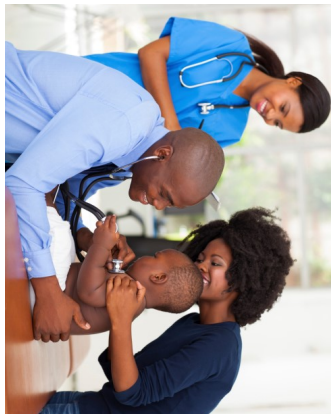
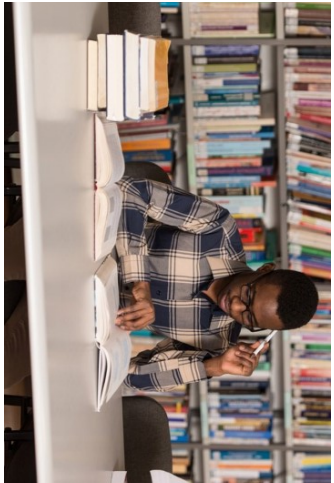
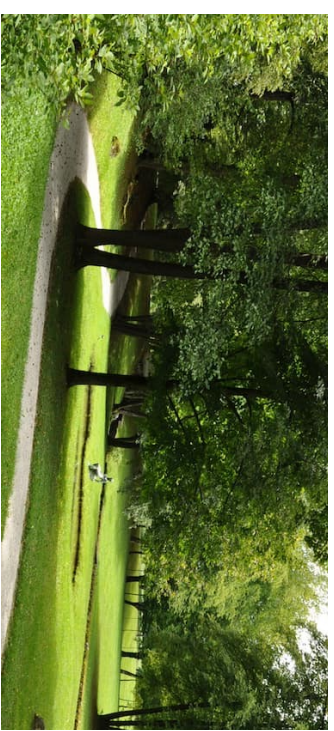


RUMURUTI MUNICIPALITY

STRATEGIC PLAN

2020 - 2024



FROM THE GOVERNOR

H.E. Ndiritu Muriithi

Governor

Laikipia County



Text goes here...

FROM CEC

Urbanization is inevitable but desirable.

Cities and Communities.

Today, more than half of the world's population lives in urban areas, 30% of Kenyans live in towns, and this proportion is expected to grow more rapidly in the coming years.

Kenya has enacted laws and developed policies to help meet its commitments to SDG 11. They include the Urban Areas and Cities Act (UACA) and the National Urban Development Policy.

CEC, ILRD

Laikipia's ratio of Urban to rural population

mirrors the national trend.

Laikipia County has shown its commitment to sustainable urbanization through the

Laikipia County

Urbanization can create opportunities. It

County Integrated Development Plan (CIDP)

can increase economic activity, create employment, and reduce the cost of services. It can also make services more easily accessible, facilitate social

and initiatives such as the "Smart Towns". The issuance of Rumuruti Municipal Charter and the appointment of the board further proves this commitment.

integration, and enhance the quality of life.

To meet the high expectations of residents,

However, if badly managed, it can lead to environmental degradation, growth of slums, high cost of living, and an increase in social problems such as crime.

the county government will support the board with the financial, administrative, and legislative resources it needs to fulfill its mandate.

The United Nations' commitment to sustainable urbanization has been expressed in Goal 11 of the Sustainable Development Goals (SDGs) - Sustainable

However, available resources may be limited, so we encourage the board to be creative in diversifying the municipal resource base.



FROM THE CHAIRMAN

Peter Rukwaro
Chairman

Rumuruti Municipal Board



I am happy to present to you Rumuruti Municipality's strategic plan for 2020–2024. It outlines the vision, objectives, strategies of the Municipal Board; and it spells out how we will fulfill our obligations to the people of Rumuruti Municipality and those of Laikipia County.

It is the result of extensive engagement with the people of Rumuruti and the county government of Laikipia.

It states the pillars we consider important for effective management of the municipality; and it identifies our strategic priorities .

We thank all the people involved in the preparation of this document for their dedication, suggestions and advice.

In particular, we thank Governor Ndiritu Muriithi and the County Government of Laikipia for their unwavering support.

We also appreciate contributions from

organized groups and individual residents of Rumuruti; and we promise to continue this engagement during implementation.

This strategic plan is a part of Laikipia's County Integrated Development Plan (CIDP); and we will work with county departments to deliver quality services to the people of Rumuruti.

Since Rumuruti is the county headquarters, we understand that our performance will impact the whole county. For this, our promise to the governor and the people of Laikipia is that we will strive to succeed.

Finally, this strategy will guide municipal investments over the next 3 to 5 years. The needs are many and resources, as usual, are limited.

We will work closely with stakeholders and partners to fill the resource gaps; and, we hope, our efforts will make Rumuruti indeed the most desirable place to live, work, and invest.

FROM THE MANAGER

Jackson Kibocho Manager

Rumuruti Municipality



This Strategic Plan is an important tool for municipality staff.

It clarifies our board's strategic intentions; defines the principles that guide our operations; and specifies our priorities.

It also reminds us of our primary objective - to serve the residents of Rumuruti.

The strategic plan will help our staff to engage colleagues, partners and other stakeholders on the kind of community and municipality we want, how we can work better, together; and what we need to improve.

It outlines expected outcomes; lists our strategies; states our commitment to stakeholders; and clarifies our priorities.

The residents of Rumuruti have expressed very high expectations; and it is against these expectations that our performance will be measured.

We thank the board and the county

government for the guidance that this plan provides.

We will work closely with the county government to develop budget alignment strategies and accountability mechanisms that ensure adequate resourcing and follow through with this Strategic Plan. We will endeavor to continuously report on progress to our stakeholders as provided in law and through a vigorous and transparent process of engagement.

Every year, we will review and update the strategies and initiatives identified in the plan. We promise to continuously engage the residents of Rumuruti in order to constantly improve outcomes and the means through which we deliver them. In doing so, we will contribute our part in realizing the county vision for sustainable urbanization. We will also set a good example for upcoming municipalities in Laikipia.



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1.

INTRODUCTION

This document is the result of the Rumuruti Municipal Board's engagement with the residents, staff, and other stakeholders of Rumuruti Municipality; and it is the board's interpretation of the community's vision of how Rumuruti should evolve in coming years. It outlines the opportunities that exist for the municipality, describes the strategic areas the board plans to focus its efforts and resources, and outlines the benefits this will bring to the community.

It is a road map of the steps Rumuruti must take to become a vibrant and prosperous municipality, but it does not replace existing plans and tools. It should be looked at alongside existing legal and policy frameworks.

In preparing the document, the board organized two open forums to listen to residents' needs and expectations and to collect their views on how to make Rumuruti a great place to live, do business, or raise a family.

The forums were open to the public, and all sectors and sections of the community were represented.

The purpose of this participatory approach was to help the board look at the future from the community's point of view and to make sure its vision of the municipality reflects the needs, values, and priorities of the community.

Besides talking to the community, the board also sought out numerous perspectives from experts and professional groups, including lawyers, accountants, policy specialists, and urban planners.

The purpose of this engagement was to help the board understand current trends in urban governance, management, and planning and to align its vision of Rumuruti to international best practice.

The result of these engagements was the collective vision of the people of Rumuruti, and it is described in the following pages.



2.

BOARD COMMITMENT

The Rumuruti Municipal Board is dedicated to building and maintaining a safe, caring and vibrant municipality.

We will work closely with residents, business owners, the County Government of

Laikipia, and other stakeholders to deliver an outstanding quality of life and to ensure that Rumuruti becomes a great place to raise a family, earn a good living, invest, or visit.



