COUNTY GOVERNMENT OF KIAMBU

THIKA MUNICIPALITY INTERGRATED DEVELOPMENT PLAN

(IDEP)

Contents

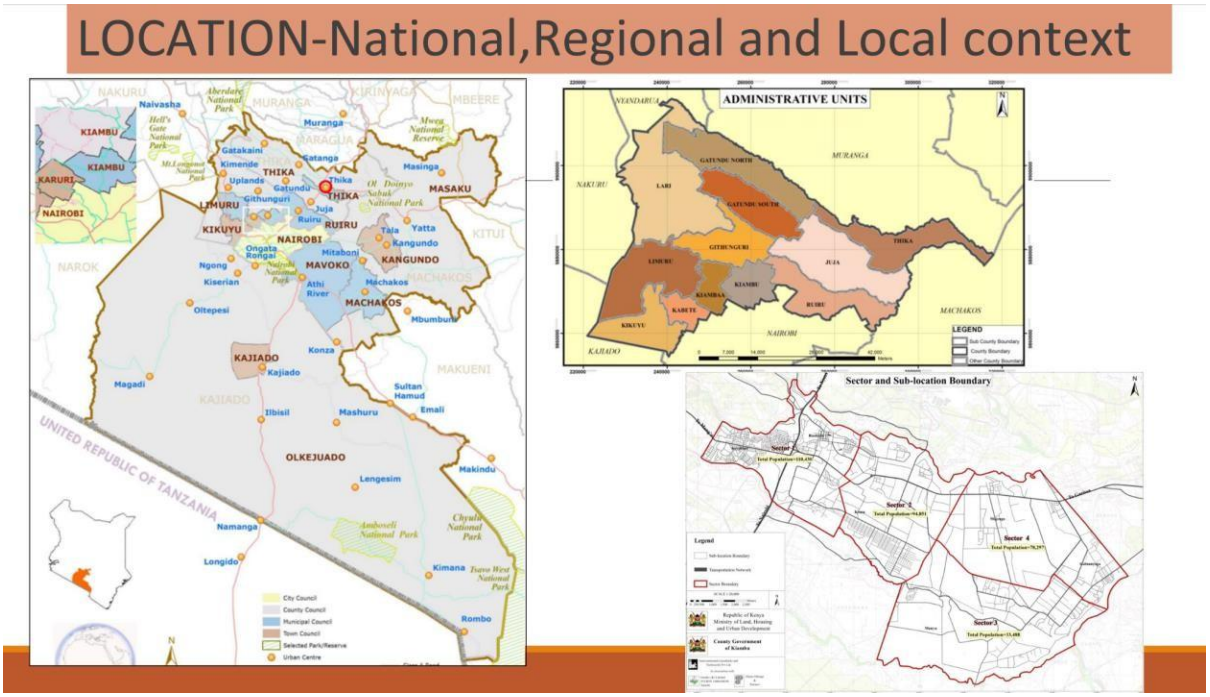
CHAPTER ONE: BACKGROUND OF THIKA MUNICIPALITY

Thika is a prominent industrial zone in Kiambu County covers an area of 219km^2 with its headquarters in Thika town at the current Thika municipality offices, which were the offices for the defunct Municipal Council of Thika (shown in figure below). The Municipality borders Muranga County to the North, Ruiru Sub County to the South, Gatundu North and South to the West and Machakos County to the East.

Photo of the Thika Municipality Offices

Source: *Field visit*

Map below shows the location of the municipality as defined by the neighbouring Counties/Sub Counties.



CHAPTER TWO: POTENTIAL SECTORS OF THE MUNICIPALITY

Prominence of Thika as a fast-growing industrial town was as a result of many industrial developments within the town. It is one of the top industrial towns in Kenya and was once compared with the ***Birmingham City in the United Kingdom***. Before the emergence of Athi River town, Thika's position in industrial development was undisputed. Thika has basically all spheres of industrial development spanning dozens of decades. When planning the town's future development plan, the administrators in Thika drew parallels with Birmingham Town due to the endless similarities. On this onset, the main objective is to plan a similar blueprint to catapult Kenya to economic success that is enjoyed by Birmingham city. There are a number of **industrial establishments** in Thika Town including;

1. Bidco Oil Industries,
2. Thika Motor Vehicle dealers,
3. Thika Pharmaceutical Manufacturers Limited,
4. Devki Steel Mills,
5. Broadway Bakeries,
6. Kenblest Industry,
7. Kel Chemicals,
8. Thika Rubber Industries Limited,
9. Macadamia Nuts,
10. Kenya Vehicle manufacturers,
11. Salama Clothing Manufacturers,
12. Kenya Tanning Extracts Limited,
13. Alliance One Tobacco (Kenya) Ltd
14. Alpha Knits Ltd
15. Mama Millers Limited
16. Intel Fire Group of Companies
17. Thika Cloth Mills Ltd
18. Delmonte
19. Centrofood Industries Ltd
20. United Textile Industry (K) Ltd,
21. British American Tobacco,
22. Kenya Cereals,
23. Capwell Industry,
24. Saana Shoes Ltd
25. Imara Enterprises Ltd
26. Ready Timber Merchants

In addition, Thika emerges as favourable location for **education facilities**. Thika Municipality hosts a number of educational institutions ranging from higher education centres to the lowest level. It boasts of hosting the following major institutions;

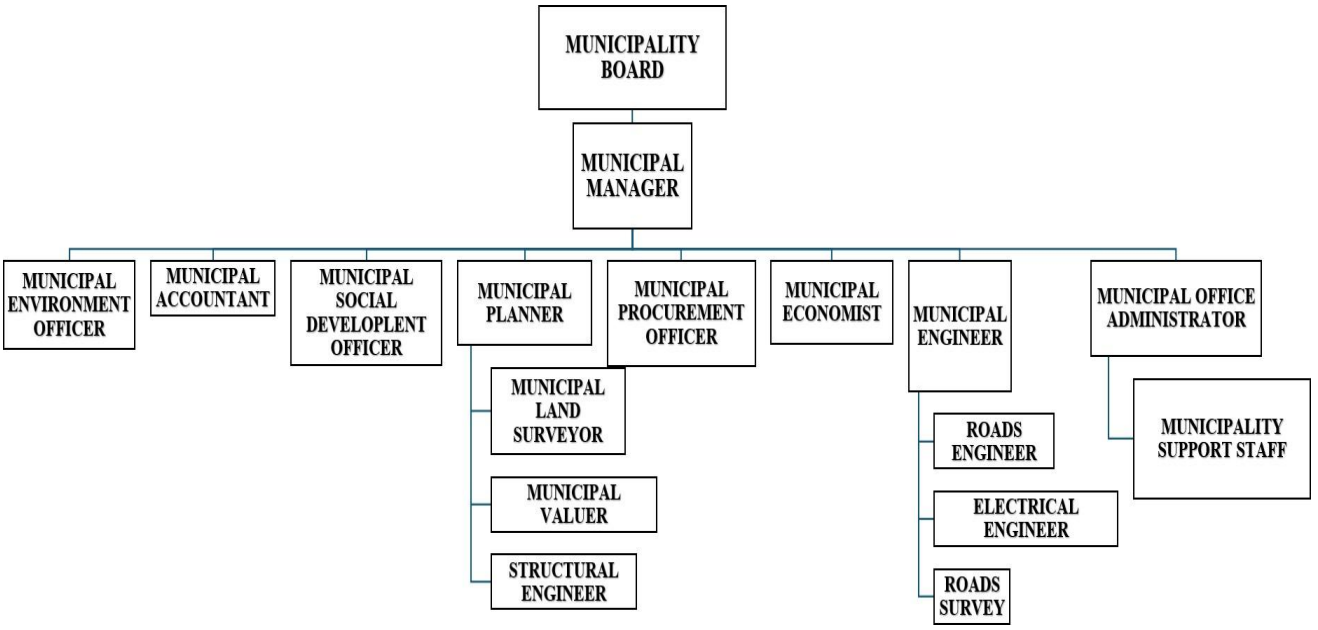
1. The Mount Kenya University,
2. Gretsa University,
3. Jomo Kenyatta University (JKUAT),
4. Kenya Medical Training College (KMTC),
5. Thika School of Medical and Health Sciences
6. Thika Institute of Technology
7. Thika Technical Training Institute
8. Thika Institute of Business Studies

Commercial Activities: wholesale, retail trade, restaurant, hotels, and sale of farm produce.

Agriculture: Approximately 30% of the Thika Town Planning area is under agriculture. The main cash crops are pineapple. The main food crops are maize, beans and potatoes.

Informal Sector: This includes Selling of fruits and vegetables in vegetable markets and along roads, Car repair, Selling clothes and shoes; hawking

CHAPTER THREE: MUNICIPALITY ORGANOGRAM



CHAPTER FOUR: DEVELOPMENT PROPOSALS, STRATEGIES AND MEASURES

4.0 Overview

From analysis and synthesis of the primary and secondary data, the various problems and opportunities are identified. In order to bring sustainability among other desired aspects, the plan proposes the following interventions to improve, rectify, and prevent the occurrence of undesirable growth and development in the town. An addendum of the concepts, strategies and proposals together with their remarks.

