Lamu County Government
For People & Progress

LAMU COUNTY GOVERNMENT

LAMU MUNICIPALITY

CONSULTANT

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CERTIFICATION

The Lamu Municipality Integrated Development Plan 2022 – 2028 has been prepared in accordance with the provisions of the County Governments Act, 2012; the Urban & Areas Cities Act, 2011, Physical and Land Use Planning Act 2019 of the Laws of Kenya in conjunction with other relevant statutes on matters of relevant guidelines and standards.

Signed

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Date

Certified

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County Government of Lamu

Date

APPROVAL

Recommended

Hon. Tashrifa Abubakar

CECM, Department of Lands, Physical Planning, Urban Development, Energy, Water and Natural Resources, Infrastructure and Public Works

Date

Approved

The County Assembly

County Government of Lamu

OMAR AHMED · LAMU COUNTY · CLERK OF THE COUNTY ASSEMBLY

Date

Hansard No.

Lamu Municipality Integrated Development Plan (IDEP) 2022-2028
Final Report

FOREWORD

This is our first Integrated Development Plan (IDEP). The IDP forms the cornerstone of our planning process. It allows Lamu Municipality, as the economic hub for the County to continuously plan ahead, work and deliver the services we are responsible for, over the next five years. The IDEP creates the framework within which the Municipality will fulfil its mandate and apply its budget. It allows us to do short, medium and long term planning for our entire Municipal area, and link these plans to projects implemented by the County and national governments. Despite the challenging national economic climate, we are determined to create a Municipal government environment to improve and enhance economic opportunities and improved living conditions for our residents.

Several major infrastructure projects have been completed or are nearing completion and there are also new projects underway, the most significant being the LAPSSET development corridor. These projects help us to create an infrastructure backbone that is strong enough to support expansion and growth throughout the entire region. Safety and security, sufficient housing and economic opportunities continue to be a challenge that we are working on to address, in full cooperation with our partners at various government levels.

This Integrated Development Plan was inspired by the richly diverse range of community perspectives shared with us in meetings, focus groups, stakeholder forums and workshops. It includes goals that are ambitious, and will guide policy-making priorities in the Municipality over the next five years (2022 - 2028)

Lamu Municipality is described as Welcoming, Pristine, Beautiful, Emerging with a Rich Heritage. These are just a few of the words used to describe our Municipality by those who shared their thoughts and ideas about Lamu's future. As our progressive world-class Municipality continues to evolve and improve, now is the time for us - to come together and make Lamu the Municipality of choice. With a distinct focus on heritage preservation, environmental conservation and protection, economic opportunity, education and quality of life, we can bring our community's vision to life.

As our communities change, their needs change and our strategies evolve. We will endeavor to remain committed to the continuous updating of our IDEP and the accompanying capital framework, through extensive public participation, to make sure that the community expresses their needs and that we plan and address it accordingly. Hence our focus over the next five years will be guided by the needs expressed by our community and informed by our municipal strategy.

We will need an unprecedented level of community engagement, full participation and commitment from public entities, non-profit and business partners (PPPs) to help us make this plan a success.

We just getting started!

H.E. HON. ISSA ABDULTIMAMY EGH, OGW
GOVERNOR, LAMU COUNTY

PREFACE

I am pleased to present the Lamu Municipal-wide Strategic Plan and Vision, also known as Lamu Municipality IDEP 2022-2028. The Plan is a result of the community's desire to create a shared vision for a shared future and represents the input of a wide range of engaged stakeholders; residents, community and business partners, the Municipal Board, County Government and other key relevant stakeholders.

As recommended by the UACA 2012, the Board initiated a process for a long-term visioning effort that would create an open, inclusive and transparent process for all Lamu Municipality residents and stakeholders. After several months of community engagement through key structured interviews, committee meetings, a project kick-off online forum and a series of community workshops held in August, 2020, the Lamu Municipality IDEP 2022-2028 has been developed to guide the Municipality in decision-making and prioritizing resource allocation, as well as performance tracking and reporting.

The community identified eight focus areas: Tourism and Hospitality, Health & Safety, Human & Social Needs, Economic Vibrancy & Employment, Education & Cultural Vitality, Heritage & Environment, and Governance Performance.

All focus areas are guided by four principles important to the community: Sustainability, Opportunity, Equity, Partnerships, and Accountability. Over the next several months, the Board will adopt the stipulated action plans as part of the commitment to ensure this plan and its various components are implemented in partnership with residents and other stakeholders in a transparent manner. Additionally, as part of the 2021-2023 Biennial Budget, the Board will dedicate specialized staff support through a full-time position to manage the implementation and coordination of Lamu Municipality IDeP. I look forward to the partnerships that will be formed and/or further strengthened as a result of our shared vision for Lamu Municipality.



HON. TASHRIFA ABUBAKAR

CECM, DEPARTMENT OF LANDS, PHYSICAL PLANNING, URBAN DEVELOPMENT, ENERGY, WATER AND NATURAL RESOURCES, INFRASTRUCTURE AND PUBLIC WORKS, COUNTY GOVERNMENT OF LAMU

Lamu Municipality Integrated Development Plan (IDEP) 2022 - 2028
Final Report

ACKNOWLEDGMENT

The Project Team – Supervisory and Implementation Committee is extremely thankful to the Lamu Municipality Board and County Government of Lamu for awarding this important Consultancy.

I begin by appreciating the great direction and support displayed by H.E. The Governor, Hon. Issa Timamy and his office throughout the Planning process. It is worthy to note the Office of the Governor, through the Deputy Governor, were able to steer the Community Validation phases and this helped FastTrack completion phase of the plan

We are also extremely thankful to those who have helped in facilitating the plan and providing information. In this context we wish to thank the Kenya Urban Support Programme (KUSP), County Executive Committee Member in charge of Planning, Hon. Tashrifa Abubakar, the Chief Officer, Mr. Alex K. Jimbi local leaders including Members of Lamu County Assembly, with keen mention of Mkomani, Shella and Hindi Wards Members of County Assembly and community leaders of various settlements across the Municipality. In addition, I would like extend appreciation to the technical expertise offered by the Municipality team led by the Municipality Administrator Mr. Ahmed Kombo, Municipality Planner Mr. Lewis Mwandiki and Environment Officer Mr. Gabriel Ngige, in giving invaluable inputs to the report structure and components of the Municipality structure.

We are thankful to officials of the Lamu Municipal Board, led by her Chairperson, Dr. Farida Hassan and the Board's Vice Chair Mr. Abdallah Fadhil, Municipal Manager, who adds up as the Board's secretary, Mr. Abdulswamad Abdalla Ali, board members Ms. Umulkher Bakari, Ms. Martha Wairimu, Ms. Khadija Shekuwe, Dr Abubakar Baasba and relevant Committees and Administration for their interest in the success of the Consultancy and necessary guidance at various stages of the planning process.

This report is an outcome of assiduous effort made by the staff of Center for Urban and Regional Planning (CURP) Limited led by its Director and Lead Consultant, Mr. Renson K. Mbwagwa along his Project Team, notably Mr. Charles K. Osengo, Mr. David Omido M., Mr. Peter Nyamai, Mr. Patrick Mulama and Mr. Enock Chawere.

The acknowledgement would remain incomplete without thanking Mr. Vincent Osewe, former Lamu County Physical Planner, who helped the Consultant team at plan-making stage and ensured to fill in specifies in the report with valuable detail about the informality manifestations in the Municipality and sound strategies to rehabilitate them.

Lastly, but not the least, we are extremely thankful to all the community and/or residents of Lamu Municipality who were involved from project kick-off and reception to the validation phase of the final draft IDEP. These included the residents of;

- Lamu settlements
- Matondoni Settlement
- Kipungani Settlement
- Shella & Manda Settlement
- Mokowe Settlement
- Hindi Settlement
- Bargoni Settlement
- Budhei Settlement
- Majengo Settlement
- Mlimani Settlement
- Kiangwe Settlement

We are extremely confident that this report would go a long way in helping the Municipal Board in policy making and capital planning in their effort of making Lamu a 'culturally-sustainable world class Municipality'. We believe this report would also be helpful to other growing Municipalities in understanding the needs with backdrop of peculiarity of regions at large and especially in the context of National Capital.

Finally, I wish to acknowledge valuable contribution made by the curator, Lamu, National Museums of Kenya and the Lamu County Coordinator, National Land Commission.

Mr. Abdallah Fadhil

Ag, Chairperson Lamu Municipal Board

Lamu Municipality Integrated Development Plan (IDEP) 2022 - 2028
Final Report

EXECUTIVE SUMMARY

Lamu Municipality is viewed as one of the County's healthiest, safest, and most vibrant region. The region has daily access to stunning pristine surroundings and a great quality of life. Lamu would be, if not the Kenya's most sundry Municipality, with heritage, culture, marine resources, and recreational opportunities that are envied by other regions alike in the country. Lamu has enormous resource endowment and IDeP explores the mechanism of leveraging on the same to improve the living standards of residents.

Shared vision | Shared future

Majority of the Lamu Municipality residents participated in "IDEP 2022 - 2028" through a series of workshops specific to each town and village, an online project kick-off forum, a community survey, and a series of Municipal-wide visioning workshops. These were done in Matondoni (for Matondoni and Kipungani villages), Mokowe Town (for Hindi ward centres – Bargoni, Majengo, Mlimani, Kiangwe, Budhei and Mokowe residents), Shella (for Ras Kitau, Manda Island and Shella residents) and Old town (for Old Town/Langoni residents). Stakeholders of all ages and various implementing entities gathered at these workshops to share their vision for a shared future. The Community validation phase for Lamu Municipality IDEP 2022-2028 was done in the month of January, 2022 during structured community validation workshops encompassing all respective Wards and towns of the Municipality which heavily informed finalization of the plan.

Potential

The important theme is shared vision and shared future. Lamu People turned out for this visioning process in a big way, and agreed that the Municipality is bursting with potential. When asked to describe Lamu in a single word, Lamu residents resoundingly said, "sustainable." This word contains the hope of a better future and the opportunities to achieve it. Participants came with numerous ideas for how the Municipality and the community can help Lamu reach its potential, while conserving the UNESCO world heritage site.

Core Values

The Lamu IDEP 2022 – 2028 Steering Committee identified four Core Values to shape the process and Municipality's vision:

Opportunity, Equity, Partnerships, and Accountability. Each of the community workshops used these core values to shape discussion of Lamu Municipality's future and to ensure that the resulting plan is visionary, realistic, and focused on specific and measurable outcomes.

Focus Areas

Biodiversity is Lamu's greatest asset and the foundation of its outstanding heritage, culture, and community programs. Along with a spectacular pristine setting, the diversity of Lamu's workforce and quality of its neighborhoods give it an enviable foundation for community and economic development. At the same time, the community has much to accomplish in terms of sanitation, public health and safety, human and social needs, and education.

To address these challenges and opportunities, Lamu IDEP 2028 is organized into 7 Focus Areas:

- Tourism and Heritage
- Health and Safety
- Human and Social Needs
- Economic Vibrancy and Employment
- Education
- Cultural Vitality
- Environment
- Governance Performance

MR. RENSON K. MBWAGWA

PRINCIPAL CONSULTANT

CENTER FOR URBAN AND REGIONAL PLANNING LIMITED

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LIST OF ABBREVIATIONS

ADB	AFRICAN DEVELOPMENT BANK
BMU	BEACH MANAGEMENT UNIT
BPS	BUDGET POLICY STATEMENT
CECM	COUNTY EXECUTIVE COMMITTEE MEMBER
CBD	CENTRAL BUSINESS DISTRICT
CBO	COMMUNITY BASED ORGANIZATIONS
CGA	COUNTY GOVERNMENT ACT
CGL	COUNTY GOVERNMENT OF LAMU
CHV	COMMUNITY HEALTH VOLUNTEER
CIDP	COUNTY INTEGRATED DEVELOPMENT PLAN
CIF	CAPITAL INVESTMENT FRAMEWORK
CIP	CAPITAL INVESTMENT PLAN
CO	CHIEF OFFICER
CPA-K	CERTIFIED PUBLIC ACCOUNTANT-KENYA
CPSB	COUNTY PUBLIC SERVICE BOARD
CSO	CIVIL SOCIETY ORGANISATIONS
CSP	COUNTY SPATIAL PLAN
CURP	CENTRE FOR URBAN AND REGIONAL PLANNING
ECDE	EARLY CHILDHOOD DEVELOPMENT AND EDUCATION
EEZ	EXCLUSIVE ECONOMIC ZONE
ERS	ECONOMIC RECOVERY STRATEGY FOR WEALTH AND EMPLOYMENT CREATION
F/CBO	FAITH/COMMUNITY-BASED ORGANIZATION
FOC	FIBRE OPTICS CABLE
GDP	GROSS DOMESTIC PRODUCT
GIS	GEOGRAPHIC INFORMATION SYSTEM
HGFD	HIGH GRAND FALLS DAM
ICT	INFORMATION COMMUNICATION TECHNOLOGY
IDEP	INTEGRATED DEVELOPMENT PLAN
ILRI	INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE
ISUDP	INTEGRATED STRATEGIC URBAN DEVELOPMENT PLAN
KARLO	KENYA AGRICULTURAL AND LIVESTOCK RESEARCH ORGANIZATION
KENHA	KENYA NATIONAL HIGHWAYS AUTHORITY
KenUP	KENYA URBAN PROGRAMME
KERRA	KENYA RURAL ROADS AUTHORITY
KISIP	KENYA INFORMAL SETTLEMENTS IMPROVEMENT PROJECT
KNBS	KENYA NATIONAL BUREAU OF STATISTICS
KPA	KENYA PORTS AUTHORITY
KPLC	KENYA POWER AND LIGHTING COMAPNY
KURA	KENYA URBAN ROADS AUTHORITY
KUSP	KENYA URBAN SUPPORT PROGRAM
LAPSSET	LAMU PORT-SOUTH SUDAN-ETHIOPIA-TRANSPORT (LAPSSET) CORRIDOR
LAWASCO	LAMU WATER AND SEWERAGE COMPANY
LMB	LAMU MUNICIPAL BOARD
LPLUDP	LOCAL PHYSICAL AND LAND USE DEVELOPMENT PLAN
MIPC	MANDA ISLAND PORT CITY
MSDF	MUNICIPALITY SPATIAL DEVEOPMENT FRAMEWORK
MTP	MEDIUM-TERM PLAN
NEM	NORTHEAST MONSOON
NEMA	NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY
NG-CDF	NATIONAL GOVERNMENT-COUNTY DEVELOPMENT FUND
NGO	NON-GOVERNMENTAL ORGANIZATION
NLC	NATIONAL LAND COMMISSION
NMK	NATIONAL MESEUMS OF KENYA
NSP	NATIONAL SPATIAL PLAN
NUA	NEW URBAN AGENDA
NUDP	NATIONAL URBAN DEVELOPMENT POLICY
PDP	PART DEVELOPMENT PLAN
PFMA	PUBLIC FINANCE MANAGEMENT ACT 2012
PLUPA	PHYSICAL AND LAND USE PLANNING ACT (NO.13 2019)
PPP	PUBLIC-PRIVATE PARTNERSHIPS
PWD	PERSONS LIVING WITH DISABILITY
SDGs	SUSTAINABLE DEVELOPMENT GOALS
SEM	SOUTHEAST MONSOON
SEZ	SPECIAL ECONOMIC ZONE
UACA	URBAN AREAS AND CITIES ACT (NO. 13, 2011)
UDD	URBAN DEVELOPMENT DEPARTMENT
UNESCO	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
WWF	WORLD WILDLIFE FUND

1. CHAPTER ONE: INTRODUCTION

1.1 Background to Lamu Municipality

Lamu Municipality is located within Lamu County, Lamu West Sub County. The Municipality has area coverage of approximately 2,660km^2 that constitutes part of the mainland, islands (Lamu & Manda) and the sea. Lamu Island is one of the islands that form the archipelago and home to one of the oldest Swahili towns in East Africa. The island is approximately 100 square kilometres in size and home tofour historic settlements i.e. Amu Old Town, Matondoni village, Kipungani village and Shella. Lamu Old town was inscribed on the UNESCO World Heritage List in 2011. The boundary extent of the municipality includes Mkomani, Shella- Manda, Hindi and part of Basuba wards.

The architecture and urban structure of Lamu graphically demonstrate the cultural influences that have come together over several hundred years from Europe, Portuguese12, Arabia and India utilizing traditional Swahili techniques to produce a distinct culture and urban morphology. The island has experienced unplanned growth that has had adverse impact to its general development. The challenges facing the Island include1: mushrooming of informal settlements, urban decay especially within the heritage town, poor connectivity and accessibility, poor waste management, illegal subdivisions and housing developments, lack of space for public utilities including recreational facilities etc.

1.1.1 The Urban Management and Governance Challenge

Economic growth is often characterized by rapid urbanization. However, Kenya remains under- urbanized but can still leverage the benefits of urbanization for improving economic opportunities and living conditions in urban areas. In its effort to manage urbanization as part of its overall development strategy, the Kenya Vision 2030 has highlighted rapid urbanization as one of four key challenges facing the country and has included the urbanization component of the Second Medium Term Plan (MTP2) 2013-17. This component aims to facilitate a sustainable urbanization process through an integrated urban and regional planning management framework of Kenyan urban centers and towns. Aligned to that goal, the MTP identifies a series of investment programs to enhance infrastructure, connectivity and accessibility, safety and security. In addition, developing the basic institutions such as municipalities is required for effective urban management and are critical to deliver these investments and for urbanization to contribute to sustainable growth in Kenya.

The County Government of Lamu has constituted the Lamu Municipality Board as per the provisions of the Urban Areas and Cities Act, 20112. Under section 20(1) of the Act, the Board is given mandate to among other roles: develop and adopt policies, plans, strategies and programme; and also formulate and implement an Integrated Development Plan (IDeP).

Purpose & Objectives of IDeP

[1] In view of the above, there is an urgent need to prepare a spatial framework for Lamu Island to cater for the changing dynamics of land use and ensure that the island's growth and development takes place in a sustainable manner.

[2] According to the Act, section 12(1), the management of a city and municipality shall be vested in the county government and administered on its behalf by a board constituted in accordance with section 13 or 14 of the Act

Under section 40 of the Urban Areas and Cities Act 2011, 'an integrated urban area or city development plan shall reflect, among other things:

(a) a board's vision for the long-term development of the city with special emphasis on the… most critical development needs;

(b) an assessment of the existing level of development in the city… including an identification of communities which do not have access to basic services;

(c) the determination of any affirmative action measures to be applied…

(d) the board's development priorities and objectives during its term in office, including its economic development objectives, community needs and its determination on the affirmative action in relation to the marginalized groups' access to services;

(f) a spatial development framework which shall include the provision of basic guidelines for land-use management;

(j) a financial plan which shall include the budget projection for at least the next three years; and

(k) key performance indicators and performance targets.'

1.1.2 Purpose of IDeP

The purpose of Lamu Municipality integrated development planning is faster and more appropriate delivery of services and providing a framework for economic and social development in the municipality. A range of links exist between integrated development planning and its developmental outcomes, which have great relevance, in particular in a context of financial needs of the municipality, urgency of service delivery, and employment generation.

This IDeP3 will be the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making in the municipality. It is a tool for bridging the gap between the current reality and the municipality vision of satisfying the needs of the whole communityin an equitable and sustainable manner. Integrated development planning will enable the municipality to develop strategic policy capacity to mobilize resources and to target their activities.

The value of this integrated development plan for Lamu Municipality lies in the formulation of focused plans, based on developmental priorities. It is essential to spend the limited available resources on the key development priorities of the local community. This is the essence of the IDP - how to align the projects, plans, budgets and other county resources with the sustainable development priorities of the community.

1.1.3 Objectives of IDeP

General objective

The general objective of this consultancy is to prepare an Integrated Urban Development Plan (IDeP) for Lamu Municipality that will play a central role in guiding and controlling future development and identify critical infrastructure within Lamu Municipality and its peri-urban as well as ensure the Municipal board fulfils its functions and mandate as per the provision of Cap. 275. Urban Areas and Cities Act.

[3] In practice the IDP is a comprehensive strategic business plan for the Municipality over the short and medium term.

Specific objectives

The IDeP will demonstrate among other things:

a. Integrated development initiatives, policies, and programmes for the municipality
b. The board's vision for the long-term development of the city with special emphasis on the most critical development needs as expressed by the municipality residents;
c. an assessment of the existing level of development in the Municipality including the level of access of basic services in different areas of the municipality;
d. a spatial development framework which shall include the provision of basic guidelines for land-use management within the Municipality;
e. a capital investment plan which shall include the budget projection for at least the next three years; and
f. Key performance development indicators and performance targets during the board's tenure of office.

1.2 Rationale of Lamu Municipality Integrated Development Planning

This Plan will be a strategic tool that will enable Lamu municipality to bring together the different initiatives and resources together in order to do more with the least resources available and increase institutional synergy.

1.3 Scope of Work

The Integrated Development Plan that will support and enhance sustainable development of Lamu Municipality and which will be in synergy with other planning framework including the larger County Integrated Development Plan, the County Spatial plan and the Local and Physical Land Use Development Plan for Lamu Island. The IDeP as the primary development planning tool for the Municipality will provide among other things:

i. an assessment of the current social, cultural, economic and environmental situation in the municipality;
ii. a determination of community needs and aligning them to the requirements of the constitution as far as basic needs for instance housing are concerned
iii. show how it advances the protection and promotion of the interests and rights of marginalized groups in the municipality community
iv. a stock of any investment initiatives in the municipality; any development initiatives, including infrastructure, physical, social, economic and institutional development initiatives; all known projects, plans and programmes to be implemented within the Municipality by any organ of state
v. a list of priority development projects based on identified needs in order of urgency and long-term importance
vi. an integrated framework of goals, strategies and specific implementation programmes and projects aimed at achieving or attaining the prioritized development needs
vii. a sectoral and strategic linkage and coordination of different development priorities together with an integrated governance and institutional framework
viii. And finally, a performance indicator matrix/framework to be used for the Monitoring and Evaluation phase.

The Geographical scope of the IDeP includes Mkomani, Shella, Hindi Wards totaling an area of approximately 1,900 Km2 and 760 Km2 of Exclusive Economic Zone.

2. CHAPTER TWO: POLICY AND LEGAL CONTEXT OF MUNICIPAL MANAGEMENT & GOVERNANCE

This chapter outlines policy and Legal Framework that guides the formulation and implementation of this plan. These policies and legal framework support the national and county governments in their duty to effectively and sustainably plan urban centres as well for legal and operational support to identify and capitalize on laws and legal frameworks that effectively harness the opportunities as well as address the challenges of urbanization such as land use, urban planning, development control, housing,infrastructure and utilities, waste management and sanitation , recreation, taxation, public safety among others. The chapter will also highlight how the IDeP will link to other plans at National and County Level. Urban legislation helps promote and develop municipal governance models that are equitable, gender responsive and socially inclusive, advocating fair land use and access to basic services and infrastructure for all.

2.1 The Constitution of Kenya 2010

Lamu Municipality is within Lamu County, one of the 47 County Governments in Kenya created under the two-tier governance system, i.e. national and county governments created by the 2010 Constitution. Article 184 of the Constitution provides the criteria for the governance and the management of urban areas and cities, including the criteria for classifying areas as urban areas and cities, principles of governance and management of urban areas, participation by residents in the governance processes of urban areas. Article 42 (Environment) provides that every person has the right to a clean and healthy environment, which includes the right— to have the environment protected for the benefit of present and future generations through legislative and other measures, particularly those contemplated in Article 694; and to have obligations relating to the environment fulfilled under Article 70[5].

[4] Under Article 69, Obligations in Respect to the Environment, (1) The State shall— (a) ensure sustainable exploitation, utilisation, management and conservation of the environment and natural resources, and ensure the equitable sharing of the accruing benefits; (b) work to achieve and maintain a tree cover of at least ten per cent of the land area of Kenya; (c) protect and enhance intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities; (d) encourage public participation in the management, protection and conservation of the environment; (e) protect genetic resources and biological diversity; (f) establish systems of environmental impact assessment, environmental audit and monitoring of the environment; (g) eliminate processes and activities that are likely to endanger the environment; and (h) utilise the environment and natural resources for the benefit of the people of Kenya. (2) Every person has a duty to cooperate with State organs and other persons to protect and conserve the environment and ensure ecologically sustainable development and use of natural resources.

[5] If a person alleges that a right to a clean and healthy environment recognized and protected under Article 42 has been, is being or is likely to be, denied, violated, infringed or threatened, the person may apply to a court for redress in addition to any other legal remedies that are available in respect to the same matter. (2) On application under clause (1), the court may make any order, or give any directions, it considers appropriate— (a) to prevent, stop or discontinue any act or omission that is harmful to the environment; (b) to compel any public officer to take measures to prevent or discontinue any act or omission that is harmful to the environment; or (c) to provide compensation for any victim of a violation of the right to a clean and healthy environment. (3) For the purposes of this Article, an applicant does not have to demonstrate that any person has incurred loss or suffered injury.

Under Chapter 5 Article 60- Principles of Land Policy

1. Land in Kenya shall be held, used and managed in a manner that is equitable, efficient, productive and sustainable, and in accordance with the following principles—

a) equitable access to land;
b) security of land rights;
c) sustainable and productive management of land resources;
d) transparent and cost effective administration of land;
e) sound conservation and protection of ecologically sensitive areas;
f) elimination of gender discrimination in law, customs and practices related to land and property in land; and
g) Encouragement of communities to settle land disputes through recognized local community initiatives consistent with this Constitution.

These principles shall be implemented through a national land policy developed and reviewed regularly by the national government and through legislation.

Under Article 66, the constitution provides for Regulation of land use and property through

- The State may regulate the use of any land, or any interest in or right over any land, in the interest of defence, public safety, public order, public morality, public health, or land use planning.
- Parliament shall enact legislation ensuring that investments in property benefit local communities and their economies

Article 67 gives the National Land Commission the powers to monitor and have oversight responsibilities over land use planning throughout the country.[6]

2.2 Kenya Vision 2030

The Kenya Vision 2030 aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. It aims at making Kenya a newly industrializing, “middle income country providing high quality life for all its citizens by the year 2030”. The vision is based on three “pillars” namely; the economic pillar, the social pillar and the political pillar. This vision’s programme plan comes after the successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERS) which has seen the country’s economy back on the path to rapid growth since 2002, when GDP grew at 0.6% rising to 6.1% in 2006.

- 6 Fourth Schedule, Part I (21) on general principles of Land planning and the coordination of planning by the counties
- Fourth schedule, part 2 (8) provides for county planning and development

The economic pillar aims at providing prosperity of all Kenyans through an economic development programme aimed at achieving an average Gross Domestic Product (GDP) growth rate of 10 % per annum the next 25 years. The social pillar seeks to build "a just and cohesive society with social equityin a clean and secure environment". The political pillar aims at realizing a democratic political system founded on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society.

2.2.1 Application of Kenya Vision 2030 to Development Planning of Urbans Areas and Cities

Housing and Urbanization

The 2030 vision for housing and urbanization is an adequately and decently housed nation in sustainable all-inclusive environment. The goal for 2012 is to increase the annual production of housing units from the current 35,000 annually to over 200,000. Kenya's cities and towns are poorly planned. There is an acute need therefore for an effective capacity for regional and urban development planning. In addition, there will be better development of and access to affordable and adequate housing; enhanced access to adequate finance for developers and buyers, and pursue targeted key reforms to unlock the potential of the housing sector.

Flagship Projects for Housing and Urbanization

The Flagship Housing and Urbanization projects for 2012 are as follows:

• *The Metropolitan and Investment Plans Initiative* – prepare metropolitan and investment plans for 6 regions (Nairobi, Mombasa, Kisumu- Kakamega; Nakuru-Eldoret, Wajir, Garissa, Mandera, Kitui, Mwingi, Meru) as well as strategic development and investment plans for special and border towns and for all other **municipal Areas/councils[7];**

• *The Housing Development Initiative*;

• *The Mortgage Financing Initiative* – establishing a secondary mortgage finance corporation as well as a national housing fund while also introducing housing and infrastructure bonds, and;

• *Enact the Housing Bill, 2006*

2.3 National Land Policy (Sessional Paper 3 of 2009)

This National Land Policy will guide the country towards efficient, sustainable and equitable use of land for prosperity and posterity. The Mission of the Policy aims at: promoting positive land reforms for the improvement of the livelihoods of Kenyans through the establishment of accountable and transparent laws, institutions and systems dealing with land (sec. 1.3). The overall objective of the National Land Policy is to secure rights over land and provide for sustainable growth, investment and the reduction of poverty in line with the Government's overall development objectives.

Specifically, the policy shall offer a framework of policies and laws designed to ensure the maintenance of a system of land administration and management that will provide:

a) All citizens with the opportunity to access and beneficially occupy and use land;
b) Economically viable, socially equitable and environmentally sustainable allocation and use of land
c) Efficient, effective and economical operation of land markets;
d) Efficient and effective utilization of land and land-based resources
e) Efficient and transparent land dispute resolution mechanisms (sec. 1.4).

Sustainable land use practices are key to the provision of food security and attainment of food self-sufficiency (sec. 118).

2.3.1 Application of National Land Policy to Development Planning of Urbans Areas and Cities

The formulation of this Policy was guided by the following principles: Equitable access to land for subsistence, commercial productivity, settlement, and the need to achieve a sustainable balance between these uses

a) Intra- and inter- generational equity
b) Gender equity
c) Secure land rights
d) Effective regulation of land development
e) Sustainable land use
f) Access to land information
g) Efficient land management
h) Vibrant land markets
i) Transparent and good democratic governance of land.

Effective land management requires coordination and cooperation among different sectors. This Policy should be understood and implemented taking into account all related sectors such as agriculture,livestock, water, energy, human settlement, industry, tourism, wildlife, forestry and fisheries (sec. 142).

The Policy provides that the Government shall:

a) Facilitate the development of national and regional physical development plans as a basis for investment and sustainable utilization of natural resources, taking local land use practices into account

b) Provide for implementation of cluster settlements for easier provision of infrastructure and to stop uncontrolled subdivision of land

[7] The Municipal Boards have a responsibility of achieving this Flagship project within their respective Municipalities through Land Use Planning and Integrated Development Plans

c) Identify and map areas which are prone to natural calamities such as floods, landslides and droughts, for national disaster preparedness (sec. 106).8

2.4 National Urban Development Policy

The Government's overall response to Kenya's urban development challenge is articulated in the National Urban Development Policy (NUDP), intended to provide a framework within which urban areas and cities contribute to realizing the broad goals of Vision 2030. The Kenya Urban Program (KenUP) aims to operationalize National Urban Development Policy (NUDP) by putting in place the institutional framework for urban governance, development and services as contained in the Constitution, legislation and policy framework. The institutional framework for urban governance and management is provided for in Article 184 of the Constitution. This constitutional provision is operationalized by the Urban Areas and Cities Act (UACA), 2011 (as amended). NUDP provides a coherent policy framework for the prusuit of urban governance, management development. The Kenya Urban Program (KenUP) is aimed at the operationalization and implementation of significant aspects of the NUDP, with a clear focus on Kenya's secondary cities. In particular, KenUP will support the implementation of the urban governance, urban planning and urban management provisions of the UAC Act. In doing so, KenUP primarily addresses five of the nine specific objectives of the NUDP, namely:

(i) Create mechanisms for vibrant economic growth and development in urban areas and cities; (ii) Build efficient financial management systems in urban areas and cities; (iii) Develop effective governance structures for sustainable urbanization in the Country; (iv) Reform urban planning to drive sustainable urban development in the Country; (v) Promote the development of requisite infrastructure and services in urban areas and cities. KenUP intends to operate in four key areas: planning, implementation, performance and evidence-based policy. In each of these areas, KenUP is expected to undertake a wide range of activities. Under planning, activities include (among many other): providing support for integrated urban development planning and ensuring citizen participation in urban management. Implementation includes: strengthening development control, improving facilitating PPP arrangements, and directly providing funding for urban public investments. Performance oriented activities include: capacity building for urban management, establishing robust monitoring & evaluation processes, and assessing urban performance. Finally, research includes: undertaking evidence-based policy analysis and monitoring urban development in general.

[8] Kenya experiences disasters that should be managed in order to avoid the loss of human and animal life, the negative impacts on agriculture, the natural environment and the destruction of property. Such disasters include floods, earthquakes and landslides. There are no legal, policy and institutional frameworks for the prevention and management of land-related disasters. There is also a dearth of appropriate technologies and financial resources to deal with these disasters (sec. 200). The Government shall: (a) Establish legal, policy and institutional frameworks for the prevention and management of land-related disasters; and (b) Establish a suitable legal and administrative framework for resettlement in the event of natural disasters (sec. 201).

2.5 The Big Four Agenda

The four pillars of the agenda are food security, affordable housing, universal health care, manufacturing and Job creation. The agenda will ensure an ordinary Kenyan is employed or has a reliable source of livelihood, owns a home, has enough food and is able to access universal health care. On affordable housing, the government has committed to development of good infrastructure in both rural and urban centers. Infrastructure refers to basic facilities, services and installations needed for proper functioning of a system. In this case we are referring to provision of clean water, good transport, a communication system and sanitation services. This should be effective, especially in slum areas and urban centers. If essential infrastructure is developed, it can open up more areas by making them attractive for people to settle in and for private investors to develop affordable housing. This is primarily the role of Municipality Boards.

2.6 National Land Use Policy (Sessional Paper No. 1 of 2017)

The Constitution of Kenya 2010, Kenya Vision 2030 and the Sessional Paper No. 3 of 2009 on National Land Policy all call for a clear framework for effectively addressing the challenges related to land use. It is in response to this call that this Land Use Policy was developed, incorporating all activities that are likely to have an impact on the use of land and its resources.

The overall goal of the national land use policy is to provide legal, administrative, institutional and technological framework for optimal utilization and productivity of land related resources in a sustainable and desirable manner at national, county and community levels. The policy is premised on the philosophy of economic productivity, social responsibility, environmental sustainability and cultural conservation.

The key principles informing it include efficiency, access to land use information, equity, elimination of discrimination and public benefit sharing. The policy is cognizant of numerous factors that affect land use in Kenya which include geographic and ecological features, population distribution, social, historical, cultural and economic factors. Other key factors are administrative, institutional and policy instruments, investment, urbanization and land tenure.

2.6.1 Application of National Land Use Policy to Development Planning of Urbans Areas and Cities

So as to ensure efficient, productive and sustainable use of land, key measures shall be taken by the government (both national and county[9]) and all land users. These include:

a) Sound land use practices
b) Conservation and enhancement of the quality of land and land-based resources
c) Proper management of demographic and health parameters.

[9] The county Government by extension is where the Municipal Boards Operate from when discharging functions related to Spatial Planning and Development Control within their Urban Jurisdictions.

The Government[10] shall institute mechanisms designed to induce land owners to put their land to productive use and encourage the application of efficient technology for the intensification of land use. Urban land use will be improved through measures such as establishing transparent, accountable, sustainable, comprehensive and participatory governance structures[11] and decision-making processes.

Other key measures addressed in the Policy include issues of land cover, land use data and land use planning. Land use plans shall be developed at both national and county levels with full participation of all stakeholders and strict adherence to them shall be enforced. Harmonization of laws and policies, mapping and documentation of all land uses in the country, developing a framework for incentives to encourage maintenance of forest cover, land banking for industrial, commercial, agricultural, residential and infrastructure development are other critical measures that shall be taken.

2.7 Lamu Port Investment Framework

The LAPSSET is a major flagship project under vision 2030 with several components including: the Port, LAPSSET Corridor, Port City, Railway terminal station and the Resort city. Fisherman wharfs, Cultural and ICT centre, Amusement park, SEZ, Airport, Oil refinery and Oil tankers also form part of the proposals. The preparation of the plan was necessitated by the fact that the components are linked together and hence the need to prepare a unified framework in order to optimize land use and development. Some of the specific details regarding the LAPSSET project are as follows:

a) The Lamu port will be located in Manda Bay on 88,500 hectares of land (10,000 ha land mass) with a capacity of 32 berths capable of handling 28 million tonnes of cargo annually.

b) The LAPSSET corridor is 200m wide with the proposed highway taking up 100m, the railway expected to take a reserve of 60m, the pipeline 30m while 10m will be reserved for utilities like water and sewer lines, power and fibre optic cables, and the like.

c) The Oil refinery and tankers are proposed at the Bargoni area expected to take up about 100 ha each. It is envisioned that the refinery will have the capability of handling about 98,000 barrels of oil daily.

d) The Resort City will be located in the towns of Manda, Ndeu, Mkunumbi and Kiongwe occupying an area of 90ha, 470ha, 100ha and 80ha respectively.

e) Mkunumbi is envisioned as cultural and ICT hub, Manda an amusement centre, Ndeu will be a convention centre while Kiongwe will be a fisherman's wharf (for Sea sport fishing).

f) The International Airport proposed at Mkunumbi is expected to cover approximately 2,409 hectares of land with a runway length of 2.5 km. the expected passenger traffic is approximately 1 million per annum.

g) The Vision for the Port City (Lamu Metropolis) was developed with the input of stakeholders' at stakeholders' workshop.

h) The City will be spread through the centres of Mokowe and Hindi with a combined size of 647Km^2. It is projected that the Metropolis will host about 500,000 people in the year 2030, 1.25 Million in the year 2050, taking a base population of the current 11,825 people.

i) All the components will be linked by a 100m wide highway with the resort towns being linked by a monorail.

The Municipality through this IDeP will play a critical role in actualizing the components of theinvestment framework. This will include ensuring development control and provision of necessaryinfrastructure and utilities.

2.8 Sustainable Development Goals

The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoypeace and prosperity by 2030. Goal number 11 on Sustainable Cities and Communities advocates for transforming the way we build and manage our urban spaces through creating career and business opportunities, safe and affordable housing, and building resilient societies and economies. It involves investment in public transport, creating green public spaces, and improving urban planning and management in participatory and inclusive ways. In regards to Integrated planning and Municipal management, the goal advocates on enhancement of inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries,strengthen efforts to protect and safeguard the world's cultural and natural heritage, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management and substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

2.9 New Urban Agenda

The New Urban Agenda is an action-oriented document that mobilizes Member States and other key stakeholders to drive sustainable urban development at the local level. The implementation of the New Urban Agenda contributes to the localization of the 2030 Agenda for Sustainable Development in an integrated manner, and to the achievement of the Sustainable Development Goals and targets, including Goal 11 of making cities and human settlements inclusive, safe, resilient and sustainable. Kenya has resolved to implement the NUA at all levels in collaboration with all relevant stakeholders to achieve sustainable urban and human settlements development including the way it plans, finances, develops, governs, and manages cities and human settlements, recognizing sustainable urban and territorial

[10] The Municipal Boards are recognized Government Institutions that can by extension execute the provisions of the National Land Use Policy at the Municipal Level
[11] All proposed development planning activities carried out by Municipal Board within the Municipality must be subjected to Stakeholder Participation for them to be representative and effective in application.

development as essential to the achievement of sustainable development and prosperity for all; Kenya is Key in adopting and implementing integrated policies and approaches to urban and territorial development that are people-centered, age- and gender- responsive as well as ensure capacity development to facilitate actions at all levels, based on fundamental drivers of change. This includes a commitment to promote equitable access to sustainable basic physical and social infrastructure for all, including affordable serviced land, safe drinking water and sanitation, waste disposal, and mobility for all in urban and human settlements. On urban governance, Kenya has committed to provide an enabling policy framework and legislation at the national and County levels, participatory planning and management of urban spatial development, and effective means of implementation, complemented by international cooperation as well as capacity development efforts, including the sharing of best practices at all levels. This includes coherence between sectoral policies, to strengthen integrated approaches to urbanization and implement integrated urban and territorial planning strategies.

2.10 Urban Areas and Cities Act, 2011 and Urban Areas and Cities (Amendment Act), 2019

The UACA Section 9 provides the eligibility of a town to be conferred the status of a Municipality bythe governor after it satisfies the following Criteria:

a) has a population of at least between seventy thousand and two hundred and forty-nine thousand residents according to the final gazette results of the last population census carried out by an institution authorized under any written law, preceding the grant;12
b) has an integrated development plan in accordance with this Act;
c) has demonstrable revenue collection or revenue collection potential;
d) has demonstrable capacity to generate sufficient revenue to sustain its operations;
e) has the capacity to effectively and efficiently deliver essential services to its residents as provided in the First Schedule
f) has institutionalized active participation by its residents in the management of its affairs;
g) has sufficient space for expansion;
h) has infrastructural facilities, including but not limited to street lighting, markets and fire stations; and
i) has a capacity for functional and effective waste disposal

Lamu Municipality is developing an Integrated Development Plan as a requirement to meet the criteria of a Municipality Status and as provided under Section 20 of the Act. In the Management of Municipalities, the Act under Section 12 provides for the following as Structures and management of cities, municipalities. *The governance and management of a city/municipality county shall be in accordance with the law relating to county governments.*

[12] Notwithstanding the provisions of subsection, the county governor shall confer the status of a special municipality to the headquarters of the county even where it does not meet the threshold specified under this subsection

With this regard, the Municipality Boards are legal entities capable of undertaking decisions that are in line with the County Government Act. In identifying, critical urban infrastructure for development, the Municipality are mandated to enter into contracts to realize the realization of the infrastructure. In development planning, the Municipality is mandated to undertake zoning of areas where critical public investments will be located e.g. Markets, public Parks and ensure compatibility of adjacent users. In addition, development control under the Municipality will entail subjecting Land user zones to adherence to development control requirements occasioned by Change of User/ Extension of user so asto provide for critical infrastructure such as widening of roads, provision of piped water and Sewer Networks within these areas.

The boards Mandate under Section 20 entails Governance and management functions of a board[13]

Subject to the provisions of this Act a board of a city or municipality shall—

The Acts provides for the Municipality to undertake Development Control through the control of Land Use, Land Sub-division, Land Development and Zoning for any Purpose as Guided by approved Spatial and Master plan for the municipality. However, in implementing this mandate of Development Control, the functions of Development Control must be Delegated by the County Government. Section 21 stipulates that the powers of the Board to undertake its mandate including that of Development Control shall be delegated by the County Executive Committee.

[13] oversee the affairs of the city or municipality; develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services; formulate and implement an integrated development plan; control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the city or municipality as may be delegated by the county government; as may be delegated by the county government, promote and undertake infrastructural development and services within the city or municipality develop and manage schemes, including site development in collaboration with the relevant national and county agencies maintain a comprehensive database and information system of the administration and provide publicaccess thereto upon payment of a nominal fee to be determined by the board administer and regulate its internal affairs implement applicable national and county legislation enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written law monitor and, where appropriate, regulate city and municipal services where those services are provided by service providers other than the board of the city or municipality; prepare and submit its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill as may be delegated by the county government, collect rates, taxes levies, duties, fees and surcharges on fees; settle and implement tariff, rates and tax and debt collection policies as delegated by the county government; monitor the impact and effectiveness of any services, policies, programmes or plans; establish, implement and monitor performance management systems;

promote a safe and healthy environment; facilitate and regulate public transport; and *perform such other functions as may be delegated to it by the county government or as may be provided for by any written law*.