Peter Rukwaro
CHAIRPERSON



Saul Cheruiyot
MEMBER



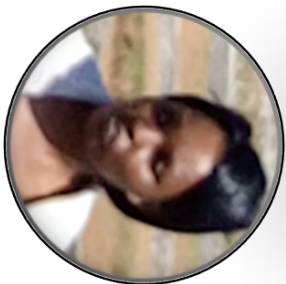
Faith Ntarara
VICE CHAIRPERSON



Patricia Lelegwe
MEMBER



Richard Kamunya
MEMBER



Peris Kinyua
MEMBER



Issack Sheikh
MEMBER



Agnes Lokoro
MEMBER



Mthea Gikunju
MEMBER



Kenneth Karanja
MEMBER



Joseph Shuel
MEMBER



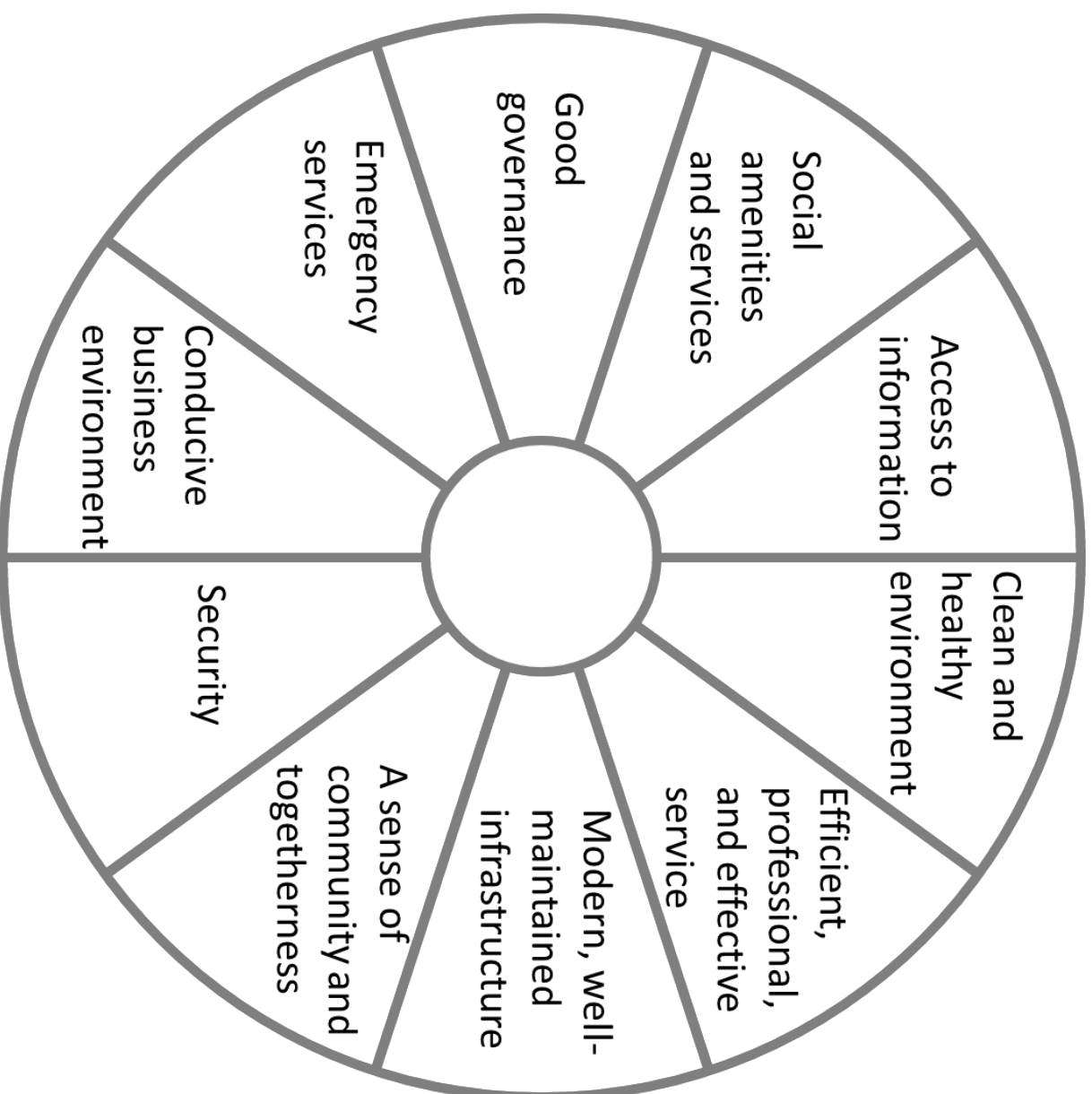
Jackson M. Kibocho
MANAGER/SECRETARY

3.

RESIDENTS' EXPECTATIONS

The board listened to hundreds of ideas and suggestions; and most of the contributors said they wanted Rumuruti to be a great place to raise a family, work, and invest.

These are the overriding themes of their contributions.



4.

BOARD ROLES

Rumuruti Municipal Board is an agency of the Laikipia County Government, and its main role is to deliver services to the people of Rumuruti Municipality on behalf of the county government.

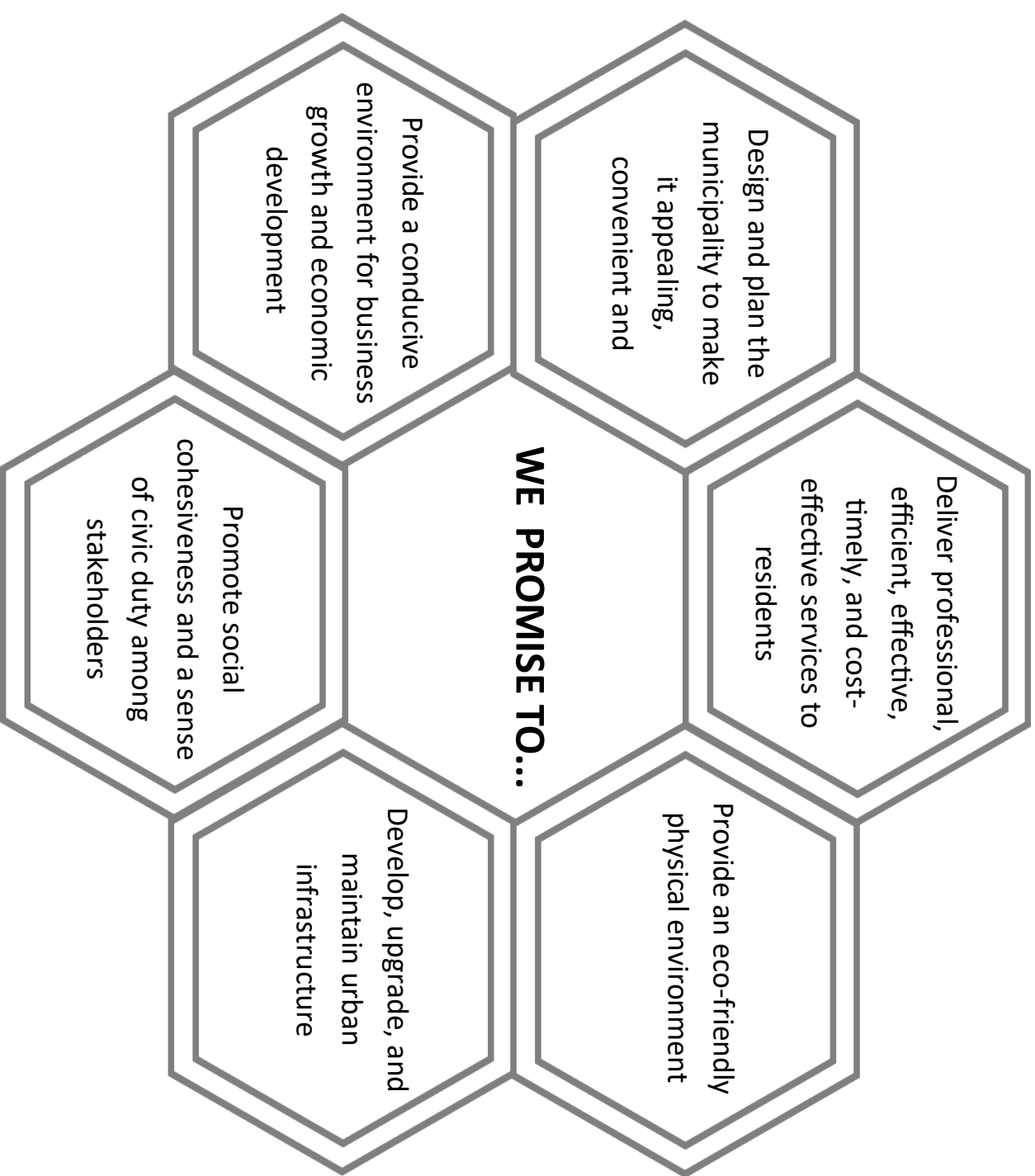
Its roles are outlined in the Municipal Charter published by the Laikipia County Government in 2019

Here is a summary of those roles.

- ◇ **Provide services;**
- ◇ **Impose charges,** such as fees, levies, and surcharges;
- ◇ **Collect,** fees, taxes, levies, rates, duties, surcharges, and debts;
- ◇ **Control land,** including sub-division, development, and zoning;
- ◇ **Regulate services,** including public transport;
- ◇ **Implement policies and plans,** of county government and of national government;
- ◇ **Make be-laws;**
- ◇ **Facilitate public participation,** in decisions, activities, and programmes;
- ◇ **Develop,** policies, plans, strategies, programmes, and service delivery targets;
- ◇ **Formulate and implement,** an integrated development plan;
- ◇ **Develop infrastructure;**
- ◇ **Enforce,** county and national legislation;
- ◇ **Is body corporate,** that can enter into contracts, partnerships, or joint ventures;
- ◇ **Monitor,** municipal services offered by other providers;
- ◇ **Prepare,** annual budget estimates;
- ◇ **Monitor,** effectiveness of services, policies, programmes, and plans;
- ◇ **Promote,** a safe and healthy environment;
- ◇ **Create,** performance management systems;
- ◇ **Maintain,** records of all activities; and
- ◇ **Develop structures,** for regulating internal affairs.

5. BOARD PROMISES

During the public engagement, the board made the following promises to residents and stakeholders:



6.

OVERVIEW

6.1 CONTEXT

Rumuruti's status as county headquarters comes with enormous responsibility.

It is the face of the county; and we have to give our visitors the feeling that the municipality is well-managed.

We have to ensure that the fruits of our investments not only benefit the residents of Rumuruti but also trickle down to the rest of the county.

The people outside the municipality can feel our impact if we can create markets for their products, jobs for their sons and daughters, and opportunities for advancement.

We can do so by leveraging the unique advantages that the municipality enjoys.

Firstly, Rumuruti is a small and new municipality, so we have the flexibility to plan and grow it creatively and sustainably.

We can avoid the mistakes of older or larger

municipalities, incorporate modern urban concepts and designs, and create room for future expansion.

Secondly, the municipality has a unique geographic location:

It is the gateway to Northern Kenya, centrally located within the county, and near the tourist hubs of Mt. Kenya, The Aberdares, and the Great Rift Valley.

These are unique selling features that can be harnessed for the benefit of the residents of the municipality and the people of Laikipia County.

Thirdly, as the county headquarters, the municipality is the focal point of hundreds of people visiting county and national government offices.

If well-harnessed, this human traffic presents great potential; and we plan to turn it into opportunity for our people and businesses.

6.

OVERVIEW

6.2 ABOUT THIS DOCUMENT

The remainder of this document outlines our intentions for the municipality from 2020 to 2024.

We have expressed them as broad outcomes that residents of Rumuruti should be able to see or feel by the end of the planning period; and we have also listed actions we will take to realize them.