The main objectives of this plan are to:

- Provide a basis for infrastructure and service provision for present and projected population over the plan period,
- Tackle environmental issues and concerns affecting the towns.
- Propose development potentials of the planning area (social, economic).
- Provide a basis for development control and investment decisions.
- Allocate sufficient space for various land uses to ensure efficient function and convenience of users and accommodate future growth.
- Uphold innovative civic and urban design that enhances the character and form of the town.

4.1 Development Goals

The main goal is to achieve the objectives of this plan through strategies that will give guidelines and policies which if implemented results in the attainment of Thika Municipality's vision.

The main goal can be broken down and related to the Nairobi Metro 2030 Strategy as seen in the table below.

Key Result Areas Nairobi Metro 2030 Strategy	**Local Development Goals**
	Protect the integrity and sustainability of the natural environment. Protect productive agricultural land
Building an internationally competitive and inclusive economy for prosperity	Support economic and social development and growth and the creation of employment opportunities
Deploying world class infrastructure and utilities **for the region**	Provide efficient infrastructure networks and services

Optimizing mobility and accessibility	Improve movement and connectivity

Enhancing the quality of life and inclusiveness in the region	Create an efficient and integrated urban environment
Delivering a unique image and identity through effective place branding	Create a recognizable identity for the town
Ensuring a safe and secure region	Create an attractive and safe town
Building world class governance systems	Strengthen the capacity of the land management system

4.2 Guiding principles

This section sets out the overarching guiding development principles that inform the Integrated Development Plan for Thika Town. Principles are the fundamental norms, rules, or values that represent what is desirable and positive for the development of the planning area, and act as yardsticks for determining what is right and what is wrong.

4.2.1 Sustainability

Sustainability refers to the preservation of renewable and non-renewable environmental resources, while at the same time promoting economic and social sustainability. A sustainable town reduces the impact on the environment through reducing the use of resources and the production of waste while improving the livability of the settlement.

4.2.2 Resilience

Resilience is about the town's capacity to withstand shocks and disturbances such as climate change or economic crises, and to use such events to catalyse renewal and innovation. Resilient towns are those places that are able to quickly adapt to changing circumstances, albeit economic, climate or social conditions. Resilience is about the protection of natural infrastructure (rivers, wetlands etc.) but also about how we design and build the man-made environment to allow for (i) protection against outside shocks as far as possible, but also (ii) flexibility and addictiveness in the face of change.

4.2.3 Equity

A town that is equitable is one where all residents enjoy (i) fair access to livelihood, education, and resources, (ii) full participation in the political and cultural life of the community, and (iii) self- determination in meeting fundamental needs.

4.2.4 Integration

Integration, whether spatial, sectoral or socio-economic, is fundamental to sustainable development, i.e.

- Spatial integration refers to the proximities and functional relationships between different functions and elements within a particular area, with the aim of creating the greatest degree of synergy.
- Socio-economic integration refers to the proximity of different socio-economic groups so as to create a socially cohesive community.
- Sectoral integration refers to the vertical and horizontal integration among the various levels of government and agencies involved in spatial governance.

Development proposals need to ensure integration of all development issues including transport, planning, economic development etc.

4.2.5 Accessibility

Accessibility can be defined as the ease with which a building, place, facility or service can be reached by people. An accessible town is one where there is equitable physical and functional access to services, facilities, employment, training and recreation, including a choice of safe and efficient transport modes (e.g. public transport, private vehicle, bicycle, walking and wheelchair). Accessibility also comprises of convenient and dignified access to private and public spaces.

4.2.6 Safety

Residents, businesses and visitors must feel safe and secure in the area. Active policing and surveillance is important, but the spatial structure and functionality of the town should also allow for passive security measures. Safety is supported when people can see potential threats, judge risks, escape if a threat is perceived, seek assistance and give aid if needed. This is supported by views into and through spaces; by multiple access routes into and out of spaces; by mixed land uses that mean other people are around all the time; and by windows and activities in buildings located to overlook streets and other public spaces.

4.2.7 Sense of place

Sense of place refers to an appreciation for the distinct character of a town. This distinct character is a result of a combination of all aspects of a place that together makes this place distinct from anywhere else. Places are valued because of the individual qualities that make them distinctive from other places,
i.e. because of their character and identity.

4.2.8 Spatial development concept

The spatial development concept indicates the development approach (or model) that will be followed in the development of the town and provides a spatial interpretation of the development vision and goals by means of a high-level desired spatial structure for the planning area comprising the major structuring elements.

4.2.9 Land Use and Management Policies

Coming up with effective zoning policies and regulations to safeguard the agricultural hinterland and manage urbanization of the planning area. The overall land management policies will include:

Proposed land use and management policies

SECTOR	PROPOSED POLICIES
ENVIRONMENT	Restriction of development around rivers and wetlands. Restriction of development to approved uses only along immediate boundaries of fragile site buffers Control of development on steep slopes to reduce soil erosion Increase in forest cover
TRANSPORTATION	Appropriate transportation networks provision per zone as per the structure plan. Non-approval of encroachment/ encroaching use on transportation way leaves.
INFRASTRUCTURE	Non-approval of encroachment/ encroaching use on infrastructure way leaves. Restriction of development to approved uses within the vicinity of social infrastructure facilities. Widening of the narrow roads
AGRICULTURE	Curbing land fragmentation through restrictions on uneconomical sub- division of agricultural land. Non-approval of encroachment/ encroaching urban settlements use of the highly capable agricultural land areas. Promotion of intensive agriculture
TRADE AND INDUSTRY	Development of a designated agro-industrial zone Restrictions on location of industries near densely populated zones. Encouraging compact market development
TOURISM	Restriction of development around scenic sites to eco- tourism developments only.
URBANIZATION	Compacting of the urban core to prevent urban sprawl and town convergence. Development control measure on minimum floors Enforcement of the urban fringe/ edge using agricultural belts.

PUBLIC LAND	Immediate inventorying and periodical review of the state all public land in Thika Town. Retention of all public lands under the respective government ownership unless their disposal will serve an overarching County/ national interest.

4.3 Development Strategies

This section deals with the development strategies and interventions that will be used to achieve the development objectives for this Thika Town IDEP. These strategies include transportation, environmental, economic & social infrastructure, housing and revenue enhancement strategies.

4.3.1 Transportation Strategy

Regional Connectivity and Integration

Regional connectivity and integration refer to how well the town is integrated with and linked to surrounding areas. The goal is to create physical and functional networks that will ensure mutual interactions between the town and surrounding areas. The intention is therefore to address the town as part of a larger region, "since both the problems of the area and the desired improvements result, to some extent, from conditions in other parts of the region. "Since spatial integration is predominantly dependent on linkages, the development objectives and interventions will focus on improving movement linkages.

Objective

To improve regional connectivity, in particular with Nairobi and other major centers and markets.

Development proposals and interventions

The following interventions should be implemented:

- Upgrade Road C64(Gatundu Road that links to Thika Road) to to improve movement to and from Nairobi;
- Create a direct movement linkage between Ruiru and Githunguri;
- Improve east-west linkages between Ruiru, Limuru, Wangige and Ruiru;
- Investigate the feasibility of developing a north-south link from Maragua through Kandara, Gatundu, Ruiru and onto Nairobi;
- Improve public transport services between Ruiru and surrounding towns as indicated above.

Improved Accessibility and Connectivity

While the planning area has a small footprint, accessibility between different areas is weak. Neighborhoods are isolated by poorly maintained and unsafe open spaces with inadequate linkages between them. The mono-functional character intensifies this poor accessibility and increases levels of spatial inequity in the town. While there is a functioning road network, the streets of the town have been designed and planned with cars and not people in mind. Great towns have great streets and great street spaces attract private sector investment and convey a sense of dignity and pride to residents. They are the most public and visible face of the town and their quality, cleanliness and levels of activity can inspire confidence and investment or detract from these. This strategy deals with the location, design and function of a proposed

movement network, which includes the upgrading of existing streets and linkages, as well as the development of new linkages where necessary.

Objectives

The following are the development objectives from a movement and connectivity perspective:

To ensure a clear hierarchy of roads that connect all the different parts of town;

To improve local movement networks through additional linkages;

To improve public transport facilities and networks;

To improve movement for pedestrians and cyclists;

To improve the condition of roads; and

To transform the street network into attractive, safe, vibrant, comfortable, landscaped spaces.

Development proposals, interventions and guidelines

The following are the development interventions required to improve accessibility and connectivity in Thika Town:

There must be a clear hierarchy of roads. The primary and secondary roads should be upgraded in terms of width, surfacing and street scaping to (i) clearly distinguish them from local roads and (ii) accommodate the level of traffic and nature of functions that are associated with these roads in terms of the spatial development concept.
To improve accessibility and connectivity in the planning area, a number of new secondary and local link roads are proposed. The intention is to allow residents greater convenience in terms of movement through the study area, but in particular towards existing and proposed nodes and corridors.
All primary and secondary routes must be developed as pedestrian and cycling priority routes. This requires the development of dedicated paved sidewalks and/or cycling paths of sufficient width along these routes.

Guidelines

In order to establish a multimodal transportation system to efficiently, effectively, and safely move people, goods and services, the following should be considered.

