstruction, and rehabilitation of physical infrastructure in rural and urban areas.
- Enhance quality control during construction, maintenance and rehabilitation of all works. This will include liaising with the Regional Testing Laboratories to cater for all on-going road projects, monitor performance, identify potential problems on road pavements and structures and recommend remedial measures for urgent attention including monitoring the performance of new road construction materials. Using up to date road design manuals and specifications
- Ensuring integrity in road contract procurement, enhancing safety and proper and timely maintenance of the road network. This will result in enhanced cost effective designs for roads and other civil engineering structures;
- Development of financing mechanism.
- Building capacity in council to undertake the development, reconstruction, and rehabilitation of physical infrastructure.
- Promote efficient mass transport systems.
- Promote non-motorized means of transport with the attendant infrastructure.

ENERGY

Introduction

The main sources of energy supply in Kenya are electricity, wood fuel petroleum, and renewable energy. In appropriating these sources of energy as tools in the development agenda, the council intends to formulate a comprehensive energy development policy embracing all sources of energy, especially renewable ones aimed at fulfilling the energy policy objectives.

Electricity

Provision of inexpensive and reliable supply of electricity is the lifeblood of any modern economy. Kenya's electricity supplies are unreliable and expensive. This has arisen for a variety of reasons. The council has virtually no control over this sad state of affairs. To play its marginal roles, the following measures will be put in place:

- Develop a policy in relation to electricity problem areas.
- Enhance availability and accessibility of electric power supply services to targeted urban areas to increase accessibility the urban poor.
- Promote use of renewable energy sources and energy saving devices.
- Promote the use of cost effective equipment for alternative energy sources.
- Undertake sustainable street lighting.

Petroleum fuels

The main problems affecting this sector are the high cost of petroleum products due to inefficiency of the Kenya Petroleum Refineries Limited (KPRL), which is passed on to consumers. Standardization of LPG cylinders, gas regulators and valves to allow flexibility of usage is lacking. Consumers suffer from adulteration, dumping and misuse of monopoly power.

To address these problems, the following will be implemented:

- Working with regulators in the Sector to protect the consumer from adulteration, dumping and misuse of monopoly power.

THE SOCIAL AGENDA

HOUSING, EDUCATION, WATER AND SANITATION, HIV/AIDS, GENDER, RECREATION, HEALTH

Introduction

The broad objectives of the social sector are to reduce poverty and narrow inequality through employment, empowerment and improving access, affordability and quality of social services. Rapid economic growth or the baking of a bigger national cake is the only assured way of reducing poverty and enhancing gainful employment opportunities in Kenya in the long run. However, in the medium term, interventions that increase access to social services and reduce inequality can improve the situation of the poor even before the impacts of rapid economic growth begin to be felt. Furthermore, there are segments of society who, due to their vulnerability, marginalization or lack of skills will be unable to benefit from improving socioeconomic conditions. The focus of this chapter is to address the issues relating to the poor, marginalized and vulnerable groups, cannot be allowed to await general economic improvement but must be tackled as part of a wider socio-economic agenda.

Thika Municipality has high levels of inequality: the poor are disproportionately less educated and less skilled than the non-poor. In addition, the poor are more likely to be unable to access social services such as treated water, adequate sanitation, medical services, and other social services. Furthermore, employment opportunities of the poor are highly constrained.

Finally, there is a wide range of characteristics that define the poor ranging from landlessness, reliance on subsistence farming and large household sizes among others. The key interventions envisaged include housing, education, water, health and nutrition, and HIV/AIDS.

SHELTER AND HOUSING

Shelter and housing are basic needs for human survival and are important for the advancement of well being. Shelter is a social as well as an economic good. As a social good, it provides dignity, privacy and security to individual, family and community. As an economic good, it provides capital formation, employment creation, improvement of health, and increasing labour productivity.

In Kenya and Thika by extension, the fundamental issue is the high cost of decent housing, which the majority of the population cannot afford. This high cost is due to the high cost of land, construction, and building materials. The council has managed to provide housing to a number of its employees. The strategies are:

- The council will formulate appropriate land and housing policies to facilitate private sector development of affordable houses.
- Development of high rise residential houses in place of current estates.
- In addition, the Council will explore the possibility of working with development partners to develop a framework for upgrading slums and informal settlements in the peri-urban areas.

EDUCATION

Education is a key determinant of earnings and therefore an important exit route from poverty. Education improves people's ability to take advantage of the opportunities that can improve their well-being as individuals and be able to participate more effectively in the community and markets. Higher educational attainment for a household head significantly reduces the likelihood of a household being poor. Likewise, the education level of mothers significantly affects the health status of the entire family. Currently the council spends money yearly to fund bursaries. It also runs schools within its jurisdiction. Key goals are to achieve 100 percent primary school enrolment rate and reduce the disparity in access and quality of education. Secondary objectives are to improve access and quality and to reduce disparities at all levels of education.

The strategies are required to ensure attainment of these objectives include:

- Increasing the bursary programme to cover at least 10 per cent of enrolled students, with emphasis on vulnerable groups, paying particular attention to girls;
- Lobbying for review of the education curriculum to make it relevant to the changing socio-economic environment so that the students can more easily fit in the labour market.
- Participating in provision of pre-primary education.
- Complementing government efforts to enhance quality of free primary education.
- Assist secondary schools.
- In conjunction with other stakeholders, provide assistance to adult education program.

WATER AND SANITATION

Water provision in the municipality is undertaken by the water department. The installed capacity of the water treatment plant is enough to meet the demand of the residents of the municipality. However, the legal framework provides for the formation of a private company to undertake these functions. The handover process will begin soon. This will deny the council much needed revenue it relies on. Among the key strategies are to:

- Ensure continuous provision of water and sewerage services
- Meet and sustain the accepted international standards for unaccounted-for-water.
- Harnessing rain and surface waters
- Expansion of current sewerage network
- Ensure effluent meets expected environmental standards
- Enhance participation in water services board responsible for over-seeing water services provision and licensing;
- Creating awareness to residents on conservation, operation and maintenance of their water facilities;

HIV/AIDS

The HIV/AIDS pandemic deserves special consideration given that it impacts negatively on all sectors of the economy. The pandemic is the single-most serious health and development challenge that Council has faced in its post-independence history. It is the only health problem that is believed to have reversed the significant gains made in life expectancy and infant mortality during the first three decades of independence. The pandemic is becoming much more than a health problem because it encompasses

economic, social, and cultural dimensions. The epidemic continues to exert pressure on the healthcare delivery systems yet prospects for finding a cure for it remain elusive.