The actions are expressed as plans, projects, or activities, and we have provided broad guidelines and timelines for different milestones.

Some of them require specialized technical input, so we will refine them and create mini-strategic plans that will help turn our intentions into reality.

In the next section (Strategic Tools) are our vision, mission, and core values, which provide a bird's-eye view of what we want for our municipality.

The last section of the document contains our key focus areas.

These are nine broad categories into which we want to direct most our time, effort, and resources in order to achieve our intentions for Rumuruti.

They are Economy, Planning, Waste Management, Environment, Community Building, Infrastructure, Finance, Service, and Technology.

For each focus area, we have stated the outcomes we expect at the end of the planning period, the objectives that will help focus our effort towards the stated outcome, strategies we will use to achieve the objectives, and actions that will help us realize the outcomes.

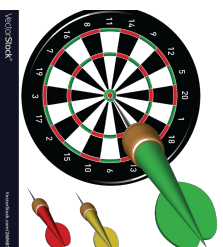
7. STRATEGIC TOOLS

VISION



9

MISSION



10

CORE VALUES



11

7.1

VISION

Our vision statement describes the kind of municipality we intend to build.

Its purpose is to guide our current and future direction and decision making.



OUR VISION

States What We Want

**“To Be the Most Preferred
Municipality to Live, Work, and
Invest”**

7.2.

MISSION

Our mission statement describes our purpose; and it provides focus and direction in achieving our vision.



OUR MISSION

Keeps Us Focused

“To Improve the Livelihood of Our Communities by Providing Quality and Sustainable Services, Creating an Enabling Environment for Business and Investment, and promoting Equity and Cohesion”

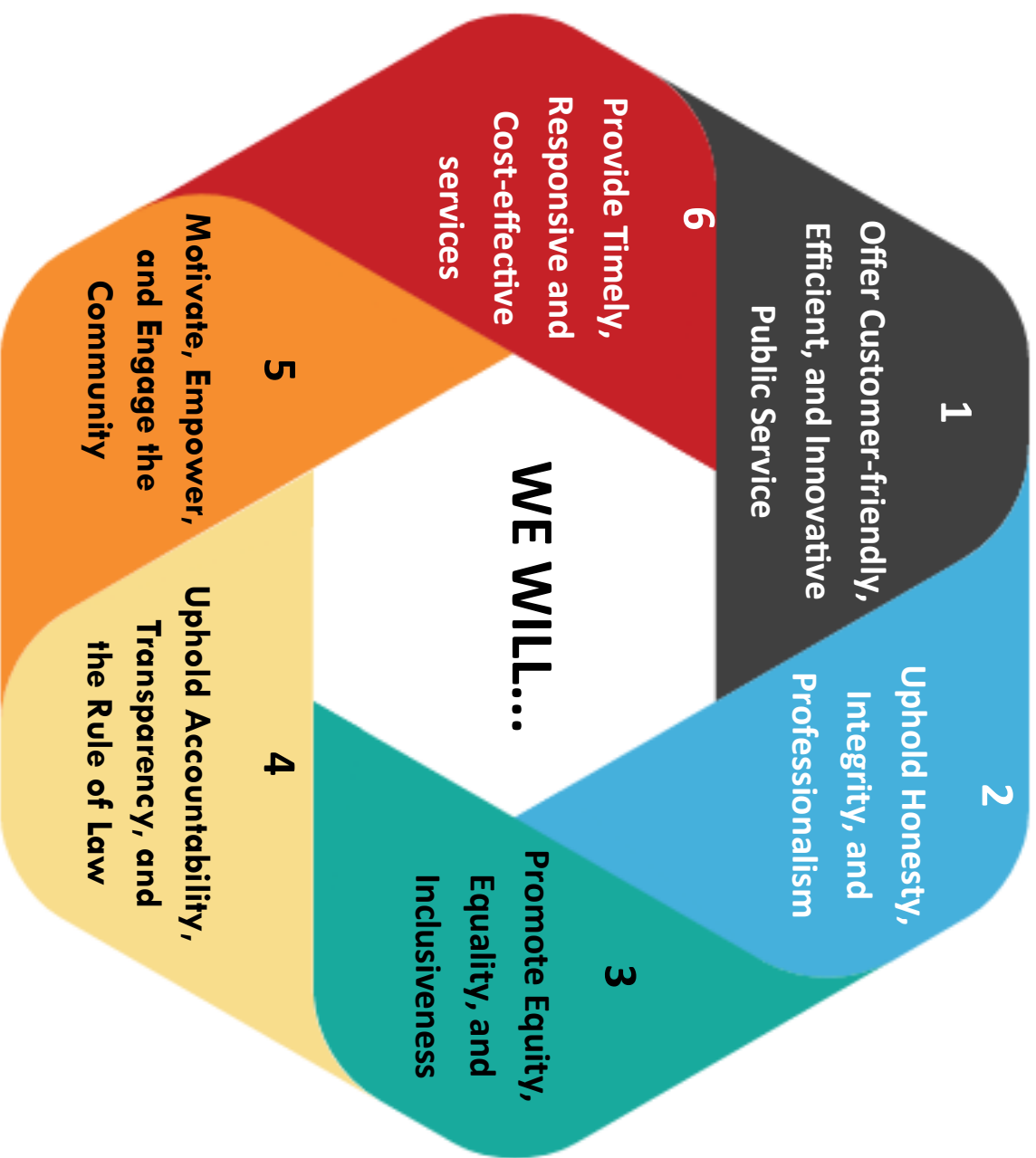
7.3.

CORE VALUES

Our core values are declarations of our key beliefs.

They represent our shared accountability to each other and with the community, and they support our efforts of building the municipality.

We will strive to demonstrate these commitments in all our work.



8.

STRATEGIC FOCUS AREAS

Strategic focus areas are aspects of our municipality in which residents should see results by the end of the planning period. They describe the route we will follow in order to achieve our vision and mission.

1. ECONOMY



2. PLANNING



3. WASTE



4. ENVIRONMENT



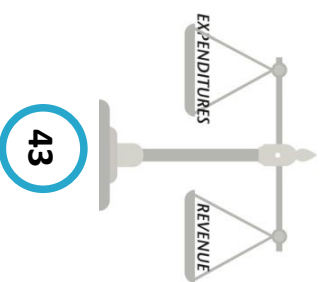
5. COMMUNITY



6. INFRASTRUCTURE



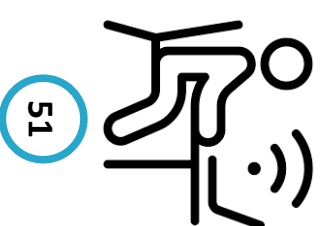
7. FINANCE



8. SERVICE



9. TECHNOLOGY



8.1

ECONOMY

A vibrant local economy is the foundation of a good community

**OUTCOME****Vibrant Economy****OBJECTIVES**

1. Competitiveness
2. Business Growth
3. Productivity

STRATEGIES

1. Marketing and Promotion
2. Scale-Up Livestock Trade
3. Diversification

8.1

ECONOMY



8.1.1 OUTCOME

We want Rumuruti to have a strong, vibrant, and diversified economy.

It should have a wide range of productive activities, a vibrant exchange of goods and services, and a culture of entrepreneurship.

Such an economy will put more money in the pockets of residents, generate the revenue the municipality needs to provide services, and the improve quality of life.

8.1.2 OBJECTIVES

8.1.2.1 Improve Rumuruti's Competitiveness

Every year, hundreds of individuals and companies make "WHERE" decisions that could benefit our economy.

These include, for example, decisions on where to build family homes, set up new businesses, or open new branches.

They have a choice of over 60 Kenyan

municipalities, and each municipality would love to welcome them.

If we can persuade them to come to Rumuruti, they will probably become new customers for our existing businesses, create new jobs for our people, or bring new ideas.

8.1.2.2 Business Growth

We want to retain existing businesses, so we plan to help them grow and thrive.

There are several reasons why we should support existing businesses.

They already generate revenue for our municipality, and they have created jobs and markets for our people.

Most have adapted to local conditions and they understand our challenges and opportunities.

If we can help them grow but remain in Rumuruti, they will provide stability and consistency to our local economy.

8.1

ECONOMY

**8.1.2.3 Increased Productivity**

Rumuruti has untapped potential; so we want it to produce more, trade more, and earn more than it currently does.

8.1.3 STRATEGIES**8.1.3.1 Marketing and Promotion**

We cannot attract investors if they don't know us, what we have, or how we compare with other municipalities.

We, therefore, plan to carry out a series of targeted promotional activities to enhance the municipality's visibility, raise its profile, and improve its competitiveness.

8.1.3.2 Invest in What Investors Look For

Marketing and promotion alone cannot attract people or investments to Rumuruti.

If they choose to invest or raise their families here, it is because we have advantages that other municipalities don't.

In making their decision, they will probably ask themselves the following questions:

- ◇ Does Rumuruti have social amenities such as schools, colleges, libraries, and hospitals?
- ◇ Does it have a modern, well-maintained infrastructure?
- ◇ Does it have a clean and healthy environment?
- ◇ Is there a strong sense of community and togetherness.
- ◇ Does it have emergency services such as ambulances and fire engines;
- ◇ Does it have public parks, open spaces, and playgrounds?
- ◇ Is the built-up environment well-designed and beautiful?
- ◇ Does it have housing for all income groups?

8.1

ECONOMY

- ◇ Does it provide a wide range of entertainment and cultural activities?
- ◇ Does it have efficient public transport?
- ◇ Does it have non-motorized facilities such as footpaths and cycling lanes?
- ◇ Does it have hotel accommodation for visitors and travellers.
- ◇ Do families feel safe and secure?

The success of our efforts to make Rumuruti competitive depends on our ability to provide positive answers to these questions.