- The design and layout of internal movement in the town should promote an open, permeable and legible movement network that allows for ease of vehicular and pedestrian movement.

- Well-located and well-managed road based public transport facilities, linked to the business and employment areas, must be available and accessible throughout town.

- Development of linkage roads between residential areas to enhance integration and accessibility
- As far as possible avoid dead-end streets and roads.
- Limit block sizes to a maximum length of 150m for ease of pedestrian movement.
- Maintain a road hierarchy that readily distinguishes between routes of local and regional importance.

Further for the planning area to be more walkable and bicycle friendly, in particular, improving and extending pedestrian and bikeway amenities to better connect residential areas, activity centres, and employment zones, the following guidelines should apply:

- Improve and expand facilities for pedestrians and cyclists, initially focusing investment in urban corridors and activity streets.
- Make streets safe by providing enhanced crosswalks, sufficiently wide sidewalks, shade trees, and other street furniture (e.g., benches and pedestrian-scale light fixtures) throughout the community, most importantly along proposed urban corridors and activity streets.
- Introduce a network of off-street pathways and routes, encompassing shared use paths that are integrated with the study area's green network.
- Require bicycle parking in conjunction with public amenities and commercial development projects that will attract a significant number of users, including the provision of bicycle lockers at major transit hubs.
- Ensure that a minimum sidewalk width of 1,5m is provided on all identified pedestrian and cycling priority routes
- Ensure that safe pedestrian crossing points are provided at a minimum of 75m intervals within the street network

4.4 Environmental Strategy

The development strategy for the environment deals with the designation, protection and management of biodiversity and important ecosystems. This is done in part by creating a natural open space system. This generally comprises rivers, dams, riparian zones, wetlands, ridges and other environmentally sensitive areas. Sensitive ecological environments on the one hand pose a constraint to development as these parcels of land must remain free of development. In addition, movement linkages across these areas are limited (due to cost and the need to minimise any form of intrusion into these areas) which in turn limits the urban structuring possibilities. Ecologically sensitive areas however provide immense opportunities and value from an ecological, identity, place- making, attractiveness and property value perspective. Wetlands in particular perform a number of critical ecological functions. They moderate impacts from flooding, control erosion, purify water and provide habitat for fish and wildlife The IDEP therefore aims to safeguard the functionality of the planning area's life-supporting ecosystem services and to ensure development around natural open spaces is appropriate and sensitive.

Objectives

The following are the objectives for protecting the environment:

- To establish a continuous ecological and open space system;
- To introduce policies that will restrict degradation and promote the preservation of the environment;
- To improve water quality in rivers and water courses through the management of solid waste, waste water and industrial effluent; and
- To prevent illegal dumping in open spaces and rivers.

Development proposals, interventions and guidelines

There are three main types of sensitive natural environments in Thika Municipality that must be protected as natural systems with sensitive ecological characteristics, namely (i) watercourses, (ii) wetlands and (ii) ridges.

- Watercourses and the wetland must be rehabilitated to restore the ecological integrity of these natural environments.
- Watercourses must be protected from pollution resulting from development through the creation of open space buffers along watercourses. These buffers can be utilized for public green open spaces such as public parks.
- A wetland on the southern boundary of the planning area to the west of C64 that must be protected from development through the introduction of a buffer around the wetland.

The acceptable minimum standard is a 30 meters buffer along the edge of the wetlands which will provide additional habitat for indigenous fauna and flora.

- Steep slope areas that exceed 25 degrees should be protected as ridges in accordance with the prescriptions of the Kenya Planning Handbook.
- The issues of focus in developing the environmental protection strategies included; storm water drainage, soil erosion, riparian reserves, ecosystems, water sources, solid waste management, sewerage systems, proposed buffers and forests.

Measures

Rivers and Riparian Reserves

- Natural flow of rivers and tributaries should be preserved and conserved. River reserves should become green networks (buffer zones to control pollution, surface erosion, squatters' intrusion)
- Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents
- Development along the Riparian Reserve should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the Riparian Reserve without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
- The natural drainage channels and banks of rivers must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.

Steep slopes

- Development in hill areas requires several conditions that must be observed not to endanger stability, balance and the harmony of the natural environment
- Between 5 degrees to 15 degrees are considered as medium slopes and could be developed with the implementation of slope control measures
- Between 15 degrees to 25 degrees could be developed with the implementation of control measures
- Areas with slopes that exceed 25 degrees are not allowed any development from a safety perspective

- Natural vegetation should be preserved on steep slopes to prevent soil erosion
- All scenic vistas should be protected from development Natural open spaces.

- All-natural open spaces should as far as possible be linked to form a continuous system of green open space through the demarcation of green corridors throughout the urban environment, which are then linked to public open spaces
- The natural open space system must be kept visible and "public" and not be privatized in development enclaves. This is important from both a social equity perspective (i.e. that members of the community and visitors can have the visual enjoyment of the open spaces) and from a safety perspective (i.e. that these areas which could potentially become dangerous areas can always be monitored by the public)
- All land uses along green open spaces must face onto the open space with active facades including windows and/or balconies and visually permeable fencing. No high walls may be permitted.
- Pedestrian and cycling paths should as far as possible be incorporated into linear open space systems to increase the recreational value of the open space system and also to enhance safety through increased activity in or along the open space system

Development and Design Guidelines for the Environment

Environmental Feature	Definition	Guidelines
Riparian (River) Reserve	Land on each side of a watercourse as defined. Has a minimum of 3m, or equal to the full width of the river as measured between the banks of the river course up to a maximum of 30m for seasonal and perennial rivers	Every development must provide 3%- 5% of the area for water retention reservoir
		Natural flow of rivers and tributaries should be preserved and conserved. River reserves should become green networks (buffer zones to control pollution, surface erosion, squatters' intrusion)
		Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents

			Development along the Riparian Reserve should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the Riparian Reserve without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
			The natural drainage channels and banks of rivers must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.
Slope	0 to 2%	Area where slope does not constrain developme nt	Development in hill areas requires several conditions that must be observed not to endanger stability, balance and the harmony of the natural environment Between 5 degrees to 15 degrees are considered as medium slopes and could be developed with the implementation of slope control measures Between 15 degrees to 25 degrees could be developed with the implementation of control measures Areas with slopes that exceed 25
	2 to 9%	Medium slopes which are developable although slope should be considered in site development plan and storm water management	
	9 to 21%	Maximum slopes for motor vehicle access provided that all	

		weather paved surfaces are available	degrees are not allowed any development from a safety perspective Natural vegetation should be preserved on steep slopes to prevent soil erosion A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas All scenic vistas should be protected from development
	21 to 27%	Urban development is seriously constrained, and slopes of more than 21% do not allow for motor vehicle access	
	27 - 45%	No development allowed	
Natural Open Space System	The natural open space system comprises rivers, dams, riparian zones, wetlands, ridges and environmentally sensitive areas		All-natural open spaces should as far as possible be linked to form a continuous system of green open space through the demarcation of green corridors throughout the urban environment, which are then linked to public open spaces
			The natural open space system must be kept visible and "public" and not be privatised in development enclaves. This is important from both a social equity perspective (i.e. that members of the community and visitors can have the visual enjoyment of the open spaces) and from a safety perspective (i.e. that these areas which could potentially become dangerous areas can always be monitored by the public)
			All land uses along green open spaces must face onto the open space with active facades including windows and/or balconies and visually permeable fencing. No high walls may be permitted.
			Pedestrian and cycling paths should as

		far as possible be incorporated into
		linear open space systems to increase the recreational value of the open space system and also to enhance safety through increased activity in or along the open space system

4.5 Economic and Social Infrastructure Strategy

The economic and social infrastructure strategy will be achieved through the economic and social network. This network refers to those areas where economic activity and community facilities are or should be concentrated in town. In Thika Municipality the spatial structure includes nodes and linear activity areas such as:

- Regional Node (or Central Business District) (CBD);
- Neighborhood Nodes;
- Urban Corridors;
- Activity Streets;
- Clusters of civic and community facilities;
- Designated industrial areas; and
- Agricultural focus areas.

Nodes and linear activity zones serve as the main structuring elements for the town, and the location of the activity network must be such that everyone can access an activity node within a comfortable walking distance of 800 meters (equal to 10 minutes walking time). These nodes are located at the most accessible points within an integrated network of connecting routes and provide a hierarchical framework or logic for locating public facilities, community facilities and economic opportunity as well as access to transport services over time.

The grouping of facilities (including social, education, economic, recreational and transport facilities) ensures convenience for users, reduces trip numbers, creates focal points for development and infrastructure provision and enables the sharing of resources and management capacity. These clusters in turn generate higher flows of foot-traffic that generate the thresholds of support required for successful business activities including retail, personal services and small-scale production of goods for sale. They are good places for entrepreneurial development hubs.

Objectives

The following are the objectives for the development of an economic and social network:

- To channel development into a system of nodes and development corridors supporting the development concept;
- To consolidate and strengthen mixed-use economic nodes;
- To consolidate and strengthen neighborhood nodes;
- To protect and regenerate the Regional Node (CBD) as the primary business development area;
- To optimize the location of social and community facilities by clustering them together in neighborhood nodes;
- To create and/or improve opportunities for the informal sector within the designated activity network; and
- To consolidate and strengthen industrial areas.

