



THE COUNTY GOVERNMENT OF WEST POKOT

DEPARTMENT OF LANDS, HOUSING AND URBAN DEVELOPMENT

MODEL ORGANIZATIONAL STRUCTURE FOR KAPENGURIA MUNICIPALITY

February 2026

Table of Contents

Table of Contents	2
List of Tables.....	3
List of Figures	3
SECTION 1: INTRODUCTION	4
1.1 Preamble.....	4
1.2 Background	4
1.3 Rationale.....	4
1.4 Terms of Reference	5
1.5 Objectives.....	5
1.6 Expected Outputs	5
1.7 Methodology	5
SECTION 2: MODEL ORGANIZATIONAL STRUCTURE FOR KAPENGURIA MUNICIPALITY	6
2.1 Legal Framework	6
2.1.1 The Constitution.....	6
2.1.2 County Government Act 2012.....	6
2.1.3 Urban Areas and Cities Act 2011	6
2.1.4 Administration and Governance of Municipality.....	6
2.1.5 Unbundling of the Functions of Municipality	7
2.2 Organizational Structures for Kapenguria Municipality.....	8
2.3 Rationale for the Proposed High Level Model Structures for Urban Areas	9
2.4 Model Organizational Structure for Kapenguria Municipality.....	10
2.5 Functional Analysis of the Mandate of Kapenguria Municipality.....	10
2.5.1 Model Organizational Structure for a Municipality.....	13
2.5.2 Department of Finance and Urban Economic Planning.....	14
2.5.3 Department of Urban Infrastructure Development and Services	15
2.5.4 Department of Urban Social and Education Services	16
2.5.5 Department of Urban Physical Planning, Housing and Lands.....	17
2.5.6 Department of Urban Environmental and Disaster Management	18
2.5.7 Department of Urban Public Health and Veterinary Services	19
2.5.8 Department of Urban Trade and Industry.....	20
2.5.9 Department of Corporate Services	21

List of Tables

<i>Table 1: Key Functional Areas for the Urban Institutions.....</i>	<i>10</i>
<i>Table 2: Functional Analysis of the Mandate of a Municipality.....</i>	<i>12</i>

List of Figures

<i>Figure 1: Model Organizational Structure for Kapenguria Municipality.....</i>	<i>14</i>
<i>Figure 2: Department of Finance and Urban Economic Planning.....</i>	<i>15</i>
<i>Figure 3 Department of Urban Infrastructure Development and Services.....</i>	<i>16</i>
<i>Figure 4: Department of Social and Education Services.....</i>	<i>17</i>
<i>Figure 5: Department of Urban Physical Planning, Housing and Lands.....</i>	<i>18</i>
<i>Figure 6: Directorate of Environment and Disaster Management.....</i>	<i>19</i>
<i>Figure 7: Department of Urban Public Health and Veterinary Services.....</i>	<i>20</i>
<i>Figure 8: Department of Trade and Industry.....</i>	<i>21</i>
<i>Figure 9: Department of Corporate Services.....</i>	<i>22</i>

1.1 Preamble

This report presents the model organizational structure for the Kapenguria Municipality in line with the legal mandate and functions outlined in the Urban Areas and Cities Act 2011 to enhance the capacity of urban institutions to deliver much needed services to West Pokot Residence.

1.2 Background

Prior to 2010, Kenya had a localized system of government with local authorities comprised of cities, municipalities, counties and townships established under the Local Governments Act Cap 265 (now repealed). The 2010 Constitution (the **Constitution**) overhauled the previous local government system by creating a constitutionally entrenched devolution structure with two main levels of government comprised of the national and county government. To meet the rising demand for urban infrastructure and service delivery, the Urban Areas and Cities Act (UACA) Cap 275 laws of Kenya in 2011 was enacted to provide for the governance and management of urban areas and cities while the County Governments Act (the County Governments Act) Cap 265 laws of Kenya in 2012 was enacted to mandate county governments to decentralize provision of services to the citizenry through urban areas and cities created under the UACA, sub-counties, wards and village units. The Act further provides that the structures of urban areas and cities shall be governed by UACA. As such, UACA facilitates the decentralization of specified functions and resources to urban areas and sets out criteria for eligibility, establishment procedures, structures, powers and responsibilities of cities, municipalities, towns and market centers (urban areas).

Notably, soon after the enactment of the CGA, county governments began to decentralize services through sub-counties, wards and village units. This preceded the operationalization of UACA, which only commenced in 2018 when the Government, through the Kenya Urban Support Program established urban areas across the country with the support from the World Bank. The implementation of UACA under the first Kenya Urban Support Programme (KUSP I) was aimed at strengthening urban institutions to deliver services and infrastructure to devolved units in the counties. KUSP I provided policy formulation, technical guidance to county governments and supported the development of governance structures and urban charters. These are the social contracts between the citizens of an urban area on one part and their county and the national governments on the other that set out among others, the rights, duties and responsibilities of urban areas with respect to its inhabitants.