Under Section 22, the Act provides that the Residents of the Municipality may undertake deliberationson issues relating to the Municipality. In this regard, the Municipality to ensure the Public Validity of its mandate to undertake development control must subject the Development Control proposals to the public for deliberation and Validation as provided for under Section 22 s. 2 and 3.[14]

2.10.1 Integrated Development Planning under Municipalities

The UACA provides for Integrated Development Planning in Municipalities as the Key operational frame work that;

a) give effect to the development of urban areas and cities as required by this Act and any other written law;
b) strive to achieve the objects of devolved government as set out in Article 174 of the Constitution.
c) contribute to the protection and promotion of the fundamental rights and freedoms contained in Chapter Four of the Constitution and the progressive realization of the socio-economic rights;
d) be the basis for—
    i. *the preparation of environmental management plans;*
    ii. *the preparation of valuation rolls for property taxation;*
    iii. *provision of physical and social infrastructure and transportation;*
    iv. *preparation of annual strategic plans for a city or municipality;*
    v. *disaster preparedness and response;*
    vi. *overall delivery of service including provision of water, electricity, health, telecommunications and solid waste management; and*
    vii. *the preparation of a geographic information system for a city or municipality;*
e) nurture and promote development of informal commercial activities in an orderly and sustainable manner;
f) provide a framework for regulated urban agriculture; and
g) be the basis for development control.

Under this Act the Municipal Board must prepare an Integrated Development Plan for the Municipality so as to have a clear framework for Undertaking Development Control within the Municipality. In cognizant, of the existing Iten Town Integrated Spatial Development Plan (2015-2030), the Municipal Board in preparation of the Municipality Integrated Development Plan (2019-2023) has aligned itself to the existing Iten Spatial Plan as provided for under Section 31.[15]

2.10.2 Application of UACA to Development Planning of Urbans Areas andCities

The UACA provides for the following under Development Planning

a) The Municipal Board is must develop and Integrated Development Plan16 consistent with other county plans. The IDeP is important as it provides a clear framework for Undertaking Development Control within the Municipality.
b) The Municipality shall undertake Development Control through the control of Land Use, Land Sub-division, Land Development and Zoning for any Purpose as Guided by approved Spatial and Master plan for the municipality. However, in implementing this mandate, the functions of Development Control must be Delegated by the County Government.

2.11 County Government Act, 2012

This is the legislation that operationalizes County Governments. With Respect to Municipalities associating with County Government, Section 6 Sub-Section 2(c) that a County may delegate any of its functions to its officers, decentralized units or other entities within the county. The Decentralized units as outlined in Section 48 Sub Section 1 a)[17] and Section 49 include the Municipality which has been decentralized to oversee Land Use Planning functions of the Municipality. This implies that the Mandate of Development Control can be decentralized to the Municipal Board by the County.

Part 11 of the Act gives the County the authority to plan. Section 103 b) under the Objectives[18] of planning indicates that planning should facilitate the development of a well-balanced system of settlements and ensure productive use of scarce land, water and other resources for economic, social, ecological and other functions across a county; This development objective is actualized through Land Use Planning and Development Control.

Section 104 give the County the obligation to plan where Sub Section 2 provides that the countyplanning framework shall integrate economic, physical, social, environmental and spatial planning. Sub Section 3 gives the County authority to designate county departments, **cities and urban areas**, sub- counties and Wards as planning authorities of the county.

Section 105 provides for Planning in the County and the responsibilities of County Planning Units in Particular Sub Section 1 a) that refers to coordinating integrated development planning within the county, a responsibility of the Municipality.

[14] A board shall invite petitions and representations from the Citizen Fora with regard to the administration and management of the affairs within an urban area or city under its jurisdiction
A board shall make recommendations on the manner in which issues raised at the Citizen Fora, if any, may be addressed and shall accordingly pass the recommendations to the manager for implementation
[15] A city or urban area integrated development plan shall be aligned to the development plans and strategies of the county governments

[16] The Iten Municipality has prepared an IDeP for year 2019-2023.
[17] The functions and provision of services of each county government shall be decentralized to—(a) the urban areas and cities within the county established in accordance with the Urban Areas and Cities Act (No. 13 of 2011);
[18] The objectives of county planning shall be to—(a) ensure harmony between national, county and sub-county spatial planning requirements; (b) facilitate the development of a well-balanced system of settlements and ensure productive use of scarce land, water and other resources for economic, social, ecological and other functions across a county; (c) maintain a viable system of green and open spaces for a functioning eco-system; (d) harmonize the development of county communication system, infrastructure and related services; (e) develop urban and rural areas as integrated areas of economic and social activity; (f) provide the preconditions for integrating under-developed and marginalized areas to bring them to the level generally enjoyed by the rest of the county; (g) protect the historical and cultural heritage, artefacts and sites within the county; and (h) make reservations for public security and other critical national infrastructure and other utilities and services; (i) work towards the achievement and maintenance of a tree cover of at least ten per cent of the land area of Kenya as provided in Article 69 of the Constitution; and (j) develop the human resource capacity of the county.

Section 107 of the Act gives the Types and Purposes of Plans[19] aimed at guiding, harmonizing and facilitating development. Sub Section 1 d) acknowledges role of Planning in Municipalities where cities and urban areas plans as provided for under the Urban Areas and Cities Act (No. 13 of 2011).

2.11.1 Application of County Government Act in Development Control in Municipalities

Section 111 of the Act gives the County role of planning for cities and municipalities[20]. Section 2 in particular indicates that A city or municipal plans shall be the instrument for **development facilitation and development control** within the respective city or municipality.

Section 2 b) indicates that A city or municipal plan shall, within a particular city or municipality, must provide for—

a) functions and principles of land use and building plans;
b) location of various types of infrastructure within the city or municipality;
c) development control in the city or municipality within the national housing and building code framework.
d) City or municipal land use and building plans shall be binding on all public entities and private citizens operating within the particular city or municipality.
e) City or municipal land use and building plans shall be the regulatory instruments for guiding and facilitating development within the particular city or municipality.
f) Each city or municipal land use and building plan shall be reviewed every five years and the revisions approved by the respective county assemblies.

This essentially mandates the county to undertake development Control, a function that may be delegated to the Municipality Board.

2.12 Physical and Land Use Planning Act No. 13 of 2019

This Act is responsible for all matters related to Physical and Land Use Planning in the country. It has established Planning Institutions at the County Level called the **County Physical and Land UsePlanning Consultative Forum** whose mandate is to:

a) provide a forum for consultation on County and Inter-County Physical and Land Use Development Plans;
b) promote effective coordination and integration of physical and land use development and sector planning; and
c) advise on the mobilization of adequate resources for the preparation and implementation of physical and land use development plans and strategies.

It's important to note that the membership under Section 14[21] of this forum is devoid of representation from the Municipal Boards, a critical gap that needs to be addressed as Municipalities are playing a critical part in Land Use Planning and Development Control.

In Matters physical and Land Use Planning, The Act under Section 45[22] states that the County shall prepare a Local Physical and Land Use Development Plan for a Municipality which must be consistent with the provisions of the Integrated Development Plan for the Municipality. This calls for close planning relationships between the County Government Planning Department and the Municipal Boardto Avoid Duplication and ensure consistency in matters relating to development control of the Municipality. The Purpose of the Local Physical and Land Use Development Plan under Section 46.This section by extension stipulates that the LPLUDP provides for the zoning function for the Area being prepared as per the Contents of the LPLUDP provided under Section 48[23] of the Act and detailedin Annex 2. Its therefore important to ensure that the development control provisions of the LPLUDPand the IDeP are consistent for purposes of its Application in the Municipality.

[19] (a) county integrated development plan; (b) county sectoral plans; (c) county spatial plan; and (d) cities and urban areas plans as provided for under the Urban Areas and Cities Act (No. 13 of 2011).
[20] For each city and municipality there shall be the following plans— (a) City or municipal land use plans;(b) City or municipal building and zoning plans; (c) City or urban area building and zoning plans; (d) location of recreational areas and public facilities.
[21] Each County Physical and Land Use Planning Consultative Forum shall comprise of— (a) the respective County Executive Committee Member responsible for matters related to physical and land use planning, who shall be the chairperson and shall provide the secretariat; (b) the County Director of physical and land use Planning;(c) the Chairperson of the committee responsible for matters related to physical and land use planning in the respective county assembly;(d) the County Executive Committee Member responsible for matters related to economic planning; (e) the County Executive Committee Member responsible for matters related to the environment; (f) the County Executive Committee Member responsible for matters related to roads and infrastructure; (g) the County Executive Committee Member responsible for matters related to social and community development; (h) a person nominated by the Commission; (i) a person nominated by the Director-General of Physical and Land Use Planning; (j) a person residing and working or conducting business in the respective county nominated by the Kenya Institute of Planners; (k) a person residing and working or conducting business in the respective county nominated by the Institution of Surveyors of Kenya; (l) a person residing and working or conducting business in the respective county nominated by the Architectural Association of Kenya; (m) a person residing and working or conducting business in the respective county nominated by Kenya Private Sector Alliance; (n) a person residing and working or conducting business in the respective county nominated by the registered associations representing residents in the county; (o) a person residing and working or conducting business in the respective county nominated by the National Council for Persons with Disability; and (p) any person co-opted by the County Physical and Land Use Planning Consultative Forum for that person's special skills, interest and knowledge.
[22] Local Physical and Land Use Development Plan: 1. A county government shall prepare a local physical and land use development plan in respect of a city, municipality, town or unclassified urban area as the case may be. 2. A local physical and land use development plan may be for long-term physical and land use development, short-term physical and land use, development, urban renewal or redevelopment and for the purposes set out in the Second Schedule in relation to each type of plan. 3. A local physical and land use development plan shall be consistent with an Integrated City or Urban Development Plan as contemplated under Part V of the Urban Areas and Cities Act, 2011 (No. 13 of 2011).
[23] Contents of a Local Physical and Land Use Development Plan. 1. A local physical and land use development plan shall consist of— (a) a survey report in respect of the area to which the plan relates carried out as the manner specified in the Second Schedule; and (b) any Geographical Information System-based maps and descriptions as may be necessary to indicate the manner in which the land in the area may be used in accordance with the requirements of the Second Schedule. 2. The survey report in a local physical and land use development plan should include technical annexes and a sieve analysis of gradient, environment and infrastructure so as to provide for maximum locations for new developments.

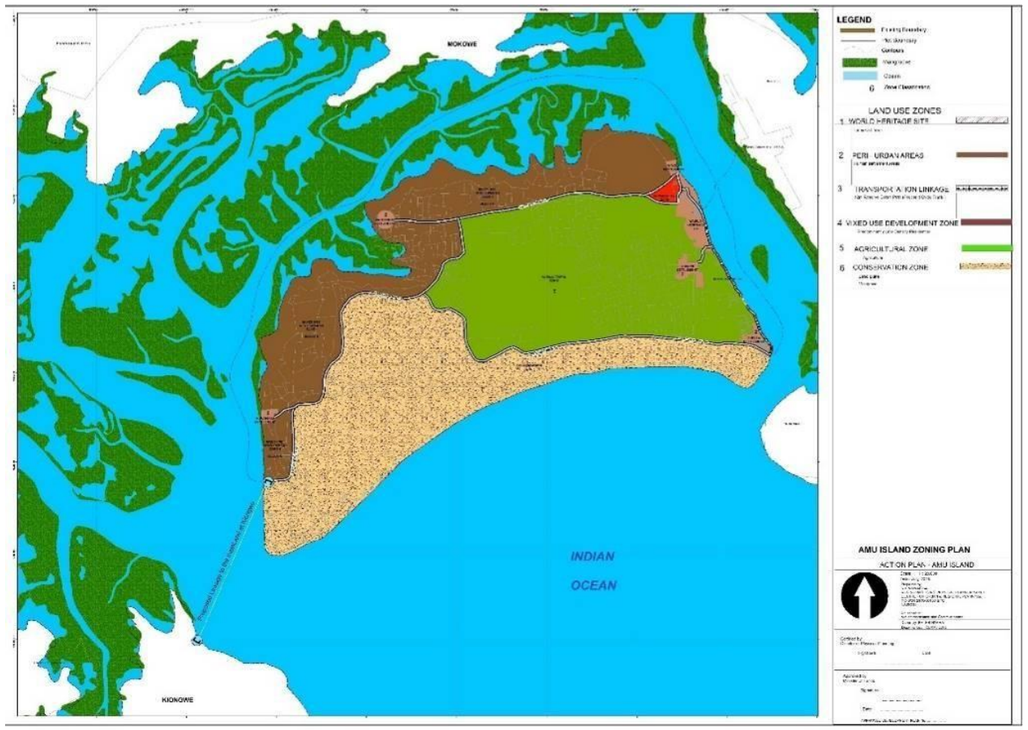
2.13 IDeP Linkages with other Plans

2.13.1 National Spatial Plan

The Plan is a strategic vision that defines the general trend and direction of spatial development for the country, covering the entire forty-seven counties and the Exclusive Economic Zone (EEZ). It is a long term Plan spanning a period of thirty (30) years with 10 year periodical reviews. The purpose of the Plan is to provide a national spatial structure that defines how the national space is utilized to ensure optimal and sustainable use of land. Under the urban strategy, the plan has identified among others Inadequate and inefficient transport and infrastructure and Inefficient Governance including include land tenure issues, insecurity, corruption, poor institutional structures and poor service delivery as part of thechallenges facing urban areas. The strategy advocates for promoting the development of centers as per their potential and population as local, market, rural, urban centers and growth centers as well as provision of alternative areas for development of urban centers by provision of services and infrastructure closer to the rural areas thus urban containment and stimulating rural growth which is one of the key functions of the municipalities under the Urban Areas and Cities Act.

2.13.2 County Spatial Plan

The approved Lamu County Spatial Plan has identified among others the following urban challenges; (i) Development Control challenge due to weak institutional framework including lack of a fully-fledged physical planning department. (ii) Domestic water supply challenges. (iii) Solid and liquid waste management challenges. (iv) Planning institutional challenges. (v) Poor road/path network within the Island, poor drainage within Hindi. The plan identified the following (i) the County Government ofLamu should oversee that all comprehensive Planning programmes integrate heritage protection of Lamu Archipelago into their proposals; or recommendations by preparing a Planning Zoning Guide and Regulations for the Heritage site, rezone the Old Town to increase the Plot Ratios of the land to ensure more vertical growth land space to cover the deficit in land (ii) Prepare an ISUDP that provides land outside the demarcated boundary of the Old Town that enhances its suitability and interaction with the Town. (iii) Develop and promote growth of the adjoining settlement areas like Wiyoni, Shella, and Langoni as alternative growth nodes (iii) Strict application of Development Control guidelines within the pri-urban zones outside the gazetted World heritage site. The map below shows the proposed integrated zoning plan for Lamu Island.



Map 2.1: Proposed Integrated Zoning plan for Lamu Island

The CSP has identified Manda Port City Action plan and Port Area Action Plan as a priority development control plans for Manda Island and the Lamu Port respectively.

2.13.3 County Integrated Development Plan (2018-2023)

The CIDP is the fiscal planning document for the county as it links countywide projects and programs to available revenue resources. The plan has identified Rural and Urban Development through the formulation and implementation of County land policy, undertake physical planning, undertake land surveys and mapping and provision of housing and office space for the County as one of its priority development projects. This will be achieved through

a) Preparation of urban and rural plans
b) Development control
c) Survey and mapping
d) Policy formulation and research.
e) Management of Government housing estates.
f) Facilitate access to affordable housing through training local communities on the use of appropriate building technology and materials.
g) Provide essential infrastructural services to improve sustainable housing in unplanned settlements
h) Acquisition of titles for Government properties and plots.

These are some of the core mandates of Lamu Municipality for areas that fall within its jurisdiction. The CIDP has committed fiscal resources to enable proper planning and development control within the county that the Municipality can leverage on.

The CIDP has set aside resources for improvement of infrastructure ranging from road transport system, utilities and services such as water provision, sanitation, waste management, Storm water drainage as well as Markets and Industrial parks to promote trade and employment.

2.14 Institutional Framework

2.14.1 Organizational Units

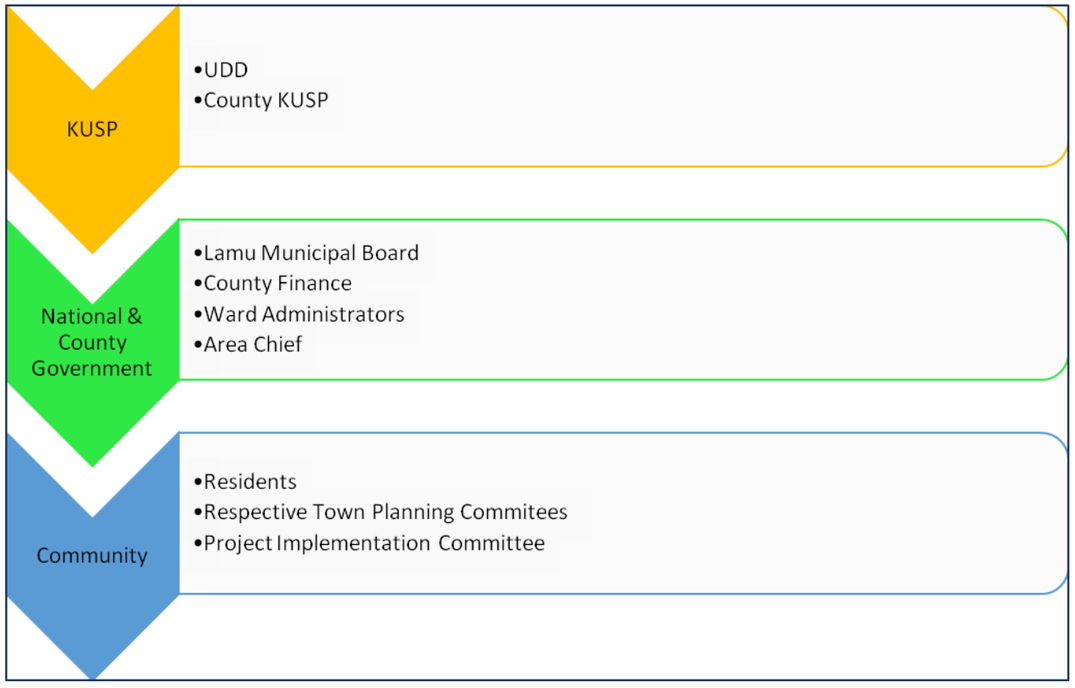


Figure 2.1: Organizational Units

2.14.2 Implementing Institutions and Organizations framework

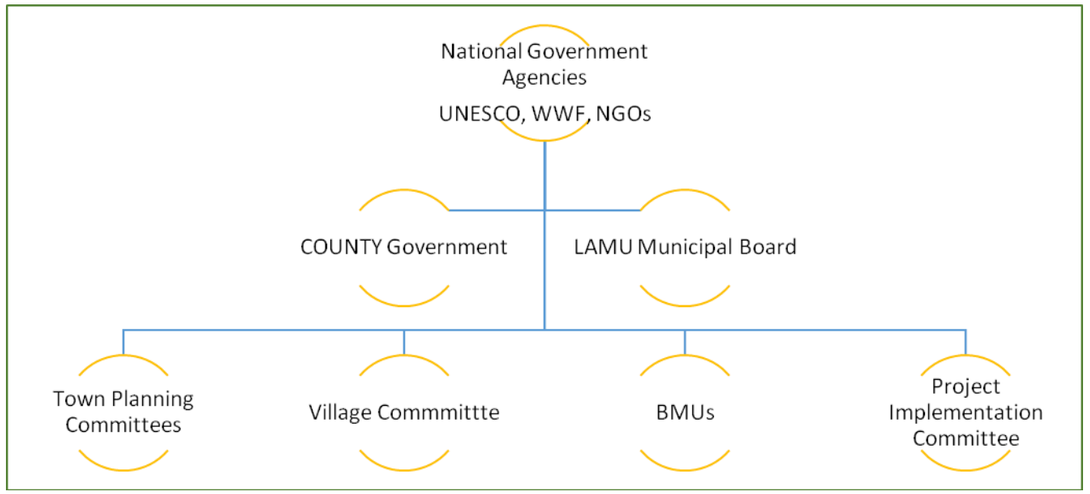


Figure 2.2: Implementing Institutions and Organization

2.14.3 The County Government

The County Government of Lamu has been identified as one of the most important institutions which will be tasked with the role of full realization of this IDEP. Through the Department of Physical Planning and Urban Development, KUSP will ask the county to take the priority to effect development control within the settlement in reference to the already approved County Spatial Plan & Lamu Municipality IDEP 2022 – 2028. The implementation of proposed action plans, for instance slumupgrading of settlements identified in Old Town, Hindi and Mokowe can be effectively managed through development control. This will also ease collection of county revenue through building permits, land rates and business permits.

2.14.4 Community Participation in the Project Cycle

The consultations with the town-specific communities and instituted local town planning committees will continue throughout the planning process of the IDEP during the validation of the IDEP proposals. A copy of the IDEP will be made available in all the Sub County headquarters, chief offices and village councils. This is necessary as the project team had to restructure the mode of community participation owing to Covid-19 pandemic, thus sensitization at grassroots levels will be facilitated by locally instituted town planning committee for each village/town.

Project Cycle	**Steps**
Identification	Identification of stakeholders and analysis
Preparation	Preliminary dissemination of information; consultation Data Collection Data analysis and presentation

Pre-Appraisal	Preparation of the IDEP
Appraisal	Finalization of the IDEP
Implementation	Participation in committees Participation in Implementation Participation in monitoring
Completion	Participation in evaluation

Table 2.1: Community Participation in the Project cycle

2.14.5 Capacity Building

The implementation of the Lamu Municipality IDEP 2022 – 2028 will require capacity building and orientation of County Government of Lamu and the Municipal Board. It is during this phase that project team who will take-up the IDEP after decommissioning are trained on how to implement and prioritize the projects and capacity building of the relevant departments and human resources.

2.14.6 Sensitization Programs

As mentioned above, Sensitization Programs are important in establishing effective and sustainable instruments to spur development that will uplift the living conditions and the economic status of the people of Lamu Municipality.

3. CHAPTER THREE: IDEP METHODOLOGY & APPROACH

3.1 Overview

The developmental role of municipalities cannot be over emphasized. It is a mandate and challenge that municipalities must continuously strive for. The developmental role calls for municipalities to maximize social development and economic growth with the traditional role that municipality know of provision of services such as road infrastructure, street lighting, drainage, water supply and sanitation, waste management, development control and others to those rural areas which do not have a luxury of such due to the infrastructural backlogs. The Integrated Development Planning (IDeP) Process is a processthrough which the municipalities prepare strategic development plans for a five-year period. An IDeP is one of the key tools for County Government to cope with its new urban developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

3.2 Integration Explained

Integration in planning it is an umbrella term that implies a holistic and comprehensive coordination of planning along vertical and horizontal dimensions with a view to enhance resource leverage and implementation of plans.

Meaning of Integration in Spatial Planning

Table 3.1: Integration in Spatial Planning

Major Area	**Type of Integration**	**Element to be Integrated**
Sectoral	Cross sectoral integration Interagency integration	Different public policy domains within a territory Integration of public, private and Voluntary sector
Territorial or space related	Vertical integration Horizontal integration	Integration between different spatial scales Integration of spatial planning activity between adjoining areas and shared interests
Organizational and Institutional	Strategic integration Disciplinary and stakeholder integration	Integration of spatial planning with other strategies Programmes and initiatives within a territory Integration of spatial planning with delivery mechanisms in all relevant agencies within a territory
	Territorial/space and function	Integration of space and function or vice versa including design

Integration has to be reflected upon in the above context taking note of policy areas, sectors, layers of institutional responsibilities, stakeholder levels, their accommodation on space and the leadership role of the Municipal Board of Lamu under the strategic direction of the board of Municipality, and Municipal manager to govern and coordinate the activities.

Areas to be integrated are specified in the above table, however for our purposes they have been singled out as follows:

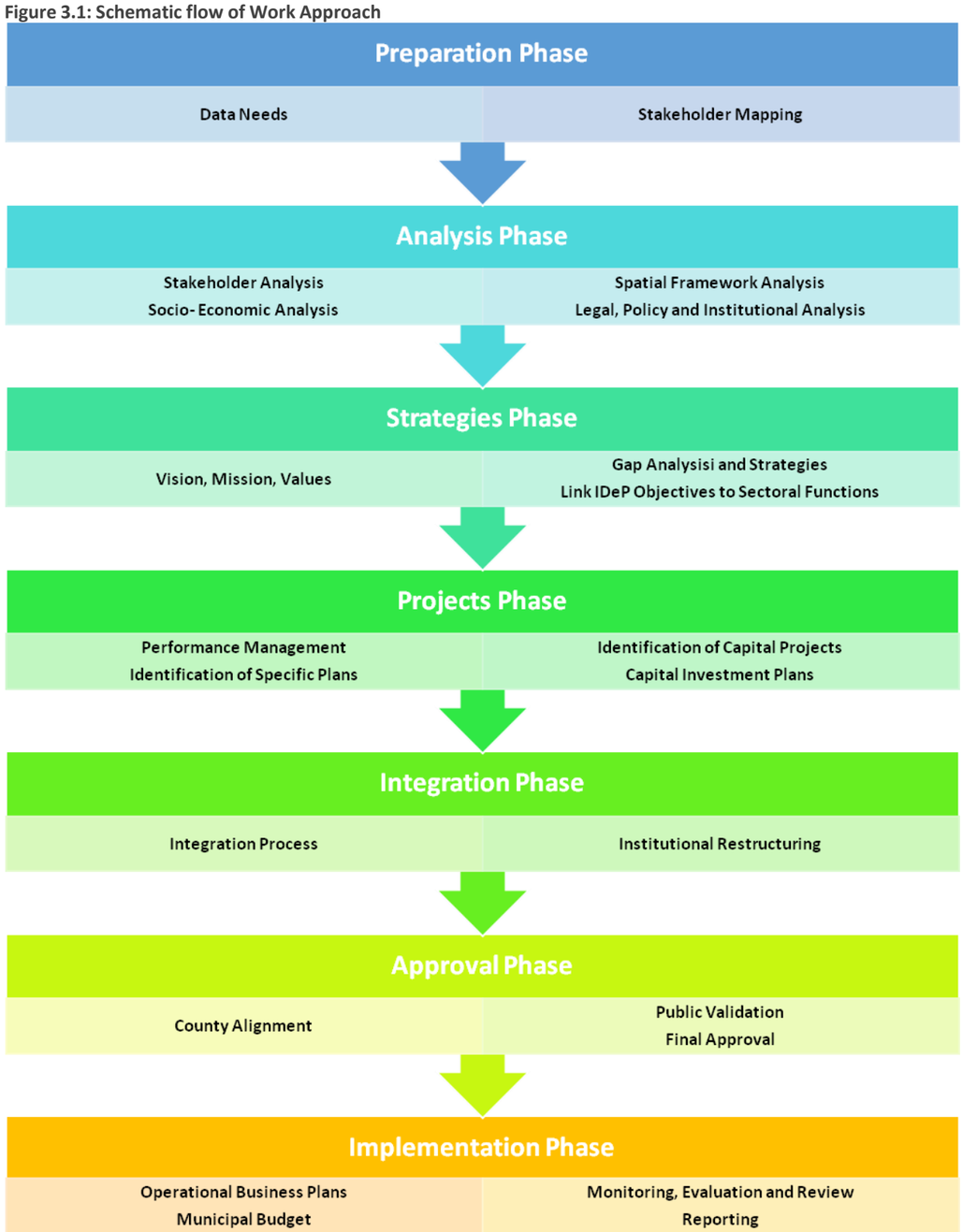
- National and County policy directions with respect to development on space
- Strategies of municipal development
- Levels of stakeholders in the planning exercise
- Sectors and space
- Organizational both vertical and horizontal/legal mechanisms
- Programmes and projects

Why integration

- To enhance the implementation of plans monitoring and evaluation
- Empower citizens through accountability and partnerships
- Leverage on resources by fully involving all actors with responsibilities within the area of the municipality, and
- Autonomy over the municipal planning and development process

3.3 Schematic Flow

Figure 3.1: Schematic flow of Work Approach



3.4 IDEP Process

Integrated development planning process includes:

1. A **consultative process** which meaningful involvement of a wide range of different stakeholders in various stages of the analysis and the decision-making process was undertaken.

2. A **strategic process**[24] which is a focused approach, and a systematic search for the most appropriate and effective solution, keeping in mind given resources, and overall policy guidelines and principles.

3. An **integrated approach** which included thinking and acting holistically across the conventional sectoral boundaries.

4. **Implementation-oriented planning,**[25] that includes quite specific in terms of quantities, quality, responsibilities, location, time and costs to make sure service delivery will take place.

ANALYSIS PHASE

Purpose:	To ensure that decisions will be based on: – people's priority needs and problems – knowledge on available and accessible resources – Proper information and on a profound understanding of the dynamics Influencing the development in a municipality.
Process	*(1)* Data-based analysis of service standards/gaps *(including sector-specific data)* *(2)* Participatory problem analysis/issues prioritization *(cross-sectoral)* (3) In-depth analysis related to identified priority issues (dynamics, causal factors, resources, etc.).
Output	• Assessment of the existing level of development • Priority issues/problem statements • Understanding of nature/dynamics/causes of the issues • Knowledge on available resources and potentials (including a tentative overall financial frame).

STRATEGIES PHASE

Purpose:	To ensure that there will be a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues, under consideration of policy guidelines and principles, available resources, interlinkages, competing requirements and an agreed vision. The strategy debate shall help avoid the usual short cut from identified needs to sectoral projects. It shall help find more appropriate, innovative and cost-effective solutions under due consideration of various options. It is the phase of making choices.
Process	• Inter-sectoral workshop process as a forum for open discussions on ways and means of dealing with the priority issues/problems • Workshops (as a rule) at district-level with all affected local municipalities and

[24] This goes well beyond simply compiling priority lists and transforming them into budget proposals
[25] This goes well beyond a list of project titles.

	representatives from relevant provincial and national agencies and corporate service providers in order to ensure: – well informed and well facilitated strategic debates – that cross-boundary issues and inter-government/sector alignment issues are taken care of.
Output	• Vision (for the municipality) • Objectives (for each priority issue) • Strategic options and choice of strategy (for each issue) • Tentative financial framework for projects • Identification of projects.

PROJECTS PHASE

Purpose:	To ensure a smooth planning/delivery link by providing an opportunity for a detailed and concrete project planning process done by project task teams of professionals and relevant stakeholders who provide proposals with tentative target figures, technical standards, locations, time horizons and cost estimates. This phase will give the sector specialists their appropriate role in the planning process, thereby contributing to a smooth planning – implementation link.
Process	Project Task Teams which include the consultant and officers from the municipality and county in charge of implementation (departments) and other domain specialists will be charged with the task of working out project proposals in consultation with officials from county/national agencies and from the communities or stakeholders affected by the projects.
Output	• Indicators (quantities, qualities) for objectives • Project outputs with targets and location • Major activities, timing • Responsible agencies/actors • Costs and budget estimates and sources of finance – Consideration of sectoral planning requirements – Sector plans may be elaborated during this phase; IDP will only include a summarizing project overview resulting from such sector plans. The degree of specification and exactness of the outcomes will vary, as some projects may need in-depth feasibility studies which may not be manageable within the IDP planning period. At least tentative estimates based on preliminary decisions on the project design (pre-feasibility level) have been provided.

INTEGRATION PHASE

Purpose:	To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and that they will be harmonized. The harmonization process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation.
Process	• Presentation of project proposals to the IDP Representative Forum and discussion • Matching, alignment (within municipality) • Revision by Project Task Teams • Compilation of revised proposals.
Output	• Revised project proposals (may be revised strategies) – for priority projects – for other projects • 5-year financial plan (all sources of finance) • 5-year capital investment plan (all sources of finance) • 5-year municipal action plan (for municipal management) • Integrated spatial development framework • Institutional plan for implementation management • Consolidated monitoring/performance management system • References to sector plans (Outcomes of sector plans to be fed back into the IDP process) • Disaster Management Plan.

APPROVAL PHASE

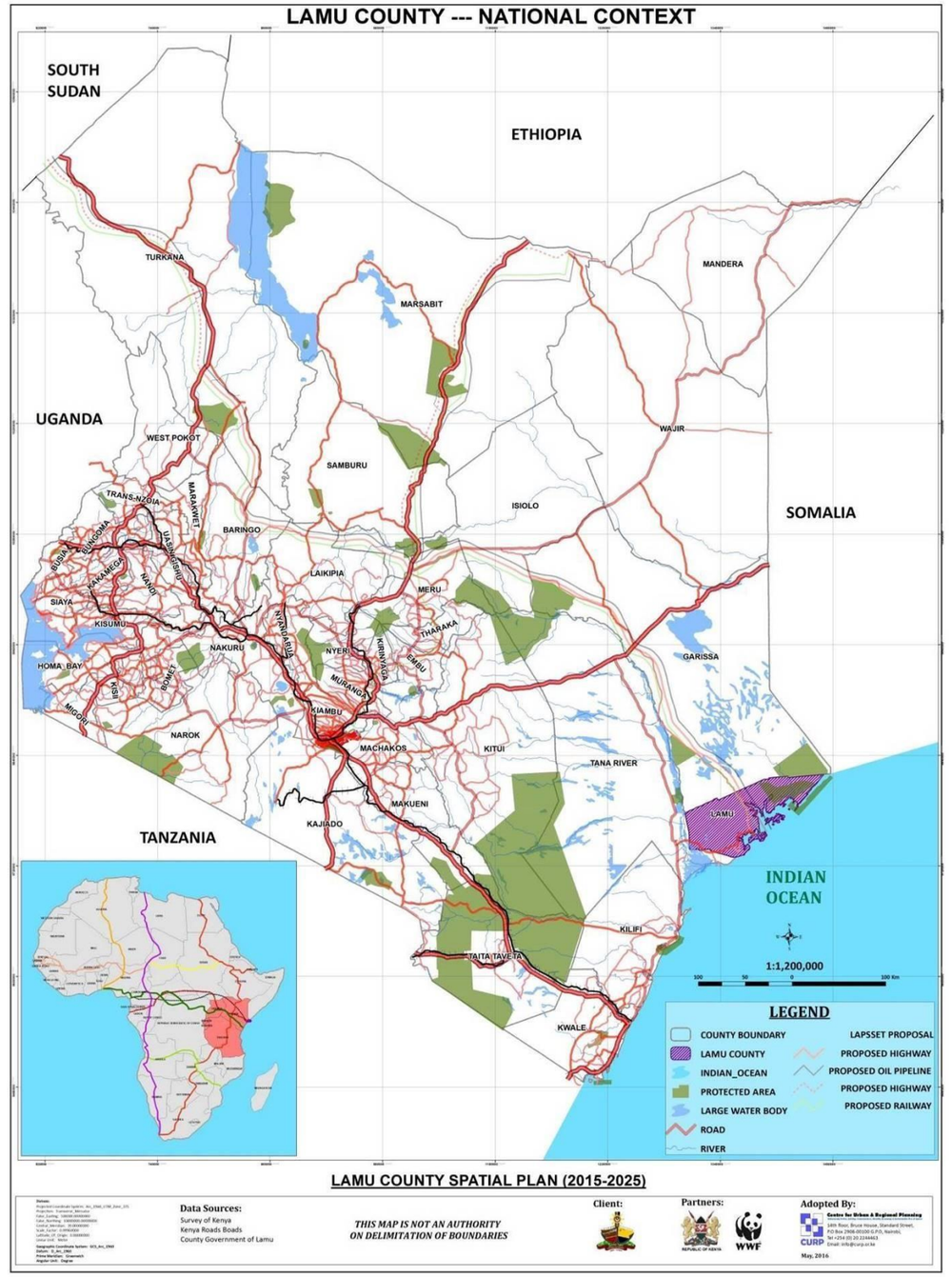
Purpose:	To ensure that, before being adopted by the Municipal Board, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound basis of legitimacy, support and relevance.
Process	• Discussion of Draft IDeP in the Municipal Board • Providing opportunity for public comments • Amendments in line with comments • Approval by Municipal Board • County-level alignment: Horizontal coordination • Provincial/national level alignment – legal compliance check – sector alignment – feasibility check/professional feedback • Amendments and/or response by local leadership • Final adoption by Board.
Output	An amended and adopted Lamu Municipality Integrated Development Plan.
Final Outcome	An IDeP document which has the support of the municipal administration, the municipal residents, the County Government and all relevant agencies in charge of implementation of programmes and projects within the municipality area of

	jurisdiction and which is approved by the Municipal Board.

4. CHAPTER FOUR: THE SITUATION

The Municipality of Lamu is found in Lamu County, located along the coastal area of Kenya in the South Eastern part of the republic. It has a long history of social cultural relations and trade with Arabs, India, and Chinese people made possible by the monsoon trade winds. It is blessed with both terrestrial and marine international boundaries of Somalia and Indian Ocean respectively. These two form a link to the County and municipality having areas both terrestrial and marine that are rich in natural resources for economic transformation. On the terrestrial surface, we have the extension of Boni forest from Somali to Lamu County containing also wildlife, and along the coastal we have the coastline extending to exclusive economic zone having Mangrove forests and diverse marine resources. The municipality of Lamu, is therefore located in a matrix of rich social cultural heritage, terrestrial, and marine waiting to bepropelled or awakened by multimodal transport interchanges connected to strategic gates. These are road, railway, air and sea transport. The figure 1 below shows the national context of the Municipality;

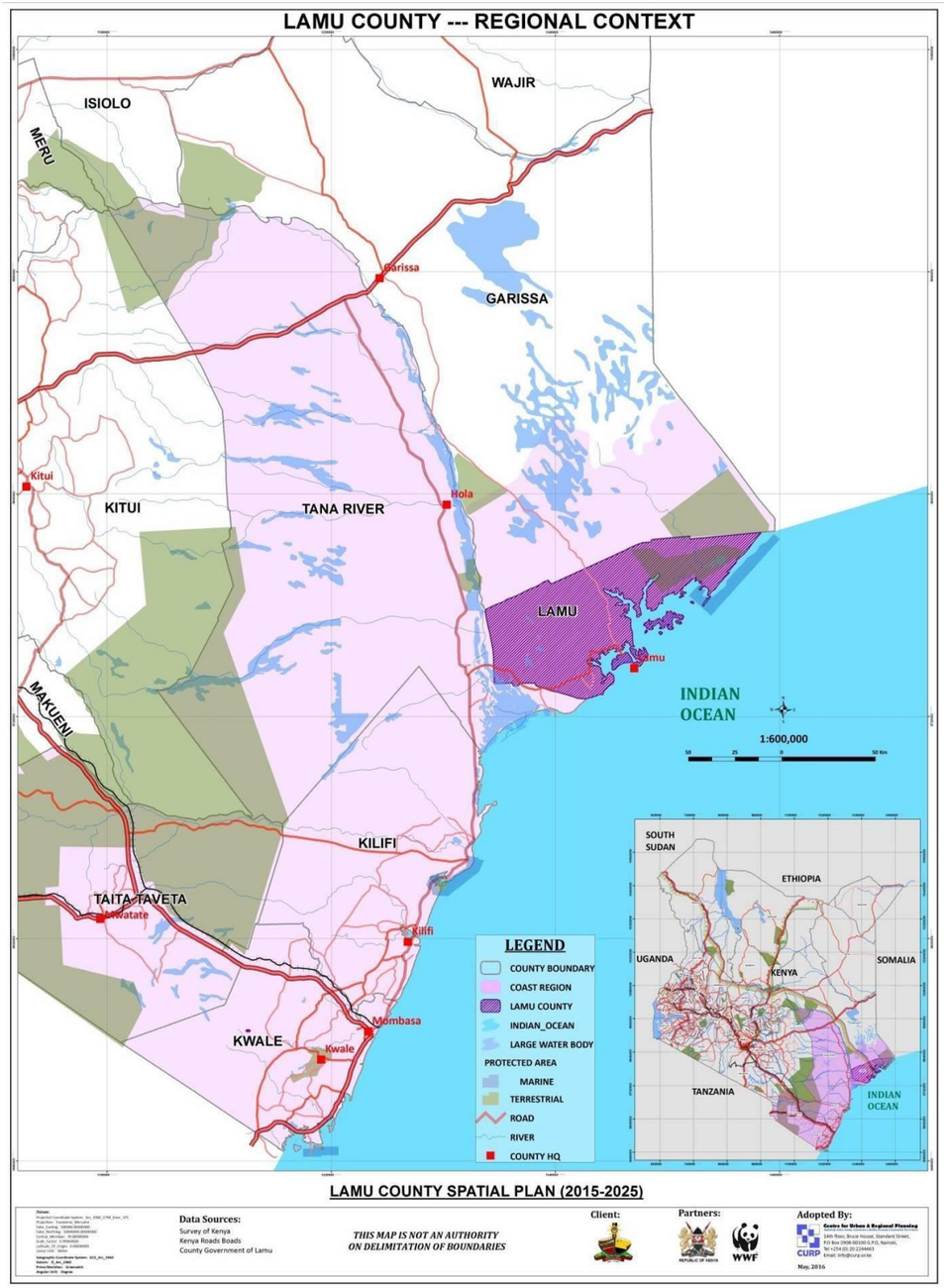
4.1 Location and Context of the Municipality



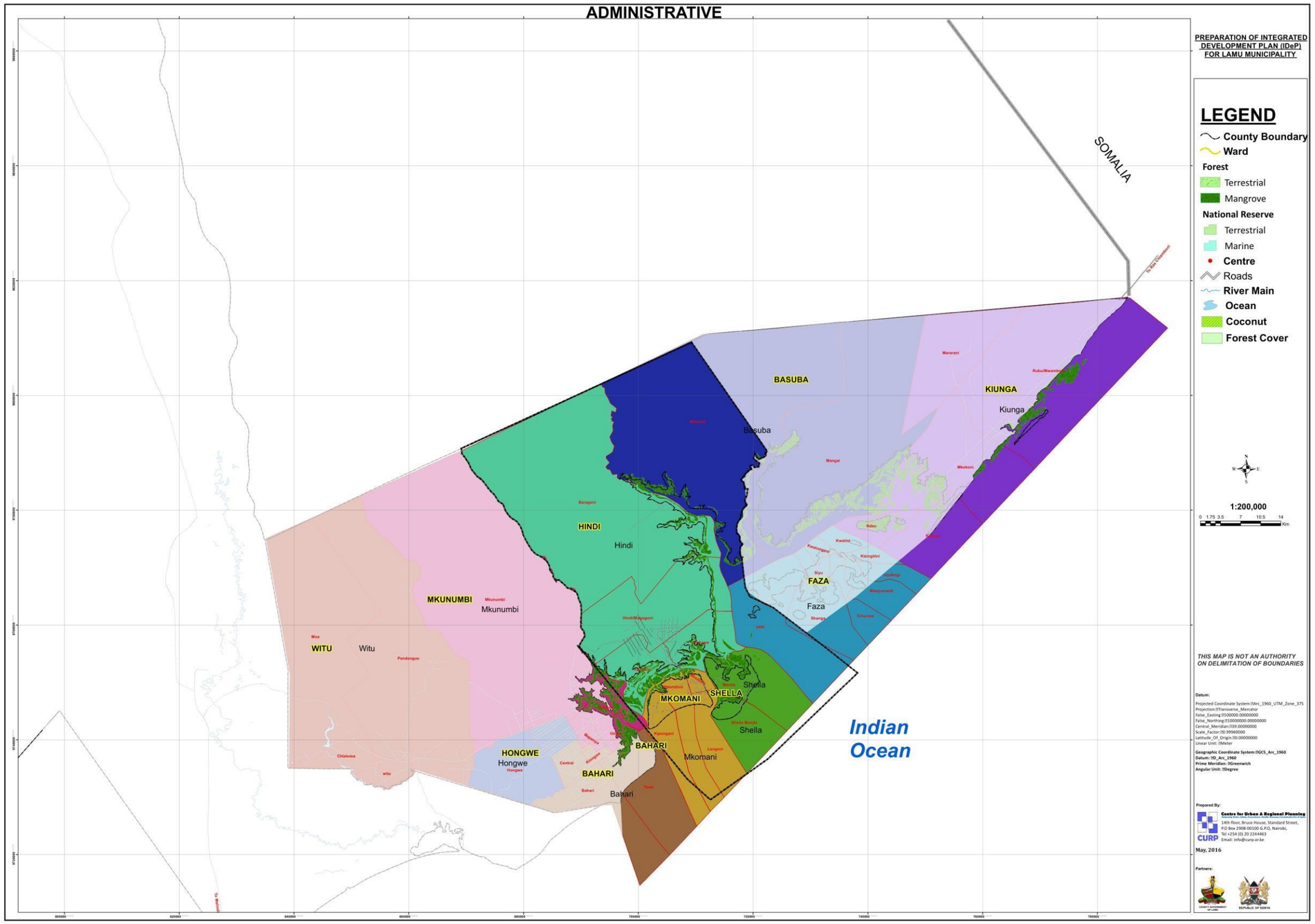
Map 4.1: National Context Map

Regionally, Lamu is located along the Kenyan coastline and because of its irregularity and numerous islands gives it has a total coastline length of 650 km in length as a key structural feature with a variety of sand dunes which forming a shield to the hinterland. Lamu County in which the Municipality of Lamu is located is surrounded by Tana River to the West, Garrisa to the North West, and Kilifi County to South West. It shares marine and mangrove resources with Kilifi, Mombasa and Kwale Counties at the regional scale. The municipality is connected to its region and beyond by road, air, and sea transport at the moment. The proposed connection of Lamu port and Mombasa port via a railway line in the Lamu County Spatial plan will add an addition means of Connection to Tana River, Kilifi and Mombasa County opening up opportunities for social economic development of the region, in which urban areas will play a key role.