Development proposals, interventions and guidelines

The proposed hierarchy and distribution of the network of nodes, urban corridors and activity streets in the planning area is shown on the map in the ISUDP.

- The highest order node is the Thika Municipality Node (CBD) situated directly west of the golf course. This node has a regional function and should therefore comprise the highest order business, civic and social activities and services. This node also presents an opportunity of Transit Oriented Development.
- The Primary Routes should be developed as Urban Corridors comprising higher order business development for a depth of approximately 50m directly adjacent to the road.
- Routes indicated on the map above should be developed as local Activity Streets, comprising lower order business opportunities that are more focused on serving local neighborhoods. Similar to the urban corridor, the depth of the Activity Street zone extends approximately 50m from the road reserve boundary.
- Demarcated Neighborhood Nodes are predominantly located at intersections on the primary and secondary road network, in order to ensure the highest degree of accessibility for surrounding communities.
- Industrial development is restricted to existing industrial areas that should be consolidated and strengthened rather than creating new industrial areas.
- Large-scale agricultural activities in the eastern part of the study area should be protected from development for as long as these activities remain economically viable. In the long term however, this land can be utilized for infill residential development.
- The development of new social and community facilities such as education and health should be restricted to existing neighborhood nodes or existing Civic and Community clusters.
- To improve the housing development in the township; various strategies were developed. The focus of these strategies was; uneven building lines and setbacks, urban informality, urban decay,

housing conditions, land tenure, persons with disability friendly urban designs and social facilities adequacy.

- The Highest residential densities are restricted to the Central Business District and the rationale is that these nodes are the have highest concentration of employment activities or close to Nairobi.
    - Medium density residential development should be supported along the Urban Corridors.
    - Low density residential development comprises the areas in between at the locations furthest away from the major nodes and urban corridors.
    - Low density residential development also includes small-scale farming activities as are currently found on the majority of residential properties in the planning area. The concept of low-density residential development (and the associated densities) is relevant in the case of redevelopment and formalization of properties from small-scale agriculture to urban development.
    - The existing large-scale agricultural activities in the eastern part of the planning area can be utilized for infill residential development if it is no longer required for agricultural activities. Should these land parcels be developed, it should be done in accordance with a proper Master Plan as opposed to haphazard subdivision into smaller properties.

Guidelines

Attract and accommodate high order and regional land uses to the Regional Node (CBD

- Accommodate land uses that attract large numbers of people and that will extend the activity of the area.
- Higher order and regional land uses should be located, as far as possible, in the Regional Node (CBD).
- The Regional Node (CBD) must comprise high quality public environments, and all developments should interact with and relate to adjacent public environments (e.g. streets, squares, parks etc.) to ensure a vibrant, attractive, convenient and safe environment.
- Informal trading must be accommodated in well-designed and well-located market areas where the necessary facilities such as trading stalls, ablution facilities and refuse bins are available to the traders.
- Development is typically fine grained, multi-storied and mixed use and must comprise the highest architectural standards.
- Reduce visual blight, encouraging rehabilitation of deteriorating structures, demolition of severely dilapidated buildings, and removal of demonstrably non-conforming uses and structures.

- Encourage infill development to activate commercial sites and promote the highest and best use of land
- Protect the Central Business District by not approving out of town, mono-functional shopping malls that will draw large retailers out of the town centre

Develop vibrant and community-oriented neighborhood nodes that serve all the needs of the local population

- The majority of social and community facilities and local businesses should be clustered together in neighborhood nodes or streets (as opposed to being dispersed throughout a neighborhood).
- The general character of the neighborhood node should be public, extroverted environments, with an open street pattern, relatively short street block lengths (to facilitate pedestrian movement), on-street parking, public spaces and the clustering of compatible land uses in a compact manner.
- All neighborhood nodes must be pedestrian- and cycling-friendly environments with safe, convenient and quality movement infrastructure to, from and within the node
- Neighborhood nodes should preferably be developed around a public open space that can serve as a meeting and recreational space for the community
- Informal trading must be accommodated in well-designed and well-located market areas, where the necessary facilities such as trading stalls, ablution facilities and refuse bins are available to the traders.
- Neighborhood nodes should comprise a public transport stop, where a public transport service exists
- Neighborhood nodes should where possible be located in such a way that all residents have access to a node within a maximum walking distance of 800m.

4.6 Housing Strategy

This development strategy deals with residential development and comprises two parts, namely;

i. The development of good quality residential neighborhoods that promote residential densification in appropriate locations. Residential development is an opportunity to restructure the form of the settlement as a whole, by creating high-quality, integrated sustainable living environments that provide equitable access to opportunities, amenity and services, and are diverse, locally appropriate, compact and efficient.

ii. A diversity of dwelling options is required to accommodate the varied need for housing over a lifetime, and to meet varied income levels and circumstances.

A variety of housing types enables different types of people to live together in the same neighborhood, and it helps people to find housing that suits their circumstances and means.

Objectives

The following are the objectives for residential development:

- To encourage densification in strategic locations;
- To identify priority areas for new housing development;
- To introduce different housing typologies to provide in the needs of different residents;
- To promote infill development over development on the periphery of the town; and
- To create convenient, safe and attractive residential neighborhoods.

Development proposals, interventions and guidelines

The spatial development proposals for Thika Municipality make provision for three categories of residential development, namely

i. Low Density Residential,

ii. Medium Density Residential,

iii. High Density Residential.

Densities are linked to distance to employment opportunities, social and community services and public transport services. The closer a particular property is situated to the above and the higher the order of services and facilities provided in that location, the higher the densities that should be promoted and allowed on that particular property.

- The Highest residential densities are restricted to the identified Nodes
- Medium density residential development should be supported along the Urban Corridors.
- Low density residential development comprises the areas in between at the locations furthest away from the major nodes and urban corridors.
- Low density residential development also includes small-scale farming activities as are currently found on the majority of residential properties in the planning area. The concept of low-density residential development (and the associated densities) is relevant in the case of redevelopment and formalization of properties from small-scale agriculture to urban development.

The existing large-scale agricultural activities in the eastern part of the study area can be utilized for infill residential development if it is no longer required for agricultural activities Should these land parcels be developed; it should be done in accordance with a proper Master Plan as opposed to haphazard subdivision into smaller properties.

The following development and design guidelines shall apply to residential neighborhoods and densification:

Ensure sustainable residential growth

- A range of housing typologies and densities must be developed, catering for different income groups, lifestyles and life stages within each settlement
- New settlement development must occur contiguous to existing urban or settlement development. Leapfrog development should not be permitted
- Residential development should as far as possible focus primarily on infill development and densification rather than continuous outward expansion of residential areas beyond the boundaries of the precinct.
- Higher densities should be provided closer to the town centers/community clusters and/or public transport stops.

Promote the development of sustainable, convenient and livable residential neighbourhoods

- All land uses must contribute to the creation of pleasant, safe, convenient and sustainable neighborhoods.
- All development must support safe and convenient pedestrian movement, especially for children.
- Residential development must comprise the bulk of land uses, complemented by community and social facilities (community and social facilities should ideally be developed as part of demarcated neighborhood nodes) and recreation areas such as parks, sports fields and playgrounds.
- Regional community facilities (i.e. hospitals, large regional church congregations, universities, colleges etc.) should not be provided within residential neighborhoods but as part of the Regional Node (Central Business District)
- Businesses in the neighborhood should be restricted to home businesses and local convenience businesses
- No land uses that attract large volumes of foreign traffic to the area or generate excessive activity and noise should be permitted.
- In higher density residential neighborhoods, emphasis should be placed on the public realm and the interface between private development and the public space.
- Improve the attractiveness of residential neighborhoods by taking measures to eliminate nuisances and redevelop problem properties, as well as to enforce standards of maintenance.

- Fencing that is visually penetrable should be promoted. This includes palisades or palisades with walled sections.

4.7 Revenue Enhancement Strategy

For the County Government to function effectively and provide service to its residents and clients, it needs enough revenue. The revenue sources from the county are as follows:

- The National Government
- Fees from services provided
- Land rent/rates
- Money (cess fees) collected from mining activities

Thika Municipality like the rest of the County has revenue collection challenges. These are addressed in table below by the actions in the adjacent columns:

Revenue Collection Challenges with Actions for Solutions

ISSUE	ACTION
Build adequate human resources capacity and systems;	a) Asses current human resource in relation to job description, qualification and job performance b) Replace/train staff to build capacity
Introduce a more productive property tax regime;	Perform a land valuation exercise and attach the correct taxes after the exercise
Automate all accounting and finance activities;	All revenue collection exercises should be cashless, apps can be used to collect revenue for fees such as parking, market stalls, cess
Digitize land records;	A GIS based program should be used to keep a record of all the land. This should have the land valuation roll attached to it for land tax and land rents purpose.
Strategically and comprehensively address integrity issues;	Do random audits at revenue collection points and take disciplinary action on officers found to have integrity issues.