We will promote these gaps as opportunities for investment and welcome people or organizations to fill them through private investment or private-public partnerships.

8.1.3.3 Help Existing Businesses Grow

We will support existing businesses by building their capacity and by making it easy for them to do business.

8.1.3.3.1 Capacity Building

Capacity building is equipping residents with the skills to help them start new enterprises or manage existing ones more effectively.

We will partner with credible institutions to deliver seminars that will enhance the skills of business owners, increase their awareness of business opportunities, and understand strategic business issues.

8.1.3.3.2 Ease of Doing Business

We plan to simplify our processes, remove barriers, and speed up services.

Businesses don't like bureaucratic processes and procedures. They find them expensive, inefficient, and wasteful; and they sometimes discourage them from opening new ventures or making changes to existing businesses.

We will engage our business community to identify processes they want to be streamlined, discuss how we can improve them; and, make necessary changes.



8.1

ECONOMY



8.1.3.3 Scale-Up Livestock Trade

Currently, Livestock trade is our key economic activity; and it brings hundreds of buyers and sellers to the municipality every week.

Many of our businesses and residents are dependent on livestock trade; and, if we can make it bigger, busier, and better, it will help them grow.

We intend to raise the annual volume of livestock traded at our livestock market; so we will work with livestock owners and traders to explore ways of making it possible.

8.1.3.4 Diversify

Although livestock trade is an important part of our economy, alone, it cannot deliver sufficient growth.

To prosper, Rumuruti must diversify.

Diversifying will cushion us from economic or natural shocks; open up new opportunities for existing residents; and attract new residents,

visitors, ideas, and investments.

However, discovering Rumuruti's opportunities for diversification requires a more structured study than was possible in this public engagement.

Nevertheless, residents gave us the following suggestions:

- ◇ Hospitality,
- ◇ Value addition on livestock trade, e.g. meat processing and leather making,
- ◇ Housing,
- ◇ Tourism,
- ◇ Retail, and
- ◇ Manufacturing.

These are only suggestions, and they need to be verified.

8.1

ECONOMY

RMB:

Rumuruti Municipal Board

LCG:

Laikipia County Government



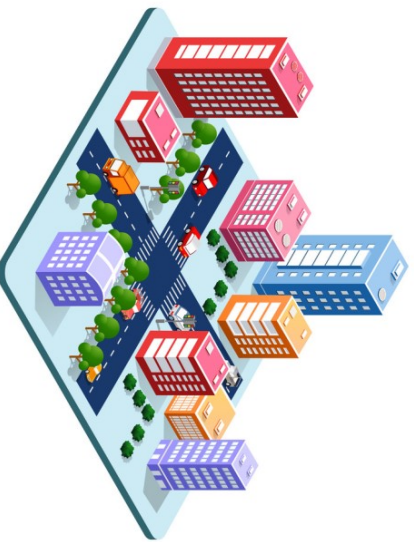
8.1.4 ACTIONS

	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Develop a promotional strategy	8.1.3.1	It should include desired results, target audience, activities, channels, timelines, and budget.	12/2020	RMB
2	Develop an economic development strategy	8.1.3.2	It should include a roadmap to diversify and strengthen Rumuruti's economy, potential areas of investment, priority areas of investment, and potential sources of funds.	06/2021	RMB
3	Create Plan for developing entrepreneurship	8.3.3.3.1	Identify needs, training partners, and sponsors. Develop training content	06/2021	RMB
4	Review processes	8.3.3.3.2	Same as 8.8.3.2	12/2021	RMB
5	Improve livestock trade	8.1.3.3	Relocate livestock market. Develop a strategy for raising volume and value of livestock trade.	12/2020	LCG RMB

8.2

PLANNING

The best material for planning a municipality are sky, open space, trees, steel, and, cement - in that order.

**OUTCOME**

Well-Planned Municipality

OBJECTIVES

- ◇ Connectivity
- ◇ Orderly Development
- ◇ Effective Land Use
- ◇ Resource Protection

STRATEGIES

- ◇ Spatial Planning
- ◇ Zoning
- ◇ Land Use Control

8.2

PLANNING

8.2.1 OUTCOME

We want Rumuruti to be attractive, livable, and sustainable.

It should have modern urban concepts such as wide streets; pedestrian and cyclist lanes; and open spaces between neighbourhoods.

Its design should be flexible enough to meet today's needs and those of 99 years to come.

8.2.2 OBJECTIVES

8.2.2.1 Connectivity

We want to make it easy for people to move into, out of, and around the municipality.

Residents should have stress-free access to workplaces, services, and amenities.

8.2.2.2 Orderly development

If we don't plan, the municipality's expansion will be haphazard; so it might create urban problems like congestion, pollution, or mushrooming of slums.

8.2.2.3 Effective land use

Planning will help us define how land within the municipality can best be utilized for the benefit of the greatest number of residents.

8.2.2.4 Resource protection

Planning will help us protect vital resources such as environmentally sensitive areas, historically significant assets, or cultural sites.

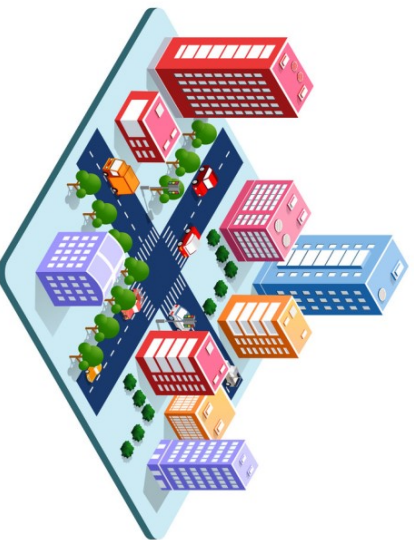
8.2.3 STRATEGIES

8.2.3.1 Spatial Planning

We will draw up a new spatial plan for Rumuruti.

A spatial plan will define how Rumuruti should look like and function in years to come, and it is intended to make sure that the municipality develops sustainably.

The spatial planning process will review the physical layout of Rumuruti to ensure it meets our current needs and those of many generations to come.



8.2

PLANNING

It will, for example, review the layout of streets and roads, the positions and sizes of parking spaces, and density of buildings in different parts of the municipality.

It will also determine the positions of open spaces such as parks, gardens, and playgrounds; social amenities such as libraries, schools, and hospitals; and civic installations such as government offices.

Spatial planning will make sure that current human activity or infrastructural development does not create problems, such as flooding or traffic congestion, a few years from now.

8.2.3.2 Zoning

We will use zoning to make Rumuruti look orderly and organized.

Zoning is a product of spatial planning; and it is a policy and legislative tool used to define the physical, social, and economic character of an urban area.

In our case, Rumuruti will be divided into several zones, and there will laws, rules, and regulations that will specify what kinds of buildings, developments, social, or economic activities can take place in each zone.

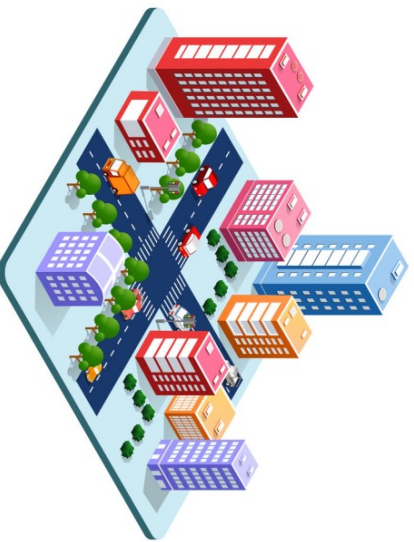
Rumuruti's zones will be determined during the spatial planning process; but they could include residential, commercial, industrial, open space, or mixed-use.

8.2.3.3 Land Use Controls

We will use land use controls to regulate social and economic activities.

Land use controls are legal tools used to limit private use of land to conform to public policy, including minimum plot size.

Land use controls specify what can be done on the property by the owner; and their primary purpose is to regulate population density, noise, pollution, or maintain the aesthetics of the neighbourhood.

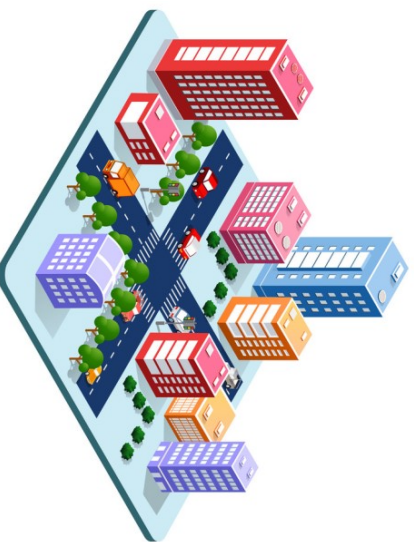


8.2

PLANNING

8.2.4 ACTIONS

	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Develop spatial plan	8.2.3.1	Should produce a GIS map, and an urban spatial plan.	12/2020	RMB
2	Develop zoning rules	8.2.3.2	Draft rules and publish.	06/2021	RMB LCG
3	Streamline land Records	8.2.3.3	Digitize land records. Regularize ownership records.	06/2021	RMB LCG
4	Develop Land Control Plan	8.2.3.3	Should contain policies regarding the use, preservation, development and redevelopment of all land in Rumuruti.	06/2022	RMB LCG



8.3

WASTE MANAGEMENT

A municipality is only as clean as its dirtiest areas



OUTCOME

Clean Municipality

OBJECTIVES

- ◇ Minimal Waste
- ◇ Clean Streets and Neighbourhoods
- ◇ Minimize Harmful Effects of Waste on Environment

STRATEGIES

- ◇ Education
- ◇ Reduce, Reuse, Recycle
- ◇ Effective Disposal
- ◇ Waste Disposal Infrastructure

8.3

WASTE MANAGEMENT

8.3.1 OUTCOME

Rumurutī's waste includes rubbish, trash, garbage, junk, and wastewater that comes from homes, workplaces, and public areas.