The Council recognizes the devastating effect that HIV/AIDS is having on children and those who care for them. To spearhead the battle against this pandemic, the Council considered it prudent to deal with it at highest level. In this context, a Council Aids Control Unit is being established. The council will deal with HIV/AIDS pandemic by developing a comprehensive HIV/AIDS control programme. The multi-sectoral approach to HIV/AIDS will be continued and the institutional framework to implement it will be strengthened in partnership with major stakeholders. This will entail taking the following additional measures.

- Setting up a special healthcare programmes for HIV/AIDS infected people;
- Manage opportunistic infections by treating sexually transmitted diseases
- Counseling and guiding services
- Carrying of HIV/AIDS awareness campaigns
- Dissemination of useful information on HIV/AIDS;
- Training communities on HIV/AIDS home-based care;
- Promote use of Voluntary Counseling and testing services
- Strengthening the health sector within our jurisdiction.

GENDER

The term gender refers to culturally based expectations of the roles and behaviors of males and females. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, gender roles and behaviors can change historically, sometimes relatively quickly, even if aspects of these roles originated in the biological differences between the sexes. Because the religious or cultural traditions that define and justify the distinct roles and expected behaviors of males and females are strongly cherished and socially enforced, change in gender systems often is contested. In some countries, there are groups, which seek to impose more stringent divisions between males and females than currently exist, while feminist movements seek to reduce or eradicate these divisions.

The council is yet to mainstream Gender issues into its decision making process.

Strategies:

- Creating and increase gender sensitization and awareness at all levels awareness in the council
- Sensitization of policy and decision makers on the rationale for gender responsiveness in policy formulation, planning and programming through seminars and workshops.
- Encouragement of micro-enterprises for low income women through provision of credit facilities and training;

RECREATION

The council has minimal recreational facilities. Minimal intervention is necessary to keep youth from idling and thereby engaging in anti social behavior. The strategies in this area are:

- Develop a comprehensive policy regarding recreational facilities in the council.
- Use of riparian reserves as recreational facilities
- In participation with private sector and NGO's expand the range of recreational facilities available.

HEALTH

The health situation of Kenyans improved progressively after independence up to 1990 but has thereafter been deteriorating. The achievement of good health is critical in enhancing human development. Improving health conditions reduces production losses caused by worker illness, increases the enrolment of children in school and increases learning ability. Thus, the human capital of the poor is improved by increasing their access to basic healthcare and nutrition. We must therefore ensure that the fundamental concerns of equity, access, affordability and quality in the provision of basic health services are met.

Socio-economic analysis of the poverty dimensions reveals that the main health challenge facing the poor is affordability. The *Second Report on Poverty in Kenya* revealed that 40 per cent of the poor (39.5 per cent of the urban poor and 43.8 per cent of the rural poor) did not seek medical care when they were sick due to inability to cover the cost of medical care compared to only 2.5 per cent who were constrained by distance to a health facility. Hence issues to do with affordability will be critical to improving the well being of the poor. Against this background the main objectives of the health care will be to improve affordability and coverage of quality health services particularly for the poor.

The Council has been allocating minimal budgetary resources to health sector; the general health of the residents continues to deteriorate for various reasons including: emergence of new diseases such as HIV/AIDS, misuse of resources due to corruption and emigration of health workers from Kenya largely due to low remuneration. In this connection, the Council will take corrective measures to meet the objectives of the health sector as indicated above.

These measures include among others.

- Set up special healthcare endowment fund to target vulnerable groups, for instance the aged, disabled and other deserving persons;
- Establish health facilities;
- Introduce, promote and educate on primary health-care programmes and services in every ward
- Increase its budgetary allocations for the sector.

ENVIRONMENT AND DISASTER MANAGEMENT

ENVIRONMENT

Economic development needs to be sustainable if the objectives of poverty reduction and employment creation are to be achieved. This strategic plan takes cognizance of the need to achieve the broad macro and sectoral objectives and targets without compromising the health of the environment. The Council faces a serious environmental challenge. Climate and physiographic conditions have a great influence on socio-economic activities. Poor farming practices, deforestation and settlement patterns have caused great environmental impact in the district. The major adverse- environmental effects include land degradation, deforestation, soil erosion, and water pollution, dumping of commercial and domestic waste in town, marine pollution and soil erosion.

The problem has been compounded by rampant poverty in the country because wood-fuel and charcoal are the main energy sources for cooking and lighting used by the poor people putting tremendous pressure on forest resources. The symptoms of the environmental damage include deforestation, soil erosion, and siltation of water reservoir, pollution of river systems from industrial effluents and discharge of raw sewage, clogging of river systems by weed, and increasing air pollution by harmful emissions from industries and poorly maintained motor vehicles.

However, further measures are required to address environmental challenges that continue to face the country especially finding alternative and affordable energy sources for the rural and urban poor. The

council lacks a coherent policy on environmental protection and conservation. Measures that will be required to restore and preserve environment include:

Strategies:

- Develop an Integrated Participatory Environment Plan(PEP)
- Pollution control by-laws especially plastics
- Enhancing regulatory compliance on EMCA 1999
- Conservation and protection of wetlands
- Waste management through incineration, land filling, recycling and composting
- Liaison with NEMA on a regular basis.
- Strengthen the Environment unit within the council

DISASTER MANAGEMENT

The development programmes outlined for the Council face risks related to natural disasters.

Fire disaster: Areas vulnerable to fire include informal settlement, schools; hospitals, markets, recreational areas and petrol stations.

Human and animal diseases: Major diseases that are fatal and can occur anywhere in includes: viral diseases, malaria, cholera, meningitis, and other water borne diseases.