Expand revenue base.	a) Create/increase parking spaces for private vehicles, trucks, public services vehicles. b) Process land documents for areas that are commercial and industrial so as to collect land rates

4.8 Disaster Management

A disaster is defined as a serious disruption of the functioning of a community or a society. Disasters involve widespread human, material, economic or environmental impacts, which exceed the ability of the affected community or society to cope using its own resources.

Disaster Management can be defined as the organization and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of disasters.

Disasters are generally classified into 2 major categories: Natural and human made as follows:

1. Natural: Bush fires, epidemics on human beings and animals, pests on crops, forests and livestock; geologic and climatic disasters (e.g droughts, floods, landslides, cyclones, storm surges, coastal erosions, earthquakes, invasive plants.)

2. Human-made: Terrorism, Industrial accidents, fires, transport accidents, civil, resource-based and political conflicts, collapsed infrastructure, food poisoning, invasive plants, drug and substance abuse, human trafficking, industrial sabotage, environmental degradation and other emerging disasters.

There is the National Disaster Management Authority Bill, 2019 that established the National Disaster Management Authority and gave it functions and powers.

According to this bill, the following shall be the way in which disaster management shall be implement in Kenya as a whole and in county governments.

This National Disaster Management Authority shall in liaison with the county governments, perform the following functions

a) Co-ordinate and control response to and management of disasters
b) Build capacity at both levels of government in crisis response and disaster resilience
c) Serve as a command centre for all communication and information relating to response operations
d) Co-ordinate disaster management efforts between various government agencies to ensure there is a seamless response to disasters
e) Undertake public awareness on disaster preparedness and response
f) Establish and operate an effective and efficient National Early Warning Disaster Monitoring Information System
g) Facilitate disaster management contingency process that will result in the formulation of contingency plans to be updated regularly

h) Document, publish and disseminate all relevant disaster management data and information to all stakeholders
i) Operate a functional and effective monitoring and evaluation system for programming and management of activities in disaster management
j) Perform such other functions as may be necessary for the exercise of its powers and functions under this act.

The roles for disaster management for the national and county governments are:

1) The national government shall in accordance with Part 1 of the Fourth Schedule to the Constitution, be responsible for disaster management in the country
2) Each county government shall within its area of jurisdiction be responsible for disaster management in accordance with Part 2 of the Fourth Schedule to the Constitution.
3) The Cabinet Secretary shall, on the advice of the Authority, and in consultation with the county governments, develop a national policy on disaster management.
4) Each county government shall for the purpose of ensuring uniformity and national standards, through its legislation and administrative actions, implement and act in accordance with the national policy guidelines developed under subsection (3)

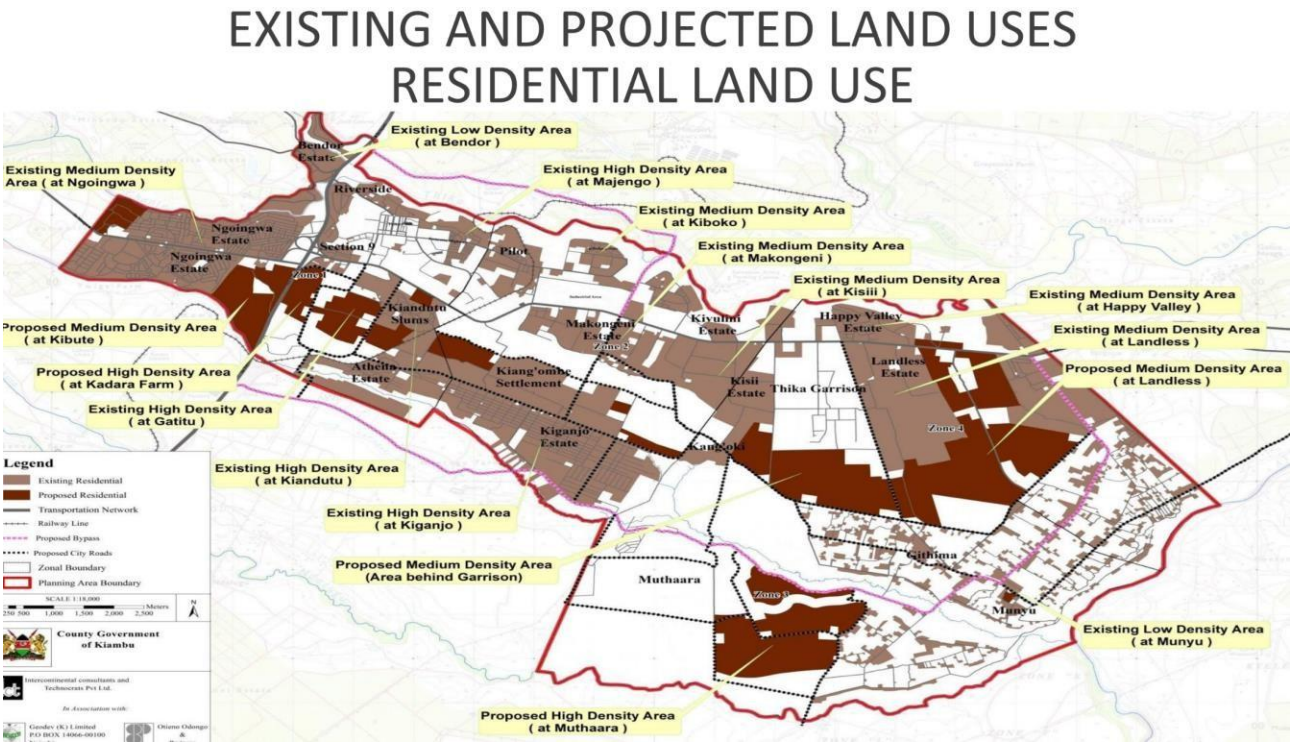
Each county government may establish a County Government Emergency Fund in accordance with the provisions of the Public Finance Management Act.

Kiambu County is the process of developing a disaster management policy, and it will link county hospitals with the fire department so that casualties can be rescued from the scene of the disaster and taken to the nearest health facility. It is advisable for the county government to set aside funds for the purpose of implementing the policy

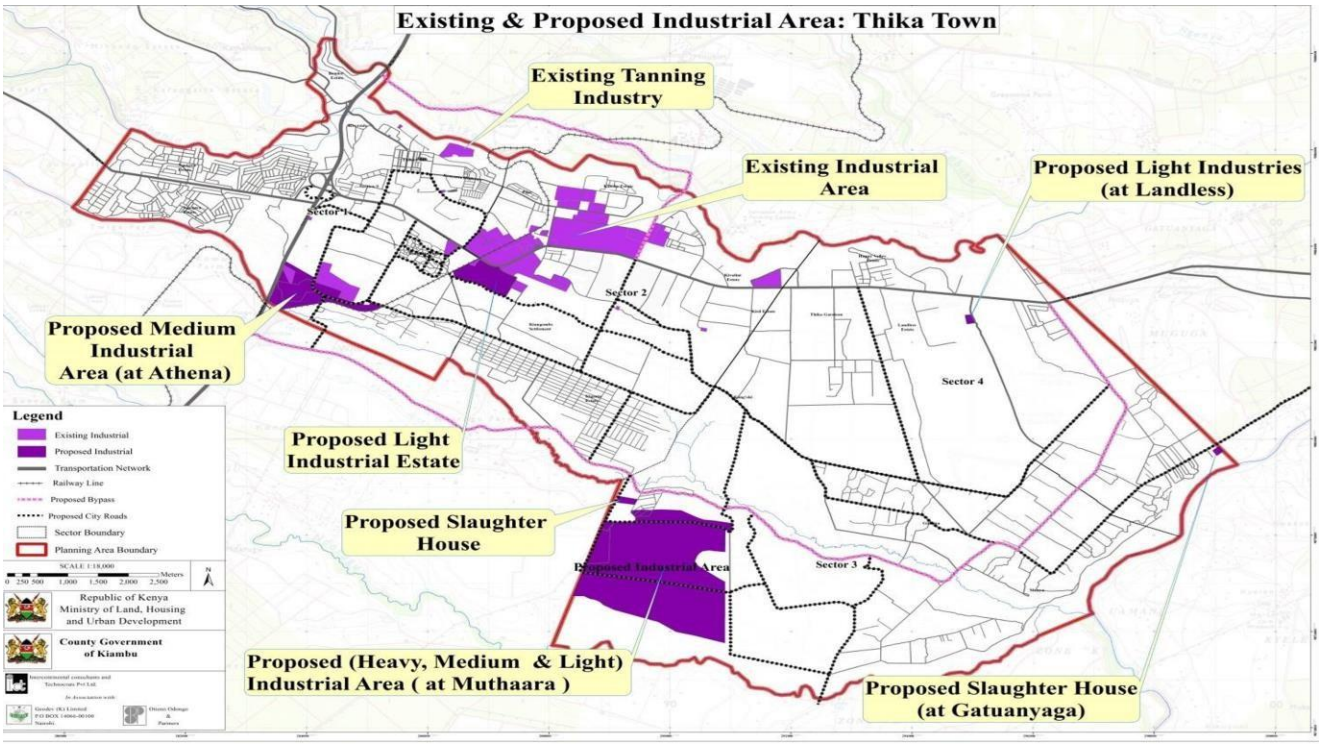
So far, administrative units that can be used in disaster management include the fire department (one station in Thika Municipality), the police, administrative police, chiefs and Thika Level V Hospital.