If not well managed, it can pollute the environment; contaminate soil, land, and water; or create health and safety risks.

We would like to protect our people, their animals, and our environment from the harmful effects of waste generated in the municipality.

8.3.2 OBJECTIVES

8.3.2.1 Minimize Waste

We plan to minimize the amount of waste generated in homes and workplaces.

This will involve diverting reusable and recyclable items from our waste stream.

Items like glass jars, plastic containers, newspapers, magazines, old clothes, tyres,



broken dishes, or old furniture don't have to end up in our dumpsite.

They can be saved from trash and given a new life or purpose through reuse or recycling.

This will reduce the amount of waste the municipality has to collect, lower our cost of waste disposal, relieve pressure on our dump site, and protect the environment.

8.3.2.2 Clean Streets and Neighbourhoods

Uncollected waste can be harmful.

It can create an unsanitary environment, become a breeding ground for pests that spread diseases, block drainages, or cause accidents or injuries

Also, uncollected waste can be smelly, ugly, or messy.

Because of these risks, we plan to remove all trash, junk, or garbage from streets, neighbourhoods, and public places before it accumulates.

8.3

WASTE MANAGEMENT



8.3.2.2 Healthy Environment

Waste that breaks down without being properly disposed of produces harmful gases that harm the environment.

It can pollute soil, contaminate water, affect crops, or harm animals.

We will ensure that all waste is disposed of sustainably so that it doesn't harm people or the environment.

8.3.3 STRATEGIES

8.3.3.1 Education

The main source of Rumuruti's waste is its residents, and we plan to empower them to take responsibility for the waste generated by their activities.

We want them to understand how poor waste disposal can affect them, their families and their environment; train them on how to sort out and dispose of waste; and share with them ideas on how they can benefit

financially from waste by practising Reduce, Reuse, and Recycle.

We will conduct seminars for schools and for residents groups to create awareness and help them take responsibility for the waste generated by their activities.

8.3.3.2 Reduce, Reuse, and Recycle

One way of reducing waste is by promoting a reuse and recycle culture among residents.

We want residents to view waste as a resource to be exploited rather than something to be thrown away.

We want them to understand that most of what they throw away can be used by other people, and we will teach them how to separate it from the rest of their trash.

We will promote the establishment of reuse and recycle enterprises in the municipality as well as explore possibilities of public-private partnerships involving the community.

8.3

WASTE MANAGEMENT



8.3.3.3 Timely Waste Collection

One of the reasons residents dump rubbish is because they have nowhere to place it.

We will place litter and garbage bins at strategic places, and we will empty them according to a schedule agreed on between us and residents.

8.3.3.4 Removal of dumped rubbish

Not all residents dispose of their waste responsibly or understand why they should.

Dumped rubbish can not only create health risks but it can also lead to further dumping if others start to accept it as normal.

We will provide ways for the public to report cases of dumped rubbish, and we will collect it immediately.

We will also strengthen our legislation against littering and illegal dumping; and, where possible, people responsible for dumping rubbish or littering will be prosecuted.

8.3.3.5 Safe Disposal of Wastewater

Wastewater includes everything flushed down the toilets, washed down kitchen sinks, or liquid waste discharged from factories.

If it is not properly disposed of, it could create health, safety, and environmental risks.

Some of it might end up in rivers; and, and it could harm people or animals downstream.

We don't have wastewater treatment facilities, so wastewater is discharged into septic tanks within individual properties.

We plan to build a modern wastewater disposal system to collect and treat wastewater from homes, workplaces, and public places.

Treating wastewater not only safeguards our health, but it also has other benefits.

Some material retrieved from wastewater can be used to produce fertilizer or energy.

Besides, treated wastewater is reusable.

8.3

WASTE
MANAGEMENT**8.3.3.6 Effective Management of Dump Site**

If not well-managed, our dumpsite can cause substantial harm to people and the environment.

It could emit poisonous gases that might inconvenience nearby homes and businesses; some poisonous material might seep into the ground and contaminate soil and underground water; and wind might blow some waste into roadsides and homes, endangering people and animals.

We will ensure that the dumpsite is managed in a way that maximizes public health.

We, however, plan to develop a landfill into which our solid waste will be disposed of.

A properly designed and well-managed landfill is a hygienic and inexpensive method of disposing of solid waste in a way that minimizes its negative impact on the environment.

The landfill will be designed to conform to the highest possible environmental standards.

8.3.3.7 Build Public Sanitary Facilities

Public toilets support business, recreation, and public activities.

We will work with residents to ensure that there is a comprehensive and well-connected network of accessible public toilets at key locations in the municipality.

We will ensure they are clean, comfortable, safe, functional, and accessible to all people, including children and the disabled.

8.3.3.8 Waste Collection Equipment

Effective waste management requires the municipality to invest in the right tools, equipment, and people.

Having the right tools and equipment not only ensures timely collection but it also safeguards the health of our employees.

We will invest in all tools and facilities we need for effective waste collection and

8.3

WASTE

MANAGEMENT

8.3.4 ACTIONS

	ACTION	STRATEGY	DETAILS	WHEN	WHO
1.	Design public education programme.	8.3.3.1	Create training objectives, develop training material, create training schedule.	06/2021	RMB
2.	Develop a Reduce, Reuse, and Recycle Strategy	8.3.3.2	Create policy framework, invite proposals from organizations or resident groups that want to get involved.	06/2021	RMB
3	Revise our solid waste collection plan	8.3.3.3	Propose tools and equipment needed, develop criteria for distributing of litter and garbage bins, create new schedule.	06/2022	RMB
4	Develop strategy for preventing dumping	3.3.3.4	Include setting up of hotline for residents to report instances of dumping and littering.	06/2021	RMB
	Develop Plan for infrastructure	3.3.3.5	Include wastewater treatment, public toilets and infill.	12/2022	RMB
	Review dumpsite safety	3.3.3.6	Ensure it complies with NEMA standards.	06/2021	RMB



8.4

ENVIRONMENT

If we don't kill
pollution, it will kill us

**OUTCOME**

Sustainable Environment

OBJECTIVES

- 1. Curb Pollution**
- 2. Conserve Natural Habitat**
- 3. Restore Degraded Environment**

STRATEGIES

- 1. Monitor Pollution**
- 2. Effective Waste Management**
- 3. Develop Public Park**
- 4. Beautification**

8.4 ENVIRONMENT

8.4.1 OUTCOME

We will maintain a balance between development and environment, so our desire for economic growth or infrastructural development will not override the need to protect our environment.

Protecting the environment means conserving our natural resources, preserving the natural environment, and reversing environmental degradation.

We need to protect the environment because it is our most important resource. It gives us water, power, and oxygen; and, if we don't keep it clean and protected, our health and lives could be at risk.

8.4.2 OBJECTIVES

8.4.2.1 Curb pollution

Pollution is the introduction of harmful or poisonous substances into our environment, and most are related to human activity.

These may include emissions from cars, effluents from factories, or toxic chemicals used in households or businesses.

Such substances are harmful, and they may create health problems for residents.

We want to ensure that human activity within the municipality does not contaminate air, water, or soil.

8.4.2.2 Conserve Natural Habitat

We want to preserve as much of Rumuruti's natural life as possible.

This includes our water sources, vegetation, animals, and birds.

8.4.2.3 Restore Degraded Environment

Some sections of the municipality have been environmentally degraded by human activity or natural elements such as soil erosion.

We want to restore such areas so that they can look natural and beautiful again.



8.4 ENVIRONMENT

8.4.3 STRATEGIES

8.4.3.1 Monitor pollution

We will monitor human activity to ensure it complies with legal requirements.

8.4.3.2 Effective Waste Management

See details in 9:3 Effective Waste Management

8.4.3.3 Create Public Park

We plan to develop a public park within the municipality, on which we will plant trees and other vegetation and create spaces within it for people to play or relax.

It will not only serve as the “lungs of Rumuruti”, offering green space and fresh air to residents; but it will be home to birds and other forms of natural life.

8.4.3.4 Beautification

Beautification will help revitalise the municipality, enhance residents’ pride and

ownership; create stronger relationships, and attract new residents and businesses.

We will plant trees, flowers, and grass on streets and footpaths; pave and paint streets and sidewalks; and install signage, street lights, and other forms of outdoor lighting.

8.4.3.5 Develop Green Infrastructure

We will encourage residents to walk or cycle to workplaces, homes, or social places instead of driving.

Walking and cycling will not only reduce pollution from vehicles but will also improve the health of residents and encourage interaction.

We will develop a network of quality sidewalks, footpaths, and cycling lanes to connect most of our neighbourhoods.

8.4.3.6 Build Partnerships on Environment

Develop partnerships with schools, residents, and environmental conservation bodies.



8.4

ENVIRONMENT

8.4.4 ACTIONS

	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Develop plan for pollution control	8.4.2.1	Identify the risks. Draw up a plan an implementation plan.	06/2021	RMB
2	Develop an Environment Infrastructure	8.4.3.3 8.4.3.5	Create an environment infrastructure strategy.	06/2021	RMB
3	Develop a plan for beautification	8.4.3.4	Specify which improvements will be done to which parts of the municipality	06/2021	RMB
4	Develop Partnerships	8.4.3.6	Identify potential partners and discuss joint environmental action plans.	06/2021	RMB
5	Create schedule of environment events	8.4.3.6	Including tree planting day.	12/2020	RMB



8.5

COMMUNITY BUILDING

Neighbourhoods are where people live, but communities are built when people in those neighbourhoods come together to support one another



OUTCOME

Strong Community

OBJECTIVES

1. Sense of community
2. Resilience
3. Inclusion

STRATEGIES

1. Meeting Places
2. Sports and Recreation
3. Community Events
4. Engagement

8.5

COMMUNITY BUILDING



8.5.1 OUTCOME

Rumuruti residents have different backgrounds, cultures, and faiths; and we want to bridge these differences so that they can live as a united community known as “The Rumuruti Community.”