In the County of Lamu local context, the Municipality is located along the stretch of the Kenyan Coast earlier mentioned, on a North East and South West Axis. It covers three defining elements, namely; the terrestrial hinterland covering the wards of Mokowe, Hindi, parts of Mukunumbi; terrestrial islands of Mkomani, Shella, Manda; and the ocean part up to the exclusive economic zone. The boundary of the Municipality is yet to be properly demarcated. The above elements provide varied landscape units, and resource potentials for settlement and social economic development. The Municipality of Lamu is the central focal point of social economic transformation in the whole of Lamu County and the surrounding regions. Illustrations of the aforesaid are shown in the figures overleaf;



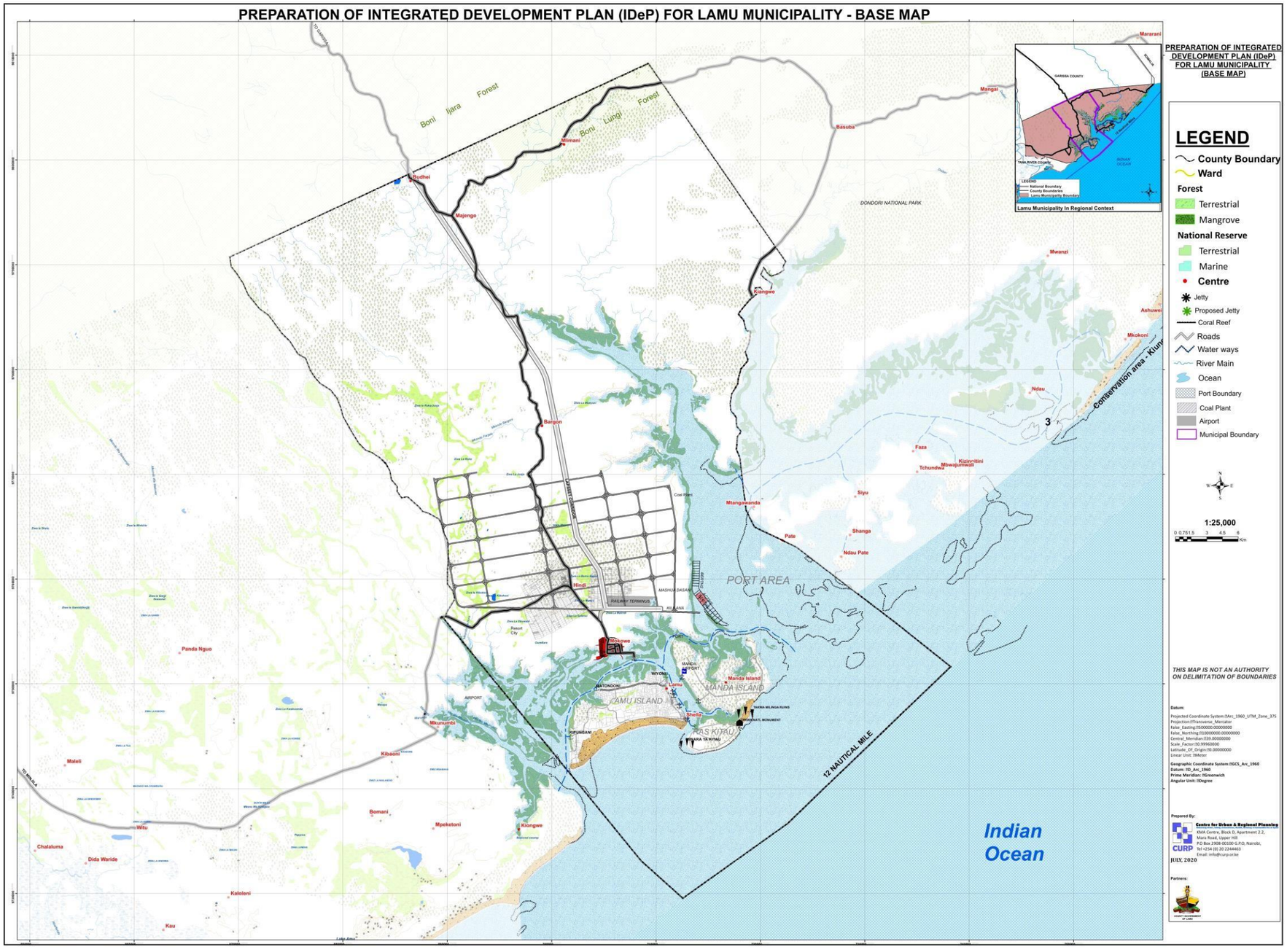
Map 4.2: Regional Context Map



Map 4.3: Administrative Context Map

4.1.1 Base Map

Map 4.4: Base Map for the Municipality



4.1.2 Origin and Growth of Municipality

Lamu Municipality can trace its origin to Lamu Old Town. Lamu Old Town is the oldest and best-preserved Swahili settlement in East Africa, retaining its traditional functions. Built in coral stone and mangrove timber, the town is characterized by the simplicity of structural forms enriched by such features as inner courtyards, verandas, and elaborately carved wooden doors. Lamu has hosted major Muslim religious festivals since the 19th century, and has become a significant centre for the study of Islamic and Swahili cultures. With a core comprising a collection of buildings on 16 ha, Lamu has maintained its social and cultural integrity, as well as retaining its authentic building fabric up to the present day. Once the most important trade centre in East Africa, Lamu has exercised an important influence in the entire region in religious, cultural as well as in technological expertise. A conservative and close-knit society, Lamu has retained its important status as a significant centre for education in Islamic and Swahili culture as illustrated by the annual Maulidi and cultural festivals.

Unlike other Swahili settlements which have been abandoned along the East African coast, Lamu has continuously been inhabited for over 700 years.

The growth and decline of the seaports on the East African coast and interaction between the Bantu, Arabs, Persians, Indians, and Europeans represents a significant cultural and economic phase in the history of the region which finds its most outstanding expression in Lamu Old Town, its architecture andtown planning.

4.1.3 Its Strategic Significance

Cultural Significance:

Lamu Old Town is located on an archipelago off the coast of Kenya in the Indian Ocean. Once an important trading center in Islamic coastal East Africa, the town dates to the twelfth century and is the cradle of Swahili culture and an important religious center. The only cultural landscape in Kenya included on the UNESCO World Heritage List, Lamu contains several historic sites including the German Post Office, the Lamu Museum, housed in an old Swahili warehouse, and the Lamu Fort.

Economic Significance

Lamu Economy is driven by Agriculture, Tourism and Fishing. Much of the Agriculture activitieshappen in the hinterland. The mainland areas of Mpeketoni, Hindi and Witu with huge arable land are important for food security. Livestock, especially cattle, goats, sheep and poultry are kept in Mpeketoni and Hindi. Fishing on the other hand provide a stable income for many communities living in the Island as well as the Coastline. About 70 per cent of the local population relies on the fisheries sector, which has the potential to be the second or third-biggest employer in Lamu despite local fishermen lacking the skill and modern equipment to compete with the sophisticated trawlers used by Asian fishermen, which are capable of fishing within Kenya's Exclusive Economic Zone. Tourism as a major economic activity is mainly attributed to the Swahili culture, pristine white sandy beaches, great hospitality and the recognition of Lamu as a World Heritage Site by UNESCO. The archipelago is turning into a lucrative destination for everyone who wants to invest. The LAPSSET plans to establish a Lamu resort city to boost the tourism prospects of the county.

The economy of Lamu is expected to be enhanced by major infrastructure development of Lamu port under the LAPSSET project. This will establish a logistics and trade economy in Lamu. Land prices have appreciated in anticipation of the hug project with high demand for land to set up real estate for the population influx as well as establish port related industries to capitalize on the opportunity. Already, the Lamu port project has turned around the lifestyles of dozens of peasant farmers, who shared Sh860 million as land compensation for the project.

International Significance

Other than the international recognition of the archipelago as a UNESCO world heritage site, the Lamu Port will elevate Lamu at a strategic location of international significance. LAPSSET will position Lamu as an important trans-shipment hub that handles crude oil and refine oil from SouthSudan. It will also become a shipment point of exports and imports from Ethiopia. Recently, Denmark's
– Maersk, which happens to be the world's largest container shipping firm agreed to call at Lamu Port. Maersk, which is the largest container ship and supply vessel operator in the world since 1996, will connect the Lamu Port to 300 global ports.

4.1.4 Functions of the Municipality

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

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

l) Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
m) Promotion, regulation and provision of municipal sports and cultural activities;
n) Promotion, regulation and provision of animal control and welfare;
o) Development and enforcement of municipal plans and development controls;
p) Municipal administration services (including construction and maintenance of administrative offices);
q) Promoting and undertaking infrastructural development and services within municipality;
r) Any other functions as may be delegated by the County Executive Committee.

4.2 Summary of community and stakeholder Priority Issues

4.2.1 Lamu Municipality Board

The Board pointed out a number of issues that affected their optimal functionality, among them were the following;

- Interference of the functions of the municipal board by the national government through the line ministries.
- Political interferences barring autonomy of the Lamu Municipality Board
- The municipality is underfunded. Allocation of funds for projects is politically interfered as well little funds is channeled to support the board's functions.
- Limited human resource capacity at the Lamu municipality level.
- The capacity of the municipality in enforcing regulations and carrying out development control is limited. As a result, people have built haphazardly and on unsuitable areas.
- The municipality does not have the capacity nor the regulations to govern the influx operation of motorcycles and hawkers along the sea front.
- Incorporation of Basuba Ward into the Municipality
- Lamu Old Town on the verge of being struck from the World Heritage Old Town, hence its Swahili culture and heritage due to:
    - Motorcycles and vehicles in the town;
    - Poor drainage & sanitation;
    - Introduction and/use of 'New' Building materials

4.2.2 COMMUNITY PRIORITY ISSUES – VILLAGE/TOWN SPECIFIC

Matondoni and Kipungani

- Poor drainage; Causes flooding of schools, football pitch/stadiums and pavements from storm water and sea rise.
- Lack of a designated landing site for fishermen.
- Lack of a designated boat making site, weaving, artisan and craft activities that support fishing.
- Inaccessibility to market areas especially fish market due to poor road networks.
- Lack of a designated farmer's market area.
- Lack of complementary facilities such as cold storage/ freezers to preserve fish.
- Lack of an abattoir and veterinary officers to inspect slaughtered meat.
- Delayed response from utility companies e.g. KPLC, Public health officers and veterinary officers.
- Inadequate land for public purposes.
- E.g. there is land set aside for cemetery (1 acre) but this is limited to cater for future demand.
- The community dispensary is also small in size and inadequately equipped to serve the population efficiently.
- There is no village polytechnic/vocational center.
- In Kipungani, stadium is currently seating on a private land.
- Limited coverage of the Matondoni community water project. The water is not treated. It is supplied directly after pumping.
- Land grabbing. People have settled on land without titles while idle land belonging to absentee owners dot the settlements.
- Lack of development control leading to haphazard buildings.
- Poor accessibility and circulation within the settlements due to no observance of building controls and unregulated subdivision. Depicted by narrow walkways.
- Lack of emergency response facilities e.g. no stand by emergency boat.

Old Town/Amu

- Lack of designated playing areas especially for children
- Proposal: Reclamation of land by constructing a seawall at Kano area to establish a playing ground.
- Poor solid waste management, lack of designated waste disposal facilities leading to increased pollution of the environment and especially the ocean.
- Proposal: Adoption of household disposal bins to be collected by the County Government workers daily.
- Poor implementation of plans
- Lack of a designated landing site for fishermen
- Lack of designated fish market
- Lack of a designated boat repair site, weaving, artisan and craft activities that support fishing.
- Lack of complementary facilities such as cold storage facilities to preserve fish.
- Unsafe Jetties and landing steps especially for the disabled.
- Uncovered boreholes that pose a risk to the public especially playing children.
- Upcoming settlements around the town that are not planned – Informal settlements
- Lack of disaster preparedness
- Risk of unregulated petroleum product selling stations
- Unregulated motorcycles have caused numerous accidents
- Donkeys roaming in the town causing pollution

- Congestion due to increased population in the center
- Shortage of potable water and overreliance of boreholes
- Pollution of ground water from disposed liquid waste
- Lack of a playing and recreational ground
- Lack of street names making it hard for identification of areas and ease in emergency responses
- Unregulated land subdivision resulting to plots with no access

Shella

- Poor drainage and sanitation especially during rainy seasons when the storm water become a menace (mostly caused by the cabral standard streets within the village which lack adequate sock pits to drain the water).
- Slow construction of roads to improve linkages e.g. the Kipungani-Mararani-Shella.
- Land grabbing.
- Lack/poor of implementation and enforcement of identified projects.
- Donkey poop menace
- Stray dogs menace
- Plastic bag menace
- Ramshackle playgrounds for children and the youth.
- A lot of public participation without implementation.
- Lack of enforcement and development of regulations.
- Lack of public cemetery.
- Lack of a fishing landing site and complementary facilities such as cold stones.
- Erosion of beaches (lack of sanitary facilities along the beach coast).
- Lack of public utilities such as changing rooms and toilets along the beach.
- Lack of a designated solid waste disposal site, collection points, incinerator.
- Salt water infiltration at Mararani.

Mokowe/Hindi/Bargoni

- Need for a modern stadium complex and ancillary activities
- Encroachments on public utilities – Weak enforcement
- Lack of open play areas/children playgrounds
- Need for a rehabilitation centre (drugs combating)
- Lack of public/communal cemetery
- Lack of a fish market
- Lack of fish landing sites & cold storage facilities
- Upgrading of existing health facility to level 5
- Kitangoni beach grabbing
- Poor roads
- Poor Electricity distribution/coverage
- Lack of sewer network; poor sanitation
- Inadequate Access to fresh water
- Infrastructure furniture – Propose Bus park, Boda Boda sheds, Jettys, Ferry
- Need for Youth resource and cultural centre + orphanage rescue center
- Poor solid waste management – plastic menace, Donkey 'waste'
- Poor & narrow road network
- Lack of development control & enforcement
- Lack of disaster response unit – emergency
- Distribution of boreholes

4.2.3 Priority Issues from a Municipal Perspective

These include;

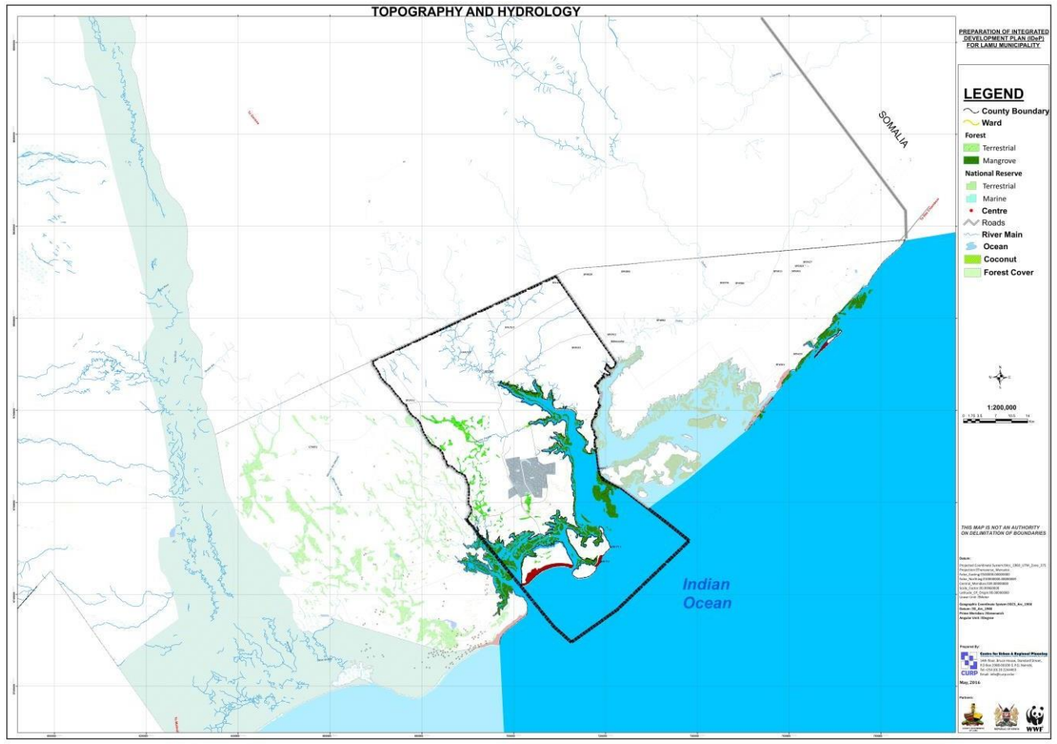
- Culture and heritage
- Fishing land sites, cold storage facilities and markets
- Tourism and biodiversity
- Drainage and sanitation
- Solid waste management
- Housing and sanitation
- Weak enforcement
- Poor solid waste management
- Disaster management and preparedness

4.3 Analysis of Existing Situation: Social, Cultural, Economic and Environmental

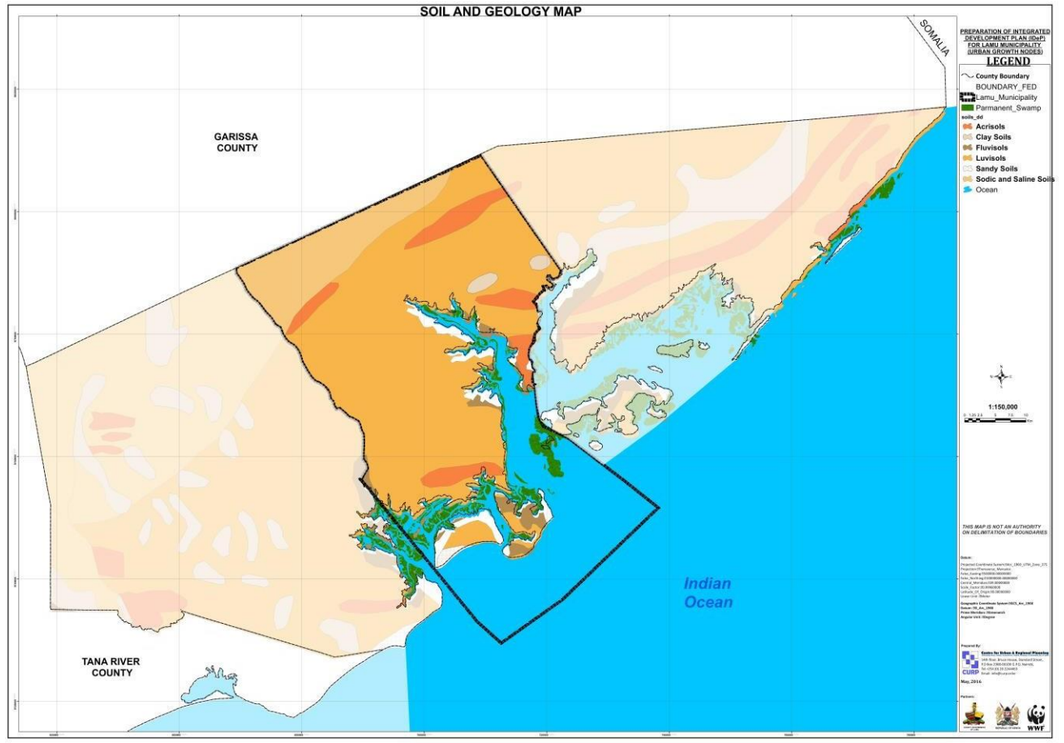
4.3.1 Natural Structure & Environmental Analysis

Topography and Natural Drainage

Lamu Municipality is generally flat and lies between altitude zero and 50m above sea level with the exception of the coastal sand dunes which hardly exceed 100 m above sea level. The flat topography makes the municipality prone to perennial flooding during the rainy seasons and periods of high tides. The flood prone areas include archipelago island of Manda and areas along the coastal line. (Lamu CSP, 2017)



Map 4.5: Topology and Drainage of the Planning area



Map 4.6: Geology of the Planning area

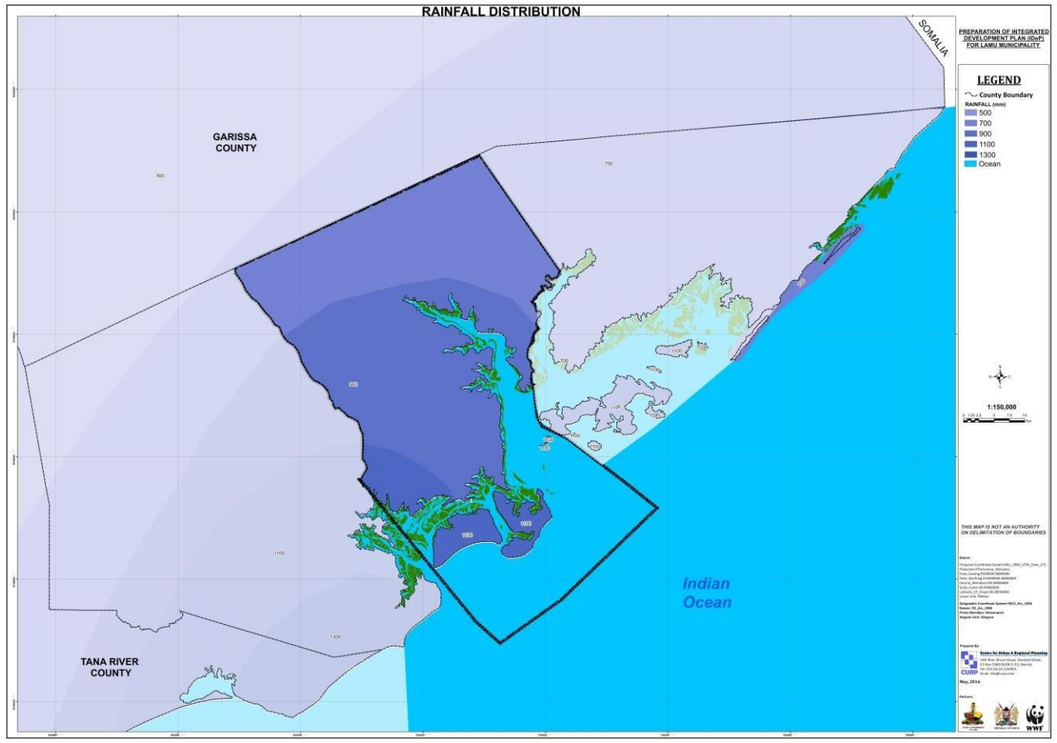
Geology and soils

The tectonic processes that opened up the Indian Ocean resulted in the formation of sedimentary rocks, both along the coast line, into the ocean, and offshore. Much of the Kenyan coast is formed by low, about 4 to 6m high limestone coral cliffs (WWF, 2014). The principal soil types in Lamu Municipality include a narrow strip of coastal sands towards the north where it is permeated by narrow bands of grumosolis brown clay soils. The soil south of the County is composed of bialternate bands of loams beyond which the grumosolis are permeated by thick bands of ash and pumice soils (WWF, 2014). This geology influence groundwater availability. This depicts a geomorphology composed of residual coral limestone and columns of sand. Rock outcrops occur in the islands of Manda and Kiwayu while sand dunes are found in Lamu Island, Kiongwe and parts of Mkokoni in Kiunga.

Climate

Rainfall	The rainfall pattern in Lamu Municipality greatly influenced by the Monsoon winds with the long rains falling between late March and early June with May being the wettest month. Light showers fall in July and decreasing from August. The short rains come in November and December decreasing rapidly to a minimum in January and February (WWF, 2014). January to March are usually dry months. The degree of reliability of the short rains decreases from South to North.
Temperature	Temperature throughout the County is usually high ranging from 23 degrees Celsius to 30 degrees Celsius. The mean annual minimum and maximum temperatures range between 24 degrees celsius and 34 degrees Celsius respectively. The hottest months are December and April while the coolest months are May and July
Humidity	The mean relative humidity in the County is 75%. The total amount of evapo-transpiration is 2,230m per annum, with the highest values occurring in March and September and the lowest in May.
Wind Patterns	Lamu County experiences strong winds throughout the year. The strongest winds blow during the Northeast monsoon (NEM) locally referred to as *Kaskasi* and the Southeast monsoon (SEM) locally referred to as *Kusi*. **SEM** runs from May to September and **NEM** from November to March with high wind speeds of up to 100

	knots. Such winds necessitate tapping them for energy and possibly validates the proposed Wind Power Generation Project site at Baharini

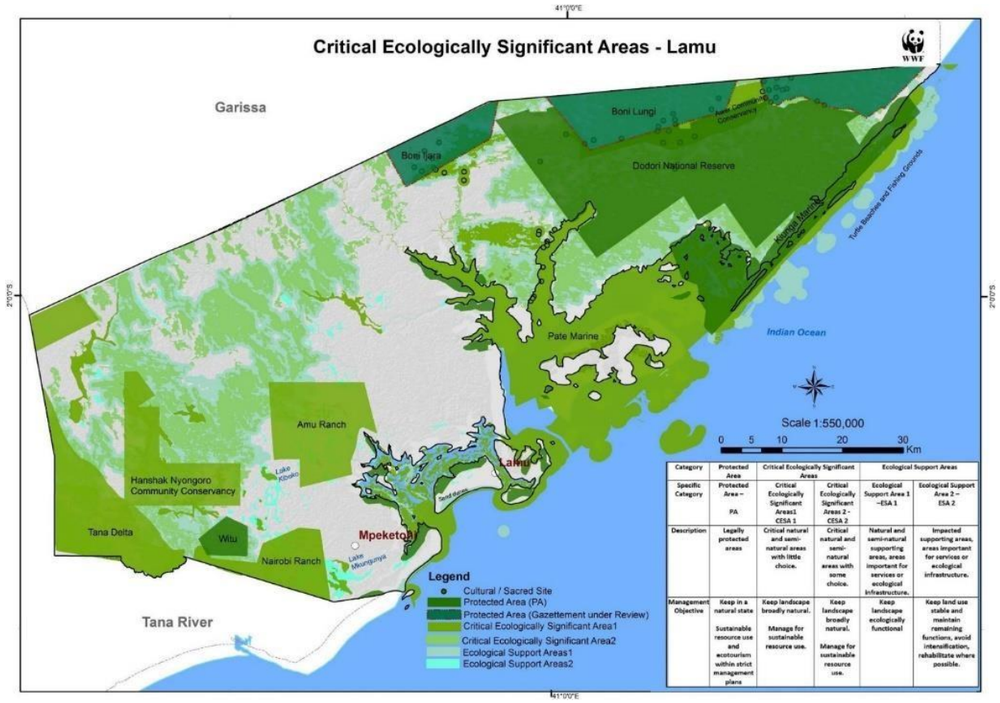


Map 4.7: Rainfall Distribution of the Planning area

Natural resources

The arable land, grazing lands, terrestrial forests, fresh water and terrestrial species. Arable lands are found in Hindi and Mokowe where local communities undertake subsistence and commercial farming activities. Natural capital within the Marine context includes the marine fishery which is exploited for lobsters, prawns, mixed demersal fish, tuna and pelagic. Many of Lamu's natural assets are on a steep downward trend due to human pressures. Mangroves and terrestrial forests are declining particularly rapidly, in terms of both quantity (e.g. habitat area and species populations) and condition. Kenya has already lost almost 40% of its mangroves in the last 30 years, mostly from Lamu County (which hosts some 70% of Kenya's total mangrove stock). Water sources (e.g. rivers and aquifers) and marine fish stocks are also being rapidly depleted and/or degraded as a result of the unmitigated human activities on most of these natural assets that act as their habitats or breeding grounds. This continued degradation need to be stopped and/or reversed to maintain the sanctity of Lamu Municipality and County as a whole. There are several sandy beaches along the Lamu coastline, the major ones being in Lamu Island, Manda Island, Kiwayuu, Mkokoni area. They are important in providing access to the sea for fishing,

recreation and tourism. Most of these beach fronts are sheltered off from the mainland by sand dune ecosystems. These sand dunes are vital in preventing water overflow to the dry land. Among other functions, the sand dunes[26] are known to assist in the retention of freshwater tables against saltwater intrusion. The continued encroachment on the dune will ultimately result to continued fresh water depletion in the Island.

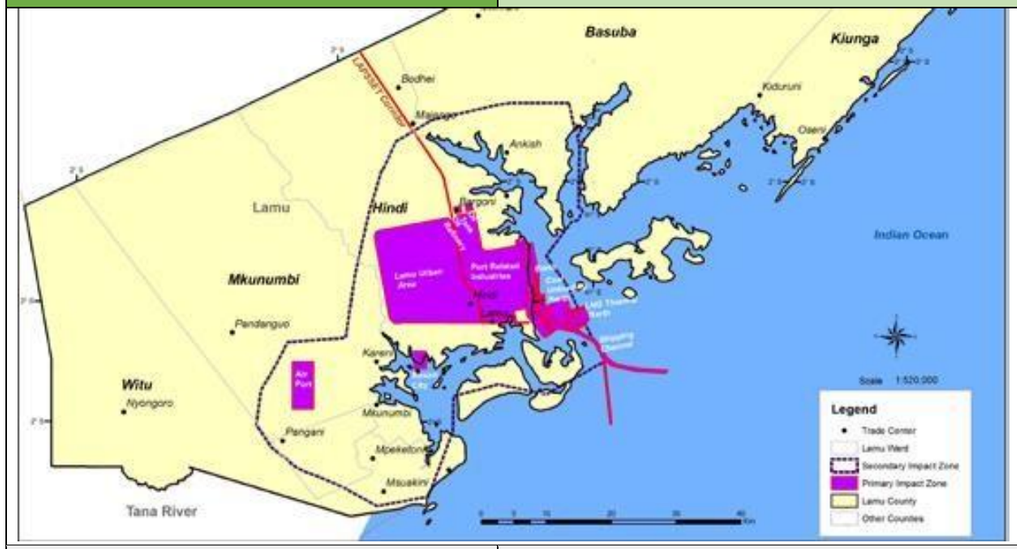


Map 4.8: Ecologically Sensitive Areas

Human and Nature Interface

HUMAN ACTIVITY	IMPACT ON NATURAL CAPTIAL
LAPSSET PROJECT **A MAJOR FLAGSHIP PROJECT UNDER VISION 2030 WITH SEVERAL COMPONENTS INCLUDING: THE PORT AREA, THE PORT CITY, THE LAPSSET CORRIDOR, RAILWAY TERMINAL STATION, A RESORT CITY, FISHERMAN WHARFS, CULTURAL AND ICT CENTRE, AMUSEMENT PARK, A SPECIAL ECONOMIC ZONE, AIRPORT, AND AN OIL REFINERY. WHILST THESE DEVELOPMENTS COULD GENERATE SUBSTANTIAL ECONOMIC AND SOCIAL BENEFITS, THEY ALSO POSE**	Direct loss of natural assets in areas cleared for the construction of project components Direct loss of natural assets over a larger area due to the wider development that LAPSSET would attract and/or require, such as new settlements, industries and infrastructure Indirect impacts due to increased pollution and extraction of water, food, fuel and raw materials by a much larger population Over 150,000 Ha of intact habitats (mainly mangroves, forests, coral reefs and seagrass beds) could be lost within these primary and secondary impact areas. The possible further loss of over 9,400 ha mangroves would represent a 38 % in Lamu's total stock. Water resources, fishing areas

[26] The supply of drinking water in Lamu Island and the hotels in Manda is sourced from the large sand dune ecosystem in Shella stretching to Kizingoni

SIGNIFICANT RISKS TO THE NATURAL ENVIRONMENT BASED ON THEIR SPECIFIC LOCATION	and wildlife would also be significantly affected.
	
POPULATION GROWTH **WITH A POPULATION GROWTH RATE OF ABOUT 4% (FROM 101,535 IN 2009 PROJECTED TO BE 133,613 IN 2016 AND 190,173 IN 2025), THERE IS HUMAN PRESSURE ON RESOURCES FOR LIVELIHOOD. LAPSSET IN THE COUNTY HAS OCCASIONED AN INCREASE IN UNDOCUMENTED POPULATION FOR SPECULATION PURPOSES BY ABOUT 50%.**	A big threat to the natural resources, by way of livelihood demands. Resources are required to provide construction materials (mostly mangroves and corals) and food Increased and unregulated subdivision of land for settlement and speculation
MARKET FAILURE **THE PRICES AT WHICH THE KENYAN FISHERIES AND MANGROVE PRODUCTS ARE SOLD AT THE EXPORT AND NATIONAL MARKETS ARE LOW, AS THE ENVIRONMENTAL AND SOCIAL COSTS OF HARVESTING THE MARINE RESOURCES ARE IGNORED**	Market failure has contributed significantly to the decline of the Kenyan marine and coastal biodiversity resources by leading to over-fishing and over-harvesting of mangroves, that in turn, have contributed to the ecological disruption.
FISHING AS A MEANS OF LIVELIHOOD SUSTENANCE	High pressure on fish and other marine resources to meet livelihood needs Unsustainable fishing practices

Emerging planning issues and opportunities

- The LAPSSET project will have devastating impacts on the natural environment that need to be mitigated through policy and strict guidelines.
- Poor Drainage in towns like Hindi presents risks of flooding, property loss and exposure to water borne diseases.
- There is need to have an integrated sewer and solid waste management system for the Municipality
- The continued degradation of environmentally fragile ecosystems will have very negative impacts on the sustenance of the livelihoods of the local communities
- The high-water table in the Municipality can be harnessed as an alternative source of water but due to the high salinity levels and uncontrolled sinking of shallow wells, proper measures need tobe put in place to enhance water quality

Population and Demography

Lamu Municipality is located in Lamu West sub county with a population of 121,662 (64, 428 Male and 57,234 Female) as per the 2019 household census. The total household in the Sub-county is 32,773. The table below indicates the population breakdown per divisions in the Municipality:

Table 4.1: Population breakdown of the Municipality

Location	Total	Male	Female	Household Size
Langoni	13,386	6,617	6,769	3343
Matandoni	2,541	1,326	1,215	576
Mkomani	8,400	4,406	3,994	2065
Shella/Manda	3,704	2,083	1,621	1095
Hindi	19,193	11,348	7,845	6895
Basuba	1,479	910	569	534

Population size and Projections

The total population of the municipality as per the 2019 is 36,269 as shown below:

Table 4.2: Population Projection of the Municipality

Division	Location	Sub location	Male	Female	Total (2019)	2025	2030
Amu	Mkomani	Mkomani	4,406	3,994	8,400	9690	11179
	Langoni	Langoni	6,617	6,769	13,386	15442	17815
	Matondoni	Kipungani	330	210	540	623	718
		Matondoni	996	1,005	2,001	2308	2663
	Shella/Manda	Manda	762	457	1,219	1406	1622
		Shella	1,321	1,164	2,485	2867	3307
Hindi	Hindi Magogoni	Hindi	5189	3762	8951	10,326	11,913
	Mokowe	Mokowe	3,470	2,311	5,781	6669	7694

Kiunga	Basuba	Kiangwe	292	202	494	569	657
					43257	49,900	57,568

*Growth rate- 2.9%

4.3.3 Economic Analysis

Overview

Lamu economy27 is also heavily dependent on cultural heritage tourism. Examples of the many tourist sites in the region include Pate Ruins, Manda Island, Matondoni dhow making and the Lamu Cultural Festival and the Maulidi Festival (CIDP, 2015). Foreigners have bought traditional stone houses as summer cottages mainly used during three months of their holiday. Despite it being one of the richest counties in Kenya in terms of natural resources, Lamu is listed among the poorest regions and considered marginalized in terms of development.

Any development achieved in the area is concentrated in the urban centres. The challenge is to bring about equitable development across the County that will secure the interest of all the communities in the area based on the available natural resources. The County Government relies on the National Government statistics on economic indicators. This information is provided by the Kenya National Bureau of Statistics (KNBS). According to the recent statistical data for 2017/18 economic survey 2017, the overall county economic performance 2016 was 5.8 percent as compared to revised growth of 5.7 percent in 2015. During the third quarter of 2017, the growth rate decelerated to 4.4 % as compared to the same period during 2016. External and Internal economic activities in the Municipality

i. **Agriculture:** Lamu County has 959,000ha of agricultural land with the overall average for farms being 4ha each. Though agriculture supports 73.6% of the population in the County, only 20% of the local farmers have land title deeds. The major crops grown include maize, sorghum, cowpeas, cassava, green grams, bananas, mangoes, cotton, and coconut.
ii. **Livestock and Farming:** Livestock keeping is widespread in the area providing a livelihood for about 30% of the population both directly and indirectly.
iii. **Fishing:** The County produces over 1,500 metric tons of fish annually valued at Kshs.111.8 million; 75% of which is from marine fishing.
iv. **Forestry:** The gazetted forest area in Lamu County is about 50,093.4ha of land 85% of which is of mangrove forests. Some communities in Lamu, e.g. the Bajuni, depend on mangrove harvesting as their main source of income. The main forest products are timber, mangrove poles, and fuelwood, charcoal, and casuarinas poles.
v. **Mining:** Like most coastal areas in Kenya, Lamu is rich in minerals like titanium, salt, limestone, coral stones, sands and cement. The main sand and ballast quarrying sites in Lamu are in Manda, Matondoni, Lake Kenyatta, Kizingitini and Faza.
vi. **Tourist Attractions:** Boni- Dodori National Reserve, Takwa Ruins, Manda Island, Matondoni Dhow making a village, Maulidi Festival, and Lamu Cultural Festival
vii. **Industrial activities –** Port; Distributed within other areas,
viii. **Lamu Port**: The construction of the Lamu port has become a key economic activity for the local residents. Labour requirements for the port is sourced from within the county contributing to a livelihood source for residents.

[27] **Critical for high quality livelihoods, and resource capacity in terms of revenue collection**

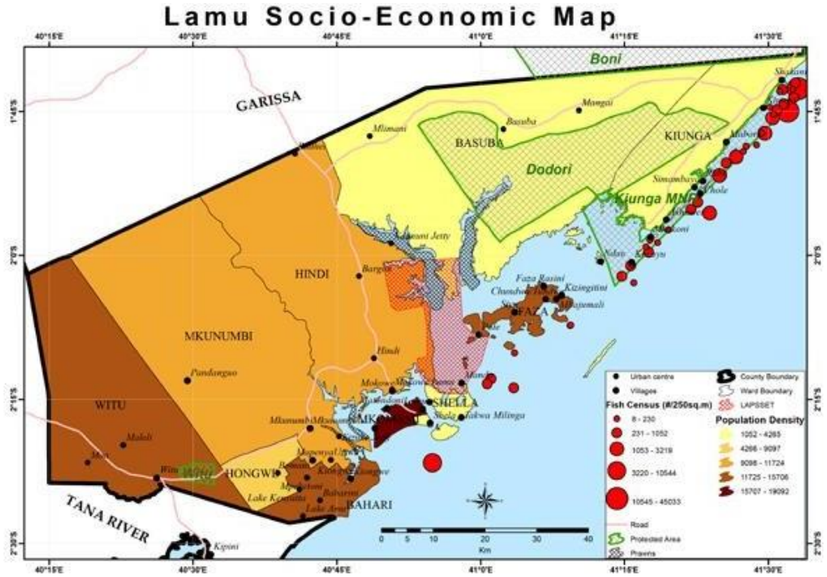
Types of economic activities

Fishing and tourism has been the most important economic activity for Lamu. Mangrove export, commerce, traditional maritime activities, traditional woodcarving have provided a stable economic base for the growth of the town. Other economic activities include handicrafts such as making of kofias (traditional embroidery Swahili hat), agriculture and carpentry. LAPSSET related activities are expected to turn around the economic trajectory of the municipality once the Port is operational.

Markets in the Municipality

Lamu Municipality County has one main market in Lamu Town. Lamu Town which is the main urban centre is famous for its rich cultural activities and a world heritage site. Other trading centres located along the road which include the following; Mokowe and Hindi. There are plans to build a new Marketin Mokowe centre while Hindi has an already available land for the same.