CHAPTER FIVE: PROPOSED INTERGRATED INTEVENTIONS IN ADDRESSING KEY DEVELOPMENT CHALLENGES

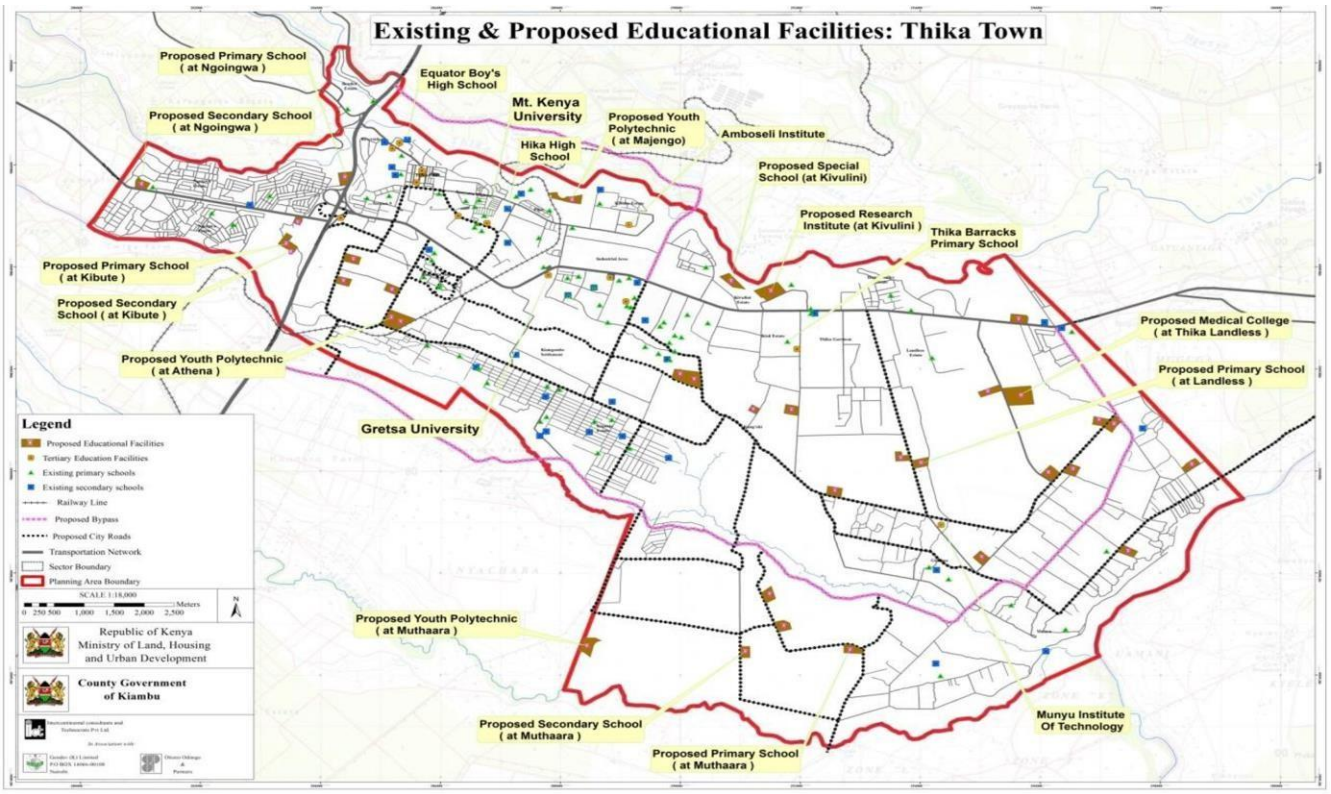
PROPOSED & EXISTING LAND USE MAP



EXISTING & PROPOSED INDUSTRIAL ZONES IN THE MUNICIPALITY

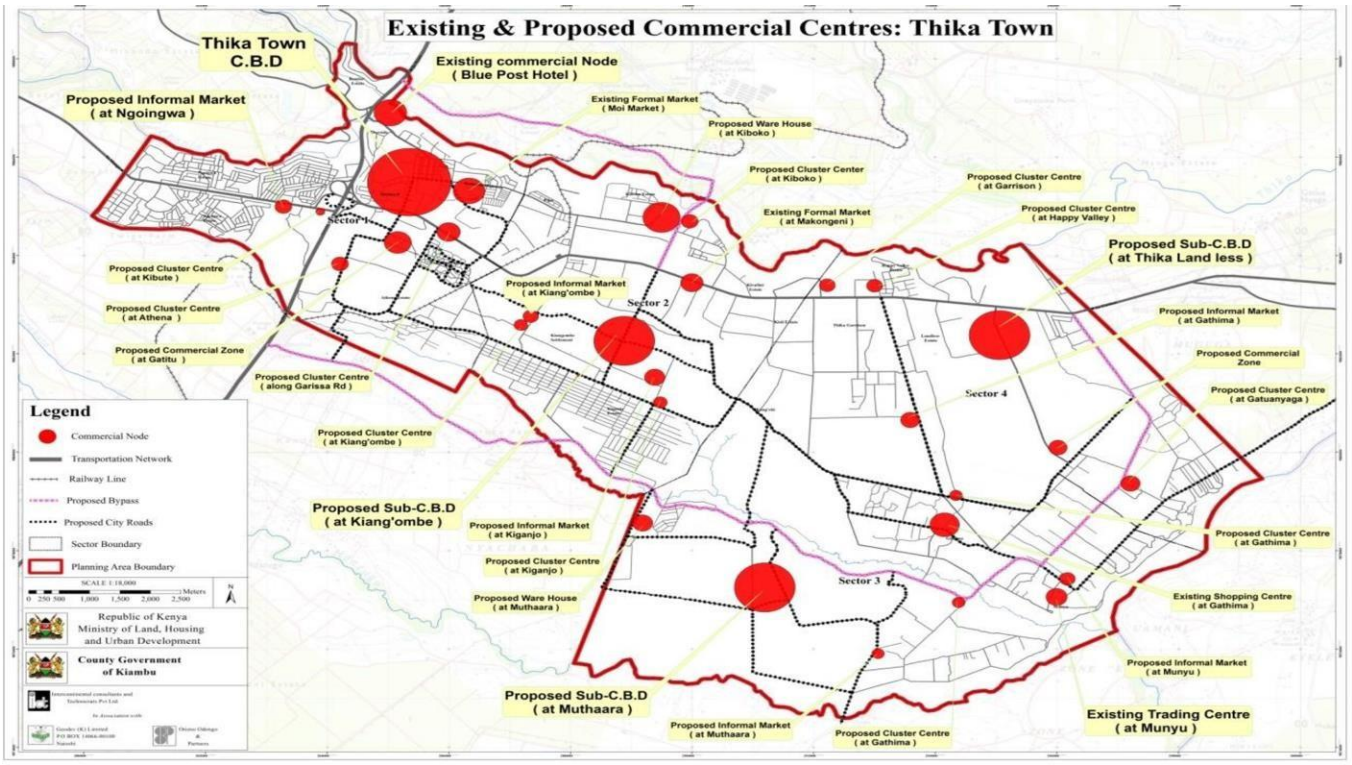


PROPOSED & EXISTING EDUCATIONAL FACILITIES IN THE MUNICIPALITY

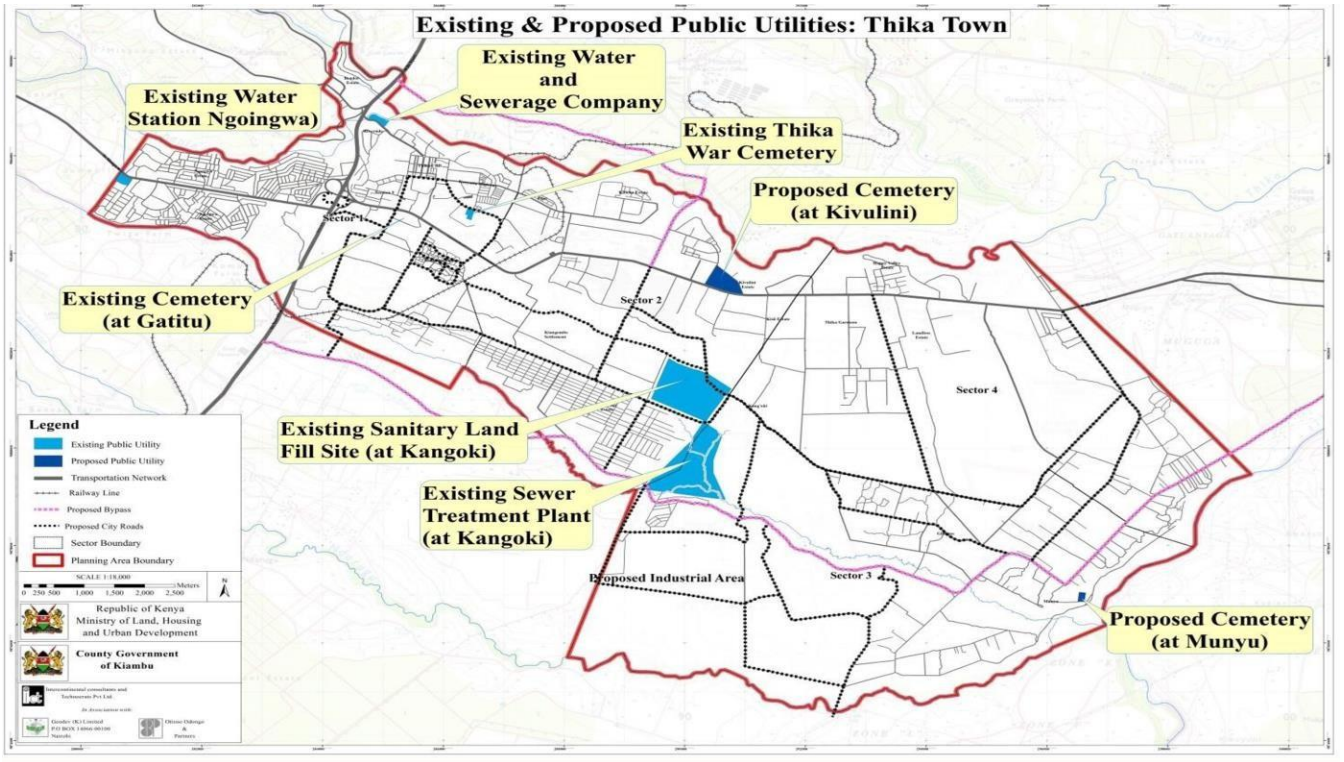


PROPOSED & EXISITING RECREATRIONAL FACILITIES IN THE MUNICIPALITY

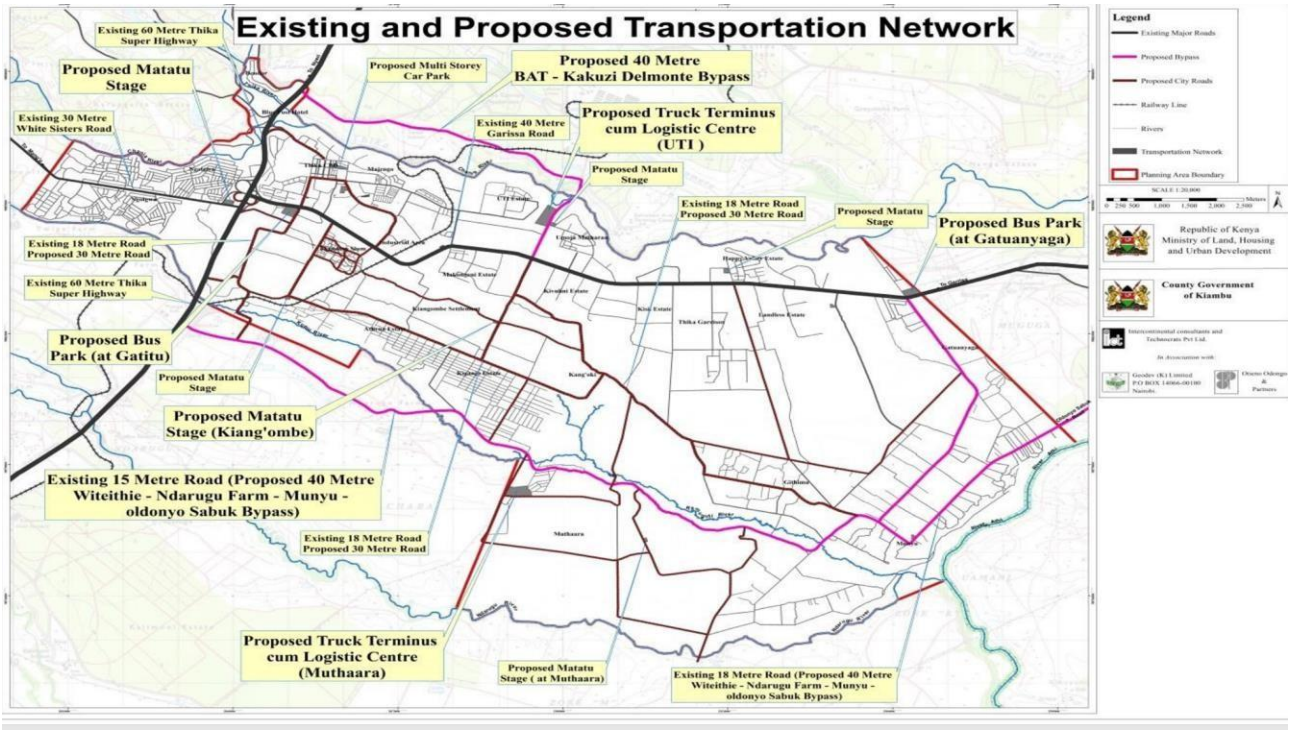
PROPOSED & EXISTING COMMERCIAL CENTERS IN THE MUNICIPALITY



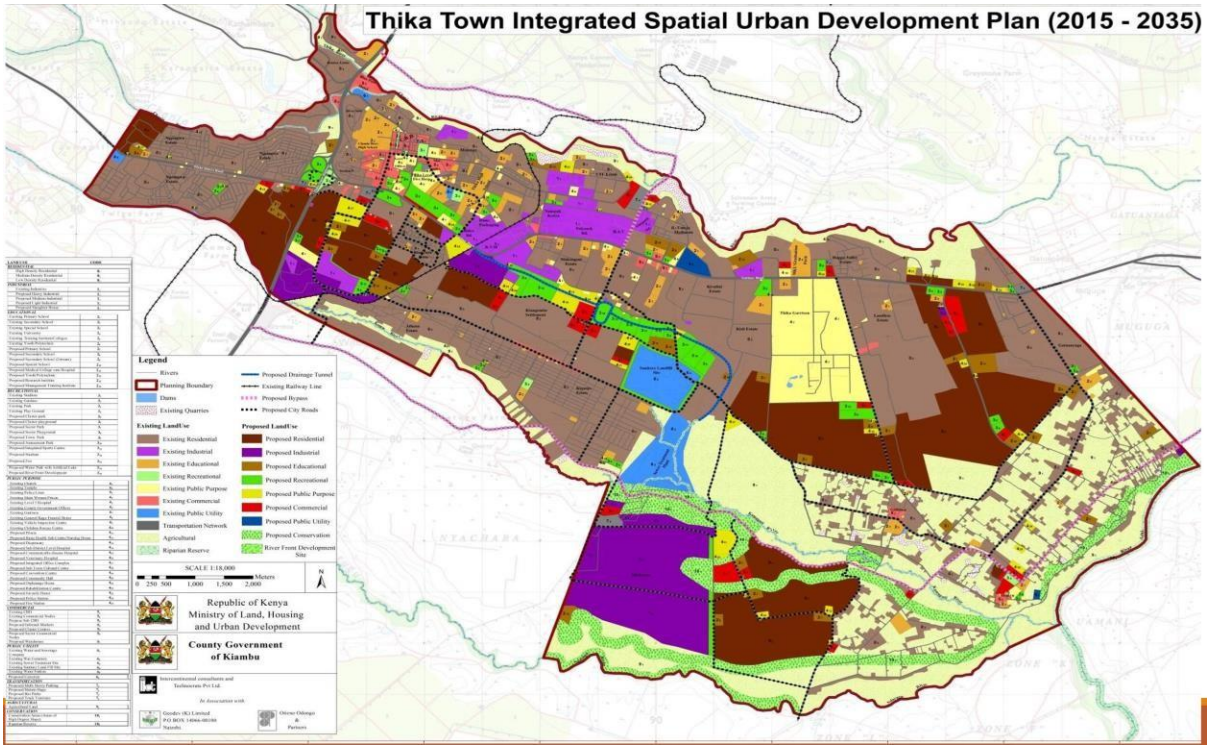
PROPOSED & EXISTING PUBLIC UTILITIES



PROPOSED & EXISTING INFRASTRUCTURE NETWORK



MUNICIPALITY PROPOSED LAND USE PLAN



CHAPTER SIX: CAPITAL INVESTMENT PLAN

DEVELOPMENT PRIORITIES AND STRATEGIES FOR THIKA MUNICIPALITY

Municipality Priorities and Strategies

Sector Priorities	Strategies
Improved land administration and management of land resources	Digitize municipality land parcels information Formulate and implement municipality spatial structure plan Land surveying and titling Formulate, harmonize and implement valuation roll Coordinate and control infrastructure development in the county Create public awareness on land rates and building approvals
Improved service delivery	Capacity building staff Implement performance contracting Provision of conducive working environment through staff motivation, rehabilitation and equipping of offices
Enhanced infrastructure development	Provide adequate, safe, decent and affordable housing Regularize land tenure in information settlement Improve infrastructure development in municipalities and urban areas

Municipality Programmes and Flagship Projects for the proposed Thika Industrial Smart City