8.5.2 OBJECTIVES

8.5.2.1 Sense of Community

A community is a group of people who know one another, have common interests, and share similar concerns and goals - largely because they live together.

To create a community out of a diverse group, it is necessary to bring people together so that they can get to know one another, learn about each other’s culture, and develop common interests, concerns, and goals.

8.5.2.2 Resilience

A community’s resilience is determined by how its members respond to shocks such as

natural disasters, disease outbreak, or local emergencies such as fire or floods.

Members of a resilient community rally together, support one another, and tackle any challenge put before them as a team.

A resilient community bounces back quickly after such shocks, enabling members to resume their normal lives quickly.

8.5.2.3 Inclusiveness

We plan to foster a sense of belonging, inclusion, recognition, and participation, while, at the same time, minimize perceptions of exclusion, discrimination, or rejection.

We would like Rumuruti to be a humane municipality where the daily experience of every resident matters.

8.5.2.4 Identity

We want more and more residents to call Rumuruti “home”, not simply a place they have come to visit, work, or do business.

8.5

COMMUNITY BUILDING



8.5.3 STRATEGIES

8.5.3.1 Meeting Places

We will create places for residents to meet, interact and share.

8.5.3.1.1 Central Park

This is a place residents can meet, play, or relax.

It will contain playgrounds, picnic sites, sports fields, and other facilities that will attract adults and children from every corner of the municipality.

8.5.3.1.2 Neighbourhood Parks

We will provide public spaces near residential neighbourhoods, where residents can engage in activities with families, friends or neighbours.

Neighbourhood parks will enable residents to meet, interact, and bond with immediate neighbours.

8.5.3.1.3 Community Centre

This will be a place where residents can come together to celebrate occasions, discuss community issues, mourn losses, fundraise to help neighbours, or discover new friends.

It will be home to a well-equipped library, indoor games, and a hall that can host exhibitions, meetings, concerts, movies, or other kinds of shows.

8.5.3.2 Sports and Recreation

We plan to promote a wide range of sports and recreation activities, support organizations involved in sports and recreation, and develop the required infrastructure.

Sports and recreation activities provide vital energy to the community.

They promote feelings of loyalty, trust, harmony, teamwork, and goodwill, which create or improve relationships.

8.5

COMMUNITY BUILDING

8.5.3.3 Community Events

We will organize free, diverse, and unique events throughout the year. The events will explore local traditions and innovations, foster creativity, and give people an opportunity to meet and engage with each other.

It will also be a forum where the municipality can respond to issues raised by residents.

8.5.3.5 Neighbourhood Action

We will build partnerships with individuals, organizations and volunteer groups that engage the community to improve neighbourhoods.

We will strive to provide events that promote community pride while showcasing our diverse products and talents.

We will also support strong and active neighbourhood and business associations.

8.5.3.4 Engagement

We will convene regular discussion forums in which residents and the municipality will exchange information.

The forums will be open to all, and everyone will be free to contribute.

During the forums, residents will get to know one another, learn from one another, and jointly find solutions to our common challenges.



8.5

COMMUNITY BUILDING

8.5.4 ACTIONS

	ACTION	OBJECTIVE	DETAILS	WHEN	WHO
1	Develop plan for meeting places.	8.5.3.1	Develop an action plan for creating meeting places.	12/2020	RMB
2	Develop a sports and recreation strategy	8.5.3.2	Include types of activities; how to get residents involved and what type of sports and recreational infrastructure is needed.	12/2020	RMB
3	Create plan for events	8.5.3.3	Create schedule for 2021.	12/2020	RMB
4	Create plan for engagement	8.5.3.4	Create schedule for 2021.	12/2020	RMB
5	Develop framework for partnerships	8.5.3.5	Include what types of partnerships should be forged and what form they should take	12/2020	RMB



8.6

INFRASTRUCTURE

Infrastructure is the spinal cord of a municipality.

If it doesn't have it, the rest of its body might not move.

**OUTCOME**

Adequate Infrastructure

OBJECTIVES

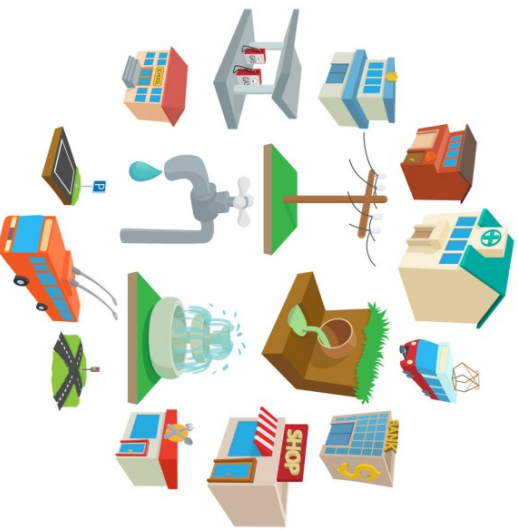
1. Effective Movements of Goods, People and Services
2. Reliable Utilities
3. Sustainable Waste Disposal

STRATEGIES

1. Build Roads, Cyclist Lanes, and Footpaths
2. Lobby for Reliable Water and Power
3. Build Waste Management Infrastructure
4. Build Community/Environment Infrastructure
5. Build Partnerships

8.6

INFRASTRUCTURE



8.6.1 OUTCOME

Infrastructure plays an important role in the social and economic life of a municipality like Rumuruti.

Infrastructure refers to the structures, facilities or services necessary to support the basic livelihood of residents and businesses. They include roads, clean water, sewage, electricity, and telecommunication.

We want Rumuruti to have the infrastructure that will make it functional, livable, safe, and healthy.

8.6.2 OBJECTIVES

8.6.2.1 Efficient Movement of People, Goods and Services

As Rumuruti grows and expands, transportation will play a key role in its social and economic vitality.

We plan to invest in infrastructure that will enable residents and visitors to safely and conveniently access homes, workplaces, and

social places and facilitate the effective movement of their goods in, out, and around the municipality.

8.6.2.2 Reliable Utilities

8.6.2.2.1 Water

Water is life, and people and businesses need it to stay alive.

For Rumuruti to function effectively, it requires a reliable supply of clean water.

If water is either unreliable or insufficient, the health and livelihood of residents would be at risk.

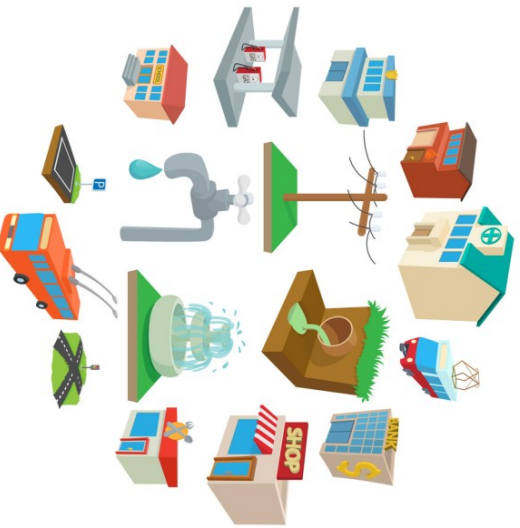
8.6.2.2.2 Power

Just like water, many homes and businesses in Rumuruti would be affected if the municipality did not have reliable or adequate power.

We want the municipality to have adequate power supply for use in homes and businesses.

8.6

INFRASTRUCTURE



8.6.2.3 Internet Connectivity

The presence of high-speed internet will help Rumuruti attract businesses and investments that require a reliable online presence and new-age ventures whose operations are largely online.

8.6.3 STRATEGIES

8.6.3.1 Build Roads and Footpaths

Our roads and footpaths are one of the most visible assets that the municipality maintains.

They are used daily by hundreds of residents to get to their workplaces, businesses, or homes; and our ability to build new ones and maintain the ones we already have is not only important for our existing businesses but also a key factor in attracting new ones.

We aim to connect all our neighbourhoods with quality roads and streets, upgrade our main streets, and ensure our alleys and backstreets are motorable.

However, in line with environmental goals, we plan to encourage residents to walk or cycle to their homes, workplaces, or social places; so we intend to develop quality sidewalks and footpaths for pedestrians and cyclists.

8.6.3.2 Lobby for Reliable Utilities

Although Rumuruti's water and power are supplied by independent organisations, the charter gives the municipality the responsibility of lobbying on behalf of residents for services it doesn't provide.

We will liaise with the providers to assess current and future power and water needs of the municipality.

We will then create a plan for ensuring that the municipality's power and water supplies match today's needs.

We will also lobby for the expansion of capacity to meet private and business needs as our population grows and the municipality expands.

8.6

INFRASTRUCTURE

8.6.3.3 Waste Management Infrastructure

8.6.3.3.1 Wastewater System.

8.6.3.3.2 Landfill

8.6.3.3.3 Public Toilets

8.6.3.6 Build Social amenities

8.6.3.6.1 Dispensaries and clinics

8.6.3.6.2 Schools

8.6.3.6.3 Fire Station

8.6.3.6.4 Children's' Home

8.6.3.4 Build Community Infrastructure

8.6.3.4.1 Central Park

8.6.3.4.2 Neighbourhood Parks

8.6.3.4.2 Community Centre

8.6.3.4.3 Sports/Recreation Facilities

8.6.3.7 Build Partnerships

Infrastructure development is expensive, so we might not be able to develop everything we require from our sources.