Road accidents: Areas that are more vulnerable to road accidents are those along Thika-Nairobi Highway and junctions & roundabouts within the town.

Water disaster: Contamination of water can also happen along the water pipeline, dams and wells.

Air pollution can occur due to emission of toxic substances due to industrial activities.

Pest: Outbreak of armyworms, locusts, aphids can occur anywhere. The pests can lead to complete loss in cereals and destruction of pasture. To control them needs mobilization of the field level extension staff chiefs, local community leaders and the public. In case of severe outbreak, control measures requires pumps mounted on vehicles coupled by aerial spraying and installing armyworm traps in various parts of the district.

The council has in the past suffered from disasters whose effects would have been minimized. However, this has not been so because of lack of disaster management policy, early warning system/information being limited, lack of co-ordination of agencies involved in disaster management and response, lack of appropriate policy on natural resource management, lack of resources for maintenance of strategic food reserves, and poor accessibility to disaster prone areas. In order to effectively cope with disasters and reduce their effects, the Council will undertake the following measures:

Early Warning System: An Early Warning System needs to be established and -information disseminated to the District Disaster Management Committee. Members of the public should also be encouraged to forward such information. Data requirements for such system include rainfall, condition of roads and bridges, hydrants, water quality, monitoring results, number and state of fire extinguishers in public places, food security, disease incidences, structural conditions in all buildings in the district, gas emissions and oil spills.

Training: All members of the District Disaster Management Committee, medical personnel, firemen and policemen should get basic disaster management skills. Training on disaster management should include first aid, fire fighting and rescue operations in high rise buildings, swimming and rescue operations from dams, road accidents victims' management and rescue and evacuation skills for disaster.

Resource Identification and Mobilization: To control disasters effectively, requires a high level of alertness. Stocking of various items and supplies for disaster response should include medical drugs and equipment, food, refrigerators and vaccines, communication equipment, and transport facilities. Since

government resource are not adequate,' .the District Disaster Management Committee should have an inventory of equipments which can be availed by NGOs and private sector.

Strategies

- Establish community based drought early warning systems that provide timely information to decision makers at all levels
- Training
- Resource Identification and Mobilization
- Have a Disaster Management Unit

PRODUCTIVE SECTORS

Introduction

The productive sectors in the context of this plan are tourism, trade, and industry. These sectors account for approximately 50 per cent of GDP, provide 628,000 formal sector jobs and 3.7 million SME sector jobs while agriculture alone provides 62 per cent of overall employment.

TOURISM, TRADE AND INDUSTRY

TOURISM

The tourism sector in Kenya continues to play an important role in the country's economic development in terms of Gross Domestic Product (GDP) contribution, foreign exchange earnings and employment. The sector significantly contributes to national income, foreign exchange earnings and employment. Due to its high multiplier effects, the sector acts as stimuli to the growth of other sectors that include transport entertainment, agriculture, trade and industry. However the performance of the sector is currently experiencing challenges in terms of escalation of global terrorism, infrastructural deficiencies, static and uninnovative products, meagre resources allocated for promotion and marketing, declining standards of tourism products, increased regional competition. The Council needs to tap into this sector and encourage its growth. It will pursue various strategies in this connection:

- Launching Thika as tourism destination. The Council will provide resources towards promotion and marketing
- Opening up of new tourists circuits, promotion of new products like conference tourism, sports tourism, retirement tourism, eco-tourism.
- Participation in international and regional travel fairs and exhibitions will be enhanced
- To work with the Government to ensure maintenance of standards. To maintain tourism product standards the government will regularly classify all tourists establishment, carry out regular inspections and improve regulation of the sector through licensing;
- Allocate more land for Hotels and other accommodation facilities development
- Involvement of Local Communities in Tourism Development.
- The Development of a Tourism Policy, Tourism Development Plan, with all tourism stakeholders

TRADE AND INDUSTRY

This sector accounts for over 20.0 per cent of GDP and employ about 300,000 people in the formal sector and 3.7 million in the informal. In addition, the sector accounted for over 43 per cent of Kenya's total export earnings in 2002. Exports of manufactured goods accounted for over 33 per cent of merchandise exports earnings. The most serious constraints identified are: lack of adequate market (34 per cent) for their products; access to affordable credit; insecurity and harassment; and dearth of serviced commercial worksites. The study findings suggest that policy and programme attention or

priority should increasingly be targeted towards rural-based enterprises, which account for 65.6 per cent of total micro and small-scale enterprises.

One important spin-off of focusing policy interaction on the rural based MSEs is the advantage of stabilizing migration and hence reducing stress on urban environment and infrastructure.

The other area of policy focus that needs urgent attention is establishment of a conducive environment for growth of MSEs to medium enterprises that have capacity to produce high quality products and to create quality employment. Given the significant contribution of MSEs to the national GDP and employment, estimated at 18 per cent and 72 per cent respectively, special priority will be accorded to this sector in order to enhance its role in generating growth, creating jobs and in reducing poverty.

The Council will undertake the following further measures:

- Reduce bureaucracy in tackling entrepreneurs needs
- Expand and strengthen partnership with the private sector
- Improve on small scale business sector by establishing markets to increase council income
- Encourage more players in the provision of training and business skills
- Promote aggressive marketing strategies by all the stakeholders.
- Solicit for the entry and formation of organizations which provide affordable credit;
- Provision of appropriate and legal mechanism to ensure fair business practices and level playing ground for the business actors

Forestry and Mining

Forestry and mining are important not only because of the direct consumable products such as timber and building stones, but also because of the impact that their exploitation has on the environment and productivity of other sectors. In particular, agricultural productivity is significantly dependent on forests and a healthy environment. The forestry and mining sector is faced with many constraints, which hamper its development.

These constraints include inadequate policy, legal and institutional framework governing natural resources exploitation. There is inadequate community participation in management of the environment and natural resources. Besides, there is insufficient information on natural resources inventory. Weak governance in particular has seriously affected the forestry, which has led to unprecedented destruction of forests with serious environmental consequences.

This has been exacerbated by lack of cheaper alternative sources of energy. Inappropriate policies on alternative fuels like Kerosene have resulted in deforestation.