Distribution of Economic Activities in Space



Source: Lamu Spatial Plan, 2017

Employment and Incomes

The county's total labour force (15-64 years) stands at 61,535, which represent 54 percent of the total county population (2012). The composition of this labour force is 52 percent (32,743) male and 48 percent (28,721) female. Due to cultural and religious beliefs, most of the female population is not widely engaged in paid employment although they carry out other equally productive domestic activities. Agriculture and agricultural related activity remains the largest contributor to the rural household income at 90 percent. Other sources include tourist related employment at five percent, wage employment at two percent and urban self-employment at two percent. The tourism and trade sub-sectors are other important areas, which can absorb the increasing number of people joining the labour force. Most of the labour

force is unskilled with only a small percentage engaged in fishing, boat making, wood-carving and embroidery. It is estimated that 46 percent of the labour force is illiterate which implies that only a small proportion of the labour force can be absorbed as skilled labour required for poverty reduction programmes in the county. With an increase in the number of vocational institutions, it is expected that the percentage of semi-skilled and skilled labour will increase. The LAPSSET project is also expected toabsorb a large number of the skilled and non-skilled labour from the county.

The urban self-employment stands at 1.5 percent while rural self-employment is currently at 0.5 percent. In terms of numbers, rural self-employment accounts for 7,890 people while urban self-employment accounts for 3,810 people. This shows the pivotal role played by the agriculture subsector in the county.

Lamu Port South Sudan Ethiopia Corridor Project (LAPSSET)

Lamu is intended to be a resort city under the LAPSSET project with an international airport, a sea port and an oil refinery. LAPSSET will offer benefits such as employment, local contracts and creation of huge business opportunities. The project is of historical significance with wide ranging and far reaching socio-economic impact across the three nations involved and beyond.

The LAPSSET components in Lamu County include:

i. **Lamu Port** will have a 32-berth modern port that will be about three times the size of Mombasa Port and will located at Manda Bay. The Bay enjoys a natural depth for large ships to dock, facilitating importation of goods and other materials.
ii. **Lamu Resort City** will help attract investors and tourists and generate revenue and will be integrated with modern hotels, shopping malls, and golf courses.
iii. **Oil Refinery** is one of the LAPSSET projects that will be domiciled in Lamu. The proximity to Lamu Port is expected to ease logistics of transportation and export of oil products.
iv. **Lamu Airport** will be built in the strategic locations of Lamu and will offer transportation solutions, encourage tourists to visit areas within easy proximity to the airports. In addition to transport, the airports will complement the proposed resort cities by availing infrastructural support.
v. **Roads** infrastructure will be the nerve centre connecting Lamu County with the rest of the country and beyond. The LAPSSET design provides for a highway that will be the vehicular transport route from Lamu to South Sudan and Ethiopia.
vi. **Oil Pipeline** will be constructed along the road and the railway line linking Lamu-Isiolo, Isiolo-South Sudan, and Isolo-Ethiopia. The pipeline will carry both crude oil and oil products, with 1260 Km expected to transport crude and 980 Km will transport fished oil products.
vii. **The Railway Line** comprises a 1500 Km standard gauge line from Lamu to Ethiopia and South Sudan. The rationale for a modern railway is to facilitate the transportation of freight along the corridor, but also to allow intermodal transportation between the roads and the railway.

Layout and space use (commercial and industrial)

The Municipality is set to benefit from the anticipated Lamu Port under LAPSSET Authority in various industrial scales. Once the Port is operational, it will consist of general cargo Berths, Container Cargo berths, Bulk Cargo Berths, Port Management buildings, container stacking yard, Location of Fishing & Small Boats Repairs Facilities, the Port Work Vessels Repair Facilities and an Approach Channel through Manda Bay.

These various port sections will require human labour and specialized professional skills to function fully forming a major node of employment. Related industrial use under the special economic zone include an oil refining and petrochemical industry, a food processing industry and fruit processing factories, a grain terminal, a flour mill, a live animal quarantine centre, a wood processing industry, a textile industry, ship repair and building, material processing for corridor construction, and a Servicebase for offshore oil and gas production. Most of these industrial related activities are set to gain from available and affordable local labour, both skilled and unskilled. These will contribute to increased incomes of residents and hence spur economic growth of the Municipality

Revenue generation

MUNICIPAL REVENUE BASE

The County government of Lamu in line with Urban Areas and Cities Act of 2011, has transformed the Municipality of Lamu which was formerly under Lands and Physical planning a spending unit, and separated its resource allocations from the parent department of Lands. It is to be responsible for matters stipulated in the urban areas and cities Act, the Municipal charter. This calls for a proper organizational system and resources to enable it carry its operations, and initially the Municipality has been allocated Kshs. 99,200,000 divided into Kshs. 50,000,000 as capital expenditure and the remaining recurrent expenditure according to 2019/2020 budget. It does imply, there has been a realignment in County functions and operations, besides establishment of the Municipality of Lamu. Revenue situation of the County from which Municipal governance is being stablished is therefore briefly looked into as below, besides other sources of revenue and actors within the Municipality of Lamu.

At County and Municipal level, the development priorities are in line with Kenya Vision 2030, Medium Term Expenditure Framework III, sustainable development goals, the manifesto of the governor and various plans that have been prepared by the County. It was also guided by the National Budget Policy Statement (BPS) as a key reference document in aligning the national economic policy principles to the county.

Mobilization and use of revenue at Municipal level or any other level of government is usually in accordance with constitutional assignment of functions besides any other higher national legislation giving autonomy to local level agencies to carry out the same. In Kenya the collection and allocation or distribution of revenue for delivery of services is carried out by both national and county governments. Collection responsibilities are narrowed to a few agencies of Government at national and county government levels, but the outlet or expenditure is very wide. Expenditure of the revenue is expressed

through the ministries and their related departments, and wards as directed by official national and county government policies and laws.

Policy and legislative structure that guide fiscal matters for the good of the citizens at all levels of the County and national agencies are:

- The Kenya Constitution 2010
- Public Finance Management Act of 2012
- Public Procurement & Asset Disposal Act 2015
- Constituency Development Act
- County Government Act of 2012
- Urban Areas and Cities Act of 2017

The county operational financial system is guided by some policy and legal policy under which the municipal financial responsibility is expected to function. These policy documents are:

- Five-year County Integrated Development Plan
- Annual County Fiscal Strategy Paper 2020
- Lamu County Revenue Administration Act of 25TH November 2015
- Lamu County Valuation and Rating Act of 25th November 2015
- The Lamu County Ward Development Fund Act of 30th October 2014
- The Lamu County Spatial Plan 2017

It should be noted that the Municipal Council space has revenue sources that are tapped by central government and its agencies as well as County Government. Within the Municipal space, the County Government has revenue mobilization responsibilities, which are expected to cascade to the Municipal through appropriate authorization. In the same manner with respect to expenditure, it is not the only source of expenditure for delivery of services to the Citizens. The revenue capacity of the County from which municipal allocations will be drawn in future are presented first in terms of two-year collections, four-year trends, aggregations when combined with national government allocation and trends of Constituency development funds.

Table 4.3: Sources and Collected Revenue 2018-2020

Year Source	2016 – 2017	2017 – 2018	2018/2019	2019/2020
Revenue from Hospitals	4,759,606.9	2,773,559.0	18,190,159.0	51,669,962.0
Open Air Market	999,958.0	741,254.0	689,690.0	1,079,296.0
Revenue from Public Health	1,454,595.0	499,530.0	409,170.0	349,520.0
Fisheries Revenue	704,800.0	479,851.0	552,400.0	115,400.0
Parking Fees	931,150.0	494,960.0	1,162,775.0	1,079,800.0
Revenue from Agriculture	3,394,956.0	4,868,659.0	3,852,000.0	168,600.0
Single Business Permit	8,313,586.5	9,007,916.0	14,287,065.0	9,360,150.0
Stall Revenue	1,124,000.0	1,068,600.0		232,100.0
CESS	4,699,536.0	2,409,877.0	4,591,792.0	2,218,192.0
Miscellaneous	6,382,700.0	1,032,245.0	3,142,650.0	4,434,477.0
Land Rent/Property Rates	12,163,158.3	4,328,894.0	13,386,860.0	4,311,842.0
Revenue from Veterinary Services	181,925.0	1,144,076.0	648,485.0	476,282.0
Meter Services				3,300.0
Advertisement		957,762.0	1,214,100.0	2,742,970.0
Learning & Training			910,850.0	483,400.0
Sewer Connection			412,817.0	149,633.0
Sand, Gravel & Ballast			3,674,709.0	1,671,407.0
Land Revenue			3,390,136.0	17,490,280.0
Donations		2,680,121.0	1,350,000.0	170,000.0
Commission Earned	65,109,971.7	52,487,304.0		3,593,541.0
Water Desalination				270,575.0
Council Vehicle Hire				5,305,526.0
TOTAL	**65,109,971.70**	**52,437,305**	**71,865,737.0**	**107,376,253.0**

Source: County Treasury, 2020

Table 4.4 above on trends of revenue sources within the County illustrates fluctuation in revenue collection in certain source categories, thereby affecting total revenue collection. This points to problems in the revenue collection sector which should be looked into. It is envisaged that revenue administration should take a spatial angle so that the Municipality is fully supported to collect revenue within the municipal area. It is upon this that the municipality can develop the capacity to deliver services to the Municipal residents. At the municipal level, there will be need to improve on revenue collection and administration using the base map that has been prepared and carrying out business survey. Results of business survey will form the basis of formulating municipal fiscal plan for revenue administration, which will tap into areas that are not properly covered.

Table 4.4: Four Year Revenue Trend

YEAR	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
2015-2016	10,192,829	12,400,163	18,519,597	12,030,828	53,143,417
2016-2017	4,658,554	15,425,210	16,470,702	28,555,506	65,109,972
2017-2018	4,308,450	11,077,394	16,505,766	20,545,695	52,437,305
2018-19	6,327,478	10,450,611	15,483,693	39,610,655	71,872,437
2019-20	11,922,697	20,187,590	17,735,006	58,732,025	108,577,318

Source: County Treasury, 2020

The summary of the last four years and the fluctuation in performance of various sources of revenue. It does point to a challenge of internal revenue administration in addition to the nature of the economic

base from which the revenue is collected. In spite of the fluctuations, there has been a sustained rise in the collection of revenue over the years.

Analysis of Performance

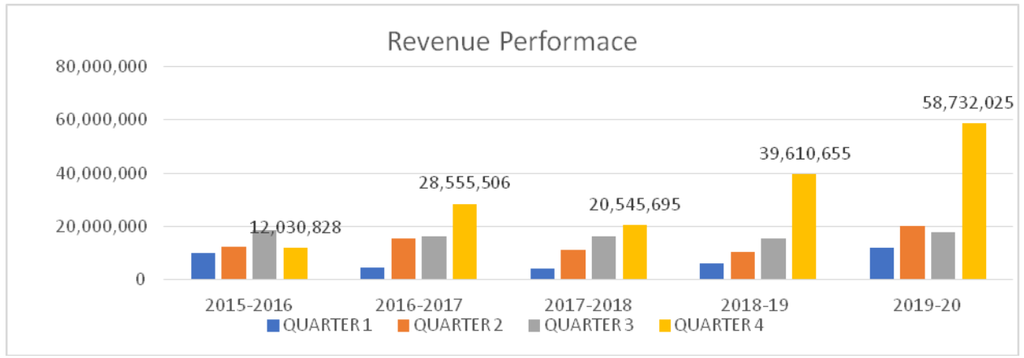


Figure 4.1: Revenue Performance

Source: From the Table 4.5 above

Besides local revenue generation, the County government of Lamu gets revenue from Central Government transfers over the years since 2013 to date, conditional grants, loans and road maintenance levy. The table below shows the allocations from central government in relation to local revenues. If the County is to reach self-sufficiency in resource generation, then it has to grow its economy and enhance revenue administration to collect equal to or more revenue than that which it receives from the central government.

Table 4.5: National & Local Revenue Collection in 000'

	2012/13	2013/14	2014/15	2015/2016	2016/17	2017/18	2018/19	2019/2020
National Allocations	138,852,490	1,438,769,749	1,790,321,875	2,051,883,746	2,214,883,743	2,476,800,000		
Increment		1,299,917,159	351,552,126	261,561,871	162,124,997	262,391,257		
Percentage Change		936.2	24.99	15	8	12		
Own Source Revenue	23,749,560	56,185,990	53,143,417	65,109,972	52, 437,305	71,812,937	108,517,437	
Increments		41,436,430	-3,042,573	11,966,555	-12,672,665	19,375,132	36,764,537	
Percentage Change		174	-5.4	22.5	-19.5	37	51.2	
Ratio of Own revenue to National		1.65	2.59	2.94	2.11			

Source: Computations from County Records, 2021

Municipal Revenue

For the start of Municipal operations under the Lamu Municipal Board, the Municipality was allocated money as quoted above to help it commence its operations. Municipal revenue will be allocated from the overall county finances, whose trends from 2013 to 2020 is indicated in table 4.5. Some observationsmade from the table are presented as follows:

National revenue to allocation to the county has been increasing in terms of volume but at a decreasing rate since 2013 to date, so as to enable the County deliver public services as required by the Constitution and County Government Act 2012. The demand for provision of public services for social and economic development has been on the rise across the County including the specified municipal area. The demand is due to increasing population and citizen expectations from political promises as articulated in party manifestos. Increased demand of public services and goods has in the recent past led to the preparation and submission of supplementary budgets asking for more funds from the national treasury. In this sort of institutional arrangement, the municipal board will have to prepare a supplementary budget and forward it through the County Government.

Own revenue collection at county level remains intermittent in terms of progression as seen from the facts in table 4.6. However, there has been an increase in revenue collection since 2013 to 2020, which falls far below the functions of the County Government. The inconsistency in collection of revenue is mainly internal relating to inadequate capture of all revenue sources and enforcement of collection. The own sources of revenue collection at the county level falls far below the allocations by national government pointing to serious resource gap, and hence a relationship of dependency. When looked upon in relation to operationalization of Municipal governments, the own source revenue is not adequate to provide municipal services. Development requirements at Municipal level are heaviest especially withrespect to trunk infrastructure provision, community facilities and services for the community.

Beyond the Municipal, there are other government agencies with mandates and budgets implementing projects within the Municipal area besides private sector and community groups. These are key areas of finance which the Municipal Council should leverage to bring about equitable development. Funds from CDF sources over the years are as indicated below. It is surprising that the Constituency allocation for Lamu West has surpassed revenue collected annually by the Whole County since 2013. This is just for Lamu West where the Municipality is located.

Table 4.6: Lamu West Disbursements

Financial Year	2013/14	2014/15	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/21
Amounts Kshs	67,004,319	95,559,133	101,165,872	81,891,551.72	98,189,655.17	109,040,875.50	137,367,794	137,132,879

Source: CDF Website, National Government

The Scenario of County Expenditure

Expenditure of revenue at the County Government Level is guided by various plans at its disposal namely the County Spatial Plan and the Integrated County Development Plan as well as the County Fiscal Strategy Framework paper. The priority expenditure areas are usually derived from the plans and stated in the annual county fiscal strategy paper. Some of the expenditure areas from county policy documents are:

- Transforming the agricultural sector
- Infrastructure development
- County health services
- County education services
- Information and communication technology
- Trade and development

Indeed, there is need to look at the informal sector activities, besides the small-scale industrial activities that support quite a number of residents in the Municipal area. Municipal Council is thus expected to be in charge of revenue collection and at the same time spend revenue on functions allocated to it by law and central government from time to time. Municipal authority has a challenge to enhance the collection of revenue supported first by a policy environment, and actualization of municipal business and revenue surveys from which revenue enhancement projects will be carried out.

Emerging Issues and Opportunities

Lamu Municipality is also endowed with several resources ranging from; beaches, forests and historical heritages among others. Despite of all these, Lamu suffers high youth unemployment rates, high poverty rates, poor access to basic services such as water and good and shelter.

Most of the developments achieved in the County/Municipality is concentrated in the urban centres. The challenge is to bring about equitable development across the County that will secure the interest of all the communities in the area based on the available natural resources. There is therefore need to map and understand the spatial distribution of environmental resources and their sensitivity to change. Environmental sustainability tools must be employed to strike a balance between economic development and environment in the County.

The LAPSSET corridor is expected to revolutionize development in Lamu County/Municipality, attracting many investors and settlers that will have a multiplier effect in terms of human population, economic development and settlements. Ultimately this will have a number of impacts on the sensitive culture, resources, Infrastructure and utilities and natural environment that will need project interventionsfor mitigating adverse impacts from the developments.

4.3.4 Lamu Municipality Land Use, Urban development & Settlement Pattern

Land is one of three major factors of production in classical economics (along with labor and capital) and an essential input for housing and food production. Thus, land use is the backbone upon which most economies are anchored and it provides substantial economic and social benefits. The settlement structure can broadly be grouped into two categories i.e. urban and rural settlements

Urban Settlement inhabitants that agglomerate land - use practices and occupation of a mostly urban nature, together with associated support systems including community facilities and infrastructure services. In Lamu County these settlement characteristics can be observed along the main highway traversing the County from Nyongoro through Witu, Majembeni, Kibaoni, Mkumumbi, Hindi and terminating at Mokowe. The other urban settlements are found located along the main road from Hindi, Bargoni, Majengo and Bodhei. The other linear settlements pattern can be observed from Majengo, Milimani, Basuba, Mangai, Mararani and Kiunga. The other settlement pattern is also linear in its formation running parallel to the Indian Ocean from Mkokoni to Kiunga.

Settlement pattern within the Lamu Archipelago

The human settlement pattern found within the Archipelago is unique in their form and distribution. The formation of the settlements represents a clustering of several independent urban Villages as nodes. The settlements are compact and well supplied with the necessary infrastructure services. However, Access roads are narrow typical of settlements that were developed in the 19th century. Amu, Matondoni and Kipungani in Lamu Island. The compact nature of the settlements provide security and provide an ideal opportunity for the community to access social and infrastructural services. The cost of providing social and physical infrastructure is fairly cheaper in this type of settlement.

Evolution of Town

Lamu Island is the main economic hub of Lamu County due to significant tourism activities. A section of the Lamu Island is Lamu Old Town. This 16-ha area is the oldest and best preserved example of Swahili settlement in East Africa. It is characterized by narrow winding streets (2.4m wide) and unique Swahili architecture demonstrating the cultural influences of European, Arabian, Indian and traditional Swahili techniques producing a distinct culture. Lamu Old Town is a gazetted National Heritage Site

managed by National Museums of Kenya. All components are legally protected and any development is strictly controlled.

Land size and Density of the Municipality

Sub County	Ward	Location	Sub location	Aprrox. Land Area	Population 2019	Population Density (2019)
Lamu East	Mkomani	Mkomani	Mkomani	3.5	8,400	2388
		Langoni	Langoni	11.5	13,386	1167
		Matondoni	Kipungani	11.9	540	45
			Matondoni	19.7	2,001	102
	Shella	Shella/Manda	Manda	38.0	1,219	32
			Shella	14.9	2,485	166
		Mokowe	Mokowe	43.3	5,781	133
Lamu West	Basuba	Basuba	Kiangwe	270.2	494	2
Total				822.1	**43,257**	4057

Land tenure

Although 130,000 households have land title deeds the majority of the county residents especially Lamu East have no title deeds and live on ancestral land as squatters. Most of the landowners are also keeping their parcels idle, without much economic benefits. The county suffers from poor land use with unplanned villages with very low population mushrooming up, overstretching existing social services. Among the challenges facing Lamu is population growth owing to migration into Lamu from other parts of the country, fueled partly by the anticipated opportunities accruing from the Lamu Port South Sudan- Ethiopia Transport (LAPSSET) Corridor.

Other challenges include landlessness and poor land management, insufficient social services such as healthcare and education, inadequate supply of piped and fresh water, under-developed infrastructure.

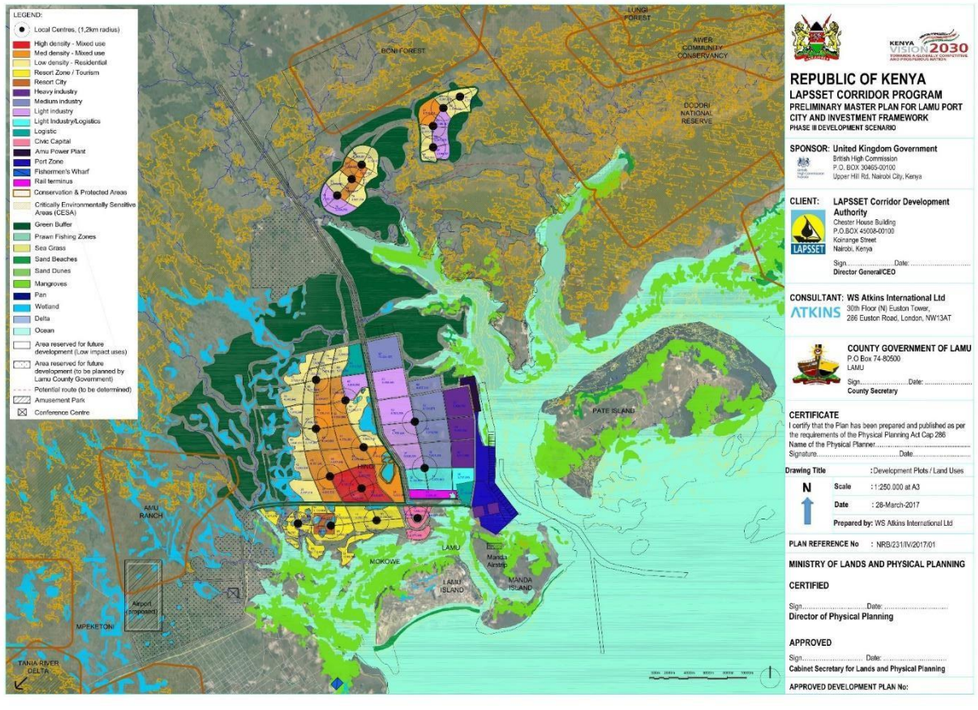
Available plans of the Municipality

Lamu municipality is currently preparing Lamu Island Local Physical and Land Use Development Plan as part of its flagship projects. The approved Lamu County Spatial Plan identified the Island, Mokowe and Hindi as priority urban areas that require the preparation of LPLUDPs.

The LAPSSET project has earmarked Lamu as a port city and metropolis which is expected to have a

population of 450,000 persons by 2030 and 1.2 million by 2050. In this regard the LAPSSET Development Authority has prepared a Land Use Masterplan for the wider Lamu Metropolis as shown below.

	Hindi	Hindi Magogoni	Hindi	409.1	8951	22



Land Use zones of town

The types of land-uses evident within Lamu Municipality are mainly residential, commercial, recreational, transportation, public purpose, educational, industrial, and commercial among others. Land-use planning often leads to land-use regulations, which typically encompasses zoning. Zoning regulates the type of activities that can be accommodated on a piece of land, as well as the amount of space devoted to those activities, and the ways that buildings may be situated and shaped. Zoning may include regulation of the kinds of activities which will be acceptable on particular plots (such as Open Spaces, Residential, Agricultural, Commercial or Industrial), the densities at which those activities can beperformed (from Low-Density Housing such as Single Family Homes to High-Density such as High- Rise Apartment Buildings), the height of the building etc. Conventional zoning does not regard the way buildings relate to one another or the public spaces around them, but rather provide a pragmatic system for mapping jurisdictions per permitted land use. Lamu Municipality lacks an Integrated Strategic Urban Development Plans (ISUDP) for The Lamu Island[28], Mokowe and Hindi. It is essential to prepare the Towns' ISUDP to promote sustainable and orderly development. The ISUDP should ensure consolidation and reservation of land for future use as well as aim at enforcing development control, establishing adequate, decent and affordable housing, conservation of the green spaces and the environment and provide a road map for provision of services and facilities.

[28] This is under preparation

Development trends of the town

The main growth drivers of growth in Lamu are as follows:

i. Tourism

Lamu Island is endowed with tourist attraction sites. Some of them are the Beach, Lamu Old Town with the Lamu Cultural Festival, Maulid Festival, Food and Arts Festival among others. Tourism sector playsa key role in socio-economic growth in Lamu Island through job creation and revenue generation.

ii. Lamu Port and Resort City Development

The ongoing implementation of Lamu Port at Manda Bay and its associated development such as International Airport, Resort city, Oil refinery, etc. will foster rapid economic development in Lamu Islands.

Emerging Land Use Challenges

- The port area of the LAPSSET and its corridor will influence human settlement growth. Human settlement growth will gradually take a metropolitan nature. This implies planning the towns within the central point of the infrastructure and adjacent ones immediately, with enhanced linkage among them.

- Fraudulent land acquisition and land invasions in the past and at present have led to tension between the settlers and indigenous communities. This has occasioned encroachment on vital fragile ecosystems including wetlands, forests and ranches.

- Beaches and sand dunes have been encroached upon as earlier mentioned by farmers and private developers respectively.

- The county suffers from competition for land arising from increasing population, and location of national development projects within the sensitive fragile ecosystem.

- The county has two main population distribution patterns; concentrated and dispersed. The concentrated, which is almost nucleated, are within the archipelago and to some extent the coastal plain while the dispersed are found within the mainland area of Lamu away from the coastal plain.

- Human settlements in the County lack a proper hierarchy, function and are inadequately serviced (water and sanitation, telecommunication, drainage, solid waste management, power). These are mandatory core urban services upon which the quality of human life is predicated and they greatly support private sector performance

- Extents of settlements are not properly defined and are also inadequately planned. This has led to uncoordinated growth, sprawl, and encroachment on accessibility spaces like roads. Settlements are inadequately linked spatially both internally and spatially. Internal settlement linkage focuses on local integrated strategic urban plans with a clear layout. External settlement, on the other

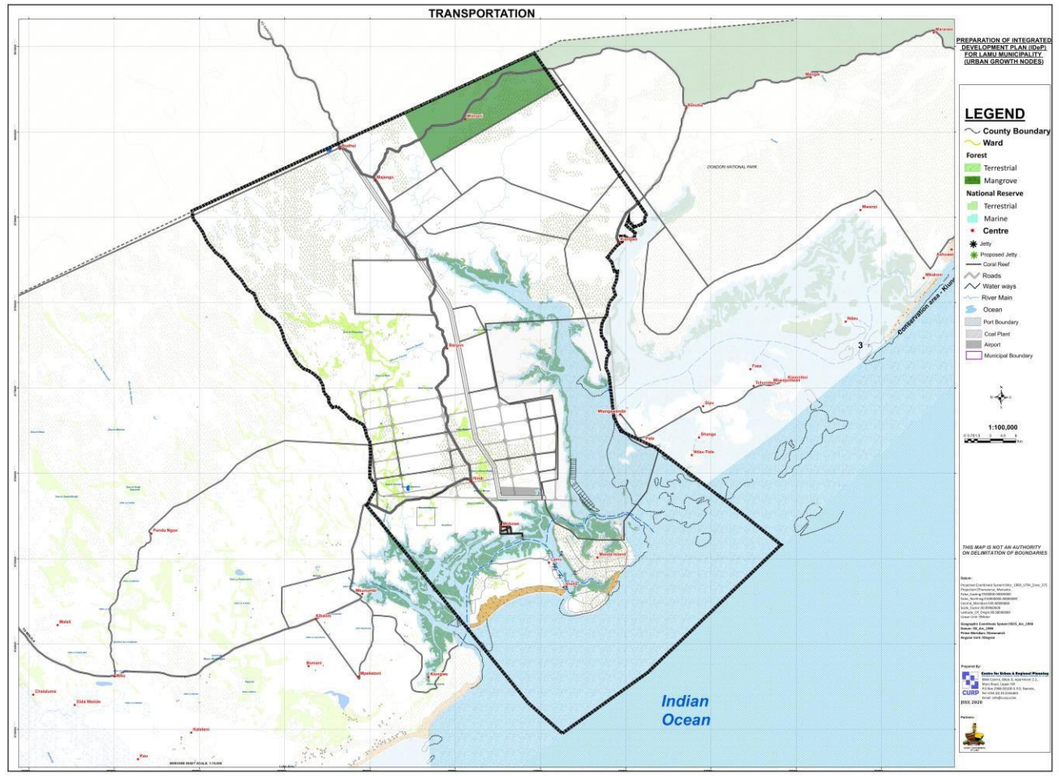
hand, focuses on the road hierarchy that provides linkages between the urban settlements and their productive hinterlands or scapes.

4.3.5 Transport Infrastructure Analysis

Lamu County has notably three major options of transport comprising Water; Road; and Air. These options connect the County both externally and internally. The municipality is well serviced by road transport and air transport as the primary linkage within the county and out of the County. Water transport is primarily used to connect the mainland and the Islands. The LAPSSET project is anticipated to offer an opportunity and bridge the gap of rail connection to the County/municipality as well as enhance water transport as its implementation is taking course. LAPSSET will further promote inter- County trading but also to realize the economic gains of product export as Lamu County has a lot to offer the world.

External transport links (Road, Proposed Railway, Air, Water)

The Witu-Lamu (via Mokowe Jetty)-Kiunga Class C road which is a major road has been upgraded to bitumen standard greatly improving access into the county/Municipality as it connects to Garissa- Garsen-Malindi- Kilifi-Mombasa Road. The LAPSSET project has further upgraded roads leading into the port positioning Hindi town as a transit node. This infrastructure has led to increased investments anddemand for land. This presents a challenge for the municipality to undertake development control as partof its mandate. In addition, the proposed upgrading of the LAPSSET corridor will further enhance connectivity to the Northern part of Kenya to Garissa, Isiolo- Ethipia, Lowdar-South Sudan.



Map 4.9: Transport Network in the Municipality

Source: CURP 2020

Sea transport in the County/Municipality dates back a very long time and its importance is in the linkage of Lamu with other port cities in/and outside Kenya. The ongoing LAPSSET project will immensely contribute to the opening up of the County/municipality externally to other Port Cities within and outside Kenya positively impacting the local economy[29]. The economic activities will be activated by proposed crude oil pipelines as well as cargo transport destined for Ethiopia and South Sudan. The port will also promote growth of tourism within the Municipality areas of Shella, Kipungani and Manda as well as in the mainland coastline. This is because opportunities of linking the County to other cities globally will now exist when this platform where passenger cruise ships can dock will now be established. Mombasa as a City and a County in whole has been benefiting a lot in tourism through such connection where tourism vessels has been docking in the port of Mombasa over time. This however do not satisfy the immense opportunities within the Kenyan coastline and the construction of the Lamu port will offer viable options to navigators and tourists who like cruising the East African coast line. This will boost tourism activities in Lamu County over time resulting to multiplier effects of tourism gains realized inthe County.

[29] The implementation of the Lamu Port will see the construction of 32 berths within the sea as docking areas for the ships further boost the connectivity of the County to the outside world by sea immensely.




Plate 4-1: Left – Ongoing construction of berths: Right – Illustration Master plan for Lamu Port

4.3.6 Infrastructure Utilities Analysis

Water supply: Sources of water and capacities (indicate on the map, for Mokowe, and Island)

Demand for water for the New Lamu Port and Lamu Municipality and Metropolis will be quite high and by far outstretching any locally available sources of supply in the vicinity of Lamu. The greatest challenge will in the long term (2030 and beyond) when the port will be fully industrialized and with increased population[30]. The current water demand for Lamu town (Island) is estimated at about 3,000 m3 /day. This is met by supply from the Shella well field located within the Island and reached its limit. Water was drawn mainly from public to private wells scattered around the town, and supplemented by rainwater. For the Urgent Development Plan of the New Lamu Port, considering the water requirements for the port (350 m3 /day), it is planned that water be obtained from the HIMWA Water Supply (about 5 km from the port) that can sustain a supply of about 500 m3 /day; this if joined together with the LAWASCO's Magogoni supply mains which can supply an additional 30 m3 /day can meet the urgent demand. The two transmission pipeline mains, if linked, will have an estimated combined pipelinelength of about 6-7 km. For 2030 and beyond, this study has looked at the following three sources as the most feasible solutions for the long-term water supply opportunities: Option-1: Conveying water fromthe Tana River to the Project Area. Option-2: Obtaining water from the High Grand Falls Dam (HGFD) project with an uptake at the Nanighi Barrage (weir) and pumping to Lamu, approximately 185 km away. And Option-3: Desalination. At this moment, Option-2 is considered most suitable, and itspipeline system is designed in this Study at master plan level.

Water Sources, Supply Wayleaves and Storage Areas

Lamu County though a water scarce county has the following water resources/Aquifers within Lamu Municipality

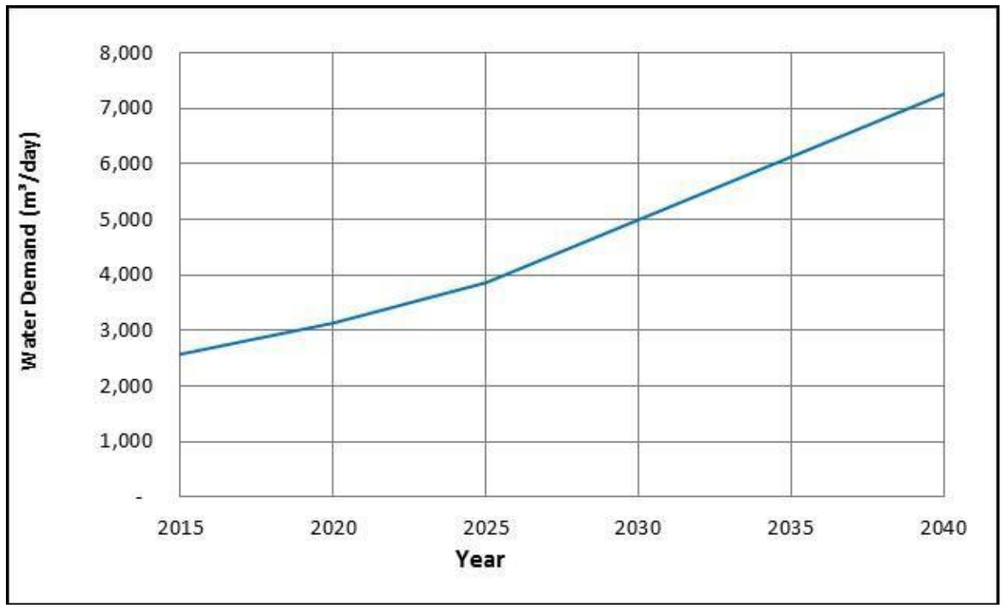
Resource/Aquifer	Ward
Shella Sand dunes	Shella
Chomo	Hindi
Belebele	Hindi
Mangai	Basuba

The following are the water supply schemes in Lamu Municipality

Water Supply Scheme	Ward
Lamu Water Supply	Mkomani
Mokowe Water Supply	Hindi
Hindi Water Supply	Hindi
Milimani Water Supply	Basuba

Water Demand and Supply

Water demand forecast for Lamu Island has been determined based on the regular / unsuppressed water consumption rates, projected populations, proposed Land-use (Health, Industrial, Commercial, Institutional & Residential Zones) and on the premise that the water distribution network has full coverage of the area



Source: Lamu Island Waste Water Masterplan

No.	Water Sources	Distance to the water points (Km)	Sub-County
1.	Piped Water	5	Lamu West
2.	Local wells	0.29	Lamu West
3.	Water pans	0.3	Lamu West
4.	Water ponds	0.3	Lamu West
5.	Djabias	0.2	Lamu East
6.	Local wells	1.0	Lamu East
7.	Piped water	2.0	Lamu East
8.	Water pans	40	Lamu East
9.	River	120	Lamu East

[30] With Population figures of between 450,000 and 1.25 million people in 2030 and 2050, respectively, a supply of 181,550 – 296,750 m3 /day is anticipated.

According to the National Water Master Plan 2030, the water demand and supply in Lamu in relation to population can be summarized as follows:

Water Service Provider	Service/ Town Areas	Service Population 2010	Capacity (M3/Day)	Non- Revenue Water
Lamu Water and Sanitation Company	Lamu and Mokowe	12, 802	3,600	50%

Urban Centre	Projected Service Population in 2030	Water Demand in 2030 (m3/day)	Capacity in 2010 (m3/day)	Under Construction (m3/day)	Proposed Projects		
					Rehabilitation Works (m3/day)	Expansion Works (m3/day)	New Construction (m3/day)
Lamu/Mokowe/Hindi/Mpeketoni/Hindi Urban Areas	1,250,000	108,750	3,400	0	3,400	105,350	0

4.3.7 Sanitation Analysis

Most of the waste water from the Municipality especially in the built up areas of the Island runs through open drains (mainly grey water) and piped sewers (for raw sewage) with outfalls emptying directly into the ocean. In many houses in the built up area of the municipality have septic tanks located below the concrete-paved narrow streets (in the Island), which are more often than not, under-designed due to very shallow water table and therefore fill quite often, in most cases discharging the contents into the nearby open drains to drain into the ocean with consequent health and environmental concerns. The major problem faced is the lack of a proper sludge management system Sludge Drying Beds or Waste Stabilization Ponds for the discharge of septage by the exhaust vacuum tankers. Thus, septage from septic tanks is discharged directly to the environment such as unrestricted public utility sites. Othertowns of Mokowe and Hindi mainly use septic tanks for waste disposal. Overall, it is observed that the Municipality does not have a modern sanitation system to handle liquid waste and there was an expressed need to develop a waste water management and treatment system. There is an opportunity for best practice on solid waste segregation practices but poor public sensitization and knowledge and to some extent ignorance for segregating the waste by the public as well as lack of solid waste land fill sitesand solid waste transfer facilities in the Municipality.

Types of sanitation and land use density

Lamu municipality has no sewerage network in place and most household use Septic tanks

Sanitation wayleaves

The lack of a comprehensive sanitation layout within the county means that waste water infrastructure can only be placed on existing road wayleaves. However, the major challenge includes the topography as waste water is to flow with gravity. Truck sewer will require acquisition of land to acquire dedicated wayleaves.

Waste water generation and treatment

Urban areas within Lamu Municipality generate majority of waste water from residential areas. At the island, waste water generated flow into open drains and are directed into the ocean. This presents a major waste management Challenge. The municipality has no waste water treatment facility.

Solid Waste Management

The County Government has invested in solid waste management especially in the Island and mokowe. Measures have been put in place though not effectively as waste is still being dumped into the ocean. In Lamu Island, the County has made use of strategically placed dustbins where solid waste is collected periodically by the County tractor to be disposed of to a designated land fill site.

The study findings established that Shella settlement undertakes a best practice to solid waste management – Kijitoni dumpsite and thus it will be ideal to scale up this to other areas of the Municipality. Imagery representation are shown below;









Plate 4-2: Waste segregation at Kijitoni dumpsite

Increase in Demand for Sanitation Infrastructure.

The current sanitation infrastructure in Lamu Island is insufficient to meet the sanitation needs of the growing population and there is need for a water-borne sanitation system which is sustainable. This scenario is replicated into the hinterland towns of Mokowe and Hindi.

Immediate Sanitation Measures include construction of Ablution Blocks in selected Public Places and a Sludge Handling Facility.

4.3.8 Energy Analysis

Sources of energy in the town

Currently the municipality has a variety of energy sources both for domestic, commercial and industrial use. These are gas, diesel, kerosene, charcoal, wood, and electricity. Utilization of the above is according to a Household/ commercial social economic status. Some of the energy sources are not sustainable like wood and charcoal.

Available alternative sources of energy

The Municipality urban areas have great potential of tapping into renewable energy such as solar and wind. This is supported by wind speeds in some parts of the County as well as solar irradiation intensity.

4.3.9 Communication

ICT & Internet communication

For the communications systems for Municipality, Fiber Optics Cable network (FOC) is considered as the basis for the development of the communications infrastructure. FOC is becoming less expensive, is easy to install and not prone to interference as compared to other technologies

Mobile network (Masts) and Network coverage issues

There are three cell phone providers in the region namely Safaricom, Telkom and Airtel. The municipality has a good network coverage. The areas covered are Lamu Island; Pate Island; Mokowe; Witu; Mpeketoni; and Hindi. Kiunga; Basuba

Internet cables wayleaves

The internet cables wayleaves are provided for within the road wayleaves as part of associated infrastructure.

4.4 Emerging Issues

i. The Upgrading of access roads within the towns/villages will significantly influence the spatial growth of the Municipality.
ii. The core/old town is congested and lacks well defined access roads within the commercial area. This is a challenge with relation to disaster management.
iii. Liquid and solid waste management is a major challenge in the Municipality leading to contamination ground water sources. There is need to have a proper and functional Solid and Liquid waste management system and structures.
iv. Due to the unregulated development in the Municipality, provision of water infrastructure is a challenge due to lack of designated wayleave ad access roads.
v. There is no designated markets to enhance economic activities and increase county revenue collection.
vi. The Municipality needs to FastTrack issuance of title to ensure development control as well as increased revenue collection.

5. CHAPTER FIVE: MUNICIPAL MANAGEMENT AND GOVERNANCE

5.1 Introduction

Kenya has a wide range of experience of local level management and governance which originated from the colonial period, post independent period in multiparty and one-party period, to multi-party period from 1992, and up to post 2013 devolved system of government. Local level governance aims at effective and efficient service delivery to the citizens within defined jurisdictional entities such as Cities, Municipalities and Towns, besides market centres as well as creating strong competitive local economies. It is the location of power and authority (political, economic, administrative, functions and instruments of power), and the manner in which it is exercised that is critical to the delivery of servicesto the citizens within each local spatial jurisdiction.

The location and distribution of power among state agencies along the historical canvass from 1963, to date has a bearing on the current state of service delivery within Municipalities besides the consciousness of the citizens affected to make demands on the leaders. The establishment of municipal entities, assignment of functions matched with power or capacity to expedite the functions is a key area that this chapter seeks to interrogate. This forms a premise or position of current weakness and opportunities upon which a proper institutional framework will be proposed. The emerging issues will provide an opportunity for an integrative framework of governance and empower the Municipality of Lamu as well as the citizens to discharge its functions.

5.2 The Local Government Experience

After independence, the country had a unitary system of government whose institutional land mark was only one source of state authority and power concentrated at the centre and among government agencies. This allowed a higher probability of the application of policies and laws equally to all parts of the Country. The center here applies to the executive, the legislature and the judiciary. The unitary system of government in Kenya, worked hand in hand with local authorities at lower tiers of government responsible for provision of services under the Ministry of Local Government. The Local authority entities (Cities, Municipalities, Towns and County Councils) were not created by the constitution. They were entities of ordinary legislation of a higher-level central government. Examples of these are found inUnited Kingdom and New Zealand.

In other countries, City and Municipal governments are created as follows;

- They are created and assigned responsibilities by the national constitutions hence having equal power relationships with any devolved units (Brazil, Denmark, Japan, France, Italy and Sweden)
- Created by state or regional constitutions (Australia, The United States)
- Created by provincial or state legislation (Canada, Pakistan, Kenya under the CGA)
- Executive order as in China to deliver specific services to a relatively small and delineated area
- The one quoted above of United Kingdom and Kenya previously

These socially constructed legal frameworks form the power beacons within which Municipal governments are established and therefore their capacities to deliver what has been assigned for the benefit of citizens. .