We will, therefore, explore alternative sources of funding for expenditure.

8.6.3.5 Utilities

8.6.3.5.1 Water

8.6.3.5.2 Electricity

8.6.3.5.3 Telecommunication

8.6.3.5.4 Children's' Home

8.6.3.5.6 Posta Services

8.6.3.5.7 Internet

We plan to build partnerships that can support our desire to develop quality infrastructure for our people.



8.6

8.6.4 ACTIONS

INFRASTRUCTURE

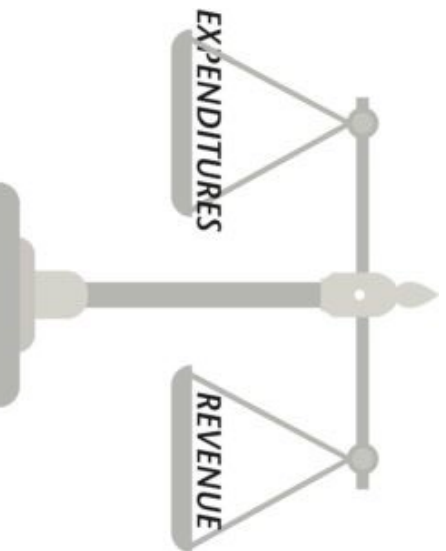


	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Develop a comprehensive infrastructure plan for the municipality	8.6.3.1 8.6.3.2 8.6.3.3 8.6.3.4 8.6.3.5 8.6.3.6	It will include infrastructure for: <ul style="list-style-type: none"> ◇ Accessibility, ◇ Social amenities; ◇ Waste management, and ◇ Community/environment It will include estimated costs. <p>The list will be prioritized as follows:</p> <ol style="list-style-type: none"> 1. Immediate (2020/21), 2. Medium Term (2021/22), and 3. Long Term (2023/24) 	06/2021	RMB
2	Develop strategy for sourcing infrastructure funds	8.6.3.7	List potential partners for each infrastructure project and develop a strategy for engagement.	06/2021	RMB

8.7

FINANCE

Financial success is not about having a lot of money but about how we manage the little we have.

**OUTCOME**

Financially Sustainable

OBJECTIVES

1. Balanced Budget
2. Flexibility
3. Transparency
4. Accountability

STRATEGIES

1. Diversify Sources of Funds
2. Build New Vs Repair
3. Efficiency

8.7

FINANCE

8.7.1 OUTCOME

Rumuruti Municipality is accountable to the residents for the efficient use of finances.

public resources in a transparent manner that is open to scrutiny of Rumuruti residents.

8.7.2.4 Accountability

We want the financial resources entrusted to the municipality to be efficiently, effectively, and responsibly used to provide services, public facilities, and infrastructure necessary to meet the needs of residents.

We will ensure effective and efficient use of public in accordance with the law.

8.7.3 STRATEGIES

8.7.2 OBJECTIVES

8.7.2.1 Diversify Sources of Income

8.7.2.1 Balanced Budget

Our annual resources should be sufficient to provide for providing core municipal services and have additional margins to cover debt service and ongoing capital expenditure.

We plan to explore new revenue streams, get into private public partnerships, and search for investment options that can maximize the municipality's revenue base.

8.7.2.2 Build New Vs Repair

8.7.2.2 Flexibility

We aim to maintain enough reserves to provide for unexpected loss of revenue sources, or for use in case of emergencies.

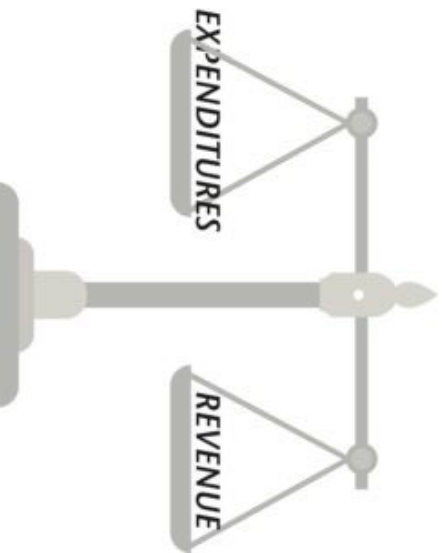
We plan to balance between building new infrastructure with maintaining existing ones; so we plan to create a mechanism for evaluating which between repair and replacement is more cost-effective.

We also plan to explore alternative approaches to financing capital investments.

8.7.2.3 Transparency

We want to earn public confidence by utilizing

We also plan to explore alternative approaches to financing capital investments.



8.7

FINANCE

8.7.2.3 Efficiency

We will provide accurate revenue and expenditure forecasting, develop tools for measuring or benchmarking the effectiveness of our financial operations, and create incentives to recognize managers and employees who maintain discipline in expenditure.

internal controls to safeguard public assets; and maintain all legally required documents and statements.

8.7.2.6 Internal Controls

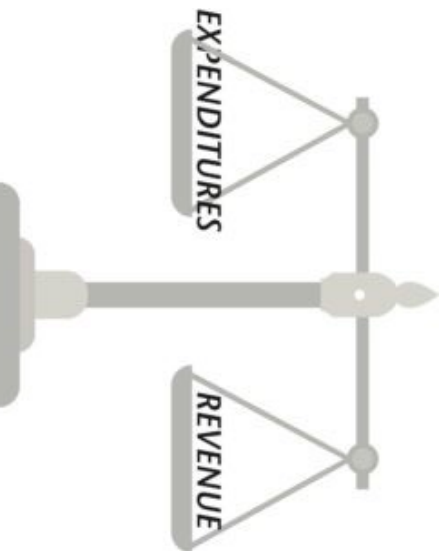
We will put in place systems and processes to prevent fraud, waste, or abuse of public funds; implement practices and policies that promote ethical behavior; and facilitate regular audits to check compliance with legal requirements of public finance.

8.7.2.4 Share Financial Information

We will provide sufficient documentation to support expenditure, and in a manner that clearly demonstrates that the expenditure was necessary to either meet regulatory requirements, provide core municipality services, or contribute to the achievement of Rumuruti Municipality's goals and policies.

8.7.2.5 Adhere to Legal Requirements

We will strictly adhere to the requirements of Public Finance Management Act and relevant accounting standards; maintain adequate

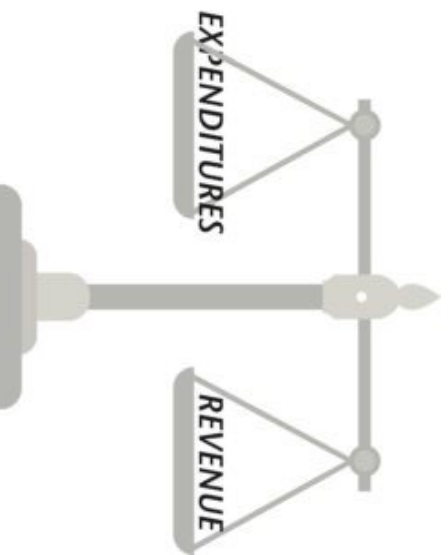


8.7

FINANCE

8.7.4 ACTIONS

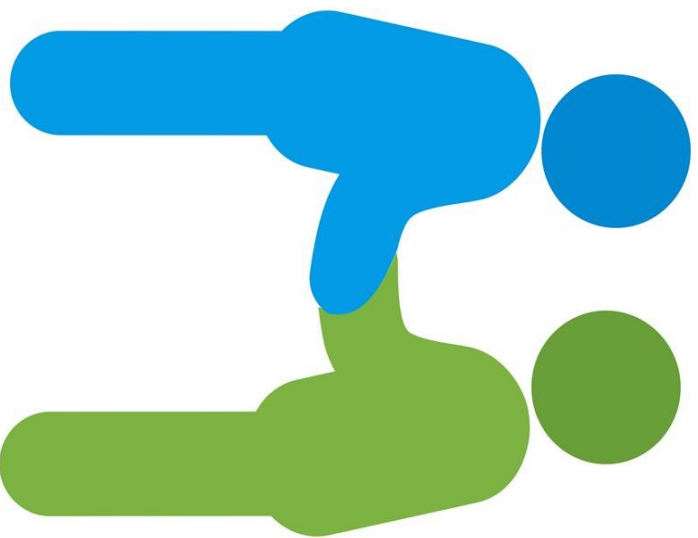
	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Train Staff on PFM	8.8.22	Identify staff training needs. Conduct training workshops and seminars	06/2021	RMB
2	Map potential revenue streams	8.7.3.5	Engage consultant	06/2021	RMB
3	Develop proposals for partnerships	8.7.2.1	Same as 8.7.3.5	06/2021	RMB
4.	Develop financial systems	8.7.2.2 7.7.2.3	It should include automated systems for revenue collection, accountability, and reporting	12/2021	RMB



8.8

SERVICE

Customers are the reason for our being. Without them, we would not have anybody to serve.

**OUTCOME**

Huduma Bora

OBJECTIVES

1. **One-Stop-Shop**
2. **Responsiveness**
3. **Accessibility**
4. **“Customers First” Attitude**
5. **Smooth Processes**

STRATEGIES

1. **Understand Customer Needs**
2. **Improve Processes**
3. **Develop a Customer Service Charter**
4. **Train Staff**
5. **Automate**

8.8

SERVICE

8.8.1 OUTCOME

Our customers include the ratepayers, residents, and visitors to Rumuruti; and our purpose is to serve them.

We want ratepayers to feel that their rates are used effectively and that they are getting value for money.

We want residents to feel Rumuruti is a great place to raise a family and our visitors to feel it is a municipality they want to come back to again and again.