Measures that are contemplated by the council include:

- Working with NEMA to encourage sustainable exploitation of resources
- Ensuring rehabilitation of degraded quarries

FINANCE

Revenue sources

The council has estimated annual revenues amounting to **Kshs 339m presently**. Rates and rents, Single Business Permits, Parking and conservancy fees generate 34%; LATF contributes 18%, water 38%, KRB 3.5% the rest 6.5% of the revenue. The council relies on water as a key source of revenue. The councils valuation roll is yet to be updated hence resulting in a low yield of revenue from this source. The council needs to improve its revenue base to include long-term stable sources.

FUNDS

Cap 265, prescribes five key funds to be established and maintained by Las'. A general rates fund, Reserves fund, Capital fund, Renewals fund and a consolidated loans fund. LATF and KRB funds are a recent development and are governed by their own Acts.

The council currently operates the general rate, LATF, KRB, Water, Housing, Education and reserves funds. In addition, it has the Mayors Xmas tree, Kiboko Uti, and 3rd Urban funds. No renewals or capital funds are operated.

PROCUREMENT

The Public Procurement and Disposal Act 2005 clearly lays down the procedure to be used in procurement. The principal object of the Act is to establish procedures for procurement by public entities and the disposal of unserviceable, obsolete or surplus stores and equipment by such entities. The enactment of this Act will occasion additional expenditure of public funds to be provided for through the estimates.

It imposes stiff penalties if violated. The awareness level about the Act and its provisions exists. This will assist its smooth implementation.

FINANCIAL REPORTS

The council annually prepares a Budget, Statement of actual receipts and expenditure, statement of debtors and creditors and fund balances, Abstracts of Accounts, Revenue Enhancement Plan and now a quarterly budget monitoring report. All of these are LATF conditionalities designed to enable the council access the funds.

Other than the Budget and Abstracts of Accounts, the other reports formats are standardized.

Comparing and understanding them is relatively easier and straightforward

The council has never been penalized for late or non-submission of LATF conditionalities.

ASSETS

Key council assets are in prime condition with few exceptions. More assets are being acquired with a view to improving service delivery and generate revenue. Modern office equipment is being upgraded systematically. Disposals are envisioned soon. Insurance is taken out for its key assets. There is need to asset the correct value of the council's assets to ensure they are not over or under insured. Currently the council maintains an asset register and but does not have a Renewals Fund.

PERSONNEL

The council has an adequate number of staff manning the treasurers' department. A proper job analysis should be done in this department more than any other place. Job descriptions coupled with qualifications are urgently required to streamline its operations.

ICT

Revenue management, financial management and Expenditure management system has taken root in the council. These reforms are being spearheaded by KLGRP. This suggests that the council has seen the need to automate its functions.

FINANCING ALTERNATIVES

Concessioneering means a procurement that encourages the mobilization of private sector resources for the purpose of public financing, construction, operation, and maintenance of development projects and may include build-own and operate, build-own-operate and transfer, build-operate and transfer or similar types of procurement procedures.

Public private partnerships (PPPs) are arrangements between government and private sector entities for providing public infrastructure, community facilities, and related services. Such partnerships are characterized by the sharing of investment, risk, responsibility and reward between the partners. The reasons for establishing such partnerships vary but generally involve the financing, design, construction, operation, and maintenance of public infrastructure and services.

The underlying logic for establishing partnerships is that both the public and the private sector have unique characteristics that provide them with advantages in specific aspects of service or project delivery.

The term “service delivery” is used primarily to describe public purpose infrastructure and related services. Partnership arrangements can also be established for services not involving public infrastructure. Public private partnerships can vary in: the degree of risk allocated between the partners, the amount of expertise required on the part of each partner to negotiate contracts, the potential implications for ratepayers.

Strategies

- Preparing and implementing a Revenue Potential Plan
- Complying with Cap 265 Funds requirement
- Operationalising the procurement laws at the council
- Safeguarding existing assets at the council
- Building capacity in financial management in council
- Enhancing the use of Information and Communication Technologies in the department
- Instituting good governance measures in financial management in council.
- Building capacity for resource mobilization through public private partnerships
- Outsource non-core functions

SECTION FOUR

IMPLEMENTATION, MONITORING AND EVALUATION

INTRODUCTION

Strategy implementation essentially involves translating strategic thought into strategic action. It focuses on efficiency, requires special motivation, leadership skills and coordination among many persons. All these and more make strategy implementation difficult. Indeed, it has been observed that many effectively formulated strategies fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton report that, “fewer than 10 percent of effectively formulated strategies were successfully implemented”. They thus conclude that “the ability to execute strategy is more important than the quality of the strategy itself”. Monitoring is essential to ensure that stated objectives are being achieved; for tracking inputs, activities and outputs; to determine if implementation is on course or not; and to alert management to problems or potential problems before situation becomes critical; and taking corrective actions to ensure that performance conforms to strategy or that the strategy is revised. While evaluation involves comparing expected results with actual results, investigating deviations from the plan, evaluating and measuring organizational performance. This chapter presents elaborate arrangements for the implementation, monitoring, and evaluation of this Strategic Plan.

PLAN IMPLEMENTATION

Plan implementation will involve, *inter alia*, mobilizing drivers of strategic success which include: human resource management and development; creating a conducive strategy-supporting legal and constitutional framework; creating strategy awareness; service delivery, development of a sound financial base, creating a land use and development system, infrastructure development, information, communication and technology and E-government policy creation, research and development, good governance and monitoring and evaluation.

MONITORING AND EVALUATION

The implementation and effectiveness of the Strategic Plan in improving the council and in meeting community needs should be closely monitored and evaluated. Monitoring is essential to track inputs, activities, outputs and to determine whether the plan implementation is on course and also to assess how much is being achieved. Hence by monitoring of the Plan, the council is able to get a picture of where the Plan is going in relation to the objectives. Monitoring will be ineffective unless there is action taken in response to what is measured and reported. There will be a need to learn from insights and experiences. For instance, if monitoring shows that the Plan is on a wrong path, corrective measures will be taken or the implementation strategies will be revised. In that sense, the Plan will be a living document that will require adjustments as objective conditions change. Monitoring will also be essential for providing information that is required for accountability purposes. A Plan-relevant set of performance indicators has been designed to measure progress towards the objectives of the Plan. These indicators are presented in the Logical Framework. At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set objectives. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the Plan will very much take this into account.