The municipality of Lamu, is thus historically situated within a part of what was known as the County Council of Lamu. It had under the local government Act, powers to mobilize revenue and spend it over the entire space of the County of Lamu. The County Council had powers to formulate and enact by laws under the Ministry of Local Government, and was recognized as a planning authority. It was also a political decision-making unit under the chairman of the County Council. Municipalities operated under the same law, having both executive and political power exercised by the Town Clerk and the Mayor respectively. The County Councils, Municipalities therefore operated within a dual governance system comprising provincial administration and local government. The provincial administration was headed by the District Commissioner, who chaired the activities of the District Development Committees under the District Focus for Rural Development Strategy. A key characteristic of this institutional structure for local planning and governance to enable delivery of services was centralization of power and authority. Resource allocation to various parts of the nation was not done equally, and tended to be influenced by political considerations as opposed to the actual development needs. All these entities had a mixed performance record in the provision of services to the residents of Lamu, and particularly those within the Municipality, and County Councils.

The complete implementation of devolution led to the repeal of the Local Government Act Cap 265, thereby dissolving all the local authorities (Cities, Municipalities, County Councils, and Town Councils). Their functions and responsibilities were shared between the National and County Governments in accordance with articles 1 (4) (a), (b); 6; and schedule 4 of the Constitution of Kenya. The long positive experiences of semi-autonomous local government within a dual system of planning and governance was done away with at once. There was no reflection on the reforms under way in local government, and more serious was the lack of concern for the just concluded national urban development policy whose key focus was local authorities. Even where there were well established operational municipal governments comprising executive and policy making structures, these were dissolved and incorporated into the County Government structures. Even though these entities were to be reestablished under a new law, there was no clear commitment from both Central and County governments as to when this was to be done. Moreover, having condensed the operations of government functions at two levels, it was not clear what functions were left out for Cities, Municipalities and towns. The management and governance of Municipalities in Kenya is therefore analyzed against this backdrop of a wealth of experience, and 8 years of scarcity of institutional entity to provide services of urban nature consistent with local, national and international needs through implementation of government policy.

5.3 The Establishment of Municipal Governments (Boards)

Urban areas form the basis of inclusive and sustainable social economic transformation for the citizens of a country through provision of services that play multiplex roles at different scale levels. Some of the roles are;

i. Ensuring high environmental quality for leisure, living and working
ii. Equitable and inclusive social development for the citizens
iii. Economic empowerment made possible by through provision of commensurate quantity and quality of infrastructure services
iv. Natural resource and heritage conservation

Municipal management or local governance is therefore the coordination of collective and execution of collective action at the local level towards achieving a Municipal vision, which for Lamu is World Class Cultural Sustainable Municipality. All activities therefore are carried out within the lenses of heritage and natural conservation, diversification of economy for quality of life, quality physical and social infrastructure and collaborative institutional response to the demands of the residents. It involves formal direct roles like those legally obligated and indirect roles. The direct formal roles are those of formal institutions of government hierarchies (Central Government, Constitutional Commissions, State Corporations and County Government), while the indirect roles of informal networks, community organizations in pursuing collective action by defining the mechanism of state and citizen interaction via the citizen fora in Urban Areas and Cities Act. The setting up of Municipal Boards and the Office of the Municipal Manager is therefore contemplated within the legal framework of the Country, in addition to assigned responsibilities as well as coordinating mechanisms. This proceeds by positing the national framework of administration, inter-county, county level, and finally the Municipal boards or entities. Municipal boards are seen within the entire operations of the County Government at the headquarters and the decentralized units. This narrows down to the Lamu Municipal Board, its powers, and capacityto undertake complex local level responsibilities.

5.4 The Framework of National Authority

As earlier mentioned, the power and authority to extract action towards the good of society determines the capacity of all institutions to deliver services. State power and authority are manifested in key channels such as; the executive (public administration), fiscal (power to mobilize and spend resources), political (policy formulation), the assigned functions, instruments of enforcing, and information flow. According to the constitution of Kenya, Urban Areas and Cities are conceptualized within a national hierarchical political system with varied distribution of power and authority. This political system is composed of the national executive, the inter-governmental forum, the county government and non-state actors. The link between state and non-state actors is made possible by the requirement of public participation in decision making. The exercise of power and authority of the state (executive, political, and judicial) is done at two levels of government namely; the national and county. Article 6 (2) further states that, the two governments are distinct and interdependent, and they shall conduct their mutual relationships on the basis of consultation and cooperation. A notable principle of the exercise of state power is the separation and distribution of power among various arms of government, at both national and county. At the national, power is distributed among the legislature (national and senate), thejudiciary, the executive, independent offices and constitutional commissions besides extension to the people through participation requirement. At the county level it is distributed among the executive, the county assembly and heavily extended to the citizens through participation. This is vital for arresting abuse of power, ensuring oversight, and monitoring for transparency and accountability in addition to elasticity of the authorities to quality accessible service delivery

5.5 The Assignment of Functions in Kenya

After the demarcation of levels at which state power and authority is exercised, (National and County), the constitution assigned functions and powers to the two levels as specified in article 184 (2), (3) and (4). This has been singled out as follows;

- Except as otherwise provided by this constitution the functions and powers of national and county governments respectively are set out in the fourth schedule
- A function or power that is conferred on more than one level of government is a function and power within the concurrent jurisdiction of each of those levels of government
- A function or a power not assigned by this constitution or national legislation to the County is a function of the national government

The constitution has also clarified on the transfer of functions and powers between the two levels of government as stipulated in article 187 (1) and (2). It has also provided for cooperation between the two governments as indicated in article 189 (1), (2), and (3). Transfer of functions and cooperation from the above is only between national and county governments. What is for the city and municipal boards though having constitutional recognition has to be delegated from the County Government Act. Municipalities within the legal framework have delegated fiscal and political autonomy.

5.6 The Authority of the Inter County Forum

The above institution has been established in law to facilitate cooperation and consultation between national and county governments, and among county governments on matters of concurrence andconflicts. This is operationalized by the Inter-Governmental Relations Act as constitutionally stipulated in article 189 (4), and the Physical Planning and Land Use Act of 2019. Critical areas of concurrence and conflict relate to resource mobilization, natural resources that cut across very many counties, network infrastructure, national government policy implementation, and planning matters. The issues of collective action are between national and county governments as well as among the Counties. This has been recognized by article 6 of the Constitution. Some of the mechanisms identified for the resolution of conflicts and enhancing consultation and cooperation are: involvement of the parties concerned, sharing, negotiations, mediation and arbitration through formal legitimate channels established by law. The objectives of the inter-governmental institution as per section 5 of the Inter-Governmental Relations Act are:

i. Facilitating the realization of the objects and principles of devolution provided for under articles 174 and 175 of the constitution

ii. Facilitating cooperation and consultation between the national and county governments and amongst county governments as provided under articles 6 and 189 of the Constitution
iii. Providing a forum for sharing and disclosing of necessary data and information sharing between counties and national governments
iv. Providing for the mechanism of transfer of powers, functions, and competencies to either level of government, and
v. Promoting accountability between the two levels of government or amongst the County Governments

The above is also in agreement with the establishment of the Inter County Joint Physical and Land Use Planning Committee to deal with planning matters that cut across two or more counties, besides planning issues and projects of national significance in section 69 of PLUPA. The two institutions which are administrative and technical are important in addressing issues of interests that cut across counties hence requiring joint planning and coordination of implementation. There are a variety of legal statutes of sectoral national agencies, which prescribe mandates, institutions, and regulation of the sectoral responsibility which is also expressed on land. These activities are also captured in the plan, implying great need for coordination in both planning and implementation. In the municipal area for example some of the agencies are; the museum of Kenya controlling the heritage area, NEMA dealing with matters of environment, Kenya Highway Authority dealing with highways in the County, Kenya Urban Roads Authority dealing with urban roads, Kenya Maritime Authority dealing with marine transport and safety, Kenya Ports Authority dealing with Lamu Port, LAPSSET Authority dealing with implementation of LAPSSET projects, Kenya Airports Authority for air travel and office of the County commissioner among others. Indeed, there are also local community groups and private sector initiatives involved in some action towards the benefit of the citizens of the municipal area. Municipal managementor governance therefore is a complex reality that need high level and intensity of setting the basic guiding planning framework from which various actors derive their action to achieve a common goaland vison for the community.

5.7 The Framework of Power at the County Level

Broadly the County Government exercises sovereign power directly and indirectly through county executive, the county assembly, the inter-governmental relations forum as well as the involvement of citizens as provided for in the Constitution and any other legislation. The sovereign power and authority is manifested at the county level through the executive as public administration, the political through county assembly representation, assigned functions, and economic through mobilization of resources. Resources once mobilized are transferred to the central government treasury, as the county government is not allowed to spend directly what it has mobilized. Spending directly what has been mobilized was done before under the local government act by County Councils and Municipalities in the previous system. It does imply, devolution of finance was not done, which is a very critical measure ofdevolution. This enables devolved units to tap into their own underutilized potential to build viable economic resource base, in addition to influencing greatly national economic instruments for their benefit. At the disposal of the County are various statutory instruments from state corporations and national government which regulate various resources and actions of government. The County level governance has separation of powers between the county executive and county assembly. It is meant to enhance the accountability of the County to the law, the citizens in the process of discharging its functions at all levels. Responsibilities and powers at the County level are derived from the Constitution,the County Government Act, and the Inter-Governmental Relations Act besides any other law of the Country. For the purposes of implementing the responsibilities assigned above the county political system has 4 organizational structures each with clearly assigned functions. These structures are;

- The county executive
- The county public service board
- The county assembly
- The county assembly public service board

The responsibilities assigned are cascaded down to the County and implemented through the above structures to the lowest level possible. A summary of the assigned functions for service delivery are as indicated in table 5.1 below;

Table 5.1: Roles of the Major County Offices for Service Delivery

The County Executive	**The County Assembly**	**The County Public Service Board**
Section (5) (1) Responsible for any function assigned to it under the Constitution articles 186, and schedule 4 (ii) or any act of parliament	Section 8 (a) (1)	Section 59 (1) (a -j) its about the human resource capacity of the county
(a Exercise executive functions in accordance in accordance with article 183 of the constitution 183 (i) a) Implement county legislation b) Implement within the county, national legislation to the extent that the legislation so requires c) Manage and coordinate the functions of the County administration of its departments d) Perform any other functions conferred on it by	(a) Vet an approve nominees for appointment to the County public offices as may be provided for in this Act b) perform the roles set out under article 186 of the Constitution The legislative authority of the County is vested in, and exercised by the County Assembly A county Assembly may make laws that are necessary or incidental to the effective performance of the functions and exercise of the powers of	Establish and abolish services in the County Public Service Appoint persons to hold or act in offices of the County Public Service including the boards of Cities and Municipalities Exercise disciplinary control over the persons in those offices as provided for under this Act Regular reports for the submission to the County Assembly on the execution of the functions of the board Promote the county public

the constitution or national legislation 3) Prepare proposed required county legislation for County Assembly 4) Require to prepare and present to the County Assembly full and regular reports on matters relating to the county 5) Any other functions that may be transferred to County Governments from the national government under article 187 of the Constitution 6) Any functions agreed upon with other county governments under article 189 (2) of the Constitution 7) Establishing and staffing and staffing of its public service as contemplated under section 235 of the Constitution 8) Functions and responsibilities of the County Governor as in section 30 (2) (a) to (i) 9) Exercise of authority by the County Executive Committee as under section 34 (a) to (h)	the County Government under schedule 4 of the constitution A county assembly while respecting the principle of the separation of powers may exercise oversight over the county executive committee and any other county executive organs A county assembly may receive and approve plans and policies for (i) the management and exploitation of the resources of the County and (ii) the development and management of its infrastructure and institutions (3) Approve expenditure and the budget of the County Government in accordance with article 207 of the constitution and in accordance with PFMA, guided by articles 201 and 203 of the Constitution 4) Approve the borrowing of the County Government according to article 212 of the Constitution 5) Approve county development planning 6) Perform any other roles as may be set out in the constitution or any legislation 7) Representation of the citizens in the County assembly as contemplated under section (9) (i)	service values and principles required in article 10 and 232 of the Constitution Evaluate and report to the County assembly on the extent to which the values and principles referred to in articles 10 and 232 are complied with in the County Public Service Facilitate the development of coherent integrated human resource planning and budgeting for personnel emoluments in the counties Advice the county government on human resource management and development Advice the county governments on implementation and monitoring of the national performance management system in Counties Make recommendations to the salaries and remuneration commission on behalf of County Governments on the remuneration, pension, gratuities for county public service employees B) County Assembly Public Service Board and its roles are under section 7 (a) to (e) (1) (11)

Source: Constitution 2010 and County Government Act no 17 0f 2012

The table above therefore illustrates the functions of each of the institutions mentioned. Urban Areas and Cities in Kenya, have their responsibilities and powers conceptualized within above framework beginning from the national level, Inter Governmental Relations Forum, and county government of Lamu operations. Lamu municipal board, therefore exercises delegated power assigned by the county government of Lamu, on principle agency basis.

5.8 Fiscal Capacity from 2014 to 2019

Capacity of both private and public institutions is essential for it to be able to carry out its work without delays and being handicapped. The matter of capacity extends to human resources, powers, mandates or responsibilities assigned, offices and operational equipment required to facilitate operations. For the municipality of Lamu, the interrogation is limited to the financial capacity especially with regard to sources of revenue, revenue collected annually, the ability to collect and spend the revenue, and allocation of revenue from the central government. Revenue collection powers as well as expenditure areprovided by the Constitution of Kenya and Public Finance Management Act, besides the County FinanceManagement Act. Within Kenya's both financial policy and legal regime, the mobilization of finances is done by Counties as the second tier of government administration and forwarded to national government. The Counties have no powers to mobilize finances locally as well as externally and spend directly. The finances are allocated by national government through a budgetary process. Table 3, shows the revenue collected by the County from 2916 to 2019, including the sources from where revenue is collected. Fluctuations in revenue collection from main sources like open air markets, single business license, land rates properties and rates is an indicator of poor coverage, and inadequate collection from the sources. Other sources show no collection of revenue at all, besides inadequate rationalization of revenue collection at county level where planning based revenue in its various dimensions is not captured. From the analysis of land tenure, settlement system and revenue base in economic sector, morethan sixty percent of land within the County as well as the Municipality of Lamu, has not been surveyed and titles issued.

Table 5.2: County of Lamu Sources and Collected Revenue 2018-2020

	2016-2017	2017-2018	2018/2019	2019/2020
REVENUE FROM HOSPITALS	24,759,606.9	12,773,559.0	18,190,159.0	51,669,962.0
OPEN AIR MARKET	999,958.0	741,254.0	689,690.0	1,079,296.0
REVENUE FROM PUBLIC HEALTH	1,454,595.0	499,530.0	409,170.0	349,520.0
FISHERIES REVENUE	704,800.0	479,851.0	552,400.0	115,400.0
PARKING FEEES	931,150.0	494,960.0	1,162,775.0	1,079,800.0
REVENUE FROM AGRICULTURE	3,394,956.0	4,868,659.0	3,852,000.0	168,600.0
SINGLE BUSINESS PERMIT	8,313,586.5	19,007,916.0	14,287,065.0	9,360,150.0
STALL REVENUE	1,124,000.0	1,068,600.0		232,100.0

CESS	4,699,536.0	2,409,877.0	4,591,792.0	2,218,192.0
MISCELLANEOUS	6,382,700.0	1,032,245.0	3,142,650.0	4,434,477.0
LAND RENT/PROPERTY RATES	12,163,158.3	4,328,894.0	13,386,860.0	4,311,842.0
REVENUE FROM VETERINARY SERVICES	181,925.0	1,144,076.0	648,485.0	476,282.0
METER SEVICES				3,300.0
ADVERTISEMENT		957,762.0	1,214,100.0	2,742,970.0
LEARNING & TRAINING			910,850.0	483,400.0
SEWER CONNECTION			412,817.0	149,633.0
SAND, GrAVEL & BALLAST			3,674,709.0	1,671,407.0
LAND REVENUE			3,390,136.0	17,490,280.0
DONATIONS		2,680,121.0	1,350,000.0	170,000.0
COMMISSION EARNED	65,109,971.7	52,487,304.0		3,593,541.0
WATER DESALINATION				270,575.0
COUNCIL VEHICLE HIRE				5,305,526.0
TOTAL	**5,109,971.70**	**52,437,305**	**1,865,737.0**	**108,577,318**

Source: County Treasury, 2020

Table 5.3: Four Year Revenue Trend

YEAR	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
2015-2016	10,192,829	12,400,163	18,519,597	12,030,828	53,143,417
2016-2017	4,658,554	15,425,210	16,470,702	28,555,506	65,109,972
2017-2018	4,308,450	11,077,394	16,505,766	20,545,695	52,437,305
2018-19	6,327,478	10,450,611	15,483,693	39,610,655	71,872,437
2019-20	11,922,697	20,187,590	17,735,006	58,732,025	108,577,318

Source: County Treasury, 2020

Table 5.3, illustrates the revenue trends of the County since devolution, which is rising every year except for the 2017/2018 period. Collection from the county is less than the functions it is supposed to carry out given its spatial extent, distribution of settlements, and long period of central and local government provision of services which inadequately responded to the development challenges of the citizens. The level of collection does indicate an opportunity for improvement in the collection of revenue within the county, while at the same time implying the need to enhance the economic environment for carrying out economic activities.

Table 5.4: National & Local Revenue Collection in 000'

	2012/13	2013/14	2014/15	2015/2016	2016/17	2017/18	2018/19	2019/2020
National Allocations	138,852,490	1,438,769,749	1,790,321,875	2,051,883,746	2,214,883,743	2,476,800,000	3,448,200,000	2,752,494,200,000
Increment		1,299,917,159	351,552,126	261,561,871	162,124,997	262,391,257		
Percentage Change		936.2	24.99	15	8	12		
Own Source Revenue	23,749,560	56,185,990	53,143,417	65,109,972	52, 437,305	71,812,937	108,517,437	
Increments		41,436,430	-3,042,573	11,966,555	-12,672,665	19,375,132	36,764,537	
Percentage Change		174	-5.4	22.5	-19.5	37	51.2	
Ratio of Own revenue to National		1.65	2.59	2.94	2.11			

Source: Computations from County Records 2021

Financial Year	2013/14	2014/15	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/21
Amounts Kshs	67,004,319	95,559,133	101,165,872	81,891,551.72	98,189,655.17	109,040,875.50	137,367,794	137,132,879

Source: CDF Website, National Government

Financial issues are and will remain a key constraint to the operation of both Counties and the Municipality of Lamu. Currently the above tables illustrate the financial position of the County, which collects far less revenue than the allocation from Government. In Kenya, County Governments, have no finical autonomy because they do not spend directly what they collect. The revenue collected has to be deposited to the national treasury, then later be allocated by the commission on revenue allocation. In thepast, counties have experienced delays in allocation of funds, besides disagreements on the amounts theyshould be allocated in view of their massive responsibilities at the lower level. Municipal boards in Kenya are being established now not from government funding but from World Bank funding of Kenya

Urban Support Programme. It is not clear how the Municipalities will continue operating when the World Bank funding comes to a stop. In our current legal and policy environment, the operationalization of revenue mobilization at the Municipal level has to be worked right through from the central government, via county governments. Funding of the Municipalities under the current policy and legal environment requires the transfer of funds from the Central Government to the County Governments, then from the County Governments to the Municipality. Likewise, this is to followed if counties are to collect revenue, it has to be forwarded to the national treasury via County Governments. Rationalizationof legal and policy instruments in the area of financing is a prerequisite to creating strong decentralized units for planning and delivery of services in urban areas.

5.9 Creation of Decentralized Units

The County government working within the constitution and county government act, is permitted to create decentralized units of service delivery. Decentralized units at the County are of two types; namely the county administrative units and the Cities and Municipalities. The public administration channel through which the decentralized spatial jurisdiction units of various scales have been created together with their responsibilities are; the sub county administration, the ward administration, and the village administration. In the same spatial jurisdiction, we have constituencies commensurate with the sub county used for political representation in parliament Lamu West and Lamu East). There are also spatial administrative jurisdictional units starting at County level, sub county, division, location sub location, and village used for national government coordination under the county commissioner for servicedelivery. It should be noted that the lower spatial jurisdictional units of county government do commensurate in terms of same area with second level of decentralized units of urban areas and cities. It means the Municipality is covered either by a sub county and contains several wards and villages with service delivery functions. The above units are headed by the sub county administrator, the ward administrator, and the village administrator besides the board and town manager for the Municipality of Lamu. Inherently, we have two centres of power within the Municipality, a potential source of conflict and not consistent with unity of command and direction from management science. Comprehensively, there are three layers administration within the same Municipal area in addition to those of sectoral agencies of national government. Effectiveness of these multiple public sector agencies depends on integrative planning, proper assignment of the planned proposals and projects and coordination ofimplementation. The roles assigned to these administrative units or offices of the county government of Lamu for delivery of services to the citizens including the municipal area are as in table 5.5 below.

Table 5.5: Roles of Decentralized Offices at County Level

The Sub County Administrator	The Ward Administrator	The Village Administrator
Section 50 (3), The Sub County Administrator shallbe responsible for the coordination, managementand supervision of the general administrative functions in the sub county unit including: The development of policies and plans Service delivery Development activities to empower the community The provision and maintenance of infrastructure facilities of public services County public service Exercise of any functions and powers delegated by the County Public Service Board under section 86, Facilitate the coordination participation of citizen in the development of policies and plans and delivery of services Report to the relevant chief officers on matters at hand	Section 51 (3) The Ward Administrator shall coordinate, manage and supervise the general administrative functions in the ward unit, including: The development of policies and plans Service delivery Development activities to empower the community The provision and maintenance of infrastructure facilities of public services County public service Exercise any of functions and powers delegated by the County Public Service Board under section 86, Facilitate the coordination participation of citizen in the development of policies and plans and delivery of services Report to the relevant chief officers on matters at hand The ward administrator shall be responsible to the sub county administrator	Section 52 (3) The Village Administrator shall coordinate, manage and supervise the general administrative functions in the village, including Ensuring and coordinating the village unit in governance Assisting the village unit to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level The exercise any of functions and powers delegated by the County Public Service Board under section 86, He reports to the relevant ward administrator Monitoring the implementation of policies at the village level Advising the ward admin and sub county admin on matters pertaining to the village Any other functionsnecessary for the better administration of the village

Source: County Government Act No 17 of 2012

The decentralized units expressed through sub county, ward, and village spatial jurisdictions, provide a linkage through which citizens are able to express their input demands as well as oversight and monitoring of county implementation of projects. There is also implied a two-way process of communication spread over all parts of the County including those that have been delineated as citiesand municipalities. County government planning and implementation of projects are implemented through these units at the local level covering all parts of the County.

5.9.1 Ward Unit Committee

The County Government of Lamu through its assembly has enacted the Lamu County DevelopmentFund Act of 2014 to operationalize the responsibilities of decentralized units in sections 51 (3) and 52 (3) of the County Government Act. This has to relate to projects and service delivery demands of the people in the decentralized units that have been identified through a participatory planning process. The projects identified have originated from any of the planning functions of the County Government (County Spatial Plan, County Integrated Development Plan, Local Physical and Land Use Development Plan/Integrated Urban Development Plan, Capital Investment Framework, and Sectoral Plans). The above act has established some institutions for the purposes of implementing projects at the ward level. The institutions created are: The County Management Committee, the Ward Development Fund Committee, and the County Assembly Select Committee.

The above institutions have their organizational structure, composition and responsibilities assigned to ensure project identification, submission, and allocation of funds for their implementation. Annually

projects are identified from the village, forwarded to the ward development committee, to the ward management committee, then to the County Assembly for approval and budgeting. Through the decentralized units, 5% of the total revenue received by the County is allocated to the ward development fund.

5.9.2 The Municipal Framework of Power

Within the republic of Kenya, there has almost been a lost decade of urban governments responsible for service delivery in urban areas primarily Municipalities. These state institutions have been absent since 2013 creating a huge loss in terms of institutional memory in terms of what had been achieved, the then reform process and their semi-autonomous nature. Recognition, establishment, assignment of responsibilities, to powers and instruments of enforcement is to be derived from various statutes of the Country as already mentioned but more specifically under the County Government Act. It is through this act, that functions are delegated to the Cities and Municipalities. Both directly and by logical inference, the creation and assignment of responsibilities of Municipal Boards in Kenya is derived from the following;

- **i.** The constitution of Kenya has given recognition to the Urban Areas and Cities in article 184 (1) (a) (b) and (c)
- **ii.** The County Government Act specifying the functions or responsibilities of county government sections 5, 6 as well as the creation of decentralized units in sections 48 and 49
- **iii.** Urban Areas and Cities Act of 2011 and amendments to the Act of 2017
- **iv.** The Approved Municipal Charter of Lamu Municipality
- **v.** Any other written law and related regulations

The central focus of the urban areas and cities act is on three areas stipulated by the Constitution providing operational impetus to urban areas and cities. These are:

- **i.** Establishment of a criteria for classifying urban areas without any mention of the responsibilities expected to perform in section 4 and 5 of the Act
- **ii.** Establishment of the principles of governance and urban management of urban areas and cities section 11 (a) (b) (c) (d) (e) and (f)
- **iii.** Participation of the residents in the governance of urban areas and cities section 22 and also second schedule of the Act

From the above and broadly noting that we have two tier system of government (articles 6 and 187, and schedule 4 of the Constitution), it is not clear what areas of responsibilities are urban areas and cities to perform under the direction of article 184. The same lack pf clarity also extends to the financial area of the Cities and Municipalities where it is Counties bestowed with financial matters as specified in the Constitution and extended to the Public Finance and Management Act. Immediate areas where the Municipality is expected to assume revenue mobilization has to be well thought out within the already crafted legal and policy system in the Country.

5.9.3 Board of Municipality of Lamu

The Municipal Boards in terms of legal hierarchy are recognized by the Constitution of Kenya, established within the decentralized units of the County Government sections 48 and 49, and operationalized under the urban areas and cities Act 2017. This currently is supported by the Approved Municipal Charter of Lamu Municipality. It elaborates on the stepping down of the responsibilities of Municipal agencies under the leadership of the board and the town manager. In expediting their functions, they are supposed to adhere to the following principles of governance and management stipulated in UACA.

- **i.** Recognition and respect of the Constitutional status of County Governments
- **ii.** Recognition of the principle of agency relationship between the boards of the Municipality of Lamu and County Government of Lamu including;
  - The carrying out by the board of such functions as may be legislated by the County Government
  - Financial accountability to the County Government
  - The Governance by each board and on behalf of the County Government
- **iii.** Promotion of accountability to the county government and residents of the Municipal area of area (Lamu) and municipal affairs
- **iv.** Efficient service and objective service delivery
- **v.** Clear assignment of the responsibilities and functions

The operations of the board therefore depend on the clear organizational structure defined by legislation, the clear assignment of responsibilities, matched by required resource capacities to deliver. Besides the board, there is a town manager and some support county government staff that have been provided by the County executive and the public service board. In order to realize the functions in table 5.6 of the Municipality, there is need for a planning framework to guide the board.

Current Municipal Management Structure

The capacity of Municipality comprises its structure, roles responding to its mandates as specified in the Urban Areas and Cities Act, and any other Act, human resource, finances, legislative, equipped physical office, a variety of equipment and vehicles. At the moment the municipality is composed of the Municipal Manager, 29 permanent staff, contract employee, 4 interns and 53 casual employees. The four in terns are professionals in relevant fields, which the Municipality requires urgently. These are environmentalist, quantity survey, planner, and civil engineer. The staff mentioned is assigned responsibilities as below.

Table 5.6: Current Human Resource Capacity

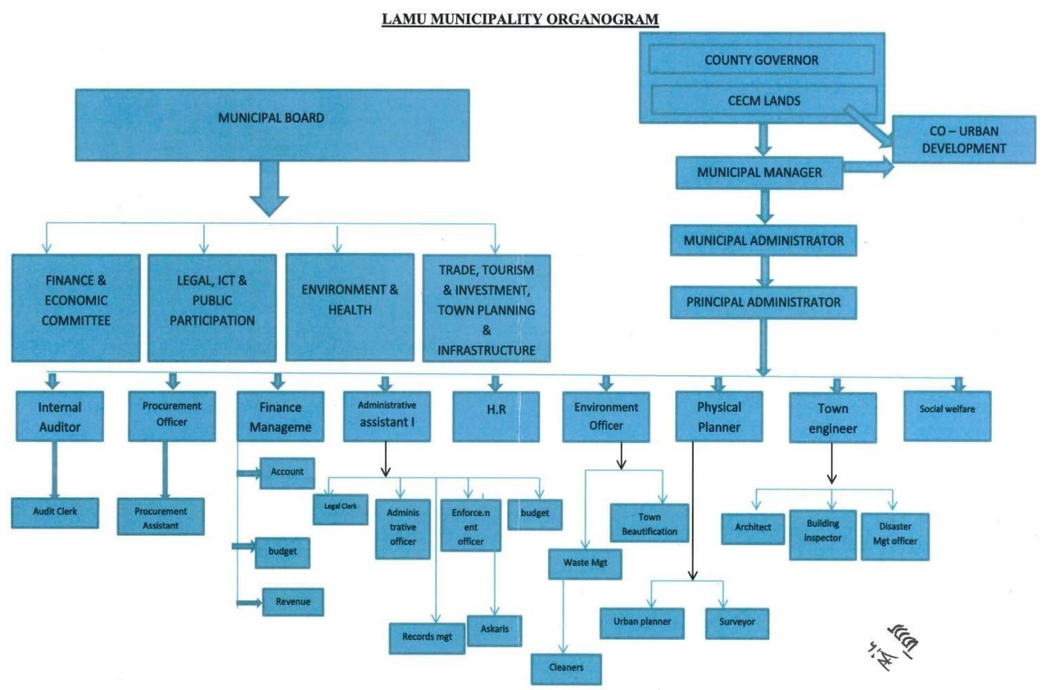
Permanent Employees		**Casual Employees**	
Categories	**No**	**Categories**	**No**
Municipal Manager	1	Store Keeper	1

Assistant Director Administration	1	Assistant Administrator	1
Building Inspector	2	Human resource	1
Supervisors	4	Media	1
Cleaners	21	Enforcement	14
		Cleaners	35
Total	**29**	**Total**	**53**

Source: Municipality of Lamu

On finical sources and capacity, the Municipality will apply powers given by the Public Finance Management Act sections 170, 171, 172 and 173 to mobilize revenue. This revenue according to the act, they are supposed to spend it and seek also allocations from the County Government. There is likely to be problems of lack of an up to date inventory of revenue source, vast areas of unregistered property, lack valuations rolls and timelines as to when Counties will hand over revenue collection powers to the Municipality. Currently, the municipalities are being established through a World Bank Kenya Urban Support Programme**.**

Figure 5.1: Existing Lamu Municipality organogram



Source: Municipality of Lamu or Municipal Council of Lamu

The Municipal organizational structure as currently constituted has three key institutional entities essential for service delivery and enhancing the competitiveness of the Municipality of Lamu. These are: the executive authority of the Municipal manager under the direction of the County Governor throughthe County Executive member of Lands and Physical Planning, the municipal board as the policy arm of the Municipality working through four committees, and Co-Urban Development comprising of other non-state actors including the citizens. The board has to ensure delivery of its mandate as specified in section 20 of Urban Areas and Cities Act and any written law relying on powers given under section 21 of UACA. Second level of the organogram has sections of technical officers in key areas such as finance and economy, administration and human resource, environment, engineer, physical and land use planning, and social welfare. These are connected to the subsections of the sections mentioned above, in which the personnel indicated above in the table are employed. Some of the weaknesses of the structure are as follows:

- There is no part in the structure that is to deal with public health matters, it is assumed the county government will handle health matters.
- The structure has sections of technical professionals but not clear whether these are to bedirectors and a refinement of the sections and expected establishment.

- Finance and economic section can accommodate audit, procurement, and financial management functions.
- The manager, and the board will require relevant technical committees for coordination, Harmonization of operation which is not part of the structure.
- Inadequate staffing due to financial ceiling of 35% on the municipality without objective analysis of the actual requirements in relation to the needs of the municipality
- Delivery of services to a large area of 1900Km^2 is difficult when looked at from the point of view of area to personnel and area to finance. Efficient, economic and effective delivery of services requires a concentration of population and in a smaller area

Municipal Manager

The municipal manager is charged with the responsibility of implementing the decisions and functions of the Board, and is answerable to the board. In this arrangement, the manager is supposed to be also answerable to the County executive through the County Executive Member of Lands and Physical Planning. The manager must carry out executive and administrative work of the Municipality, through powers given under regulation 6.4.3 of the regulation of Urban Areas and Cities Act. In addition he is expected to build strong collaborations with other government entities, private sector, Non-Governmental Organizations, and citizens of the Municipality. This is a requirement of the law, carried out under the part of citizen FORA below.

5.10 Citizen Fora

Urban Areas and Cities Act, makes provision for the establishment of active area-based citizen civil society groups called Citizen Fora as a way of facilitating engagement of the urban residents in the governance and management of municipalities and cities. The matters they have to engagement to guarantee responsiveness of government institutions to responsibilities assigned and citizen demands are indicated in section 22 of Urban areas and cities Act as well as the second schedule of the Act. It emphasizes close working relationship with civil society groups for service delivery.

Assignment of municipal functions by Urban Areas and Cities Act, and elaboration by the approved municipal charter of Lamu. Functions have been specified but there is no clear provision of required resource capacity to deliver the responsibilities assigned.

Table 5.7: Municipal Functions by UACA and the Charter

Functions of the Board as Under Urban Areas and Cities Act	**Functions as Under the Approved Municipal Charter of Lamu**
Section 20 (1) provides the functions as: Oversee the affairs of the City or Municipality Develop and adapt policies, plans, strategies and programmes and may set out targets of service delivery All land use planning and development control, zoning within a planned framework as may be delegated by the County Government As may be delegated by the County Government, promote and undertake and undertake infrastructural development and services withinthe City or Municipality Develop and manage schemes including site development in collaboration with relevantnational and county agencies Maintain a comprehensive data base and information system of administration and provide public access upon payment of nominal fee as determined by the board Administer and regulate its internal affairs Implement applicable national and county legislation Enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this act or any written law Monitor and, where appropriate regulate city and municipal services where those services are provided by service providers other than the board of the City or Municipality Prepare its budget for approval by the county executive committee and administer the budget as approved As may be delegated by the county government, collect rates, taxes, levies, duties, fees and surcharges or fees Settle and implement tariff, rates, tax, debt collection and policies as delegated by the County government Monitor the impact and effectiveness of any services, policies, programmes and plans Establish, implement and monitor performance management systems Promote safe and healthy environment Facilitate and regulate public transport Perform such other functions as may be delegated to it by the County Government or may be	**Section 2.3 (1) of the Approved Municipal Charter of Lamu:** Promotion, regulation and provision of refuse collection and solid waste Promotion and provision of water and sanitation services and infrastructure (not served by the water and sanitation provider) Construction and maintenance of urban roads and associated infrastructure Construction and maintenance of storm drainage and flood controls Construction and maintenance of walkways and other non-motorized infrastructure Construction and maintenance of recreational parks and green spaces Construction and maintenance of street lighting Construction, maintenance, and regulation of traffic controls and parking facilities Construction and maintenance of bus stands and taxi stands Regulation of outdoor and advertising activities Construction and maintenance, regulation of municipal markets and abattoirs Construction and maintenance of the fire stations, provision of firefighting services, emergency preparedness and disaster management Promotion, regulation and regulation of municipal sports and cultural activities Provision, regulation and provision of animal control and welfare Development and enforcement of municipal plans and development control Municipal administration services (offices) Promotion and undertaking infrastructural development and services within the Municipality Any other function as may be delegated by the executive committee

provided by any other written law (2) Exercise the powers provided under section 21 (1) of UACA (3) Required to operate within a framework of integrated planning sections (36) (1) and (2)	

Source: Urban Areas and Cities Act & Approved Lamu Municipal Charter

5.11 Municipal Planning

Physical and land use planning is constitutionally sanctioned and required to guide implementation of all government activities especially at the grassroots level. Towards this end, planning at the County and by extension within municipal areas operates under the legal administrative framework of County Government Act and the Urban Areas and Cities Act, besides other Acts of national governmentagencies having responsibilities over various sectors. The planning function at national level is done, approved and enforced under the Physical and Land Use Planning Act of 2019. The Municipality of Lamu, is obligated to carry out Municipal integrated urban plan as specified in sections 36, and whose contents are in sections 40 and third schedule of Urban Areas and Cities Act. This planning is guided by part XI of the CGA under county planning. Planning at the Municipal level should adhere to principlesof planning and development facilitation section 102, objectives of county planning section 103, obligation to plan by the County section 104, and planning in the County section 105. Section 107 (I) specifically focuses on types and purpose of various plans at the County with (d) mentioning all cities and urban area plans prepared under UACA, included. These plans are important as a basis of budgeting and spending within the County as noted in section 107 (2). The plans now under the UACA, are according to section 54 of Physical and Land Use Planning Act, prepared and approved as well as implemented under the planning law.

5.11.1 Responsibility of Planning

Planning responsibility at the County is vested in the offices of the CEC member for physical and land use planning matters, and the County Director of physical and land use planning. A structure of physical and land use planning is to be established by the CEC member, and delegation to the Municipal level done upon the advice of the County Director of physical and land use planning. The planning responsibilities of CEC member and County Director are as in sections 14 (3), 17, 29, and 18 (2), 20, andpart IV on development control, and part V on enforcement respectively under the Physical and LandUse Planning Act 2019. This implies proper establishment of the county planning office with necessary adequate planning capacity to guide the planning and development implementation to achieve both purposes of the County and cities and urban areas as specified in sections 107 and 111 of the County Government Act, and sections 36, 40 and third schedule of the Urban Areas and Cities Act 2017. Planning is therefore crucial because it would guide budgeting and spending, basis of rational service delivery, leveraging funding across various actors, and helping in the coordination of all the actors within the County and the Municipality to help achieve a common vision. Planning is envisaged to operate within the administrative frameworks of both the County and Municipal Board of Lamu.

5.11.2 The purposes of Integrated Planning

Purposes of Municipal Planning are captured both in the County Government Act, the Urban Areas and Cities Act as well as the Physical and Land Use Planning Act. The purposes, types of plans that are prepared and the process of preparation are useful to all actors. In addition, the approval, implementation, regulation of development besides enforcement mechanism are key responsibilities expected to be performed at the Municipal level. Integrated planning has various components which have been ignored in the plans at the County level. The components involved are:

i. Integrating sector areas,
ii. Integrating sectors and space, and
iii. Integrating institutions both vertically and horizontally

The above areas are rarely visible in any of the integrated plans that have been prepared within the Country. Integration for our purpose is interpreted as above in the preparation of the plan for the Municipality of Lamu.

Table 5.8: Purposes/Objects of Integrated Planning

County Government Act	**Urban Areas and Cities Act**	**Physical Planning and Land Use**
Section 111 (1) For each city or municipality there shall be the following plans; City or municipal land use plans City or municipal building or zoning plans City or urban area building and zoning plans Location of recreational and public facilities (2) A city or a municipal plan shall be the instruments for development control within City or respective Municipality (3) A city or Municipal plan shall within a particular City or Municipality, provide for;	Section 36 (1) Every city and municipality established under this Act shall operate within the framework of integrated development planning which shall; Give effect to the development of urban areas and cities as required by this Act and any other written laws Strive to achieve the objects of devolved governments as set out in article 174 of the constitution Contribute to the protection and promotion of the fundamental rights and freedoms contained in chapter	Under section 46 as follows: For zoning, urban renewal, or redevelopment Guiding and coordinating the development of infrastructure Regulating land use and land development Providing a framework for coordinating various sectoral agencies Providing a framework and guidelines on building and works development in the municipality, urban areas or other smaller urban centres

Functions and principles of land use and building plans Locations of various types of infrastructure within the city or municipality Development control in the city or Municipality within the national housing and building code framework (4) City or municipal land use and building plans shall be binding on all public entities and private citizens operating within the City or Municipality (5) City or Municipal land use plans and building plans shall be the regulatory instruments for building and facilitating development within the City or Municipality (6) Each city or municipal land use and building plan shall be reviewed every five years and the revisions approved by the respective county assemblies	4 of the constitution and the progressive redistribution of the social economic rights; be the basis of: the preparation of environmental management plans the preparation of valuation rolls for property taxation provision of physical and social infrastructure and transportation preparation of annual strategic plans for a city or municipality disaster preparedness and response overall delivery of services including provision of water, electricity, health telecommunication, and solid waste management Nature and promote the development of informal commercial activities in orderly manner Provide a framework for regulated urban agriculture Be a basis for development control (2) An integrated urban or city development plan shall bind, guide and inform all planning and development decisions and ensure comprehensive inclusion of all functions	including local centres and market centres

Source: Source: County Government Act No 17 of 2012, UACA, PLUPA

5.11.3 Types of Plans

Types of plans being envisaged and have a bearing on what municipalities are expected to haveoversight over and regulate are: integrated county development plan, county spatial plan, and thosewhich the County Government Act, Urban Areas and Cities Act, Physical land Use and Planning Act besides the national spatial plan. These range of plans find their physical expression on land within the boundaries of the Municipal area in form of various projects that already have a financing component. Within the Municipality, there are areas where we have projects of national significance. These are the Lamu Port, blue economy, old town of Lamu due to world heritage status and Manda Airport.

5.11.4 Contents of the Plans

Consents expected or specified for an urban integrated development plan have been clearly alluded to in the urban areas and cities act, and also what is in the view of relevant sections of the Physical and Land Use Planning Act are plans prepared under UACA. These issues are well indicated in section 40 of UACA and the third schedule of the Act. The matters to be included also tie very well with the purposes the plans are supposed to achieve once they are approved and implemented. The law has also specified the process of preparation and approval in section 41 of UACA.