1.3 Rationale

In the course of implementation of KUSP I, challenges relating to organizational structures, human resource planning, development and management became manifest resulting in commencement of the second Kenya Urban Support Programme (KUSP II) to address the urbanization challenges facing urban areas across the country. KUSP II seeks to transform urban areas into engines of inclusive and functional growth by strengthening municipal boards, enhancing urban planning systems, and improving service delivery mechanisms. The programme aims to do so by developing and implementing responsive and adaptable

organizational structures with adequate and appropriate staffing levels. By strengthening the institutional and operational capacity of urban areas through the necessary tools, frameworks and technical expertise, urban areas will be better equipped to seamlessly implement UACA and deliver services to citizens.

1.4 Terms of Reference

This document was approved by the County Public Service Board to address the development of a model organizational structure for Kapenguria Municipality, in line with the legal mandate and functions set out in UACA and other existing legal frameworks.

1.5 Objectives

The model organizational structure for the municipality will:

- Provide a legally aligned framework that translate UACA into functional units of governance;
- Standardize service delivery of core urban functions across the Municipality;
- Provide a scalable and fit for purpose approach that will match the management and governance of the municipality to population size and level of economic activity;
- Strengthen institutional capacity and accountability of the board, manager and staff; and
- Support sustainable urban development in West Pokot by institutionalizing professionalism, resilience and long-term planning in urban governance.

1.6 Expected Outputs

Model Organizational Structure for the municipality, that reflect its mandate and operational needs.

1.7 Methodology

The County Public Service Board reviewed and approved the proposed structure within the sampled urban areas to understand its functional aspirations. Reference was made to gazette notices issued by Governors on the devolution of functions to urban institutions, as well as individual charters that outline the mandates and governance frameworks of each urban area. This approach was complemented by a thorough functional analysis of the legal mandate and functions of urban areas as set out in Section 20 read together with the First Schedule of UACA.

SECTION 2: MODEL ORGANIZATIONAL STRUCTURE FOR KAPENGURIA MUNICIPALITY

2.1 Legal Framework

The design of model organizational structures for urban areas in Kenya is guided by a robust legal and institutional framework that spans the national, county, and urban levels. These frameworks provide

the statutory basis for establishing, reviewing, and operationalizing urban institutions in a manner that promotes efficiency, accountability, and service delivery and include the following:

2.1.1 The Constitution

Kenya's devolved system of governance consisting of the national and county governments is rooted in the Constitution which entrenches devolution under Chapter 11. Article 174 of the Constitution recognizes the need to facilitate the decentralization of state organs, their functions and services and to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya.

Article 184 of the Constitution provides for the enactment of national legislation for governance and management of urban areas and cities.

2.1.2 County Government Act 2012

The CGA 2012 provides for the powers, functions and responsibilities of county governments in the delivery and provision of public services to counties including the obligation to deliver these services within their designated areas of jurisdiction, in each specific county. To facilitate effective service delivery, Section 48 of the CGA provides for decentralization of the functions and provision of services by county governments through urban areas and cities established in accordance with the UACA which gives life to Article 184 of the Constitution..

2.1.3 Urban Areas and Cities Act 2011

UACA defines the functions and responsibilities of urban areas and cities, and provides the legal foundation for the classification, governance, and operationalization of urban areas in Kenya, in line with Article 184 of the Constitution. It establishes a structured approach to urban management by categorizing urban areas with distinct criteria and governance requirements. The Act serves as a cornerstone for the operationalization of urban areas in the context of the Kenya Urban Support Programme II (KUSP II).

According to UACA, urban areas and cities are classified into cities, municipalities, towns and market centers where each category of urban area is determined by population, size and the ability to deliver services as provided in the First Schedule and as delegated by county governments in accordance with the CGA and the UACA.

2.1.4 Administration and Governance of Municipality

Sections 13 and 14 of the UACA provide that a municipality shall be administered by a board whose members comprise of individuals appointed by the county governor, individuals nominated by private organizations with the municipal manager, in the case of a municipality.

The decisions and functions of the board are implemented by the municipal manager who is appointed by the county public service board and reports to the board as set out under Section 28 of the UACA. The board is further empowered to establish committees where necessary, for any general or specific purpose for the efficient performance of its functions.

2.1.5 Unbundling of the Functions of a Municipality

Section 20 of the UACA outlines the functions of the boards and committees of the respective urban areas for and on behalf of the respective county government which includes the following thirteen

(13) functions:

1. Urban economic planning;
2. Monitoring and evaluation;
3. Continuous institutional performance management;
4. Public financial management;
5. Revenue collection;
6. Setting and implementing urban fiscal policies, budgets and financial reporting;
7. Urban physical planning;
8. Infrastructural development services;
9. Public transport;
10. Develop and manage schemes, including site development in collaboration with the relevant national and county agencies;
11. Environmental management;
12. Implementation of applicable national and county legislation; and
13. Facilitate access to information.