Programme Name: Urban Areas Development and Administration												
Objective: To Improve Infrastructural Developments in Urban Areas (Municipalities and Cities) for sustainability												
Outcome: Improved infrastructural development for sustainable urban environment in Municipalities and Cities												
Sub programme	**Key output**	**Key performance indicator**	**Linkages to SDG Targets**	**Planned Targets and Indicative Budget (Ksh. M)**								**Total Budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	
Urban Areas Administration and Management	Refine and delineate boundaries for established Urban Areas Administration and Institutional structures in Thika Municipality, Smart Industrial City,	No. of Urban Areas Administration & Institutional structures established	SDG1, SDG2, SDG3, SDG4, SDG5, SDG6,SDG7,SDG8, SDG9, SDG10, SDG11,SDG12, SDG 13,SDG15,SDG16& SDG17	**13**	130.00M	4	40.00 M	3	30.00 M	0	0.00 M	0	0.00 M	200.00 M
	Established Thika Smart City (Institutional & Legislative	Fully operational City Management Board, Strategic Plan, Bye-laws, Charters, Budget, functions and staff	SDG1, SDG2, SDG3, SDG4, SDG5, SDG6,SDG7,SDG8, SDG9, SDG10, SDG11,SDG12, SDG 13,SDG15,SDG16& SDG17	**1**	50.00 M	0	0.00 M	0	0.00 M	0	0.00 M	0	0.00 M	50.00 M

	Frameworks)													
Urban Areas Development-Construction and upgrading of Social-amenities and infrastructure	Development and equipping Administration Offices for urban board and staff	No. of Urban Areas Administration & Institutional offices established	SDG1, SDG2, SDG3, SDG4, SDG5, SDG6, SDG7,SDG8, SDG9, SDG10, SDG11,SDG12, SDG 13, SDG15,SDG16 & SDG17	7	280.00M	6	240.00M	4	160.00M	2	80.00M	1	40.00M	800.00M
	Roads Constructed and upgraded key urban roads	No of Kilometers of Roads Constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	6 KM	200.00M	6 KM	200.00M	6KM	200.00M	6 KM	200.00M	67KM	200.00M	10000.00M
	Sewer lines constructed for 13 established Urban Areas	No of Kilometers of Sewer lines constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	10KM	100.00M	100 KM	12.00M	100KM	120.00M	90KM	20.00M	80KM	80.00M	332.00M
	Integrated Solar Street Lights Installed in the urban areas	No of Street Lights Installed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	1250	30.00M	1245	40.00M	1650	60.00M	1850	80.00M	2000	100.00M	310.00M
	Bus parks Rehabilitated	No. Bus parks Rehabilitated	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	1	100.00M	1	100.00M	0	0.00M	1	100.00M	0	0.00M	200.00M

	Market sheds & Ablution Blocks Constructed for 13 established Urban Areas	No of Market sheds & Ablution Blocks Constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	10	60.00M	10	60.00M	10	60.00M	10	60.00M	10	60.00M	300.00M
	Stadia built or rehabilitated in the urban areas	No of Stadia built or rehabilitated	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	2	100.00M	0	0.00M	2	100.00M	0	0.00M	1	100.00M	300.00M
	Waste Management stations constructed or/& Equipment procured	No of Waste Management stations constructed or/& Equipment bought	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	5	50.00M	5	50.00M	5	50.00M	5	50.00M	5	50.00M	250.00M
	Non Motorized Transport (NMT) & Parking Lots constructed	No of NMTs & Parking Lots constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	3KM	60.00M	3KM	60.00M	3KM	60.00M	3KM	60.00M	3KM	60.00M	300.00M
	Recreational facilities Constructed	No of Recreational facilities Constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	5	135.00M	0	0.00M	5	137.00M	0	0.00M	1	135.00M	407.00M
	Fire stations constructed and	No of Fire stations constructed and Disaster management	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	5	150.00M	0	0.00M	0	0.00M	5	150.00M	5	150.00M	450.00M

	Disaster management Equipment Purchased	Equipment Purchased												
	Kilometers of storm water Drains Constructed	Kilometers of storm water Drains Constructed	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	50KM	100.00M	65KM	110.00M	80KM	120.00M	50KM	100.00M	60KM	100.00M	535.00M
Building Urban Resilience through Adaptation and Mitigation of Climate Change induced risks	Identification of areas prone to flooding, fires,earth quakes/ landslide & road accidents in Urban Areas and adoption of feasible /viable/suitable risk mitigation and adaptation action plans/ measures for sustainability	No of identified areas prone to flooding/fire/earthquake/landslides in urban areas and adoption of feasible mitigation measures and adaptation action plans for building resillient programmes for sustainability	SDG1, SDG2, SDG3, SDG4, SDG5, SDG6, SDG7,SDG8, SDG9, SDG10, SDG11,SDG12, SDG 13, SDG15,SDG16 & SDG17	13	70.00M	13	70.00M	13	70.00M	13	70.00M	13	70.00M	350.00M
	Wind energy generated	KWh units of wind energy generated	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	0	0.00M		0.00M	25	150.00M	0	0.00M	0	0.00M	150.00M

	Clean Energy sources e.g. Bio gas & briquette production facilities installed	Volume (M^3) of bio gas produced	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	500000m3	50.00 M	0	0.00 M	600000M3	55.00 M	750000M3	60.00 M	500000M3	50.00 M	215.00 M
	Solar PV energy generated	Volume (KWh) of solar PV energy generated	SDG 1.1,2.2,3.d,5.4,9.a,8.1,11.1&17.19	200KWh	45.00 M	150 KWh	30.00 M	300KWh	60.00 M	600KWh	100.00M	1200 KWh	205.00M	440.00 M
Total Budget (Ksh. M)					**1710.00M**		**1012.00M**		**1438.00M**		**1130.00M**		**1400.00M**	**17606.00M**

Flagship Projects

The section should summarize all known county flagship projects for implementation by both levels of Government and Development Partners in the municipality.

Table on Flagship Projects

Thika Municipality Flagships Projects									
Project Name	**Project location**	**Objective**	**Description of activities**	**Key output (s)**	**Time frame**		**Est Cost or Project Value**	**Source of Funds**	**Lead Agency**
					Start	**End**			
Thika Smart City	Thika sub county	Improving infrastructure development for sustainable urban environment	Construction and improvement of all the infrastructure in Thika city	Fully operationalize management administration	June 2022	June 2027	620M	KCG/PPP	LHPP&UDA
Affordable Housing Project: Construction of 100,000units.	Thika, Ruiru, Kiambu, Limuru	To provide sustainable urban growth & development	Construction and provision of complimentary facilities.	Affordable houses available for occupation	Jan. 2023	Jun-24	350B	KCG/PPP.	Directorate of Housing, Survey, Physical planning & Urban Development Administration and Municipalities

CHAPTER SEVEN: IMPLEMENTATION OF THE MUNICIPALITY IDEP

In order to ensure effective and efficient implementation of this IDEP, proper flow of resources and decision making is an important phase. Therefore, there is need to have a good government organization structure.

The institutionalization of professionalism in service delivery will see the County the municipality from a culture of limited sense of urgency to relentless follow up, from slow reactive to fast proactive legislative, from low and dispersed investment to high and ring-fenced investment and from shortage of skills to a war for talent. The mind and culture shift through elimination of the historical inefficiencies and bureaucracy that hamper service delivery within the county, will be a significant progress in the delivery of developmental promises as espoused in the Governor's Manifesto and now espoused in this

CIDP. Involvement of other stakeholders such as the National Government, the Civil Society, Development Partners among others, in all levels of the Government is also essential in planning and implementation of the county programmes and projects.

7.1 Resource Mobilization and Management Framework.

Resource Requirement by the municipality

The table below analyses the municipality total proposed budget for the programmes for the next five-year plan period.

Table on Summary of Sector Financial Resource Requirements							
Sector	**Resource requirements (Ksh. Million)**						
	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total	% of total budget requirements
Thika Municipality	**1710.00 M**	**1012.00 M**	**1438.00 M**	**1130.00 M**	**1400.00M**	**17606.00 M**	**100%**

7.2 Municipality Revenue Projections

The table below projects resources from own source, the equitable share of national revenue, expected conditional grants from national government or development partners as well as joint venture partnerships agreements through the public-private partnership (PPPs) arrangement of Engineering, Procurement, Construction and Marketing (EPCM) model for affordable housing project.

7.3 Table on revenue projections

Table on Revenue Projections							
Type of Revenue (Ksh. M)	**Base year 2022/23**	**FY 2023/24**	**FY 2024/25**	**FY 2025/26**	**FY 2026/27**	**FY 2027/28**	**Total (Ksh. M)**
a) Equitable share	174.67	208.24M	247.33	298.46M	329.31M	280.13M	1538.14M
b) Conditional grants (GOK)	0.00M	0.00M	0.00M	0.00M	0.00M	0.00M	0.00M
c) Conditional Grants (Development Partners)	0.00M	0.00M	0.00M	0.00M	0.00M	0.00M	0.00M
e) Conditional allocations from loans and grants (GoK) - **KISP II**	240M	240M	240M	0	0	0	480M
f) Conditional allocations from loans and grants (Development Partners) - **KUSP**	0.00M	253.48M	253.48M	253.48M	253.48M	253.48M	1267.40M
Total (Ksh. M)	**414.67M**	**701.72M**	**740.81M**	**551.94M**	**582.79M**	**533.61M**	**3285.54M**