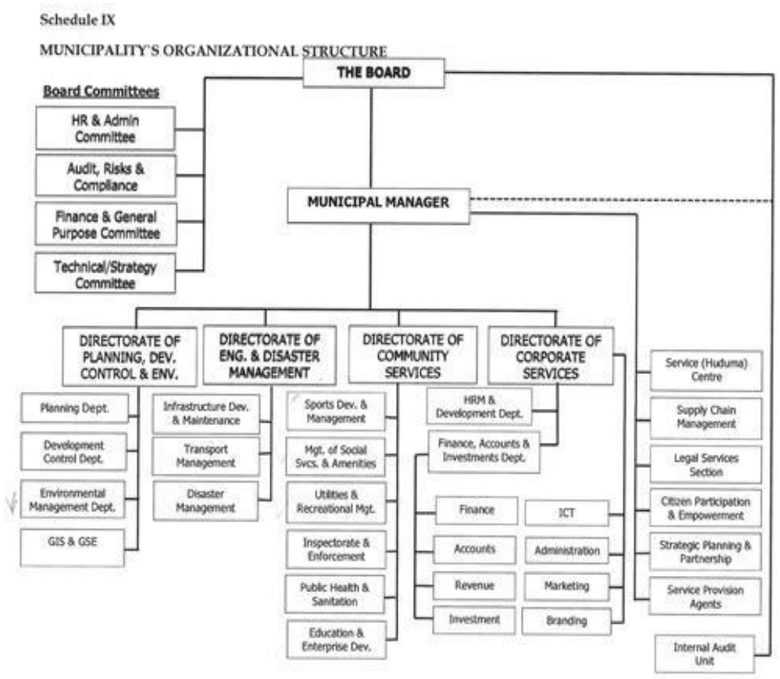
5.12 Capacity of the Municipality of Lamu

The real substance of creating decentralized units in the Country was to share power and distribute government functions or responsibilities to lower units for effective and efficient delivery of services. This power is embedded in the responsibilities assigned, the hierarchy of law assigning the responsibility, political power assigned to the units, legislative power assigned, fiscal power assigned (mobilization and expenditure of resources), administrative power, and the instruments used to implement and enforce the assigned responsibilities. Capacity of municipalities. The direction for capacity of the office of the municipal board and town manager besides any organizational structuresthat are created should be understood from the above premise. It also important to understand we are coming from a past that had City and Municipal units that had more power than we are likely to experience currently in spite of central government control through the ministry of local government andprovincial administrative system. From the above presentation several issues can be highlighted that are important for the Municipal Board, office of the town manager and operationalization of the functions ofthe Municipality of Lamu. The preparation of municipal plans as required by law is for the purposes of establishing municipal agencies as decentralized units of County government under the principle agency relationship. Capacity matters have been singled out in relation to finances, human personnel and the expansive area of coverage.

Recently, the national government through the Ministry of Transport, Infrastructure, Housing and Urban Development, has prepared regulations that will go a long way in strengthening the operations of City and Municipal Governments. The proposed regulations now under public participation have a proposed establishment of Municipal and City Boards as well as an organogram. It does incorporate what the current organogram of the Municipality has but under different headings reflecting the corporate world.

The names of the committee of the board are also different from what is existing. What is existing is already operational in the best interests of the Citizens. The structure as proposed by the regulations tends to amalgamate important professional functions in one department, which can be a source of problems of coordination and assignment of responsibilities. It should be noted that, this may not reflect municipal specific issues that need to be tackled like Mangrove and heritage in Lamu. A notable weakness is lack of clarity on how the departments are to coordinate and harmonize their operations to achieve the vision, and purpose of the Municipality. The proposed Organogram from the Regulations on Urban Areas and Cities Act 2021 is as indicated below.

Figure 5.2: Municipality organogram as provided by UACA



Source: UACA 2021 Regulations

The consultant has however, highlighted some the issues of the above organogram and proposed a highbred of two. It has incorporated all that is in the current structure, and elaborated more on the one proposed in the regulation. However, the findings of the municipal management and governance are as debated below.

Critical issues of municipal management and governance to be addressed are:

1. National government,, county government city and municipal relations with regard to finance and assignment of responsibilities Currently Municipal and City boards are being established by external financing and not local financial resources of Kenya. Secondly from legal and financial policy of the national government with regard to centralization of finance which currently is collected from various parts of the Country and forwarded to the Centre. Counties are then allocated finances to spend, and at times there are disagreements on the criteria and amounts to be allocated. Municipalities are then expected to operate within this system requiring to participate in revenue mobilization and expenditure.

2. No clear government policy direction on the continuity and financial autonomy as well as viability of the City and Municipal Boards once the financial support of World Bank comes to an end. These entities will be at the mercies of County Governments and the current chain of financial movement now expected to collection by both Municipal and County, then transmitted to the national treasury and back to the County first and then to Municipal when finances are allocated. The Kenyan political system is only two thirds decentralized or an animal with many mixed colours both centralization and decentralization. It's a potential challenge to the efficiency and effectiveness of Municipal and City Boards in delivery of services and creation of a proper environment of social economic viability.

3. Weak capacity at county government level to assist the Municipal Board operationalize its functions to discharge its responsibilities (inadequate establishment at the office of the CEC, and County Director of planning)

   Weak financial capacity of the County Government of Lamu explained by inadequate collection of its source revenue, and inadequate allocations from central government. Available revenue sources are inadequately rationalized within the County of Lamu and by extension to the Municipal level.

4. Weak capacity of the board along the following dimensions to fulfill its mandates and harness the potential of all actors towards the good of the society

   - Functions matching with power to deliver (financial, human resource, political, legislative, organizational system and roles)
   - Clarification on assignment of functions in view of some being provided under decentralized units of sub county administrator, ward administrator and village administrator
   - Capacity to harness all the actors in the space of the Municipality and guide theiractivities for the benefit of all the people
   - Future challenges of delegated responsibilities and power within the dynamics of political change and operations of county governments

5. Multiple centres of power within the municipal area of operation (decentralized units), central government under the County Commissioner, and other national government agencies. There are several layers of public administration, and also of political representation

6. Weak municipal capacity in the areas of regulation, extraction, distribution, performance and response to the changing needs in a wide area of jurisdiction. It is made worse by inadequate planning, survey and titling of property within the municipal area. Current organizationalstructure and staffing is inadequate for expediting the municipal functions in a fast changing social economic and political system. The needs and demands at the local level not matching the capacity of the Municipality owing to finances, and human resources besides the regulated ceiling of expenditure at 35 percent on recurrent expenditures of the monies allocated.

7. Coordination and harmony at the City and Municipal boards remains an area of weaknesswithout an internal institutional technical committee system. This infrastructure is essential for the operations of the Municipality under manager and the board.

5.13 Proposed Municipal Governance/Management Structure

For the County government to be able to deliver on development at the local level, it needs to properly empower the two decentralized units implement the assigned functions, and additional responsibilities arising from the planning efforts of the County, particularly the Municipality. It is at the grassroots level that we have the expression of various actors both government and non-government, and individuals performing various activities or agitating for demands in certain spatial jurisdictions/areas. Immediate concerns at the local level relate to County executive authority expressed at sub county and ward levels within the jurisdiction of the Municipal boundaries, besides the assignment of responsibilities or carrying them on in this mix. A rising from the following presentation, the strengths and the two organograms have been combined into the proposed new one and also recommendations made at three scale levels namely central government, county government and municipal level.

National Level

(i) National Government level and County Government policy and legal reform on finance and assignment of responsibilities especially to Municipal and City Boards This focuses on enhancing the financial autonomy of Counties as well as the Municipalities in view of Municipalities now being required to collect revenue and use the same. Current process is that it is the County Government that collects, then forwards to national treasury, then back via national treasury allocations. Reform in the area of legislation and policy to rationalize the process is needed.

(ii) Policy direction and action towards sustaining, and strengthening City and Municipal Boards to expedite their responsibilities in Kenya after the World Bank funding comes to a close or an end. Immediate policy guideline on how these entities will be financed conceived within the above reforms mentioned is highly essential. Lower grassroots has the real matters of social and economic rights that are ever expanding due to population and need urgent attention.

County Level

(i) Classification and differentiation of the executive and planning functions of CEC member in charge of Physical and Land Use Planning (a) County Government Level (b) Decentralized Units level of the County Government (c) Take note of central government responsibilities under county commissioner and related spatial administrative units. Harmonisation in this area of shared responsibility is needed for efficiency and operations.

(ii) Enhanced capacity of the County Government in the area of finance and also the CountyExecutive Member for Lands and Physical Planning. County revenue sources are inadequately tapped into leading low revenue collection within the Municipality. Areas that need to provide more revenue are land and planning related hence more urgent consideration into streamlining this area is needed. It is observed that allocations from central government need to be enhanced to County Governments in a deliberate effort to match responsibilities and capacities to deliver. At the level of planning, the County Government should strengthen the planning office especially with a registered planner as required by the Physical and Land Use planning Act, who will help in providing the required professional input into other lower planning units like the Municipality of Lamu. Two additional planners are required at county level in addition to the Director of County physical and land use planning.

Municipal Board

(iii)Enhancing the capacity of the Board in order to strengthen its ability to harness the potential of every actor and hence deliver on both its mandate and vision of the Municipality. This enables the effectiveness in the following areas; (a) matching responsibility and powers to perform by first focusing on legal and policy reform around financial and policy matters among national, county and municipal boards. Clarity on areas of mobilization and expenditure;
(b) Harmonisation of responsibilities among decentralized units at the municipal level and sharing of personnel under an agreed structure to deliver services with synergetic effects, see recommendation 9; (c) Applying a planning framework to coordinate all actors in themunicipal area to leverage funding and implementation through agreements called **URBAN PACTS, and (d)** preparation for eventualities if dynamic political changes through close discussions between the Board, County Government and the Ministry of Transport, Infrastructure, Urban Development and Housing.

(iv)Owing to the gap of nine years in the country without Municipal or City governments or Boards as referred to in law, there are two levels of challenges which have to be addressed. However, it should be noted that municipal level governments is not a new phenomenon in Kenya. First area to address of capacity at Municipal level are in the dimensions of extraction of resources, regulation of activities, distribution, elasticity, performance and coverage of a vast area. Policy reform in the financial area to provide financial autonomy in mobilization and expenditure is essential. This must be accompanied by local revenue enhancement measures of planning, survey, issue of titles within the Municipality, preparation of valuation role,

business survey to capture all sources of revenue. Secondly, capacity challenge in the area of mismatch between the increasing social and economic rights in relation to the ability of the governance system to address. This needs continuous training and capacity assessment and building of the Municipal board as well as the technical officers besides real resource enhancement. Limits to spending at the Municipal level must be established in collaboration of the board and the Manager of the Municipality informed by the local needs assessment.

(v) In line with human resource, there is a proposed institutional structure borrowing from the existing the one suggested by UACA draft regulations of 2021. This has been elaborated, andheritage inserted because of the unique needs of Lamu Municipality. Full scale capacity of what is needed for a proper functioning municipality is what has been provided. Meeting the establishment will however be done incrementally according to need and resource availability.

(vi) For proper coordination and harmonization of work among technical departments, it is proposed that some four (4) or (5) no technical committees in line with the board committees be established to assist the manager and the board at large in matters of governance.

(vii) The board, municipal manager in collaboration with the county government should work on an agreed structure of having staff at Sub County and ward level within the municipal contribute towards service delivery by coordinating their mandates in tables7, 8, and 9.

In view of the financial constraints and that the Board is already operating at the required capacity of 35% financially, the critical areas of human resource priority are:

- Municipal Planner, Municipal Engineer, Municipal environmentalist/officer, two development control officers with diploma in building technology.
- It is recommended that the board, manager and county government to work out an agreement on how some of the county employees at sub county and ward level within the Municipal area can coordinate and harmonize work activities towards the good of the citizens and avoid duplication. The same can be extended to the CDF project committee, once the projects have been identified.
- Upon availability of finances, those on internship and on casual basis should eventually be absorbed and more capacity building carried out to enhance their work performance.

Lamu Municipal Organizational Structure

The Municipal organizational structure is connected to the county government through the county executive committee. In terms of hierarchy it is established linking to the county government through the county executive. All the activities of county executive members are implemented at the local level within the municipality through county decentralized units that have earlier been mentioned.
The offices of the municipal structure are: county executive committee, Municipal Board, Town Manager; the departments of administration, finance and economy, municipal planning & architecture, municipal engineer, municipal public health & environment, municipal social services and heritage, fire & disaster management. These are shown in the organogram in the figure below. The expected capacity which needs to be enhanced for municipal operations is indicated in table 5.9.

Figure 5.3: Lamu Municipality Organogram

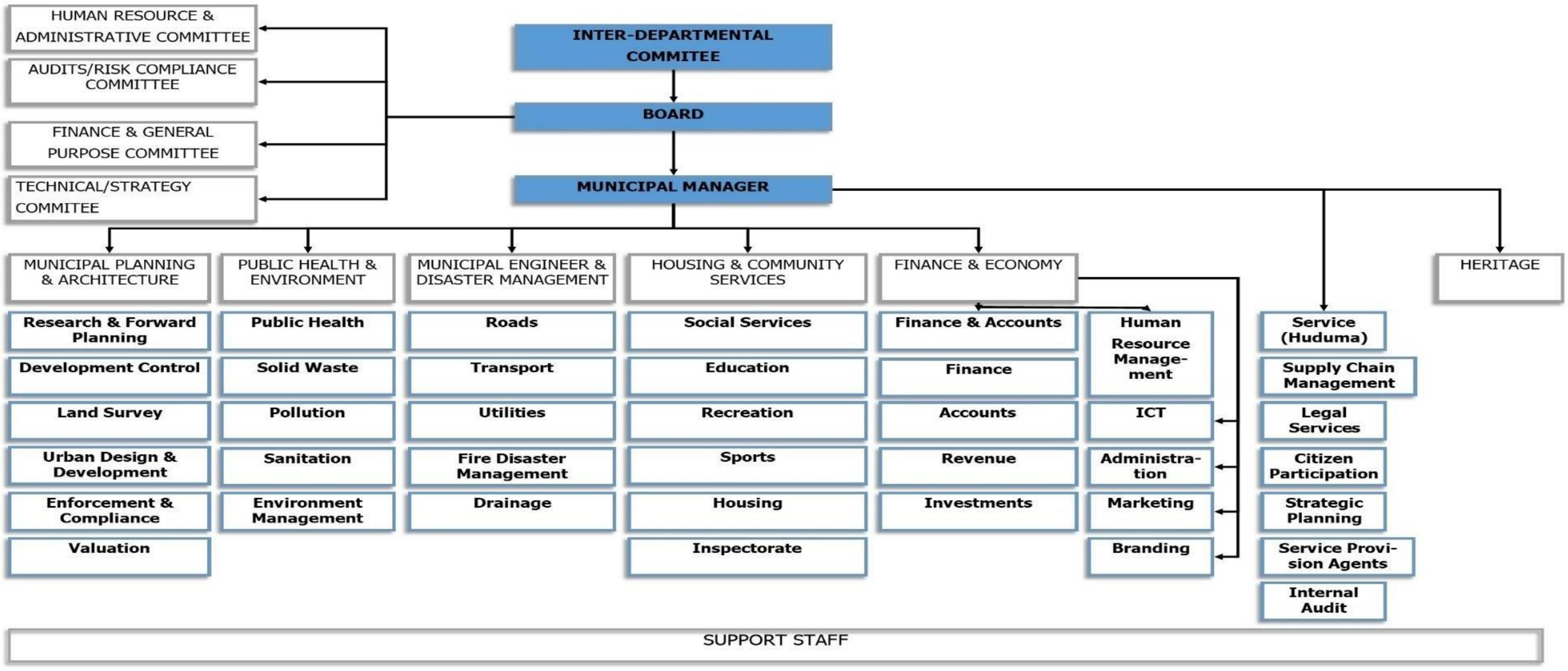


Table 5.9: Functions of Municipal Directors of Departments

Service Provision Agents	Planning and Architecture	Housing & Community services	Municipal Manager	Finance & Economy	Engineering and Disaster Management.	Public Health & Environment
Government	**Research & Forward Planning**		**Heritage**	**ICT Services & Revenue**	**Civil Engineering Services**	**Health Centres**
• **County Line ministries** • **National Government** • **National Gov. Agencies** •**Authorities of various sectors** • **CDF** •**Women Rep related Funds** • **Senatorial related Funds** •**Water and Sewerage Companies**	o Integrated Dev. Planning o Local Economic Development o Performance Management Systems o Compliance o GIS and GS • Zoning regulations and policies	• Sports and Talents Development • Library Services • Public Parks and squares • Education and Technical Training • Agricultural Extension Services • Markets management • Enterprise development	Heritage conservation Rules and regulation for heritage Collaboration with museum of Kenya Collaboration with UNESCO and Conservation Groups	Budget Reporting and Expenditure Services o Asset Management o Creditors o Payroll •Revenue Services o Rates & Taxes o Debtors & Cashiers o Credit Control	o Roads & Storm Water Services o Transport network Planning, Compliance o Project Management Services o Fleet Management Services o Street lighting and service lines	• Healthcare Services • Cemeteries & Mortuaries o Cleaning services Vaccinations Inspection of buildings for health conditions Fumigation
Community Groups	**Development Control Enforcement and Compliance**	**Support Services**	**Participation and Empowerment**	**Finance & Human Resource**	**Sub Sector or Other Engineering Services**	Environmental Monitoring
• **Solid Waste Management** • **Conservation and protection of water catchment areas** • **Heritage Conservation groups** •**Beach Management Units** • **Citizen Fora** • **Ward or Area Community Groups**	• Town Planning & Building Control o Building Control •Development applications and permission • Housing Services o Housing Projects o Housing Finance o Housing Administration	• Administrative Support Services o Secretariat/ Committee Services o Office Auxiliary Services o Records & Archives o Customer Care Services o Switchboard/ Reception Citizen participation	• Supply Chain Management o Demand & Acquisition Management o Stores and Disposal Management	• Finance and Accounts • Human Resource Management o HR Administration & Staff Provisioning o Labour Relation Management & Employee Wellness o Skills Development • Staff welfare management • Pension Management	• Structural engineering services • Mechanical Engineering services • Electrical installation and controls • Water & Irrigation infrastructure • Traffic Services o Law Enforcement o License & Vehicle Test Station o Registration, Licensing o Infrastructure Maintenance	• Refuse collection & Transportation Cleaning of Town & Estates Ocean front pollution Planting of tress Recycling of waste matters Parks and recreation
Internal Partners	**Urban Design & Development**		**Branding & Liaison**		**Disaster Management**	
• **NGOs** • **CBOs** • **Institutions** • **Religious Orgs**	o Roads & Business signage Outdoor advertising o Urban Design o Road signage o Street furniture	Outdoor advertising o Roads & Business signage	• Municipal Branding and Marketing o Municipal image o Marketing of municipal products/services • Service Provision Agencies/Partners		o Fire fighting Collapse of buildings Sea accidents	
External Partners	**Land Survey**		**Services**			
• **Bilateral Agencies** • **Multi-Lateral Agencies**	Survey records GIS lab Public utilities and property Valuation roll		• Legal & ERM Services • Huduma Centre service • Investment Modelling • Performance Management			

6. CHAPTER SIX: SYNTHESIS AND IDEP CONCEPTUALIZATION

6.1 Spatial Interpretation and Direction of Growth Anchored On Spatial Organizing Elements

Lamu Municipality can be viewed as a node for economic, social, cultural and political development. It is also the County administrative centre as Mokowe is the County Headquarters. Urban development and growth of the municipality is generally seen in terms of increased population especially due to investments such as the LAPSSET which attract populations from the hinterland, economic growth, strategic position as a port city and geographic size. In this regard, a wider perspective is needed to address the sustainability of the municipality, which include economic, social and environmental dimensions. Sustainable urban development of the municipality is founded on cross-sectoral and multidimensional approach, as the urban function of the municipality involves complex systems and relationships. This strategic and integrated approach to development addresses the interrelated social, economic and environmental dimensions of spatial organizing elements.

The direction of Growth in the municipality will be influenced by the administrative function ofMokowe Town, the Cultural and Tourism function of Lamu Island, the logistics and commerce function of Hindi Town which is directly influenced by the LAPSSET project. In totality, the Municipality will greatly benefit from the Blue Economy thus there is need to spatially orient investments in municipal infrastructure and services to facilitate and enhance urban development and population needs.

6.2 Sectoral synthesis and projections within a five-year period

6.3 Integrating the Above into A Conceptual Frame Explaining The Spatial Sectoral Linkage And Land Use

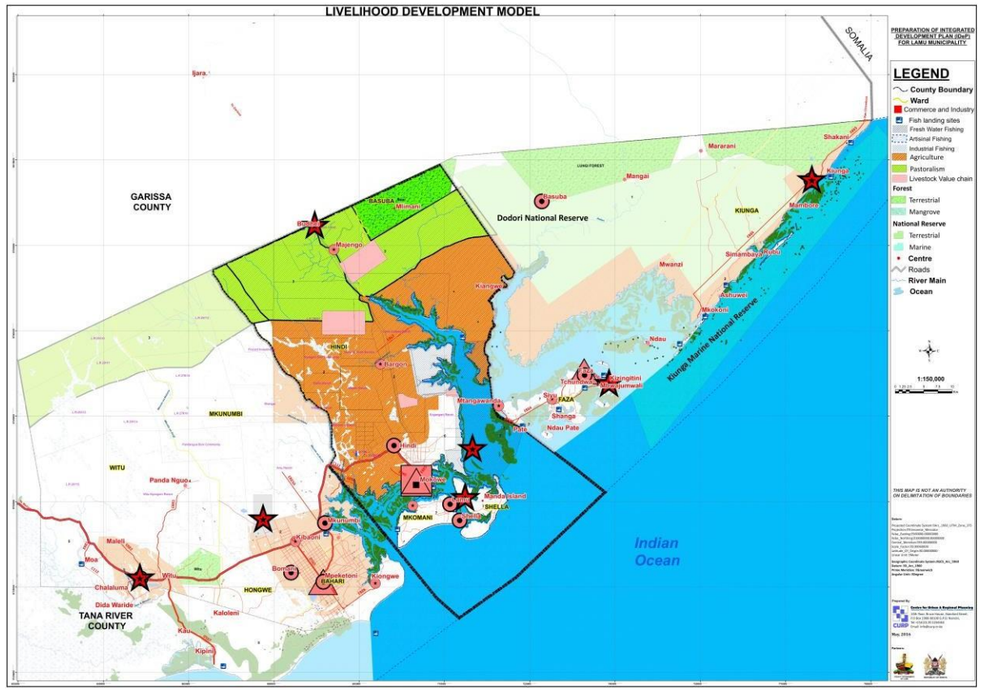
The development conceptual framework is guided by the structuring elements which determine the direction and form of the growth of the Municipality Urban Nodes. The strategic Positioning of Hindi and Mokowe along the highway highlights two development scenarios; the core urban area and the rural areas. Therefore, the major structuring element for the growth of Hindi and Mokowe is the Highway. Hindi development is further influenced by the LAPSSET port while Mokowe is strategically positioned as the last mainland urban centre and modal change from road to water transport to access Lamu Island. The island is structured by the ocean and the sand dunes which are important source of fresh water. The urban typology, density and design of the urban nodes affects land use efficiency, and possibilities for economic development and socio-cultural sustainability. The municipality is therefore tasked in implementing development control and provide for infrastructure and utilities ranging from roads, water and Street lighting as well as services such as solid and liquid waste management. In addition, infrastructure that support urban economy such as public markets is also a critical task to the sustainability of the urban nodes. Integrated planning and design of the urban areas will promote access to services and mobility systems for all citizens as well as promote the urban economic competitive advantage.

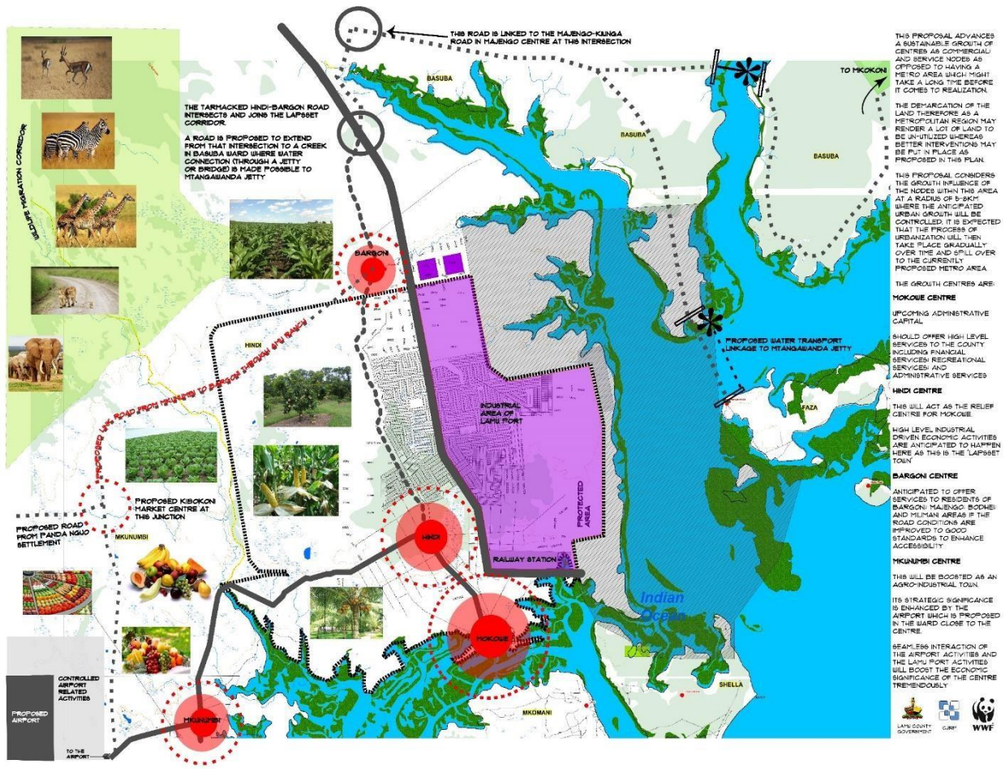
6.4 Link the Objectives of IDeP and Conceptual Model Which Integrates Space and Function/Sector Identified Issues

6.5 Spatial Development Framework /strategy

6.5.1 Lamu County Spatial Framework (2016)

The Lamu County Spatial framework is guided and informed by the approved Lamu County Spatial Plan (2016-2026) which presented an integrated Planning model that focused on both the spatial and sectorial aspects of planning by playing an integral role of the sectoral perspectives and giving recommendations on countywide land use zones. These zones have been proposed to address the overall issues identified in the County to be effective for 10 years from 2016. It is however notable that the Plan offers flexibility and is prone to review annually to track the progress of development as proposed in the different zones.


LIVELIHOOD DEVELOPMENT MODEL
PREPARATION OF INTEGRATED DEVELOPMENT PLAN (IDeP) FOR LAMU MUNICIPALITY
LEGEND
County Boundary
Ward
Commerce and Industry
Fish landing sites
Fresh Water Fishing
Artisinal Fishing
Industrial Fishing
Agriculture
Pastoralism
Livestock Value chain
Forest
Terrestrial
Mangrove
National Reserve
Terrestrial
Marine
Centre
Roads
River Main
Ocean
1:150,000
SOMALIA
GARISSA COUNTY
TANA RIVER COUNTY
Dodori National Reserve
Kiunga Marine National Reserve
Indian Ocean
LAMU
HINDI
MKUNUMBI
WITU
MKOMANI
SHELLA
FAZA
KIUNGA
BASUBA
SASUBA
Mangai
Mararani
Shakani
Mwanzi
Ndau
Ndau Pate
Shanga
Mangawani
Tchundwa
Mjungitini
Mwamwali
Mapengo
Kiangwe
Panda Ngua
Mkoe
Malelo
Chalalumi
Bora
Kaloleni
Kipini
Ozi Wende
Kiangwe
Mwanzi
Simambo
Mkokoni
Kiunga
Mundoro
Kidoyo
Kidongo
Kiangwe
Mangawani
Mkokoni
Mwanzi
Simambo
Kiunga
Mundoro
Mararani
Shakani
Mangai
Basuba
Mapengo
Kidongo
Hargogo
Mangawani
Mkokoni
Ndau
Ndau Pate
Shanga
Tchundwa
Mjungitini
Mwamwali



6.5.2 Lamu Municipality Spatial Development Framework

The purpose of a spatial framework is to provide a spatial representation of Lamu Municipality vision, have a tool that integrates all aspects of spatial (physical) planning (such as land use planning; planning of pedestrian, vehicular and other movement patterns; planning regarding the location of buildings and built-up areas; planning of open space systems; and planning of roads and other service infrastructure) and to guide all decision-making processes regarding spatial (physical) development. The Spatial development framework focuses on specific spatial targeted areas in the Municipality. It is aligned to national initiatives such as the LAPSSET project and requirements for the County Government, Urban Areas and Cities and Physical and Land Use Planning Acts. The MSDF aims to address the following;

- Meeting population Social needs;
- Restructuring of a spatially inefficient Municipality;
- Promotion of sustainable use of land resources;
- Provide strategic direction around infrastructure provision;
- Creation of opportunities for both rural and urban areas;
- Implement an urban regeneration programme
- Implement a rural management programme and
- Provide guidance to developers and investors regarding appropriate investment localities;

6.5.3 Spatial Objectives and Concept

The spatial concept is used to guide the drafting of the Municipality Spatial Development Framework and Implementation Plan. This section should be read with the SDF Map and describes the following components:

Urban Core Development Area

The Urban Core Development area, presents an opportunity for Lamu to achieve a variety of development and restructuring objectives at once within one functional area. This includes:

i. to stimulate economic development in the broad sense by promoting:
   - ✓ corridor development, especially the development of the Garsen – Mokowe, Hindi- Garissa (LAPSSET) corridor which could eventually extend up to Ethiopia/South Sudan in the north;
   - ✓ a variety of economic activities associated with Lamu Port, Manda International Airport, Lamu Island.

ii. Promoting sustainable development

iii. the gradual upgrading and renewal of the CBDs of Lamu Island, Mokowe and Hindi;

iv. to introduce modern industrial concepts like high tech industries, industrial parks, export processing zones etc. in Hindi ward to capitalize on the LAPSSET project transforming Lamu into an industrial heartland of Kenya;

v. the development of tourism related facilities on Manda Island/ Manda International Airport which could establish Manda as a prime tourism destination- resonating the Palm Island in Dubai (something it severely lacks at present); capitalize on the resort City under LAPPSET in Hindi

vi. to promote residential infill development and densification within the urban fabric, whilst preserving the cultural heritage aspect especially in Lamu old Town, open spaces needed for social, recreational and ecological purposes;

vii. the establishment of transit/port orientated development on port land in close proximity to the LAPSSET corridor that could lead to large scale mixed use infill development in the remainder of Surrounding Hindi Area;

viii. the promotion of public transport, and specifically integrating sea and road transport as the backbone to the public transport system of Lamu Municipality;

ix. to unlock development potential of certain areas by way of the provision of strategic transport linkages (Road- Rail-Port-Air);

x. to optimise the potential benefits to be derived from national and county initiatives in the municipality area.

xi. to enhance the tourism potential of Lamu Municipality; and

xii. the development of a core identity for Lamu Municipality – by creation of a brand new identity other than culture and heritage which reflects the diversity of what and who Lamu represents in the light of the LAPSSET project.

Lamu Municipality should thus utilize the high development potential of this area to set certain development trends in motion which could benefit the entire municipality community in the following ways:

i. increased revenue to the municipality resulting from development in the area which could be used to support and enhance the economic potential of other parts of the municipality
ii. more job opportunities which will serve the entire municipality community;
iii. the spill-over effect where the successful implementation of this spatial concept leads to the concept being extended into adjoining areas.

Activity Nodes

The spatial framework identifies Ras Kitau, Shella, Matondoni, Kipunguni, Kizingoni as important activity nodes. A strong nodal network is promoted within Lamu Municipality to enhance the commercial activity within these nodes through promoting accessibility through sea travel. The commercial viability of these nodes should capitalize on the human and natural resource available e.g. Matondoni node is famous for Traditional boat making and authentic and unique basketry craft.

Urban Edge

Urban edge is one of the available land use management measures to direct growth both spatially and temporarily. It's a demarcation line (feature) meant to manage direct and control the outer limits of development around the urban areas. Ideally, it will lead to preservation of the rich agricultural land and environmental resources within the municipality. The Urban edges will also guide the municipality's provision of services such as water, sewer, roads and associated infrastructure as well as effectively enforce development control guidelines.

Currently the urban areas of Lamu Municipality do not have clear Urban Edges in place and thus important to prioritize this exercise within the implementation of this IDeP.

Municipal Open Spaces

The hydrological system in Lamu Municipality provides a strong and distinct natural backbone to open spaces. The hydrologic systems are vital when it comes to the biological and hydrological functioning of the area, therefore it must remain intact and disallow any further development. The hydrological systems and the remaining high quality vegetation areas provide important spatial nodes which contain high potential for the conservation of biodiversity. Thus, it is important that topographical features should be used an integrated element in the classification of open spaces in the Hinterland while the beach as open spaces should be enhanced round the Islands.

Classification of open space:

- ✓ Metropolitan open space node: open spaces areas that have a distinct character that area meant for the use or enjoyment of all persons in the metropolitan area and even beyond;
- ✓ Local open space nodes: "open space areas that have a distinct character that are meant primarily for the use or enjoyment of specific communities." and
- ✓ Corridors: "open spaces that form part of the hydrological system, are natural areas that are shallowly undermined or areas with high quality natural vegetation that links different nodes with each other."

6.6 Broad Land Use Zones

	LAND USE ZONE	KEY DEFINING ELEMENT OF THE ZONE	PERMITTED USE	LAND USE REGULATIONS
1.	Conservation Zone (Cz)	Protection and conservation of Wetlands; Forests;	Wildlife Conservancies Eco-tourism; & Hotel Developments Infrastructure Development – Roads and Power Connectivity Proposed LAPSSET airport	The setback from the highest water mark of any wetland, stream, lake or ponds within the spatial concepts will be 50 meters longitudinally or all around if it is a lake or a pond. All streams/wetlands will be maintained in an open state (not enclosed or covered over in a culvert or other engineered material apart from a point where a road/path is crossing it). No building, structure, road, parking lot, driveway, games court, or other impermeable surface shall be located within a setback set for the protection and conservation of wetlands/streams or water point. The runways and/or other airport structures should be offset and oriented on dry land and or other fragile areas though protected and confined within the airport land left in their natural setting The footprint area of any hotel building (s) will not surpass 0.5 Ha
		The World Heritage Site and proposed Manda Port City (Conservation & Preservation of culture, heritage and promotion of tourism)	Commercial/Retail activities Institutions; and Offices Educational and Religious Uses Compact Residential and serviced apartments Hotels and public facilities Non-Motorized means of Transport Manda Airport and related activities Light Industrial activities in the proposed MIPC	All permitted use should and must conform to all stipulated guidelines of the World Heritage Site as per the NMK and UNESCO policies Where the heritage zone is an entire urban centre like the Old Town or the proposed Manda Island Port City (MIPC), then the permitted users are allowed with highly controlled regulations in their building character, form, and function All buildings in the proposed Manda Island Port City should and must conform to known Swahili architecture in their design no matter how modern the city is envisioned to be No building will surpass four floors in the proposed MIPC excluding the ground floor Where this conservation of heritage is composed of just a building like the Siyu Fort, or the Said bin Said house in Faza, then the building itself should be maintained in its original form Where the heritage zone covers only a site, like shanga ruins, then strict regulations as prescribed by the NMK should be ascribed to in their conservation
		Protection of the sand dunes and Mangroves	No other use other than the sand dune itself	A setback (buffer sub-zone) of 50 meters from the lowest point of a sand dune ecosystem before any development can be allowed. Then this should be followed by a road/path of width as prescribed by the County Government depending on the area to separate the buffer sub-zone and developable area
		Protection and conservation of mangroves forests	Mangrove Forest only or mangrove seedlings seedbeds	A setback (buffer sub-zone) of 50 meters from the highest visible water mark or last mangrove tree on the edge before any development can be allowed. **Then this should be followed by a road/path of width as prescribed by the County Government depending on the area to separate the buffer sub-zone and developable area**
		Protection and conservation of: - Creeks, ponds/lakes, wetlands and habitat enhancement	Wetland, Lake or gazetted forest	The setback from the highest water mark of any wetland, stream, lake or ponds within the spatial concepts will be 50 meters longitudinally or all around if it is a lake or a pond. **Where it is, mangroves/creeks involved, the land regulation proposed under the mangrove ring concept holds all around.**

2.	Agricultural Zone (Ag)	Promotion of both small and large scale agriculture	Agriculture (Agro-production; Livestock Production; & Fisheries) Human settlement & Urban Centres Conservation sub-zones Industrial Development	Small scale agriculture: Minimum land subdivision should be 0.75 Ha; and Large scale agriculture: fruits and other cash crops - minimum subdivision shall be 2 Ha Human settlements must be confined within prescribed urban boundaries and not further All prescribed land regulations above for the conservation subzones within the concept stand Only value addition industries like fruit processing plants; fish canning/packaging Rezoning of Agricultural Lands The rezoning of land zoned as agricultural land to a different zone shall be allowed only if all of the following criteria are met: • The parcels for which rezoning is requested ("subject parcels") are adjacent to uses other than agriculture or agricultural support uses. • The rezoning will not be detrimental to existing agricultural operations. • The subject parcels are adjacent to existing development or infrastructure and conversion will constitute a logical contiguous extension of a designated user. • No feasible development alternative exists that is less detrimental to agriculture. • The rezoning will not otherwise interfere with the Lamu County Spatial Plan vision including the by-laws and set land use policies.
3.	Economic Zone (Ez)	***Urban Centres:*** Hindi Mokowe The Port Area The EEZ	Commercial (Retail Outlets, Office, Hotels etc.) Residential Public Facilities (Hospitals, Schools, Research Insitutions, etc.) Industrial (Value Addition Industries for Agriculture and Livestock) Other Industries as proposed by the LAPSSET authority Public Utilities (Power substations, etc.) Transportation Utilities (Petrol Stations, Loading Areas for cargo lorries, Terminus etc.) Open Spaces/Parks	All urban centres will be delimited and urban and urban peripheral boundaries proposed appropriately Any land falling outside the delimited urban/peripheral boundaries will be agricultural land and the agricultural land regulations prescribed above will prevail Value addition industries proposed in either the livestock development areas or Agricultural development areas will be confined within the delimited urban/peripheral boundaries of the nearest Centre All LAPSSET industrial developments falling in different zones e.g. Conservation zone will be strictly guided in their developments by regulations of that zone All public utilities like substations will be limited within proposed industrial areas Other public utilities such as cemeteries will be located in designated areas within the delimited urban boundaries All residential uses within delimited Urban/Peri urban boundaries will either be single dwelling or multi dwelling All residential properties on outside urban/peri urban boundaries will strictly be single dwelling residential Open spaces will be any public land left as green areas for public recreation purposes and leisure which could have public amenities like benches and fountains if parks or walk/cycle tracks – they also include all buffer setbacks protecting fragile ecosystems
4.	Industrial Zone	Promotion of industrial development and value addition in the Municipality	Industrial Development	All land use regulations prescribed above for the industrial development clusters will prevail

5.	Recreational Zones/Public Use Zones	Promotion of public spaces	All buffer setbacks protecting fragile ecosystems in the County Stadia & other open spaces/parks in the County All beaches in the County	These will purely be utilized for public purposes
6.	Mixed Use Development Zones		Residential Educational including Child Care Facilities and Kindergartens Hotel Use Commercial Natural and cultural values management institutions and offices Passive recreation Visitor accommodation Sports; recreation; and talent nurturing Religious Use Public Utilities	To be allowed up to 4 floors including the ground floor Child Care and Kindergarten is mandatory within the residential blocks. Other educational uses to be determined by catchment population A mix of hotel facilities to be allowed on all blocks on the front row from the mangrove rings of the proposed blocks. All hotel facilities should be multi-storey up to 5 floors to allow view of the ocean Low traffic commercial uses like convenient stores and shops Only if intended for conservation purposes or management of the residential blocks Use that allow public access to the beach fronts like cycle tracks and footpaths or well-designed open spaces for public purpose on the proposed buffer zone Single dwelling with an extended guest house Public facilities and open spaces Only if mosque or other religious facility Land fill sites; fire assembly points and cemeteries

7. CHAPTER SEVEN: IDEP FORMULATION

7.1 Vision of the Board

The vision for Lamu Municipality is "***A World-Class, Culturally Sustainable Municipality"***

7.2 Pillars of the Vision

The Vision was coined from the statements below;

- Sustainable Planning and Economic development
- Improved Accessibility
- Continuous Community Participation and Sensitization, Private-Public Partnerships
- Health and Education Improvement
- Tenure Security
- Improved infrastructure utilities etc.

7.3 Mission of the Board

To provide a basis for controlled urbanization that improves the welfare of people of Lamu and guide investment and sustainable utilization of natural assets while guaranteeing gainful utilization of community resourcefulness and implementation of sustainable development

7.4 Core values

Opportunity

Lamu abounds with opportunity and positions its residents to excel. Lamu residents enjoy a spectacular natural setting and a world-class seaport underway. Lamu itself is one of the most diverse major Towns along the Indian Ocean region, and it sustains a superior arts and cultural scene. Tourism & Hospitality are key opportunity for the Municipality, given the vast marine resources and heritage resources. The municipality has the opportunity to tap into Value Addition Industries (these including fishing, livestock and crop), Wildlife/Marine Research & Education among others. The LAPSSET, which provides for an international seaport, will play a key role in revitalizing the economy of the region and tapping into the exclusive economic zones. Lamu has remarkable access to the markets of the Persian Gulf, and Indian Ocean Rim, yet benefits from a cost of living that is more affordable than nearby Counties. Lamu thereby pursues its fortune from a foundation that is second to none in the region.

Equity

The Lamu Municipality's diversity is its greatest asset. In an increasingly global marketplace, Lamu embraces its multi-cultural and multi-ethnic character. Different communities are fundamental to the Municipality's commercial spirit, workforce, and long-term success. In Lamu, equity and empowerment are top priorities, meaning that all Lamu residents must have equitable opportunities to reach their full potential and share in the benefits of community progress.

Partnerships

The Municipality of Lamu cannot achieve this vision alone. Effective partnerships with community organizations, neighborhoods, business groups, and other government agencies are essential. This plan is the shared product of community collaboration. In pursuing the visions outlined here, the Municipal Board will work closely with its partners to efficiently use existing resources. Bringing Lamu Municipality IDEP 2028 to reality will be a community effort.

Accountability

Lamu like other plan regions, will have to uphold fiscal discipline and hard decisions, as there has been poor funding from previous core governments, and thus need to setup management structures to oversee revenues that will be generated. Lamu Municipality residents expect efficient and effective performance from their Municipal Board government and the County's officials and staff will have to take this responsibility seriously. Pursuit of realizing Lamu Municipality IDEP 2028 will be transparent and accountable.

7.5 Public Participation in the Integrated Development Planning Process

One of the main features about the integrated development planning process was the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties ensured that the IDP addresses the real issues that are experienced by the citizens of a municipality.

7.6 Stakeholder Analysis

Public participation was conducted in all the wards of the municipalities and a representative of the residents of the municipality attended to deliberate development issues they felt need to be addressed by the municipality. A summary of issues is presented in the table below.