The designation of functions is inherently limited by delineated boundaries, population size and the ability of each level of urban area to deliver the services laid out in the First Schedule of UACA which are summarized as follows:

1. Urban planning and development control;
2. Urban economic development plans;
3. Outdoor advertising;
4. Traffic control and parking;
5. Water and sanitation;
6. Street lighting;
7. Public transport;
8. Storm drainage;
9. Electricity and energy provision;
10. Management of markets;
11. Information, communication and technology services;
12. Firefighting and disaster management services;
13. Emergency preparedness;
14. Solid waste management;
15. Pollution control;
16. Public health services;
17. Sports and cultural activities;
18. Conference and community facilities;

19. Pre-primary and post-primary education;
20. Control of drugs;
21. Stadium;
22. Theatre;
23. Museum;
24. Recreational parks; and
25. Animal control and welfare.

Based on the provisions of the UACA, these functions are intended for delegation to urban areas by the respective county governments to facilitate service delivery to residents within the geographical limits of the various urban areas.

These functions and services can be clustered into related functions and services to provide a framework for the design of model organizational structure in line with the organization design principles and public sector norms.

2.2 Model Organizational Structures for Kapenguria Municipality

Taking into account the unbundled functions outlined in the preceding section and based on the principles of organization design and prevailing norms in the public sector the functions of an urban area may be organized into the following main functional areas:

1. Urban Physical Planning, Housing and Lands
2. Urban Infrastructure Development and Services
3. Finance and Urban Economic Planning
4. Urban Trade and Industry
5. Urban Environmental and Disaster Management
6. Urban Public Health and Veterinary Services
7. Urban Social and Education Services
8. Corporate Services (Inspectorate, ICT, HR & Administration, Corporate Communication, Legal Services)

Based on the functional analysis of the legal mandate and functions of a municipality, the above main functional areas have been bundled and presented in the table below:

#	Bundled Functional Area of a Municipality	Roles and Mandates of a Municipality
1.	Urban Physical Planning, Housing and Lands	<ul style="list-style-type: none"> ▪ Urban Physical Planning ▪ Urban Housing and Lands
2.	Urban Infrastructure Development and Services	<ul style="list-style-type: none"> ▪ Urban Roads and Infrastructure Development ▪ Urban Transport Services
3.	Finance and Urban Economic Planning	<ul style="list-style-type: none"> ▪ Urban Economic Planning ▪ Urban Finance and Accounting Services ▪ Supply Chain Management ▪ Revenue Management
4.	Urban Trade and Industry	Urban Trade and Market Services

#	Bundled Functional Areas (Cities & Municipalities)	Proposed Roles and Mandates (Cities & Municipalities)
		<ul style="list-style-type: none"> ▪ Urban Cooperatives and Tourism Services
5.	Urban Environmental and Disaster Management	<ul style="list-style-type: none"> ▪ Urban Environmental Management ▪ Urban Disaster Management and Emergency Services
6.	Urban Public Health and Veterinary Services	<ul style="list-style-type: none"> ▪ Urban Public Health ▪ Urban Veterinary Services
7.	Urban Social and Education Services	<ul style="list-style-type: none"> ▪ Urban Social Services ▪ Urban Education Services
8.	Corporate Services (Inspectorate, ICT, HR & Administration, Corporate Communication, Legal Services)	<ul style="list-style-type: none"> ▪ Human Resources and Administration ▪ Information Communication Technology ▪ Inspectorate ▪ Public Communication ▪ Legal Services

Table 1: Key Functional Areas for Kapenguria Municipality

2.3 Rationale for the Model Structure a Municipality.

In line with best practice and the existing norms and standards in the public sector, the County Public Service Board considered the following characteristics of a fit-for-purpose structure in designing the model organizational structure for municipality:

- The high-level model organizational structure should have all the functions that should be assigned to and transferred to the urban institutions under UACA at the functional level while lower-level functions and services should be reflected in respective sub-functional levels;
- The model organizational structure should be functional-based rather than position-based;
- The model organizational structure should show the reporting relationships, distinguishing functional and administrative reporting thus clarify roles and responsibilities and create internal harmony, stability and efficiency
- The model structure should interface activities across functional areas in an effective manner and clarify the roles and linkages of the ecosystem (internal and external players);
- It should group related functions to enhance complementarity and synergy;
- It should reflect optimal span of control, chain of command and unity of command; and
- The structure should be based on the 70:30 principle on demarcation of technical (core) and shared services (support).