If our customers are satisfied with the way we serve them, they'll help us succeed. They will support our plans, policies, and programmes.

8.8.2 OBJECTIVES**8.8.2.1 One-Stop-Shop**

We plan to have as many of our customers' inquiries answered at the first point of contact—wherever or however they choose to contact us.

8.8.2.2 Responsiveness

We want our customers to feel that we understand their needs and that we are doing our best to meet those needs.

8.8.2.3 Accessibility

We want to make it easy and convenient for customers to access services, get the answers and the information they need, and give us feedback on our performance.

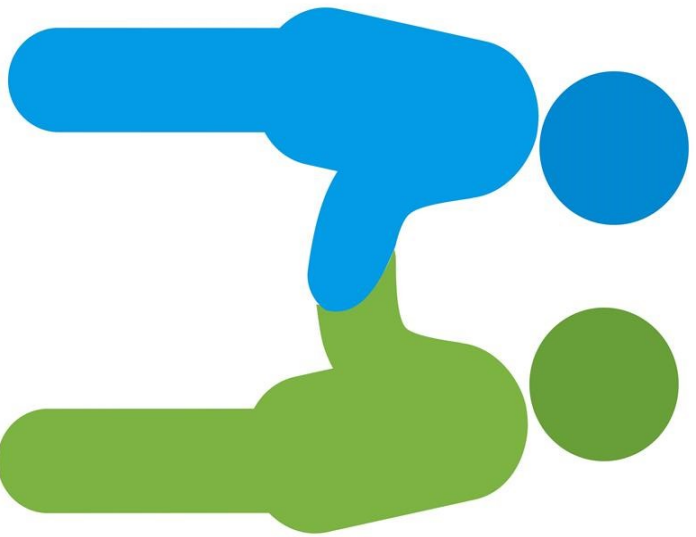
8.8.2.4 "Customers First" Attitude

"Customers First" attitude is making customers feel we are concerned about them and that we are interested in solving their problems in a friendly, respectful, and spontaneous way.

We want our customers to "see" and "feel" this attitude in all our employees.

8.8.2.5 Smooth processes

We'll streamline our processes to make sure customers are served right the first time, without errors, delays, or inconveniences.



8.8

SERVICE

8.8.3 STRATEGIES**8.8.3.1 Understand Customer Needs**

We want customers to tell us what they want and how they expect to be serviced. This will help us develop tailored solutions.

8.8.3.2 Improve Processes

We will remove wasteful, repetitive, or unnecessary steps in our process - so that we can provide more efficient service.

8.8.3.3 Develop a Customer Service Charter

When a customer initiates a service request, it should follow a clearly-defined process.

He or she should know how many stages it should go through, how long it should take at each stage, and how much it should cost; and the process should be the same for all customers.

Having clearly defined standards improves professionalism, promotes consistency, and reduces misunderstanding.

We will develop a customer service charter to communicate to customers the services we provide and how they should expect to be served.

8.8.3.4 Staff Training

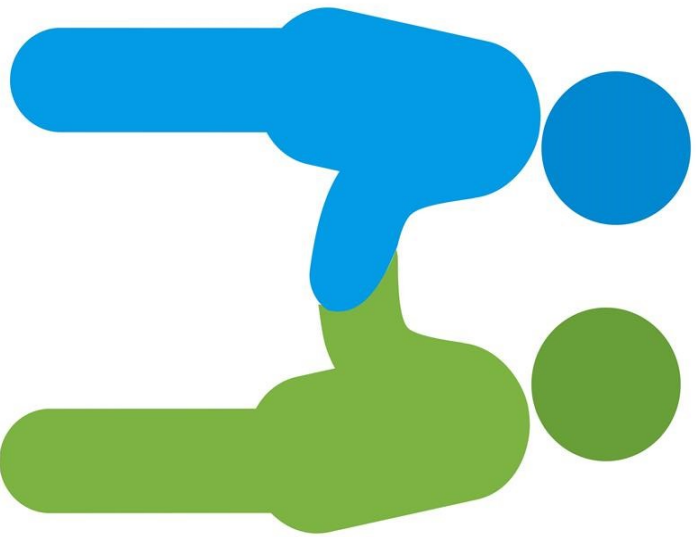
We will equip our employees with the skills, tools, and abilities to deliver effective customer-focused service.

8.8.3.5 Automate

We plan to provide our customers with several channels through which they can engage our services.

Having multiple channels enables customers to choose how they want to be served and reduces pressure on our employees.

They could choose to interact with our services either in person or on phone; or they can use any of our online platforms, including website, mobile phone app, or social media.

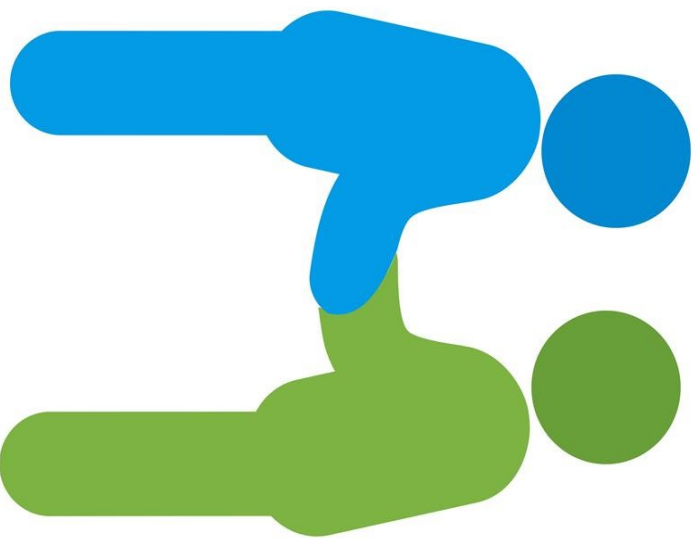


8.8

SERVICE

8.8.4 ACTIONS

	ACTION	STRATEGY	DETAILS	WHEN	WHO
1	Find out customer needs	8.8.3.1	To include: <ul style="list-style-type: none"> ◇ Customer satisfaction survey ◇ Focus groups with different segments of the municipality 	12/2020	RMB
2	Streamline service processes	8.8.3.2 8.8.3.3	Develop Customer Service Charter	12/2020	RMB
3	Develop staff capacity to deliver service	8.8.3.4	Prepare staff to implement the customer service charter and deliver “Customers First” Service <ul style="list-style-type: none"> ◇ Develop training objectives. ◇ Create training content ◇ Develop training schedule 	12/2020	RMB
4	Automate services	8.8.3.4	Details in 8.9 Technology	06/2022	RMB LCG



8.9

TECHNOLOGY

Education empowers us to reach our best, but technology enables us to go beyond.

**OUTCOME**

Smart Municipality

OBJECTIVES

1. Productivity
2. Efficiency
3. Choice
4. Engagement
5. Problem Solving

STRATEGIES

1. Automation

8.9

TECHNOLOGY



8.9.1 OUTCOME

We want to be a smart municipality.

A smart municipality is one that uses technology to deliver services, engage residents, and manage internal affairs.

We will leverage the growth in the use of mobile technology to achieve this outcome.

8.9.2 OBJECTIVES

8.9.2.1 Productivity

Technology will complete more tasks, serve more people, and generate more revenue.

8.9.2.2 Efficiency

Technology will enable us to complete tasks faster, eliminate errors, and reduce costs.

8.9.2.3 Choice

We want to give residents alternatives methods of engaging us. They should be able to make enquiries, pay for services, or report problems without having to visit our offices.

8.9.2.4 Engagement

Technology will help us share information with residents about our decisions, policies, and services and to enable them to comment on or respond to such information.

8.9.2.5 Problem Solving

We will use technology to monitor various aspects of Rumuruti's life and use the information to guide our decisions and plans.

8.9.3 STRATEGIES

8.9.3.1 Automation

We will provide automated technological solutions through which residents can interact with us from their homes, workplaces, or wherever else they may be.

We will also deploy technology to manage our internal processes, monitor human activity around the municipality, and assess our risks and opportunities.

8.9

8.9.4 ACTIONS

TECHNOLOGY

	ACTION	OBJECTIVE	DETAILS	WHEN	WHO
1	Build IT capacity	8.9.3.1	Establish IT Department	12/2020	RMB
2	Create a Technology Strategy.	8.9.3.1	<p>Should include:</p> <ul style="list-style-type: none"> ◇ Which among our services or processes should be automated? ◇ Which are the most cost-effective automation solutions for the services or processes to be automated? ◇ What are the financial implications of deploying these solutions? ◇ Assuming the availability of financial resources, what are the realistic timelines for deploying these solutions. ◇ Training. 	06/2021	RMB



9.

PERFORMANCE MANAGEMENT

9.1 INTRODUCTION

The law requires us to report our performance to our stakeholders, who include the residents of Rumuruti, the Laikipia County Government, and the County Assembly.

Accordingly, we will develop a monitoring system to gauge and report progress in implementing this strategy.

We will develop a performance management framework, including annual performance targets, based on which we will provide regular reports as required by law. We will further provide the residents of Rumuruti with platforms to give their feedback on our performance.

We will also facilitate the growth of a performance culture among the board and the municipal staff.

The nine priorities in this Strategic Plan will

remain unchanged through the Strategic Plan period; however, strategies, initiatives and targets will be reviewed each year and updated based upon progress, experience and learnings from the previous year.

9.2 STRATEGIES FOR PERFORMANCE

MANAGEMENT

- ◇ Develop a Performance Management Framework, including indicators of measuring progress.
- ◇ Develop mechanisms and capacity to report performance to meet our legal obligations and to inform the residents of Rumuruti.
- ◇ Cultivate and facilitate a culture of performance management among the board and municipal staff;