Semiannual Progress Report (SPR)

The council will present to the stakeholders a semiannual Progress Report (SPR). This report will cover all the activities undertaken during the period, constraints and successes, and highlight plans for the next quarters.

Yearly External Review (YER)

In addition to the SPRs, there will be Yearly External Reviews (YERs) to be carried out, possible, by consultants, Ministry of Local Government together with development partners.

Terminal Review (TR)

At the end of the Plan, there will be an external evaluation, Terminal Review (TR), which will be carried out, possible, by the consultants, Ministry of Local Government together with development partners. The external reviews will also use the identified performance indicators.

Benchmarking

Benchmarking is a method of making systematic comparisons in specific areas with other relevant organizations and especially with those organizations with best performance. The aim is to determine areas where improvements can be made. Three types of benchmarking will be done, internal, national and international benchmarking.

Internal benchmarking: This will be done by comparing results from different departments and sections with reference to such things as timeliness, user satisfaction. This will make it possible to monitor departments and sections that have high or low performance. The benchmarking will form a basis for assessing performance in some departments and Sections of the council and for improvements.

National benchmarking: This will be done to compare the council's performance with that of high performing councils in the country. This will be done by comparing the adequacy of the council's products and services with those of other councils in the country.

International benchmarking: This will be done to compare the council's performance with that of high performing councils in the world. This will be done by comparing the adequacy of the council's products and services with those of other councils in the world.

WAY FORWARD

A number of early actions will need to be systematically taken to ensure that Plan implementation gets off to a good start. These actions include the following:

- Submission of plan to council management
- Council should set up an implementation committee comprising of representatives from relevant stakeholders.
- Launch the strategic plan

LOGICAL FRAMEWORK MATRIX AND BUDGET

[Note: the term council includes the civic leaders, chief officers, staff, public officers and any other persons within the meaning of Cap 265.]

KEY ISSUE NO. 1: LEARNING AND GROWTH

To create a right sized and well motivated and effective workforce in the council

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Designing the Human Resource Management System	<ol style="list-style-type: none"> 1. Identify appropriate human resource plans, policies and practices needed to support organisational objectives 2. Identify relevant human resource best practices 3. Conduct an employment systems review 	<ol style="list-style-type: none"> 1. Human resource plans 2. Policies 3. Documented best practices. 4. Criteria for staff recruitment and promotion established documented and used. 	1 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C ALGE</p>	June –Dec 2008	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Planning the total workforce	<ol style="list-style-type: none"> 1. Determine the appropriate organisational structure to support the strategic objectives 2. Structure jobs (competencies, tasks and activities) around key activities 3. Develop a workforce plan designed to support the organizations strategic objectives 4. Compile workforce profiles, identifying designated groups, an inventory of current workforce competencies, competencies required in the future and identified gaps in competencies 	<ol style="list-style-type: none"> 1. Position paper 2. Structured jobs 3. Workforce planned 4. Current and future personnel inventory report 5. Gap report 	2.5 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C ALGE</p>	June 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Generating the required human	<ol style="list-style-type: none"> 1. Evaluate recruitment and selection practices in light of the organization’s strategic objectives 	<ol style="list-style-type: none"> 1. Reviewed recruitment and selection practices 2. T.N.A report 	35 m	<p><u>Internal</u> Council</p>	June 2008 – continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

Municipal Council of Thika- Strategic Plan 2008-2012

	resources	<p>2.Develop and implement a comprehensive workplace skills plan (with a thorough training needs analysis)</p> <p>3.Implement a learnership strategy</p> <p>4.Adopt or clarify occupational levels and category classifications</p>	<p>3. Training programmes</p> <p>4. Job specification</p> <p>5. Job description</p>		<p>External</p> <p>P.S</p> <p>D.P.M</p> <p>P.S.C</p> <p>ALGE</p> <p>Consultants</p>		
4	Investing in human resource development and performance	<p>1. Identify appropriate policies, procedures and practices in respect of Career pathing, Performance appraisals, Employee development and learning, Reward Management (compensation and benefits), Promotions and job assignments, Separation</p>	<p>1. Appropriate policies, procedures and practices in place.</p>	5.0 m	<p>Internal</p> <p>Council</p> <p>External</p> <p>P.S</p> <p>D.P.M</p> <p>P.S.C</p> <p>ALGE</p> <p>Consultants</p>	June 2008 - Continuous	<p>1. Progress reports.</p> <p>2. Annual reviews.</p> <p>3. Council minutes</p>
5	Assessing and sustaining organisational competence and performance	<p>1. Evaluate organisation culture and climate</p> <p>2.Implement succession planning</p> <p>3. Evaluate HR strategy using quantifiable measures</p> <p>4.Revise and adapt HR strategy</p>	<p>1. Culture and climate reports</p> <p>2. Succession planning</p> <p>3. Metrics in place</p> <p>4. Revised and adopted strategy.</p>	1m	<p>Internal</p> <p>Council</p> <p>External</p> <p>P.S</p> <p>D.P.M</p> <p>P.S.C</p> <p>ALGE</p> <p>Consultants</p>	June 2008 - Continuous	<p>1. Progress reports.</p> <p>2. Annual reviews</p> <p>3. Council minutes</p>

KEY ISSUE NO. 2: RESEARCH AND DEVELOPMENT

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Spearheading cutting edge research on the Local Government Sector	1. Sponsoring research activities relevant to the council.	1. No of Research reports in which council is key sponsor	0.01 m	<u>Internal</u> Council <u>External</u> P.S ALGAK	June 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
2	Development of linkages with key research institutions and users	1. Signing MOU's with research institutions	1. No of MOU's signed. 2. No of research activities undertaken at council	0.01 m	<u>Internal</u> Council <u>External</u> P.S ALGAK	June 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Development of research infrastructure, financing dissemination mechanisms	1. Policy paper on research	1. Disseminated reports 2. Financing mechanism in place	0.05 m	<u>Internal</u> Council <u>External</u> P.S Consultants	June 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Encouraging students to undertake attachments with the council.	1. Liaise with educational institutions	1. No of students on attachment at council	0.07 m	<u>Internal</u> Council <u>External</u> Educational institutions.	June 2008 – Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes

INTERNAL COUNCIL PROCESSES.