Table 7.1: Summary of Stakeholder issues

Stakeholder Meeting details: Visioning And Inception Reporting For The Preparation Of IDEP For Lamu Municipality With Lamu Municipality Board – 27th July 2020	
Issues	**Deliberations & Way forward**
- Poor implementation of plans. - There is interference of the functions of the municipal board by the national government through the line ministries. - Political interferences barring autonomy of the LMB - The municipality is underfunded. Allocation of funds for projects is politically interfered as well little funds is channeled to support the	- The Lamu Municipality Board and the consultants should propose innovative, cost-effective means of implementing proposed plans to avoid lack of implementation of plans as in previous regimes. - The board should find ways of enhancing the political good will to national allocation of project funds; KUSP; return on investment on capital projects, forge public private partnerships etc. - The planning needs should come from the local

board's functions. - There is limited human resource capacity at the Lamu municipality level. - The capacity of the municipality in enforcing regulations and carrying out development control is limited. As a result, people have built haphazardly and on unsuitable areas. - The municipality does not have the capacity nor the regulations to govern the influx operation of motorcycles and hawkers along the sea front. - Incorporation of Basuba Ward into the Municipality scope - Lamu Old Town on the verge of being struck from the World Heritage Old Town, hence its Swahili culture and heritage due to: - Motorcycles and vehicles in the town; - poor drainage &sanitation; - New Building materials - Whether the IDEP for Lamu Municipality will be sustainable	inhabitants and their representatives/leaders as much as the commitment to take actionable responsibilities provided there is a legal and institutional framework as a basis. - IDEP will provide an effective M&E framework; capital investment framework and capital funding to activate projects - Zoning to be articulated by the IDEP for Lamu Municipality which will detail out capacitate of the mandate, coordination and resources of LMB - Basuba ward is within the Municipality extents, thus service spread - IDEP for Lamu Municipality to come up with development guidelines & regulations for the Island and Municipality at large that will uphold the cultural and heritage functions - There is need for the municipality to employ people to manage garbage collection, clean market areas, clean public toilets etc. - There is need for the consultants to come up with planning policies and guidelines that are in tune with the uniqueness of Lamu particularly the narrow streets as opposed to the conventional standards, which can be easily challenged in courts. - Sustainability of the plan was emphasized through active stakeholder engagement and incremental implementation of proposed actions.
Stakeholder Meeting details: Community Participation Forum At Matondoni In The Making Of IDEP For Lamu Municipality – 27th July 2020	
Issue	**Deliberations & Way forward**
- Poor drainage: Causes flooding of schools, football pitch/stadiums and pavements from storm water and sea rise. - Lack of a designated landing site for fishermen. - Lack of a designated boat making site, weaving, artisan and craft activities that support fishing. - Inaccessibility to market areas especially fish	- Install emergency services and facilities. - Improve on drainage and Upgrade impassable roads to all weather road. Murram and cabro on Amu-Matondoni road. - Fish storage, offices, market to support the fishing industry - Need to establish and expand the cottage industries and Market to promote economy - The Local Physical Development Plan will

market due to poor road networks. - Lack of a designated farmer's market area. - Lack of complementary facilities such as cold storage/ freezers to preserve fish. - -Lack of an abattoir and veterinary officers to inspect slaughtered meat. - -Inadequate land for public purposes e.g. there is land set aside for cemetery (1 acre) but this is limited to cater for future demand. - The community dispensary is also small in size and inadequately equipped to serve the population efficiently. - There is no village polytechnic/vocational center. - In Kipungani, stadium is currently seating on a private land. - Limited coverage of the Matondoni community water project. The water is not treated. It is supplied directly after pumping. - Land grabbing. People have settled on land without titles while idle land belonging to absentee owners dot the settlements. - Lack of development control leading to haphazard buildings. - Poor accessibility and circulation within the settlements due to no observance of building controls and unregulated subdivision. Depicted by narrow walkways. - Lack of emergency response facilities e.g. no stand by emergency boat.	designate land uses for public use including markets, abattoirs, cemetery which the municipality will implement. - Proposal to build a bridge as in the vision 2030 document to connect Matondoni to Mokowe. - Expand existing community water project to cater for future population. - Expand Matondoni secondary school to include boarding facilities through flood control by creating a sea wall to enable land reclamation within the school compound. - Expand the dispensary, employ clinical officers, equip laboratory and add patient rooms. - Fencing of the school
Stakeholder Meeting details: Community Participation Forum At Old Town In The Making Of IDEP For Lamu Municipality – 28th July 2020	
Issue	**Deliberations & Way forward**

- Lack of designated playing areas especially for children - Poor solid waste management, lack of designated waste disposal facilities leading to increased pollution of the environment and especially the ocean. - Poor implementation of plans. - Lack of a designated landing site for fishermen. - Lack of designated fish market - Lack of a designated boat repair site, weaving, artisan and craft activities that support fishing. - Lack of complementary facilities such as cold storage facilities to preserve fish. - Unsafe jetties and landing steps especially for the disabled. - Uncovered boreholes that pose a risk to the public especially playing children. - Upcoming settlements around the town that are not planned - Lack of disaster preparedness - Risk of unregulated petroleum product selling stations - Unregulated motorcycles have caused numerous accidents - Donkeys roaming in the town causing pollution - Congestion due to increased population in the center - Shortage of potable water and overreliance of boreholes - Pollution of ground water from disposed liquid waste - Lack of a playing and recreational ground - Lack of street names making it hard for identification of areas and ease in emergency responses - Unregulated land subdivision resulting to plots with no access	- Reclamation of land by constructing a seawall at Kano area to establish a playing ground. - Adoption of household disposal bins to be collected by the county government workers daily. - Proposed boat repair and landing site at Kano - Residents to take up cleaning of the areas around them - Designate roads for motorcycles segregated from pedestrians - Establish a motorcycle regulatory authority - Establish at least four jetties with specialization for passengers, food stuff, other goods and materials. - Give strict guidance for establishment and running of petroleum selling points. - Increase the number of people cleaning the town - Acquire a site for disposal of solid waste - Provide a rig road around the town - Provide small markets in Langoni, Kashmir, Mkomani and Shella - Plan for the establishment of other settlements to decongest the center - Establish a street addressing system - Restrict cars from the beach - Install emergency services and facilities - There is an existing waste water management plan/proposal with the museum (NMK) which could be explored in the Plan formulation as a viable option to manage liquid waste - County has a 4-acre plot that can be used for waste disposal - Potential to use Decentralized Treatment Facilities for the provision of water

7.7 Internal Environmental Analysis (SWOT)

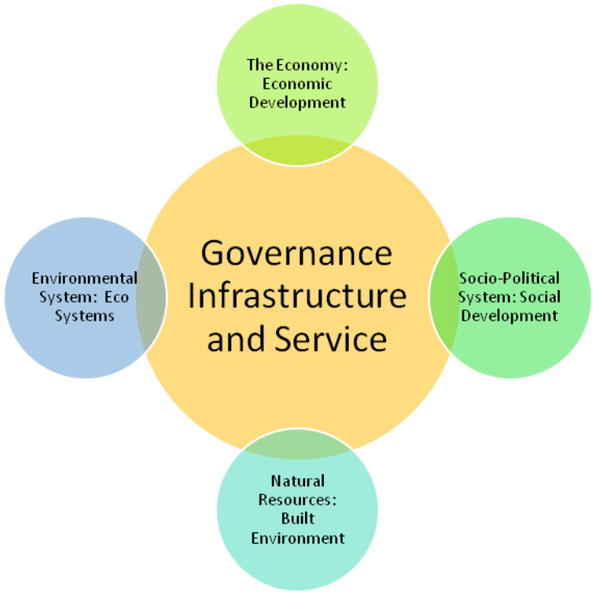
Strengths	Weaknesses
- Heritage & Culture - Wildlife and Marine - Agriculture & Fisheries - Marine resources – Ocean/Sea, Corniche Coastal Paths - Population Human resource - Lamu Archipelago – Municipality extents - Terrestrial Hinterland – Mokowe, Hindi, Bargoni - Marine Resources - Rich Diverse Swahili Culture	- Poor Physical & Social Infrastructure - Unemployment - Lack of Implementation of Land Use plans - Lack of land tenure Systems - Drug and substance abuse - Implementation of Land Use plans - Poor Coordination Between National & County Revenue - Low Budgetary Allocations - Poor road condition and Network - Insecurity - Lack of Integrated Solid/liquid Waste Management - Unequipped Health and Education facilities - Low productions

7.8 External Environmental Analysis (SWOT)

Opportunities	Threats
- LAPSSET Corridor - Tourism & Hospitality - Value Addition Industries - Wildlife/Marine Research & Education - External markets – Pacific Gulf - Terrain which supports gravity water flow - Renewable energy sources (solar and wind)	- Environmental Sensitive Landscape - Climate Change - Encroachment - Poor drainage & sanitation - Poor infrastructure - Environmental degradation - Population influx - Urban sprawl - Flooding Associated Risks - Fire Associated Risks – Rising Petroleum Points - Modernization; Use of ‘new’ building materials - Land Encroachment and Degradation

8. CHAPTER EIGHT: DEVELOPMENT STRATEGIES AND IDENTIFICATION OF PROJECTS

Lamu Municipality Strategies Chapter



The way in which five sustainable development themes for Lamu Municipality Integrated Development Planning are pursued is briefly outlined below.

8.1 Economic Development

The structure of the local economy is described in the Situational Analysis. In order to move the economy and the associated institutions in the much needed development direction the following strategies are to proposed to ensure sustainable development in the Municipality:

- Identify strategic economic initiatives per Sector
- Grow / stabilize the economic sectors
- Identification and implementation of keystone projects,
- Development of human resources,
- Provision of a system of business support,
- Development of poverty eradication strategies,
- Improvement of the regulatory environment and service delivery
- Investigation of the potential of green and sustainable technologies, e.g. wind power, and use of partnerships to overcome limitations of being a small rural local authority.

Development Strategy 1. Urban Economy
Objectives, strategies, Policies, Area affected, Projects, Actors, Priorities, Costing

Map of this particular intervention

8.2 Social and Institutional/Political Development

For the implementation of a social development Programme the IDP will set the stage for creation of opportunities to ensure that the youth of Lamu Municipality realizes their full potential to ensure that quality services is provided to the poor, vulnerable people affected.

Development strategy 2. Social Development
Objectives, strategies, Policies, Area affected, Projects, Actors, Priorities, Costing

Map of this particular intervention

Development Strategy 3: Municipal Governance Capacity
Objectives, strategies, Policies, Area affected, Projects, Actors, Priorities, Costing

Map of this particular intervention

8.3 Sustainable Environmental Utilization

The sustainable use of the environment is divided up in two components namely:

- Spatial development as manifested in settlement patterns of the region's inhabitants and;
- Sustainable use of the natural environment

Development Strategy 4: Environmental Conservation Strategy
Objectives, strategies, Policies, Area affected, Projects, Actors, Priorities, Costing

8.4 Spatial Development

The Municipality Spatial Development Framework (MSDF) must translate the vision and strategy of the IDeP into a desired spatial form for the municipality. It should also inform public and private investment decisions that affect Lamu spatial form, and represent the different sectoral interests of players in the physical, social and economic environment.

It is essential for Lamu MSDF to:

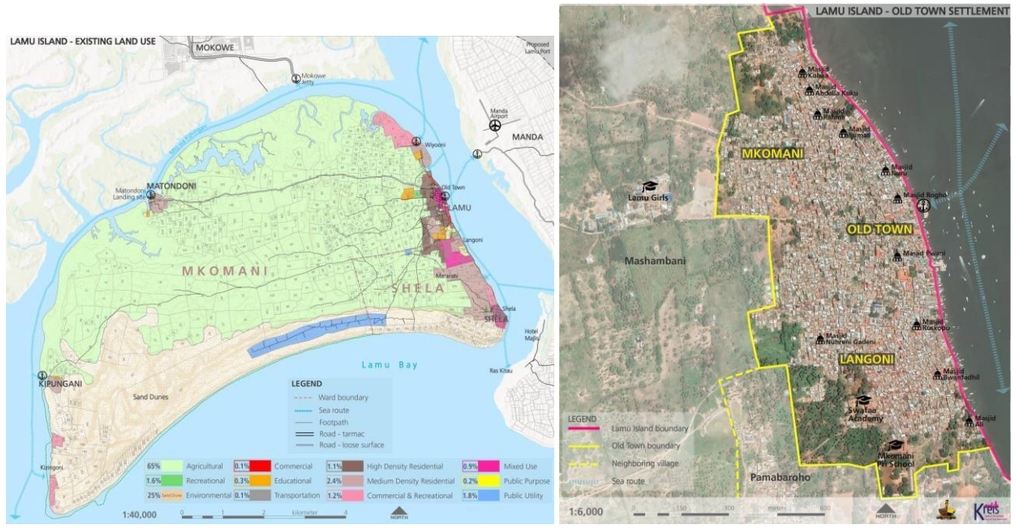
- be an integral part of the IDeP;
- be consistent with prevailing legislation and policies of National Government, County and the Municipality itself;
- identify significant structuring and restructuring elements of the spatial form, now and into the future;
- show the joint spatial effect of the policies of all the County/Municipality's departments;
- provide guidelines for the Municipality's land use management system;

- inform the more detailed spatial development frameworks for local physical and land use plans;
- guide and support future economic growth and development priorities;
- recognize the unique topography and ecological assets of Lamu Municipality;
- balance competing land use demands and sector priorities, such as housing and transport initiatives,
- environmental asset protection and infrastructure provision;
- support a sustainable and resilient development path that determines what, where, how and when development takes place; and
- Focus and optimise public and private operational and capital resources.

Spatial Characteristics

i. Lamu Island

The spatial characteristics of Lamu is deeply embedded in its culture and heritage aspect. The public purpose land use is an expression of the rich cultural and social organization that have impacted its functional structure. It is for this reason that the entire old town is now a world-renowned heritage site with strict adherence to its urban form, architecture, character and function. Lamu Island is comprised of historic settlements that include Lamu Old Town, Matondoni, Kipungani, Shella, Langoni, Kashmiri, Kandahari, Idabo and Wiyoni. Manda Island plays an important transport and tourism function. The Spatial characteristics of Lamus Island include the concentration of settlements in the old town developed linearly with a north-south orientation according to the wind patterns. Consequently, main streets in Lamu run parallel to the sea front. In Lamu Old Town, The townscape is characterized by narrow streets that only allows pedestrianization and use of donkeys as the main modes of movement. The streets terminate into house entrances or into open spaces. Residential quarters line the streets although are less ordered to the interior of the town. Notably, there is mushrooming of informalsettlements due to urban sprawl emanating from the old town to the adjacent areas. Other challenges facing the old town include: management of donkey poo; rise of the use of motorcycles at the sea front; congestion due to increase in population; poor liquid and solid waste management practices; risky jetties that are not universally accessible;



ii. Mokowe

Mokowe plays both commercial and administrative function node of the municipality. The county headquarters previously located on the Island is now located in the town greatly transforming the spatial character of the town. The commercial aspect is attributed to the fact that it is the last urban centre in the hinterland when modal shift between road and sea transport happens. Mokowe has already shown indications of growth on the onset of transforming it as the administrative capital for Lamu County. The level of services expected in this Town will have trickle down impacts resulting to its instant growth. The town is undergoing major infrastructure upgrading that involves tarmacking of access roads. The municipality is planning on constructing a market to enhance trading activities. Other planned developments include establishment of a modern fish landing site and cold storage facility to enhance fishing activities.



iii. Hindi

Hindi urban centre is home to the LAPSSET project and is located along the Mokowe – Garsen Road. Once a sleepy town surrounded by settlement schemes, the town has rapidly evolved to be a commercial hub with the influx of populations skyrocketing the price of land to capitalize on the prospects of Lamu

Port as well as the upgrading of Garsen to Mokowe road to bitumen standards. Unfortunately, the Town does not have a Local Physical and Land Use Plan to guide development which threatens the spatial sustainability of the town. The Images below show the comparison land Use change in Hindi between 2008 and 2019.



The challenges in Hindi town include poor roads, lack of drainage, poor solid and liquid waste disposal, inadequate supply of clean water, insecurity, lack of public recreation areas, tenure insecurity which limits land development, rapid subdivision of land among others



Development Strategy 5: Spatial Development

The Spatial Development Framework for Lamu Municipality elaborates clear and detailed **objectives and strategies** for the management and direction of spatial development and land use management inthe area according to proposed SDF and broad land uses, to be used to manage development in future in order to guide new investment to achieve the municipality development vision. This development strategy will be guided by:

- ✓ *Implementing the principles of Integrated Environment Management and identify critical development resources (natural/biodiversity; social; economic; heritage and cultural; human capital; financial) and manage land use in valuable resource areas;*
- ✓ *Promoting urban edge and sustainable land use management system as spatial management and investment guidance tools;*
- ✓ *Consolidate and integrate spatial development by developing land in proximity to public transport facilities, utilities and existing services, administrative areas*
- ✓ *Implement a Land Reform and enhancement of tenure security by identifying zones of opportunity for integrated human settlement development in peri-urban and rural areas;*
- ✓ *Pro-actively manage land use and set appropriate levels of service to achieve sustainability in urban, peri-urban and rural areas.*

i. **Spatial Priority 1:** *Build an inclusive, integrated, vibrant, culturally cohesive Municipality*

This priority is intended to enhance the rich cultural and heritage legacy while at the same time up lighting the socioeconomic status of the residents into a world class Municipality. The desired outcomes are a greater mix of income groups, land uses, population density, and the adequate and equitable provision of public utilities, public purpose areas and social facilities, recreational spaces and public institutions. Imperatives under this spatial priority are to:

- ✓ transform urban areas of Lamu Island Mokowe and Hindi into economically and socially integrated centres of vibrancy;
- ✓ forge public-private partnerships to provide and diversify integrated infrastructure delivery;
- ✓ identify, conserve and manage the Swahili cultural and heritage resources, cultural landscapes, serene and scenic beaches and special places fundamental to Lamu unique sense of place.
- ✓ celebrate and reinforce Lamu Island's diverse historical legacies through appropriate management of urban form, historical architectural design, Swahili culture and heritage, and the various land use management tools provided that promote cultural heritage of the Archipelago;
- ✓ maintain and create quality, safe open space systems and public spaces, utilizing partnerships and commitments from both the public and private sector to optimize existing facilities, whilst strategically locating new ones in the Urban centres and activity node;

ii. **Spatial priority 2:** *Manage urban growth, and create a balance between urban development and environmental protection.*

The municipality will eventually promote an urban form with higher densities and mixed land use patterns in a central development cores of Mokowe and Hindi while conservation the heritage aspect in Lamu Island, surrounded by an integrated transport infrastructure connecting the major functions of tourism/heritage on the Island, Administration at Mokowe and Lamu Port activities at Hindi. Through this form, the municipality will achieve developmental outcomes such as more sustainable use of land

and natural resources, lower pollution, more efficient use of infrastructure, and effective public transport systems, social facilities and amenities.

Imperatives under this spatial priority are to:

- ✓ make more efficient use of non-renewable resources, such as land, water and biodiversity as highlighted in the Lamu Spatial Plan.
- ✓ including protecting and maintaining existing surface and groundwater resources and sustainably managing existing and future water supplies;
- ✓ use the natural environment to support spatial justice by enhancing access for all citizens to a quality open space network, offering community, recreational, non-motorized transport and economic opportunities;
- ✓ avoid or appropriately manage any negative development impact on natural resources, considering their finite nature and the costs relating to rehabilitating or mitigating degraded natural areas;
- ✓ take into account biodiversity, aquatic resources and networks as well as agricultural areas when planning new development.

iii. **Spatial priority 3:** *Plan for employment, and improve accessibility as well as access to economic opportunities*

Lamu Municipality current and future spatial form and function is one of the significant components in either supporting or inhibiting the municipality immediate and longer-term economic prospects. The extent to which Lamu realizes its spatial development goals is directly
linked to its ability to sustain employment.

Imperatives under this spatial priority are to:

- ✓ establish and maintain a liveable, vibrant and productive urban environment through effective
- ✓ urban management and the facilitation of integrated transport and land use;
- ✓ Create and attract investments that will Lamu municipality communities capitalize on opportunities related to Marine, Lamu Port (LAPSSET) and Tourism activities.
- ✓ provide services aimed at promoting social cohesion and enhancing social mobility in identified areas in greatest need;
- ✓ facilitate economic growth and respond appropriately to the spatial needs of the economic sectors that are attracted to and operate in Cape Town;
- ✓ prioritize investment in the improvement of integrated public transport systems and linkages to facilitate more convenient and affordable access to employment opportunities, natural resources and social amenities;
- ✓ diversify the travel flows between residential areas and social amenities, administration economic development opportunities and recreation
- ✓ Augment existing infrastructure such as Lamu port, Manda Airport transport and logistics systems at Hindi that will eventually link to rail and road network to other counties/countries under the 2nd transport corridor.

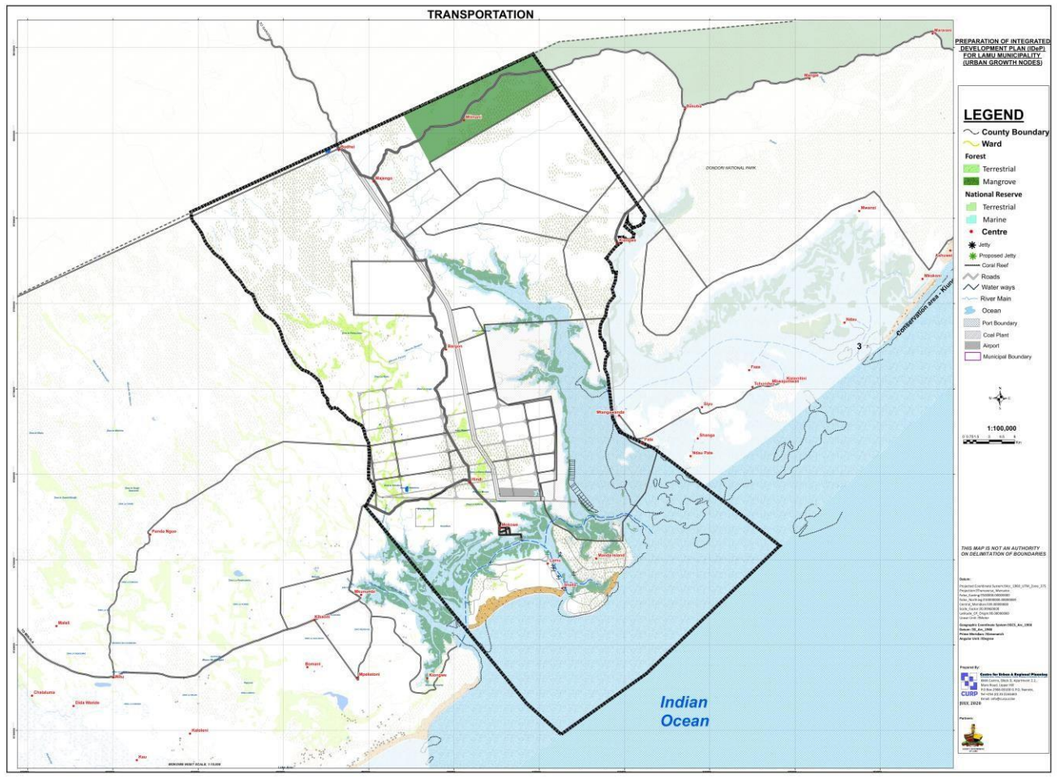
Development Strategies 6: Transport and Land Use Strategy;

The proposed transportation strategy aims to enhance connectivity of the settlements while offering efficiency in terms of time spent over the travelling distance, improved capacity, increased frequency and affordable cost incurred in traversing the Island. As a general condition, the plan has proposed all the roads within the cadastral parcel boundaries as a way to ensure that the road wayleaves will be secured through rightful easements other than mandatory compensations.

The strategy will not only solve the problems faced in the sector but also enhance economic growth. Worth noting is that the transportation networks be it on land surface, ocean or air will form the basic physical and organizational structure needed to catalyze economic development in the Municipality and beyond. To achieve these, the following actions are proposed:

▪ Construction of motorable link roads (cabro standard) to connect Lamu town to Matondoni and Kipungani to reduce time travel and associated costs and opening up the Island for services exchange and provision.

▪ Construction of motorcycle road that excludes the old town starting past Wiyoni and rejoining the seafront near Lamu County Hospital thereby acting as physical structuring elements and buffer zones between the old and the rest of the urban section. This is detailed in the map 8.1 below:



Map 8.1: Transportation Strategy

Development Strategy 7: Urban Settlement/ Human Settlement Strategy

The impacts of the COVID-19 pandemic have been most harshly felt at a community level where poverty levels are high, and adequate housing amenities and services are lacking. In addition, the Covid- 19 pandemic has highlighted the need to accelerate addressing the inequalities that are experienced.

Housing as a basic need and Human Settlements

The Constitution of Kenya 2010 and the Bill of Rights contained therein, affirm the democratic values of human dignity, equality and freedom for all citizens. This informs the work of the Municipality in human settlements provision, while it must also give effect to the following associated rights:

- Equality
- Human dignity
- Freedom and security
- Privacy
- Freedom of movement and residence
- Property
- Environment
- Healthcare, food, water and security
- Access to information
- Administrative justice

The delivery of housing provides an opportunity to transform settlements and the development trajectory of the Municipality whilst at the same time meeting the demand. In fulfilling its mandate, the following challenges have been experienced by the Municipality. These challenges are not unique to Lamu.

- A housing market in which poor households cannot participate.
- An ongoing housing affordability problem across various sub-markets, particularly the gap market.
- Weak spatial planning and governance capabilities.
- The high cost of well-located land for development.
- The inability to adequately respond to the diverse needs of low-middle income households.
- The absence of a range of typologies and tenure types to support the needs of poor households.

Notwithstanding the above, in pursuing sustainable and integrated human settlements projects, the following objectives are pursued for all the aforementioned towns and communities:

- Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable.
- Access to basic services such as water, sanitation, refuse removal and electricity.
- Security of tenure, irrespective of ownership or rental, formal or informal structures.
- Access to social services and economic opportunities within a reasonable distance.

Objectives, strategies, Policies, Area affected, Projects, Actors, Priorities, Costing

- Proper land use zones and guidelines that promote compatibility, urban renewal.
- Fast-tracking the process of land adjudication and issuance of title deeds.
- Ensuring proper compensation for any acquired land for public purpose
- Engaging land owners in areas where public facilities proposals have been identified to ensure buy in.
- Ensure proper implementation of the plans well as guide capital investment planning.
- Preparation of valuation rolls to assist County Government collect land rates

Upgrading of Informal Settlements Plan

The Kenya Urban Support and Kenya Informal settlement improvement Programmes are required by the State Department of Housing to be used in part for the upgrading of informal settlements. This upgrading is to take place on a holistic basis and focus not only on housing but also community participation and other services and amenities which are delivered by all spheres of government and the private sector.

The Municipality having already identified informal settlements for this cause means the priority areas for this intervention will be Mokowe

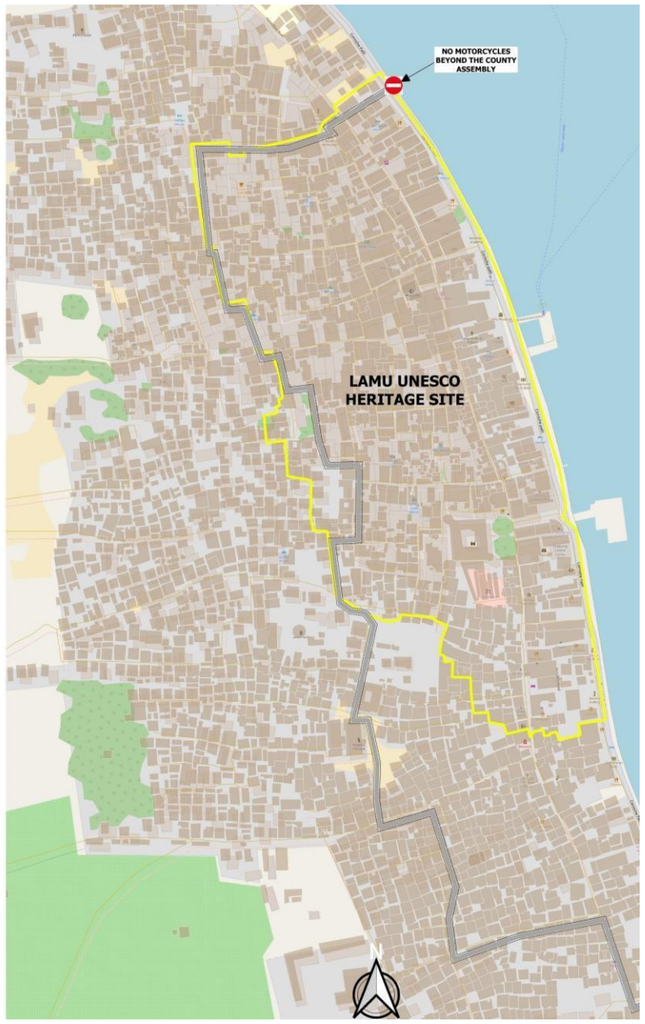


Map 8.2: Informal settlement manifestation, Mokowe

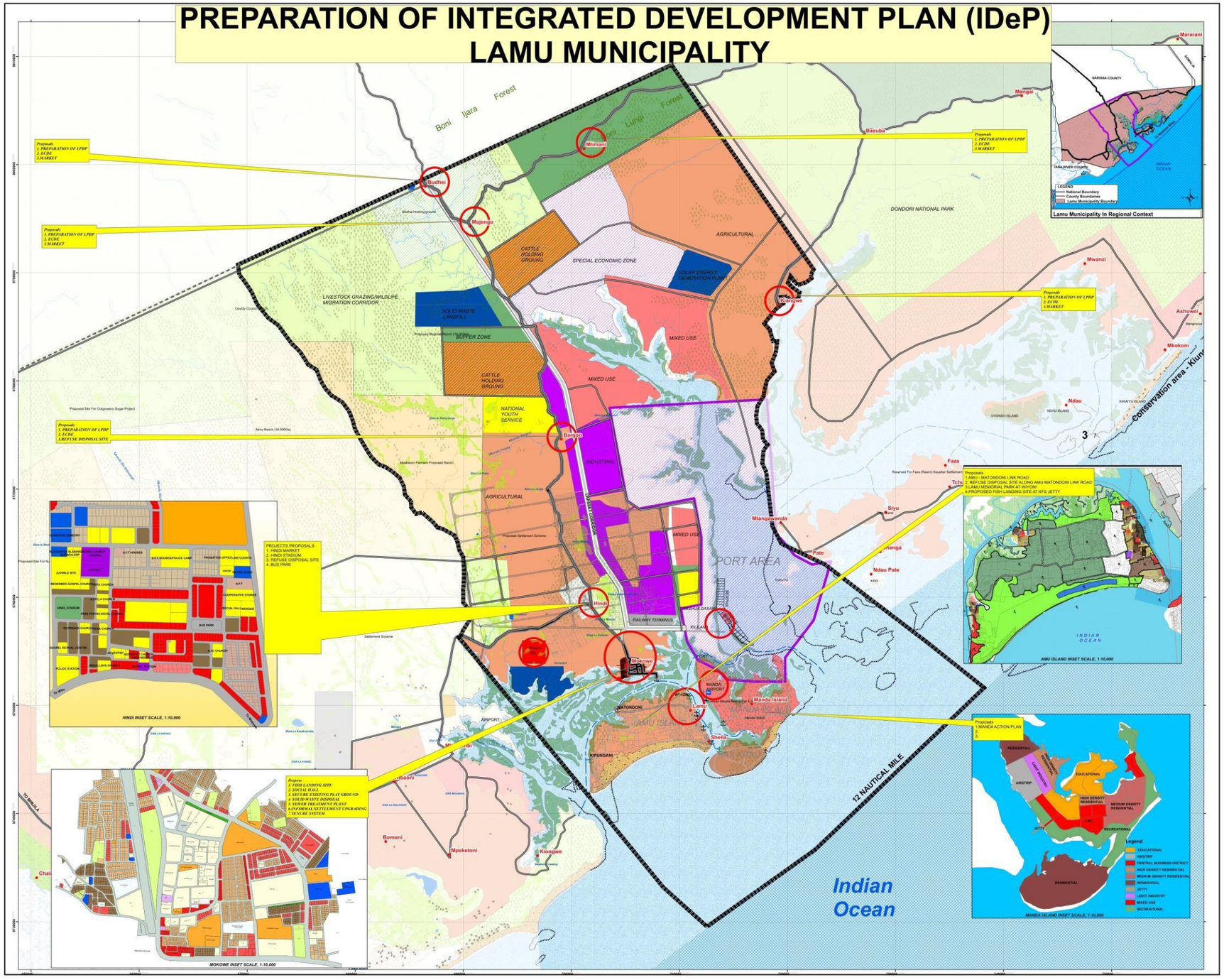
Development Strategy 8: Cultural and heritage preservation strategy

The Lamu Municipality IDEP envisages an effective and actionable heritage preservation and conservation strategy that will not only safeguard natural resources but also revitalize the local economy. More importantly, the strategy supports the Municipal identity, pride and sense of belonging of Municipality residents. In line with the vision of having ‘‘a world-class, culturally sustainable Municipality’’, the proposed strategy appreciates the value of heritage assets found in the Municipality including: historical buildings e.g. Lamu fort, Lamu museum, festivals such as the Maulidi and donkey races; architectural designs of Swahili architecture; art forms; religion; cuisine; cultural fusion of Arabs, Indians, Persians, Europeans and Bantus; and natural resources such as the sand dunes, expansive mangrove forests and the ocean. The integration of the distinct Lamu heritage in the planning and development of the Island is therefore very crucial in achieving the local community and the Municipality’s vision. Key actions identified for preservation of the Lamu Island heritage include:

▪ Buffering of the gazetted world heritage site with a ring road. This will act as a permanent property boundary of the area measuring 16 Ha in Lamu Old town that needs to be preserved for posterity in its current form or within other prescribed NMK guidelines. This implies that no new structure developments, other than those under authorized rehabilitation will be allowed within the zone. The road is envisioned to be 6-metres in width originating from Tamarind restaurant along the seafront and terminating behind former Lamu County Assembly offices, now Municipality offices as shown in figure. It is to be paved with cabro surface with the use of motorable transport



The IDEP Plan for Lamu Municipality



Map 8.3: IDEP Plan

9. CHAPTER NINE: CAPITAL INVESTMENT FRAMEWORK

9.1 Introduction

This chapter seeks to communicate the capital planning process and major projects for the Municipality and summarizes the details of the planned projects. These projects are location–referenced and are used as a basis to determine some of the targets in the scorecard that are outlined later in the document.

The following five critical factors were identified in the CSP and their spatial implications are included in the Municipality Spatial Development Framework

- Contained urban growth
- Resource-based economic development (resulting in the identification of the economic core)
- Redirection of urban growth (stabilizing/limiting growth in economically non-viable areas, and achieving growth on the land within the economic growth sphere)
- Protection of rural areas and enhancement of tourism and activities related to agriculture
- Increased access and mobility

The defined objective is to promote Lamu as a global Municipal region, i.e. "to build Lamu into an integrated and globally competitive region where activities of different parts of the Municipality complement each other. The key objective is to reduce unemployment and poverty through promoting economic growth, integrated strategies and joint planning between the different spheres of government.

9.2 Purpose of the Capital Investment Framework

The intention of the Capital Investment Framework (CIF) is to close the gap between the spatial strategy and implementation on the ground. This is to be achieved using the spatial strategy and the detail provided in the Municipal Spatial Development Frameworks as the basis on which other sector plans canplace their plans, thus ensuring integration through a shared platform. The integration of the sector plans will ensure impactful outcomes for projects that are implemented in the Municipality in the following way:

- Provides a strategic context in which infrastructure and services investments should occur
- Provides information on the current development profile of different areas and required interventions,
- Budgeting decisions will be made with the clarity that only a visual platform can give
- Sector plans will be aligned with strategic investment decisions relating to bulk infrastructure
- Allow for high-impact development and growth

9.3 SUMMARY OF CAPITAL INVESTMENT COSTS

9.3.1 Proposed Capital Costs for the IDEP Multi-year Period

9.3.1.1 Stakeholder engagement and prioritization on capital projects

In coming up with a list of the Municipality prioritized multi-year projects, the consultant engaged various levels of stakeholders in the following categories:

a) Community Engagement

The consultant through the office of the Municipal Manager invited sampled community members represented by Youth from the respective towns; women; men; elders; opinion shapers; business people; religious leaders; PLWDs; local administration and leadership. This representation was deemed as a true representation of the Municipality residents. Their contribution in the workshops led to a harmonized and realistic project prioritization schedules, which is discussed below.

b) Key Informants

This category was represented by the engagements held with the various County/National Government officials representing various County Departments or National Government agencies. These engagements were done in a bid to align the community's projects prioritization with the government priorities. Specifically, the County departments that were engaged are the department of Transport and Public Works (Engaged Officers); Department of Finance and Trade; Department of Environment; Department of Health; and the Department of Education. The National Government Authorities engaged were the Regional offices of LAPSSET Authority, KPA, KeNHA; KeRRA; and KURA.

c) Political Class

The Consultant also engaged the political class in the Municipality specifically the areas Members of the County Assembly – **Shella, Mkomani and Hindi** Wards' Members of County Assembly

The aspirations of the people arising from the various engaged categories are presented below as the listing of the identified priority projects

Table 9.1: Matrix of Priority Projects

PROJECT ID	PROJECT	LOCATION	SECTOR	UNIT	QUANTITY
IDEP1	Proposed Lamu Memorial Recreation Park; Identification and Reclamation of sea for construction of this user	Wiyoni, Lamu	Recreation & Social Infrastructure	Land	1
IDEP2	Reclamation of Matondoni Creek for Recreation user and Secondary School Extension	Matondoni	Recreation & Social Infrastructure	Land	1
IDEP3	Construction of a fire-fighting facility/station and Purchase of fire tender vehicle	Mokowe Town – Provided by Mokowe LPDP	Public Utility	Land	Approx. acreage as provided by the LPDP
IDEP4	Identification and acquisition of land for construction of a fire-fighting facility/station and Purchase of fire tender vehicle	Amu, proposed next to County Assembly	Public Utility		Construction on 0.1 Acres of Land for each
IDEP5	Construction of ECDE within the Municipality	Hindi, Bargoni, Kiangwe	Social Infrastructure	Institution	Construction on 2 Acres of Land for each
IDEP6	Construction of Amu – Matandoni linkage road; cabral link road on the Island with standard storm drainage systems; and lighting	Amu Island	Transportation Infrastructure	Roads	7.229 Kms
IDEP7	Construction of cabral proposed Motorcycle Bypass aback the Old Town with standard storm drainage systems; and lighting	Amu Island	Transportation Infrastructure	Roads	1.472 Kms of road network
IDEP8	Relocation of existing Informal (make-shift) Fish landing sites & Cold storage to site at Fisheries Jetty	Amu Island	Economic vibrancy	Fish Landing site Cold storage facility	2 Units
IDEP9	Beautification of the Town by Tree planting and Pedestrianization of the Seafront (Corniche) path		Recreational Infrastructure	Protected Sea Front devoid of Incompatible users	4.5 Kms
IDEP10	Construction of refuse disposal sites and temporary common holding areas	Amu Island, Hindi, Bargoni, Mokowe	Environment & Waste Management	Land	Approx. acreage as provided by the LPDP
IDEP11	Preparation of Local Physical and Land Use Development Plans for the Municipality Urban Growth Nodes	Hindi, Bargoni, Majengo, Budhei, Mlimani and Kiangwe			Acreages to be provided upon planning

9.3.2 The Implementation Framework:

Selected Detailed Cost Estimates

Specific Project / (Id): IDP1					
Project Objective: Promote recreational function by reclaiming active spaces					
Project Location / Site: Wiyoni, Lamu					
Project Unit / Quantity: 1					
Project Description / Detail: Identification and reclamation of sea for recreation purposes and ancillary activities i.e. Proposed Lamu Memorial Park					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Reclamation of Land	1	500 Million	500,000,000	National Government	County Government of Lamu, Lamu Municipality
Construction of intended facilities	60% of the allocated land	25,000/m2	400,000,000	National Government	County Government of Lamu, Lamu Municipality
Contingencies		20% Total Cost (1.28B)	180,000,000	National Government	County Government of Lamu, Lamu Municipality
		Total Sum	**1,080,000,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Reclamation																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

SWAHILI MEMORIAL PARK

PROPOSED ON RECLAIMED LAND ALONG THE LAMU SEAFRONT





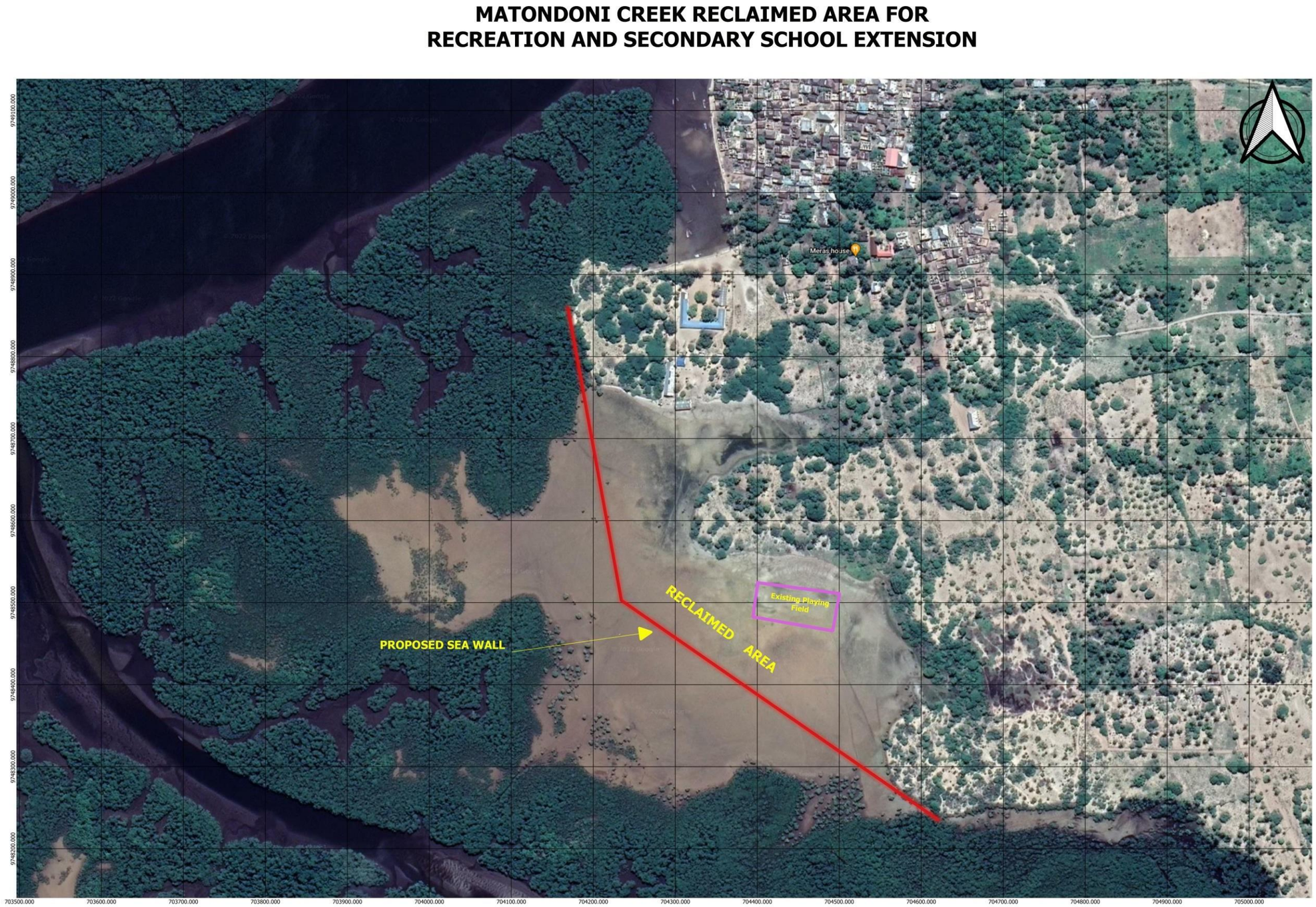
Illustration 9-1: Landscape plan and Impressions of Proposed Park and ancillary amenities

Specific Project / (Id): IDEP2					
Project Objective: Promote recreational function by reclaiming active spaces					
Project Location / Site: Matondoni					
Project Unit / Quantity: 1					
Project Description / Detail: Proposed Identification and reclamation of Matondoni Creek for Recreation uses and Secondary School Extension					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Reclamation	1	400 Million	400,000,000	National Government	Lamu County Government, Lamu Municipality
Construction of intended facilities	60% of costs	20,000/m2	240,000,000	National Government	Lamu County Government, Lamu Municipality
Contingencies		20% Total Cost (640M)	128,000,000	National Government	Lamu County Government, Lamu Municipality
		Total Sum	**768,000,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Reclamation																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Figure 9.1: Matondoni Creek reclaimed for Active sports and School extension



Specific Project / (Id): IDEP6					
Project Objective: Functional linkage of Amu & Matondoni					
Project Location / Site: Lamu island					
Project Unit / Quantity: 7.229 Km					
Project Description / Detail: Construct a cabro link road (4m)					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Construction of road with standard storm drainage systems; and lighting	Approx. 7.3 Km	5,000/M	144,580,000	KERRA/ Lamu County Government	-Lamu County Government, Lamu Municipality **-KERRA**
Planting of trees along selected roads in the Municipality	750*2 Trees	50	75,000	Lamu Municipality	Lamu County Government, Lamu Municipality
Labour costs & Contingencies	-	40% of Total Cost	57,862,000	KERRA/ Lamu Municipality	- Lamu County Government, Lamu Municipality **-KERRA**
		Total sum	**202,517,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Acquisition																				
Construction period with standard storm drainage systems; and lighting																				
Tree Planting																				
Defects & Liability Period																				
Project M & E																				

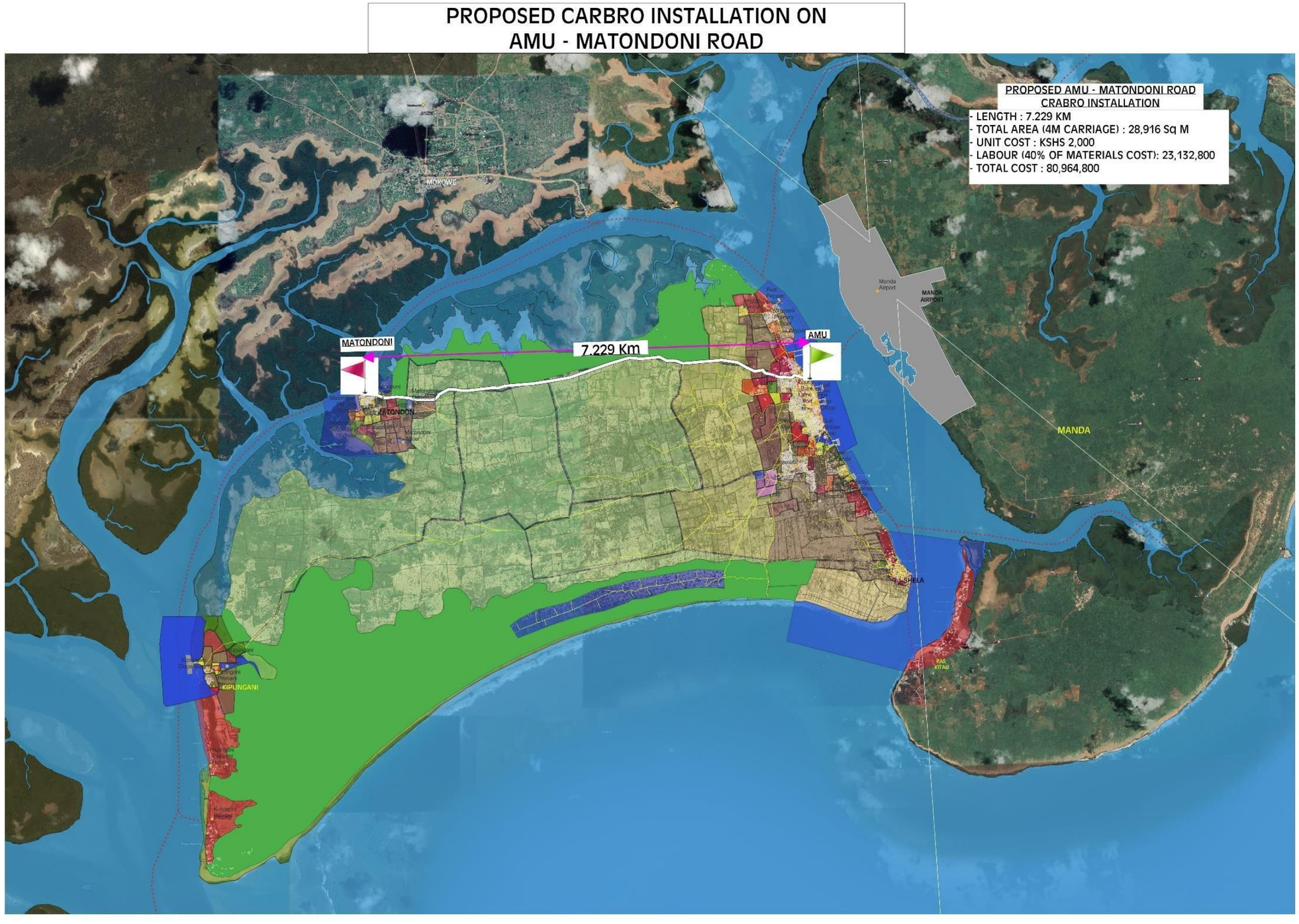


Illustration 9-2: Proposed Amu - Matondoni Linkage



Illustration 9-3: Artistic Impression of a cross-section of Amu-Matondoni Link Road

Specific Project / (Id): IDEP10					
Project Objective: Improve solid waste management and refuse disposal					
Project Location / Site: Within Lamu Municipality					
Project Unit / Quantity: 4 Sites					
Project Description / Detail: Construct refuse disposal sites; Adopt Best Practices on solid waste segregation and management from Kijitoni Solid waste site in Shella and scale-up such to other areas of the Municipality					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Perimeter on refuse disposal site in Hindi Town and associated works	1 Ha	12,000/meter	1,200,000	Lamu County Government/ Lamu Municipality	Lamu County Government, Lamu Municipality
Purchase of 2 No. Trucks to serve the Mainland	2 No.	8 Million[31]	16,000,000	Lamu County Government/ Lamu Municipality	Lamu County Government, Lamu Municipality
Set-up Solid waste refuse disposal site in Bargoni (Survey, secure, perimeter)	1 No.	3 M	12,000,000	Lamu County Government/ Lamu Municipality	Lamu County Government, Lamu Municipality, Local Community
Contingencies		20% Total Cost	5,840,000	Lamu County Government/ Lamu Municipality	Lamu County Government, Lamu Municipality
		Total sum	**35,040,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Compensation and acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

[31] CIC Motors Group Limited

PLANNING PROPOSALS FOR BARGONI TOWN - LAMU COUNTY

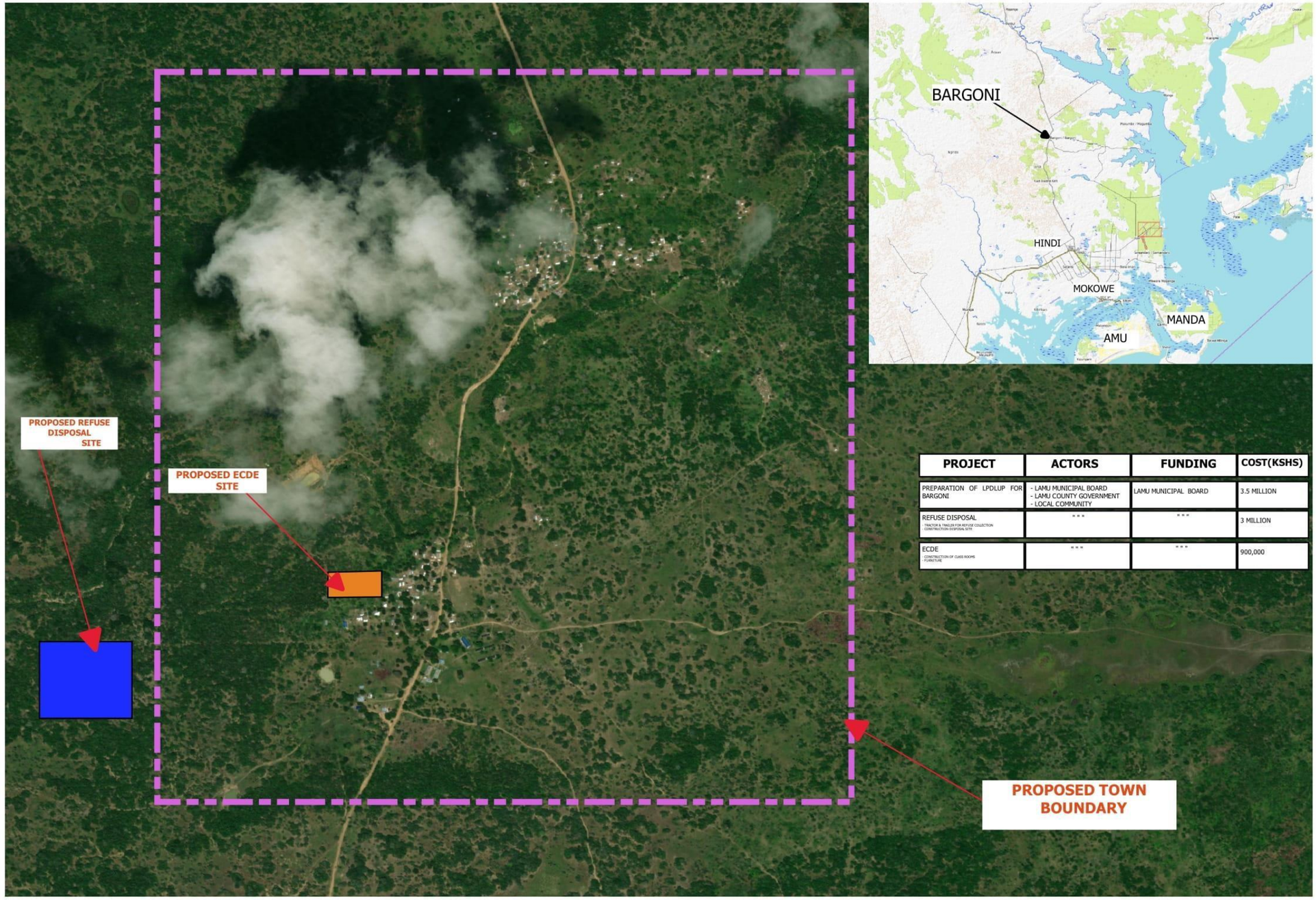


Illustration 9-4: Sites for Bargoni to be provided by the LPDP

Figure 9.2: Refusal Disposal Site provided by the LPDP

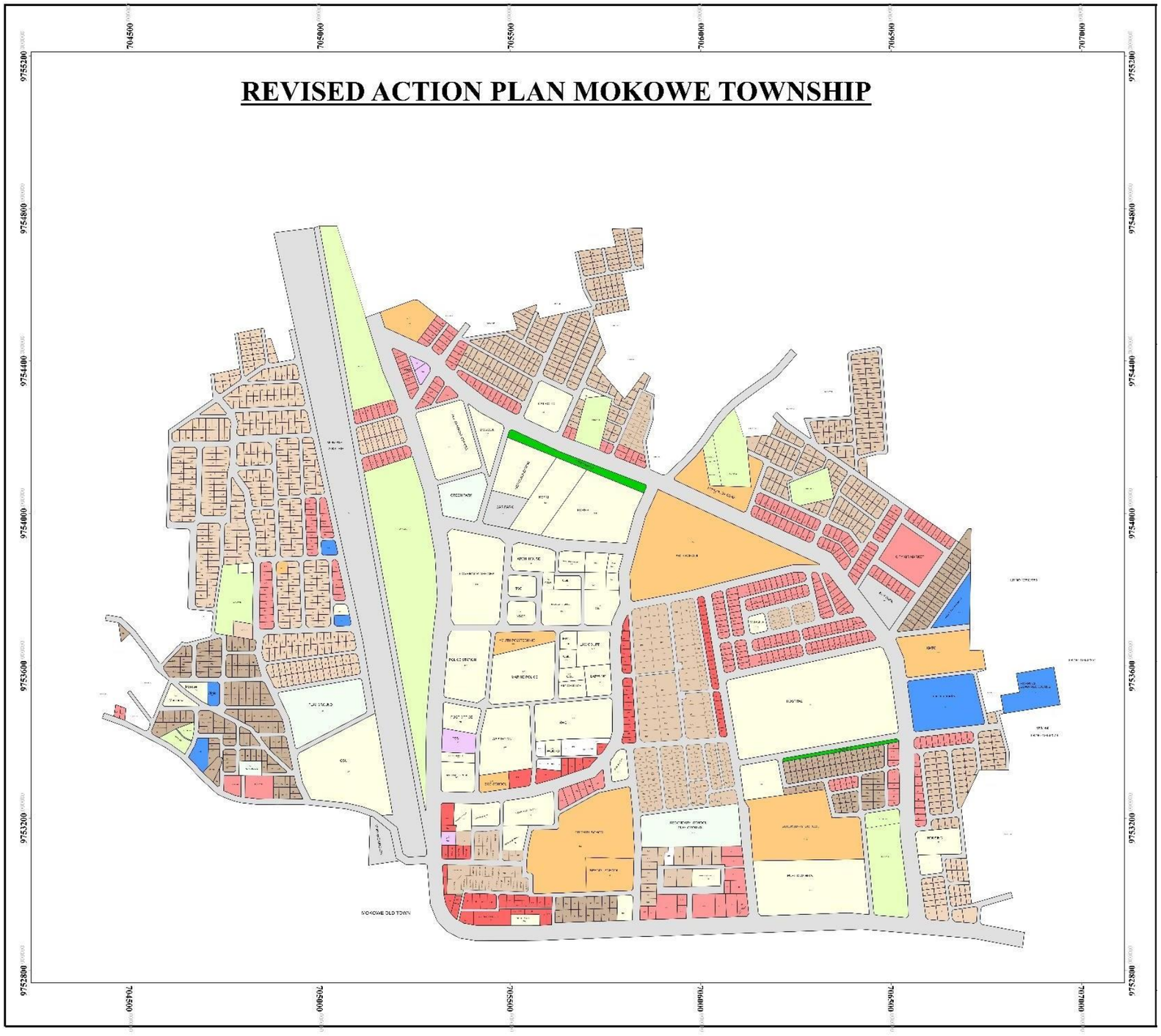
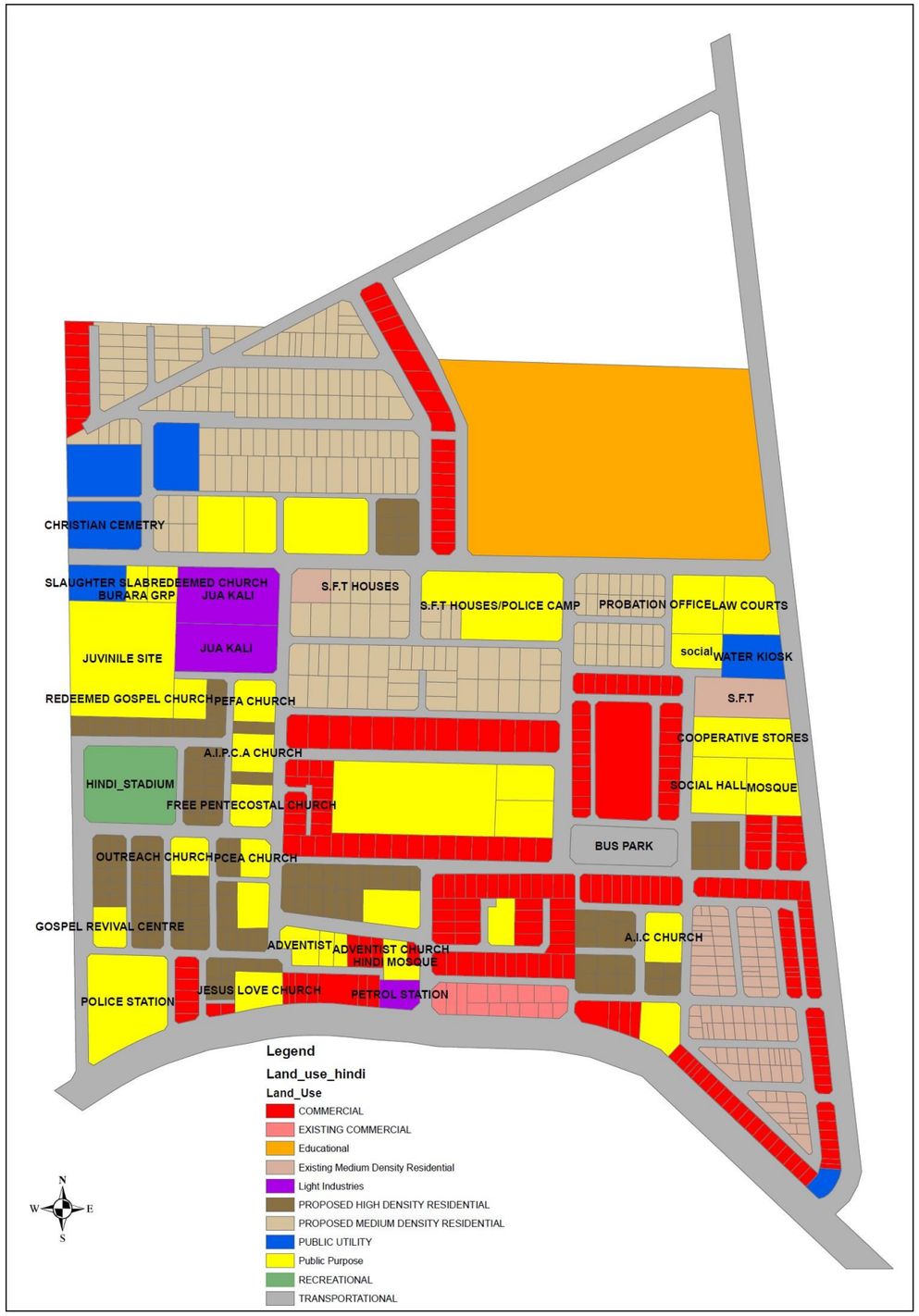


Figure 9.3: Refusal Disposal Site provided by Hindi Township LPDP



Specific Project / (Id): IDEP7					
Project Objective: Lamu Island Motorcycle Management					
Project Location / Site: Lamu island					
Project Unit / Quantity: 1.472 Km					
Project Description / Detail: Construct a motorcycle bypass (3m)					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Construction of road with standard storm drainage systems; and lighting	1.472 Km	5,000/M2	22,080,000	County Government of Lamu/UNESCO National Museums of Kenya	Lamu County Government, Lamu Municipality
Planting of trees along selected roads in the Municipality	150*2 Trees	50	15,000	Lamu Municipality	Lamu County Government, Lamu Municipality
Labour costs & Contingencies	-	40% of Cost	8,838,000	Lamu County Government	- Lamu County Government, Lamu Municipality
		Total Sum	**30,933,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Acquisition																				
Construction period with standard storm drainage systems; and lighting																				
Tree Planting																				
Defects & Liability Period																				
Project M & E																				

Figure 9.4: Proposed Motorcycle traffic management

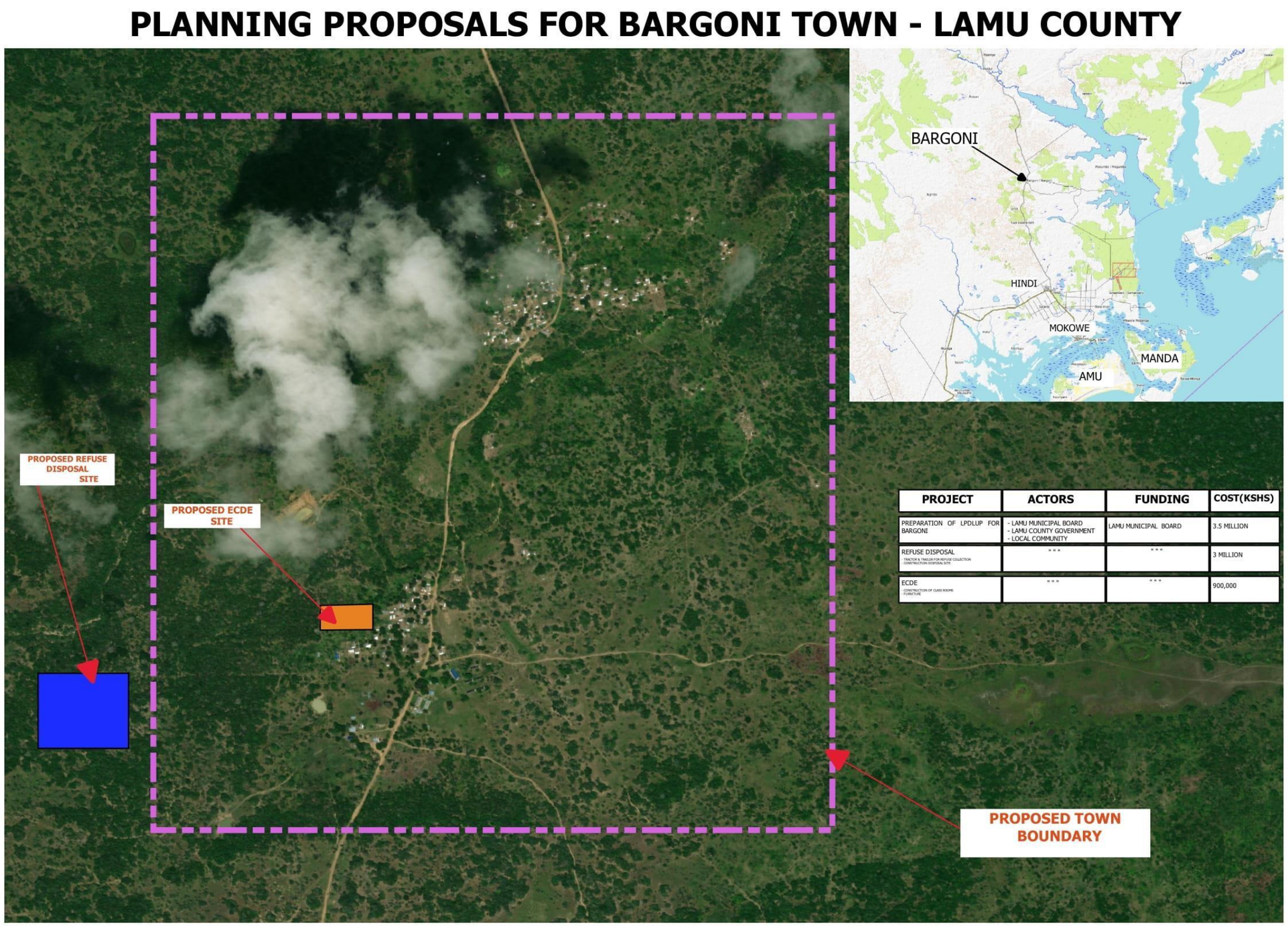


Specific Project / (Id): IDEP5					
Project Objective: Improved early childhood learning and education access					
Project Location / Site: Within the Municipality					
Project Unit / Quantity: 3 No.					
Project Description / Detail: Construct of ECDE facilities					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Construction of a ECDE at Bargoni, Budhei as will be proposed by the LPDP	3 No.	750,000	2,250,000	Lamu County Government/ Lamu Municipality	LCG, Lamu Municipality
Labour Costs, Contingencies	3	40%	900,000	Lamu Municipality	LCG, Lamu Municipality
		Total Sum	**3,150,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
LPLUDP																				
Procurement Processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Figure 9.5: Sites to be extracted from an LPDP for Bargoni



Specific Project / (Id): IDEP12					
Project Objective: Promote active sports function through safeguarding of existing play grounds					
Project Location / Site: Within Lamu Municipality – Mokowe Town					
Project Unit / Quantity: 1					
Project Description / Detail: Securing, Landscaping of Mokowe Playground					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Perimeter on the play grounds and associated works	1 Ha	20,000/M2	2,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
Landscaping & Tuff Installation	1 No.	20 Million	20,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
Construction of Ablution Facilities male & Female Public Ablutions Facilities including all accessories	2 No.	1 M	2,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipal Board, Local Community
Contingencies		20% Total Cost	4,800,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
		Total sum	**28,800,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Compensation and acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Figure 9.6: Location of site in the LPDP

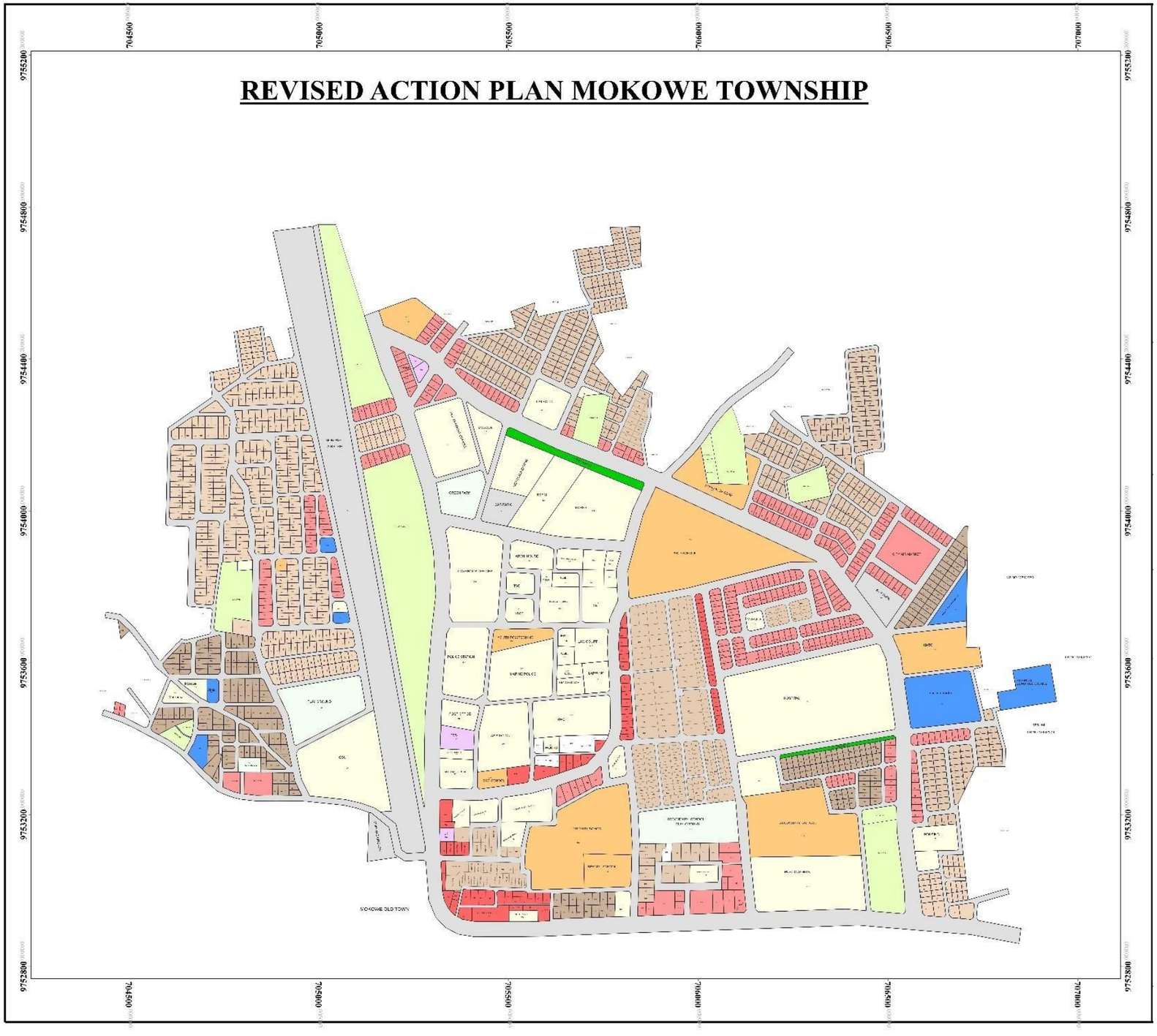




Plate 9-1: Mokowe Play ground

Specific Project / (Id): IDEP3					
Project Objective: Promote Disaster preparedness and prevention					
Project Location / Site: Mokowe Town					
Project Unit / Quantity: 1					
Project Description / Detail: Identification and acquisition of land for Fire-fighting facility and purchase of a Fire Tender Vehicle					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Purchase of 1 No. Fully-equipped Fire Tender to serve this purpose	1	28 Million	28,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
Construction of intended facilities	40% of the allocated land representing 0.08 Ha (800m2)	25,000/m2	20,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
Contingencies		20% Total Cost (24.625M)	9,600,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
		Total sum	**57,600,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Land acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Specific Project / (Id): IDEP4					
Project Objective: Promote Disaster preparedness and prevention					
Project Location / Site: Amu Island, next to Lamu County Assembly					
Project Unit / Quantity: 1					
Project Description / Detail: Identification and acquisition of land for Fire-fighting facility and purchase of a Small (Land Rover) Fire Tender Vehicle					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Land acquisition	0.02 Ha	20,000,000	20,000,000	Lamu Municipality/ Lamu County Government	
Purchase of 1 No. Fully-equipped (Land Rover) Fire Tender to serve this purpose	1	10 Million	10,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
Construction of intended facilities	40% of the allocated land representing 0.02 Ha (200m2)	25,000/m2	5,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
Contingencies		20% Total Cost	7,000,000	Lamu Municipality/ Lamu County Government	Lamu County Government, Lamu Municipality
		Total sum	**42,000,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Land acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Specific Project / (Id): IDEP8					
Project Objective: Promote local economy/mainstay of Amu Island					
Project Location / Site: Next to KFS Jetty, Lamu					
Project Unit / Quantity: 1					
Project Description / Detail: Relocation of Fish landing sites, cold storage & market to Jetty at Kenya Fisheries, Lamu					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Construction of Fish Landing Site facility to harbor cold storage	1	10,000,000	10,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
Installation of Cold Storage Facility	20% of the allocated facility	5,000,000	5,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
Contingencies		20% Total Cost	3,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
		Total sum	**18,000,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				



Illustration 9-5: Proposed relocation of Fish landing Site & Makeshift Market from Jetty at Mangrove to Jetty at Kenya Fisheries, Lamu

Specific Project / (Id): IDEP9					
Project Objective: Promote people-centered movement and heritage preservation of Lamu					
Project Location / Site: Wiyoni – Lamu – Shella seafront path					
Project Unit / Quantity: 1					
Project Description / Detail: Pedestrianization of Wiyoni – Lamu – Shella sea front path					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Conversion phase (oceanfront node) into a dedicated pedestrian path	4.5 Km	5000/M2	67,500,000	Lamu Municipality, Lamu County Government	Lamu Municipality, Lamu County Government
Installation of street furniture & other Safety amenities	20% of the allocated facility	5,000,000	13,500,000	Lamu Municipality, Lamu County Government	Lamu Municipality, Lamu County Government
Contingencies		20% Total Cost	16,200,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
		Total sum	**97,200,000**		

Implementation Schedule

Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of land																				
Acquisition																				
Procurement processes																				
Construction period																				
Defects & Liability Period																				
Project M & E																				

Specific Project / (Id): IDEP11					
Project Objective: Planned Municipality Urban Growth Nodes					
Project Location / Site: Bargoni, Hindi, Budhei, Mlimani, Majengo and Kiangwe					
Project Unit / Quantity: 6					
Project Description / Detail: Preparation of Local Physical and Land Use Development Plans (LPLUDP) for Municipality Urban Growth Nodes to stimulate development of these centres					
Estimated Total Costs:					
Work Component / Project Works	**Unit/Qty**	**Unit Cost**	**Total Cost**	**Source of Fund**	**Actors**
Preparation of Local Physical and Land Use Development Plans (LPLUDP) for Municipality Urban Growth Nodes	6	5,000,0000	30,000,000	Lamu Municipality, Lamu County Government	Lamu Municipality, Lamu County Government
Contingencies		20% Total Cost	6,000,000	Lamu Municipality/ Lamu County Government	Lamu Municipality, Lamu County Government
		Total sum	**36,000,000**		

Implementation Schedule																				
Project component	2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Preparation																				
Procurement processes																				
Planning phase																				
Contingencies																				
Project M & E																				

9.4 SUMMARY OF PROJECTS COST

Table 9.2: Summary of Capital Investment & Projects Cost

NO.	SECTOR	DESCRIPTION	LOCATION	PROJECT FINANCER	TOTAL APPROXIMATE COSTS PHASE 1 (IN KES.)
1.	Human Settlement	Preparation of LPLUDPs for Municipality Urban Growth Nodes	Hindi, Bargoni, Mlimani, Budhei, Majengo and Kiangwe	**Lamu County Government/ Lamu Municipality**	**36,000,000**
2.	Transportation Infrastructure	Amu – Matondoni Link Road	Amu Island	**National Government – *KERRA***	**202,517,000**
		Proposed Motorcycle Management		**Lamu County Government/Lamu Municipality** **UNESCO**	**30,933,000**
		Pedestrianization of Sea front/Corniche Path		**Lamu County Government/Lamu Municipality** **UNESCO**	**97,200,000**
3.	Social Infrastructure (Health & Education)	Proposed Social Hall (Expansion)	Mokowe	**Lamu County Government/ Lamu Municipality**	**TBD**
4.	Water, Sewer, and Solid Waste Management Infrastructure	Proposed Refuse Disposal Sites	Within the Municipality	**Lamu County Government/ Lamu Municipality**	**35,040,000**
5.	Recreational Infrastructure	Lamu Memorial Park	Within the Municipality	**National Government – *Ministry of Transport, Infrastructure, Housing, Urban Development & Public Works***	**1,080,000,000**
		Matondoni Creek		**National Government, *Ministry of Transport, Infrastructure, Housing, Urban Development & Public Works***	**28,800,000**
		Safeguarding Mokowe Play ground		**Lamu County Government/ Lamu Municipality**	**768,000,000**
6.	Industrial and Commercial Development	Proposed Markets Cottage Industry – Boat Making Sites, Basketry, Weaving, Carpentry	Within the Municipality	**Lamu County Government/ Lamu Municipality**	**18,000,000**
7.	Disaster Preparedness & Management	Proposed Fire-fighting Facility & Fire Tender Vehicles	Within the Municipality – Mokowe and Amu Island	**Lamu County Government/ Lamu Municipality**	**57,600,000** **42,000,000**
			TOTAL PROJECTS COST		**2,396,090,000**[32]

[32] Total Costs provided are subject to County Budgetary affirmation and adjustment

9.5 PROPOSED MEASURES ON REVENUE ENHANCEMENT FOR THE MUNICIPALITY

The Consultant team proposes that the Municipal Board has to capitalize on measures to enhance their revenue for effective implementation of the plan and improving capacity of their organizational structure. These include the following;

1. Ensure that all development applications of all developments within the jurisdiction of the Lamu Municipality are channeled and processed through the Municipality Revenue Office
2. Develop a Land Information System (LIS) for all land parcels within the Municipality for purposes of rating and processing of development applications
3. Prepare a valuation roll of all properties within the Municipality and assess the rates payable to the Municipality
4. Charge fees on Outdoor advertising
5. Ensure that all business establishments within the Municipality pay trade licenses annually
6. Develop Market facilities in Mokowe, Hindi and Amu and collect market fees
7. Develop Bus parks in Mokowe, Hindi and collect Bus fees from Matatu and Bus operators; also charge parking (reasonable) fees for boat docking
8. Designate specific areas for cemeteries and collect burial fees
9. Maximize on hiring of Social Halls and other Municipality social facilities

9.6 LAMU MUNICIPALITY BRANDING STRATEGY: THE COLOURS OF LAMU

The Community of Lamu Municipality and especially Amu Island envisioned a Theme or identity for Lamu and Shella settlements. The Branding Theme which centers on the preservation of heritage and cultural resources create a sense of place and local pride that is unique to Lamu Island. This is explained in the Colour bands shown below;

LAMU MUNICIPALITY BRANDING STRATEGY

LAMU
MUNICIPALITY

The Logo and branding of Lamu Municipality focuses on the rich heritage and cultural resources. This creates a sense of place unique to Lamu, Promoting local pride

These colors are :

YELLOW- HERITAGE
Displays the commitment of the municipality towards heritage and preservation of history through Swahili architecture. The historic pedestrian centered walkways also captured in this aspect

BLUE- MARINE RESOURCES
Lamu has vast marine resources. This color also signifies stability and structure that the municipality will provide to the people

GREEN- MANGROVE SEAFRONT
Inspired by the coastal strips of mangrove trees, it signifies a sense of balance and connection to nature, agricultural farmlands, Environmental conservation and a desire for ethical practise. " USITO WA PWANI"

WHITE- PEACE
Highlights the peaceful nature of the people. It also emphasizes on the clarity and transparency in operations of the municipality activities


LAMU
MUNICIPALITY
RE: PREPARATION FOR UPCOMING BIG 5 EXPO


LAMU
MUNICIPALITY


Juma Ali
LAMU
MUNICIPALITY
LAMU
MUNICIPALITY


LAMU
MUNICIPALITY

10. CHAPTER TEN: IMPLEMENTATION, MONITORING AND EVALUATION

Overview

Monitoring and evaluation is an integral part of any development project; the same applies to the implementation of this Lamu Municipality Integrated Development Plan as the development framework for the Municipality. Monitoring and evaluation of the overall progress of the implementation of the Plan and the continual feedback run is necessary as it provides the base for the measurement of its success. It provides a basis for adaptive management and continued improvement of the environmental conditions of the County. Various aspects of the project will be observed and reviewed annually in order to assess whether the implementation of the project is viable and continuous as projected in the planning proposals. In the subsequent sections of this chapter, the monitoring and evaluation stages, indicators of progress, and the implementation guidelines set up for the project will be assessed.

Matrix Priority Projects and Indicators

Table 10.1: Matrix priority projects and Indicators

Impact	Expected outcome	Indicator
Economic impacts	Increased investment opportunities in the Municipality	Increased number of investors in the Municipality
		Increased employment opportunities in the Municipality
		Diversified economic activities
		Enhanced trading capacity of the Municipality
	Improved Municipal revenue base	Increased Municipal revenue collection
		Improved basic service delivery for the Municipality residents by the County Government
	Increased production capacity of the Municipality	Increased food security
		Increased intra/inter-County trading opportunities
	Enhanced infrastructural capacity of the Municipality	Improved, efficient transport options & reduced travel time
	More vibrant and formal economic spaces	Increased entrepreneurship & revenue circulation in the Municipality
Environmental impacts	Conserved and protected mangrove forests, terrestrial forest areas, and National Reserves	Gazetement of delineated natural forests
		No loss of natural forest
		No loss of mangrove forests
	Conserved and protected water catchment areas, wetlands and swamps	All identified Water catchment and wetland ecosystems secured
		Increased and sustained water supply
		Increased civil awareness on environmental issues
	Conserved and protected sand dune ecosystems	Increased opportunities for recreation spaces, human interaction spaces & water catchment
	Improved wildlife conservation	Increased number of tourists visiting Lamu
		Reduced encroachment on Natural capital assets in the Municipality
Social impacts (Improved standards of living for Municipality residents)	Improved access and enrollment to education facilities	Increased literacy levels in the Municipality
	Improved access to health care facilities	Reduced mortality, maternal death and disease prevalence rates
	Preservation of heritage value and culture	Reduced dilution of cultural heritage & Increased heritage tourism
	Improved access to affordable energy options	Increased number of household connections to the national grid/other energy source
	Improved access to water and sewer services	Increased number of household connections to potable water and sewer services
Spatial impacts	Highly controlled land use structure for the Municipality	Reduced degradation and depletion of natural resources
	Controlled Urban Development	Urban Development within delineated urban edges and not beyond

	High land values across the Municipality	Areas of highly controlled development

Financing Mechanism

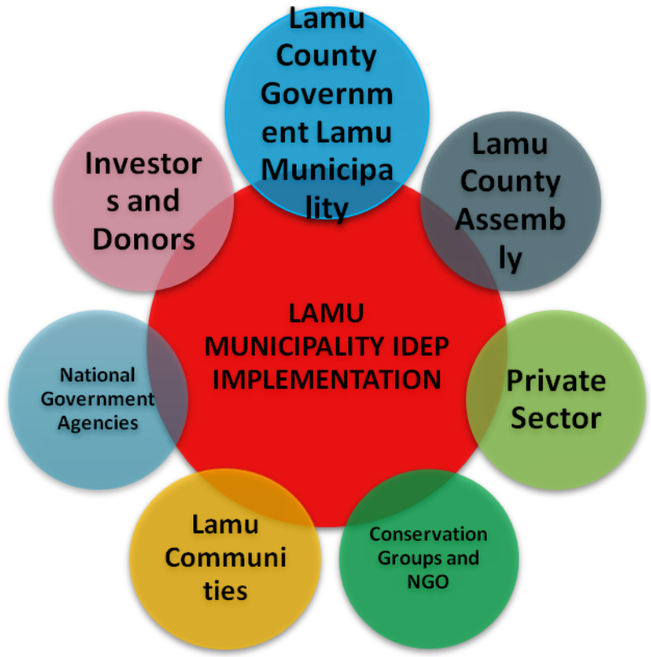
The following are some of The sources of funds for the Capital Investment Framework.

- National Government County transfers;
- County taxes and revenues from assets, valuation roll, among other forms of revenue generation;
- Grants and loans -Development Partners (DP) funding e.g. WWF, WORLD BANK; and the African Development Bank (ADB) among others; UNESCO
- Private and related collaborative sources (Public Private Partnerships - PPPs, etc.).
- The local community through CBOs, CSOs, SACCOs etc.

Coordination: Who will steer the IDEP?

The management of the Plan implementation will have to be sound and effective to completely achieve the targets and objectives it intends to. The preparation of lower level action area Plans proposed as part of the implementation projects under this Plan will have to be aligned to the overall objectives envisioned through this Plan. In spite of the County Government of Lamu being very pivotal in the coordination of this Plan implementation, other departments and stakeholders will have to play a key role and integrated within the management structure to enhance the performance and facilitation of the Plan implementation. A proposed management structure for the implementation of the plan is as shownin the figure below;

Figure 10.1: Coordination Structure



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