KEY ISSUE NO. 3: LEGAL AND CONSTITUTIONAL FRAMEWORK.

To establish a proper legal and constitutional framework for council operations

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Entrenchment of the local government system in the constitution	1. Lobbying for entrenchment of the local government system in the constitution	1. Recognition of local government system in the constitution	0.01 m	<u>Internal</u> Council <u>External</u> P.S ALGAK	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
2	Reviewing cap 265 and other relevant Acts to harmonize and create an enabling environment for the operations of the local government.	1. Identify potential areas for review in act 2. Lobby for review of other relevant acts	1. Reviewed act 2. Miscellaneous amendments	0.08 m	<u>Internal</u> Council <u>External</u> P.S ALGAK	June 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Formulate and implement by-laws	1. Identify areas in need of by-laws 2. Formulate and implement by laws	1. Gazetted by-laws 2. M and E	1.5 m	<u>Internal</u> Council <u>External</u> P.S Consultants	June 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
5	Build capacity for enforcement of laws and by-laws.	1. Develop training programme for enforcement officers 2. Raise awareness level on legal issues	1. No of trained officers 2. Enforcement officer. 3. Law library operational	0.7 m	<u>Internal</u> Council <u>External</u> P.S D.P.M P.S.C Consultants	June 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 4: POLICIES

To formulate and implement relevant policies which will be used to guide operations in key areas.

1.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	1. Formulate relevant policies.	<ol style="list-style-type: none"> 1 Identify key areas of operations 2. Document existing policies in those areas. 3. Identify areas lacking policies 4. Formulate policies required. 5. Document and disseminate policies 6.Training of policy makers 	<ol style="list-style-type: none"> 1. Policies for key areas of operations documented and disseminated. 2. Meta policy. 3. Trained policy makers 4. Adherence to standing orders 5. No of workshops, seminars and tours taken by policy makers. 	4 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S ALGE ALGAK Consultants</p>	June 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Implementation of formulated policies	<ol style="list-style-type: none"> 1. Prepare program on dissemination 2. Disseminate developed policies 3. Implementation monitoring and evaluation. 	<ol style="list-style-type: none"> 1. Staff adherence to policies 2. Dissemination programme 3. Dissemination reports 4. M and E reports 	0.02 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S</p>	June 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO.5: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND E-GOVERNMENT.

To be adequately prepared to effectively utilize the available ICT in its operations.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Development of policy direction	<ol style="list-style-type: none"> 1. Review National ICT policies 2. Review ICT initiatives in councils. 3. Formulate policy 4. Disseminate and implement policy 5. Develop financing mechanism. 	<ol style="list-style-type: none"> 1. National Policy review paper 2. Policy paper 3. Financial mechanism assessment report 	0.01 m	<p>Internal Council</p> <p>External P.S D.P.M P.S.C ALGE Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Building ICT capacity	<ol style="list-style-type: none"> 1. Carry out needs assessment 2. Establish ICT center 3. Train staff 4. Develop ICT and E-government infrastructure. 5. Mobilize resources for infrastructure. 	<ol style="list-style-type: none"> 1. Developed infrastructure. 2. No of trained staff 3. Mobilized resources 4. Developed programmes 5. ICT infrastructure in place 	15 m	<p>Internal Council</p> <p>External P.S D.P.M P.S.C ALGE Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Implementation of e-government	<ol style="list-style-type: none"> 1. Implementation programme 	<ol style="list-style-type: none"> 1. Implemented plans 	0.2 m	<p>Internal Council</p> <p>External P.S</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 6: GOOD GOVERNANCE.

To enhance the credibility and application of resources in the council

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Undertake a campaign for good governance	1.Design good governance campaign	1. No of campaigns	0.08 m	Internal Council External P.S ALGAK ALGE	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
2	Deepening inclusive local participation	1. Develop guidelines for community participation in development	1. Guidelines developed	0.2 m	Internal Council External P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Development and implementation of local action plans	1. Develop guidelines for local action plans	1. No of action plans implemented	0.2 m	Internal Council External P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 7: MONITORING AND EVALUATION.

To establish a monitoring and evaluation framework within the council.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Development of a capacity for M&E	<ol style="list-style-type: none"> 1. Form M and E committee 2. Review existing M and E 3. Framework initiatives 	<ol style="list-style-type: none"> 1. Committee in place 2. Framework reports 3. Developed framework 	0.09 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M</p>	June 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
2	Institutionalization of M & E within the council.	<ol style="list-style-type: none"> 1. Develop M and E framework 2. Tools 3. Carry out M and E 	<ol style="list-style-type: none"> 1. Tools developed 2. M and E reports 	0.02 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M</p>	June 2008- Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 8: SERVICE DELIVERY

To deliver quality services

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	1. Developing service delivery plans and performance standards	<ol style="list-style-type: none"> 1. Identify key areas of service delivery. 2. Determine service delivery standards and benchmarks. 3. Document and institutionalize the standards and benchmarks 	<ol style="list-style-type: none"> 1. Service delivery plans 2. Standards and benchmarks established 3. Achievement of targets and objectives 4. Service charter in place 	1.0 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Promotion of private/public partnership in service delivery	<ol style="list-style-type: none"> 1. Develop guidelines 2. Identify areas of collaboration. 3. Consultation with stakeholders. 	<ol style="list-style-type: none"> 1 Guidelines 2. Identified area. 	0.6 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S ALGE Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 9: LAND USE PLANNING AND DEVELOPMENT

To improve land administration and management through proper land use planning and development.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Developing a geographical system Information System capacity in the council	<ol style="list-style-type: none"> 1. Needs assessments for GIS 2. Equip units 3. Operational GIS 	<ol style="list-style-type: none"> 1. Reports 2. Unit equipped and operational 	10 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Building capacity in land use planning and valuation	<ol style="list-style-type: none"> 1. Carry out Needs Assessment 2. Establish town planning unit 3. Recruit and train qualified staff. 4. Equip the units 5. Review implementation of land use plans. 6. Collaboration with other land development agencies 	<ol style="list-style-type: none"> 1. Assessment reports 2. Unit operational 3. Guidelines developed 4. Development control 	4.5 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C ALGE Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Preparing a strategic zoning plan / Local Physical Development plan	<ol style="list-style-type: none"> 1. Develop and implement zoning plan 2. Develop and implement regional physical plan 	<ol style="list-style-type: none"> 1. zoning plan in place 2. Reviewed building code. 3. Properly zoned town 	3.5 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Physical Plann. Dept</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Upgrading informal and squatter settlements in collaboration with line ministries and other agencies	<ol style="list-style-type: none"> 1. Carry out assessment of informal and squatter settlements. 2. Develop upgrading mechanism and framework with line ministries. 	<ol style="list-style-type: none"> 1. Assessment reports 2. Upgrading manuals 3. Programmes and projects 4. No of squatters settled 5. No of title deeds issued 	100 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S ALGE</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO.10: INFRASTRUCTURE DEVELOPMENT

To have adequate physical infrastructure.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Development, reconstruction, and rehabilitation of physical infrastructure in rural and urban areas	1. Developing a master plan for rehabilitation and reconstruction of physical infrastructure.	1. Master plan developed and implementation started.	2.0 Billion	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports 2. Annual reviews 3. Council minutes
2.	Enhance quality control during construction, maintenance and rehabilitation of all works	1.liaising with the Regional Testing Laboratories to cater for all on-going road projects 2.monitor performance, identify potential problems on road pavements and structures 3. recommend remedial measures for urgent attention 4. Using up to date road design manuals and specifications	1. quality roads built 2. Up to date road design manuals in place	2M	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports 2. Annual reviews 3. Council minutes
3	Ensuring integrity in road contract procurement	1. Enhancing safety, proper and timely maintenance of the road network	1.Enhanced cost effective designs for roads and other civil engineering structures	3.0M	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Development of partnership with other development partners in the development of infrastructure.	1. Identification of potential development partners. 2. Contacting identified partners 3. Develop programme and project proposals.	1. Memorandum of Understanding signed with partners. 2. No of projects and programme.	0.2 m	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes

Municipal Council of Thika- Strategic Plan 2008-2012

5	Development of financing mechanism.	<ol style="list-style-type: none"> 1. Sensitize government about need for more resources. 2. Prepare proposals funding in line with the plan. 3. Allowing for private sector participating in the sector 	<ol style="list-style-type: none"> 1. Increase in government subvention. 2. Increase in donor funding. 	0.2 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S ALGAK Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
6	Building capacity in the council to undertake the development, reconstruction and rehabilitation of physical infrastructure.	<ol style="list-style-type: none"> 1. Carry out technical needs assessment 2. Establish technical unit 3. Recruit and train staff 4. Implement plans 5. Purchase of equipment 	<ol style="list-style-type: none"> 1. Unit established and operational 2. No of equipment purchased. 	300 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
7	Promote efficient mass transport systems and non-motorized means.	<ol style="list-style-type: none"> 1. identifying viable intermediate means of transport 2. Establishment of mass transit systems 	<ol style="list-style-type: none"> 1. Increased use of intermediate means of transport 2. Viable mass transit system in use 	200M	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO.11: WATER and SANITATION

Enhancing Access to a Clean, Secure, and Sustainable Water and Sanitation

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Ensure continuous provision of water and sewerage services	1. Council to undertake it functions as spelt out in various Acts.	1. Council control of department	1.0M	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports 2. Annual reviews 3. Council minutes
2.	Meet and sustain the accepted international standards for unaccounted-for-water	1. Installation of bulk water meters to identify leakages 2. Rehabilitation of existing infrastructure 3. Improving the billing system	1. No of bulk water meters installed 2. %age of unaccounted for water 3.Updated billing system in place	200M	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports 2. Annual reviews 3. Council minutes
3	Harnessing rain and surface waters	1. Creating awareness on importance of harnessing rain and surface waters 2. Constructing the necessary infrastructure	1. %age of rain and surface waters harnessed.	300M	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Expansion of current sewerage network	1. Drawing up a master plan to extend coverage to 100% 2. Implement master plan 3. In short term, widen the usage of desulding of septic tanks	1. Master plan drawn 2. 100% coverage of sewage network 3. No of trips undertaken by unit	800m	<u>Internal</u> Council <u>External</u> P.S Consultants	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes
5	Ensure effluent meets environmental standards	1.Carry out EIA/EA 2. Rehabilitate sewage treatment pond 3. Construct additional ponds	1. EIA/EA license 2. Level of hygiene	150m	<u>Internal</u> Council <u>External</u> Consultants	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews. 3. Council minutes

Municipal Council of Thika- Strategic Plan 2008-2012

6	Enhance participation in water services board responsible for over-seeing water services provision and licensing	<ol style="list-style-type: none"> 1. Making informed contribution to the board 2. Undertaking dialogue with all stakeholders 	<ol style="list-style-type: none"> 1.Regular participation in boards activities 2. Increased stakeholders confidence 	3 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
7	Creating awareness to residents on conservation, operation and maintenance of their water facilities	<ol style="list-style-type: none"> 1. Development of campaign methodology and material 2. Dissemination of information 	<ol style="list-style-type: none"> 1. Reduced wastage of water 	5m	<p><u>Internal</u> Council</p> <p><u>External</u> Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO.12: ENERGY

To ensure availability and accessibility of electricity

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR(S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Develop a policy in relation to electricity problem areas	1. Policy development	1. Policy document	0.01m	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
2	Enhance accessibility of electric power supply services	1. Develop a planned coverage	1. no of transformers purchased	0.01m	<u>Internal</u> Council <u>External</u> KPLC	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
3	Promote use of renewable energy sources and energy saving devices.	1. Identify renewable sources 2. Identify energy saving devices 3. Create awareness on usage	1. %age of renewable energy against total consumption 2. Number and variety of energy saving devices in use	40m	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
4	Promote the use of cost effective equipment for alternative energy sources.	1. identify cost effective equipments 2. create awareness through exemplary usage	1.. Report on cost effective equipment 2. Adoption of equipment	5m	<u>Internal</u> Council <u>External</u> KPLC	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
5	Undertake sustainable street lighting project.	1. Develop a policy 2. Develop project plan 3. Implement project	1. Policy document 2. project plan 3. Street lit	100M	<u>Internal</u> Council <u>External</u> KPLC Advertisers	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes

KEY ISSUE NO. 13: ENVIRONMENT.

To develop and promote sustainable management, protection and conservation of the environment.

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Environmental management for sustainable development.	<ol style="list-style-type: none"> 1. Carry out environment management needs assessment. 2. Prepare an inventory 3. Strengthening Environmental unit 4. Develop operational guidelines for environmental committees 5. Develop and implement environmental plan 6. Liaison with other environmental agencies 7. Development of an Integrated Participatory Environment Plan 	<ol style="list-style-type: none"> 1. Assessment reports 2. Inventory reports 3. Established units 4. Developed guidelines 5. No of developed plans 6. Review reports 7. Integrated Participatory Environment Plan in Place 	15.0 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C consultants NEMA</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes

KEY ISSUE NO. 14: HIV / AIDS IN COUNCIL

Reduction in prevalence of HIV/AIDS in council

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Build capacity for management and prevention.	<ol style="list-style-type: none"> 1. Creation of awareness 2. Sensitization campaigns 3. Set up and strengthen ACU 	<ol style="list-style-type: none"> 1. Operational ACU 2. Dissemination material 3. Committee established 	0.8 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S CACC</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Integrated approach towards prevention of HIV/AIDS	<ol style="list-style-type: none"> 1. Advocacy and behavior change campaign 	<ol style="list-style-type: none"> 1. No of activities undertaken by ACU 2. Changed behavior 	0.2 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S CACC</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

KEY ISSUE NO. 15: GENDER

To mainstream gender issue into the council

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR(S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Mainstreaming gender issues in management	Analyzing the gender angle in each issue	Gender issues mainstreamed	0.01m	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
2	Creating awareness in the council	Publishing awareness guidelines.	Awareness of gender issues	0.01m	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes
3	Development of policy direction	Policy formulation	Policy formulated	0.01m	<u>Internal</u> Council <u>External</u> P.S	June – 2008 - Continuous	1. Progress reports. 2. Annual reviews 3. Council minutes

KEY ISSUE NO. 16: FINANCE

To build capacity for financial management and expand the revenue base

	STRATEGY	ACTIVITIES	PERFORMANCE INDICATOR (S)	COST KSHS	ACTOR (S)	TIME FRAME	MEASURES/ VERIFICATIONS
1	Build capacity for financial management in the council.	<ol style="list-style-type: none"> 1. Conduct a T.N.A study 2. Develop training and capacity building programmes 3. Implement the programme 	<ol style="list-style-type: none"> 1.TNA report 2. Programme report 3. Number of people trained 4. Provision of relevant facilities 	5.0 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews 3. Council minutes
2	Instituting good governance measures in financial management in the council	<ol style="list-style-type: none"> 1. Development of tools to institutionalize good governance 2. Sensitizing staff and councillors on good governance and best practices 	<ol style="list-style-type: none"> 1. Sensitization reports 2. Tools developed 	0.08 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S</p>	Oct. June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
3	Preparing and implementing a Revenue Potential Plan	<ol style="list-style-type: none"> 1. Prepare plan 2. Implement plan 	<ol style="list-style-type: none"> 1. New revenue sources 2. Increase in revenue collection 	25m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Consultants</p>	June – 2008 - Continuous	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
4	Complying with Cap 265 Fund requirement	<ol style="list-style-type: none"> 1. Pass council resolutions 2. Open accounts 	<ol style="list-style-type: none"> 1. Accounts operational 	0.1 m	<p><u>Internal</u> Council</p>	June – 2005	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
5	Operationalising the procurement laws at the council	<ol style="list-style-type: none"> 1. Creating awareness about Act 2. Implementation schedule 	<ol style="list-style-type: none"> 1. Awareness seminar/ workshop 2. Compliance with Act 3. Procurement officer 	1.5 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S consultants</p>	June – 2008	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes

Municipal Council of Thika- Strategic Plan 2008-2012

6	Building capacity for resource mobilization through public private partnerships	<ol style="list-style-type: none"> 1. Training project mgt and planning 2. Training on proposal and negotiation skills 3. Creating awareness about PPPs. 	<ol style="list-style-type: none"> 1. Number of staff trained 2. No of PPP in place 3.Seminars/ workshops 	0.4 m	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C consultants</p>	June 2008 - Continuou s	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
7	Synchronizing financial reports	<ol style="list-style-type: none"> 1. Identification of overlaps and inconsistency. 	<ol style="list-style-type: none"> 1. Synchronized financial reports 	0.1M	<p><u>Internal</u> Council</p> <p><u>External</u> P.S Consultants</p>	June 2008 - Continuou s	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
8	Safeguarding existing assets at the council	<ol style="list-style-type: none"> 1. Preparation of assets register. 2. Valuation of assets 3. Insuring assets 	<ol style="list-style-type: none"> 1. Asset register 2. Value of assets 3. Insurance policy 4. Asset acquisition policy 	15M	<p><u>Internal</u> Council</p>	June 2008 - Continuou s	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes
9	Enhancing the use of Information and Communication Technologies in the department	<ol style="list-style-type: none"> 1. Departmental policy preparation 2. Technical reports preparation 3. Training of staff 4. Purchase of equipment 	<ol style="list-style-type: none"> 1. Policy report 2. Technical report 3. Trained staff 4. Equipment purchased 	10M	<p><u>Internal</u> Council</p> <p><u>External</u> P.S D.P.M P.S.C consultants</p>	June 2008 - Continuou s	<ol style="list-style-type: none"> 1. Progress reports. 2. Annual reviews. 3. Council minutes