The County Public Service Board made the following considerations on the economies of scale in governance and management to match the model organizational structure to the size and complexity of the functions of a municipality: -

Given that a municipality has moderate population (above 50,000 based on UACA) with medium revenue potential and fewer service delivery demands than a city across all urban functions.. The municipality will require a streamlined structure with fewer layers of specialized functional units to allow for operational accountability at **department levels headed by a head of department or deputy directors**. The departments will have sections along functional service delivery lines.

2.4 Model Organizational Structure for Kapenguria Municipality

Kapenguria Municipality operate with smaller budgets and **fewer technical staff**, their mandate emphasize maintenance, compliance, and community-level services.

2.5 Functional Analysis of the Mandate of Kapenguria Municipality

#	Department	Functional Area (Section)	Mandate
1.	Finance and Urban Economic Planning	a) Urban Economic Planning	<ul style="list-style-type: none"> ▪ Monitoring and Evaluation of urban projects ▪ Institutional performance management ▪ Urban Economic Development Plan (<i>Integrated Development Planning</i>) ▪ Facilitate access to information and Records
		b) Urban Finance and Accounting Services	<ul style="list-style-type: none"> ▪ Financial reporting ▪ Debt management ▪ Budget ▪ Asset management ▪ Revenue collection and administration
		c) Supply Chain Management	<ul style="list-style-type: none"> ▪ Procurement ▪ Prequalification and supplier performance
2.	Urban Infrastructure Development and Services	a) Urban Roads and Infrastructure Development	<ul style="list-style-type: none"> ▪ Storm water drainage ▪ Urban roads ▪ Street Lighting
		b) Urban Transport Services	<ul style="list-style-type: none"> ▪ Public road transport ▪ Traffic and parking ▪ Ferries and harbour ▪ National shipping matters as applicable
3.	Social and Education Services	a) Urban Social Services	<ul style="list-style-type: none"> ▪ Control of drugs and pornography ▪ Sports and cultural activities ▪ Conference facilities ▪ Community centers ▪ Stadium ▪ Theatre ▪ Museum ▪ Historical Monument ▪ Recreational Parks ▪ Social safeguards
		b) Urban Education Services	<ul style="list-style-type: none"> ▪ Child Care Facilities ▪ Pre-Primary Education ▪ Village polytechnics ▪ Library Services ▪ Home craft centers
4.	Urban Physical Planning, Housing and Lands	a) Urban Physical Planning	<ul style="list-style-type: none"> ▪ Urban Physical Planning and development control ▪ Outdoor Advertising
		b) Urban Housing and Lands	<ul style="list-style-type: none"> ▪ Land surveying and GIS mapping ▪ Boundaries and fencing ▪ Property valuation ▪ Urban housing

	Department	Functional Area (Section)	Mandate
5.	Urban Environmental and Disaster Management	a) Urban Environmental Management	<ul style="list-style-type: none"> ▪ Refuse Collection ▪ Solid waste management ▪ Pollution (Air, water and soil) control ▪ Implementation of national and county government environmental conservation policies and programs
		b) Urban Disaster Management and Emergency Services	<ul style="list-style-type: none"> ▪ Fire Fighting ▪ Disaster Management ▪ Fire Station ▪ Emergency Preparedness
6.	Urban Public Health and Veterinary Services	a) Urban Public Health	<ul style="list-style-type: none"> ▪ Cemeteries, Crematoria Funeral Parlors ▪ Licensing and control of public food production and service ▪ Promotion of primary health care
		b) Urban Veterinary Services	<ul style="list-style-type: none"> ▪ Animal control and welfare including licensing of dogs ▪ Facilities for accommodation, care and burial of animals
7.	Urban Trade and Industry	a) Urban Trade and Market Services	<ul style="list-style-type: none"> ▪ Markets ▪ Trade licenses (excluding regulation of professions) ▪ Fair trading practices ▪ Liquor licensing ▪ Cinemas ▪ Video shows and hiring ▪ Betting, casinos and other forms of gambling ▪ Urban parks, beaches and recreation Facilities
		b) Urban Cooperatives and Tourism Services	<ul style="list-style-type: none"> ▪ Tourism services ▪ Cooperative societies
8.	Corporate Services	a) Human Resources & Administration	<ul style="list-style-type: none"> ▪ Human Resource Management ▪ Human Resource Development ▪ Office administration and related services
		b) Information Communication Technology	<ul style="list-style-type: none"> ▪ Information, Communication and Technology services ▪ E-government services
		c) Inspectorate	<ul style="list-style-type: none"> ▪ Enforcement services
		d) Public Communication	<ul style="list-style-type: none"> ▪ Internal Communication ▪ External communication ▪ Media and public relations ▪ Crisis communication
		e) Legal Services	<ul style="list-style-type: none"> ▪ Legal Counsel

Table 2: Functional Analysis of the Mandate of a Municipality

2.5.1 Model Organizational Structure for Kapenguria Municipality

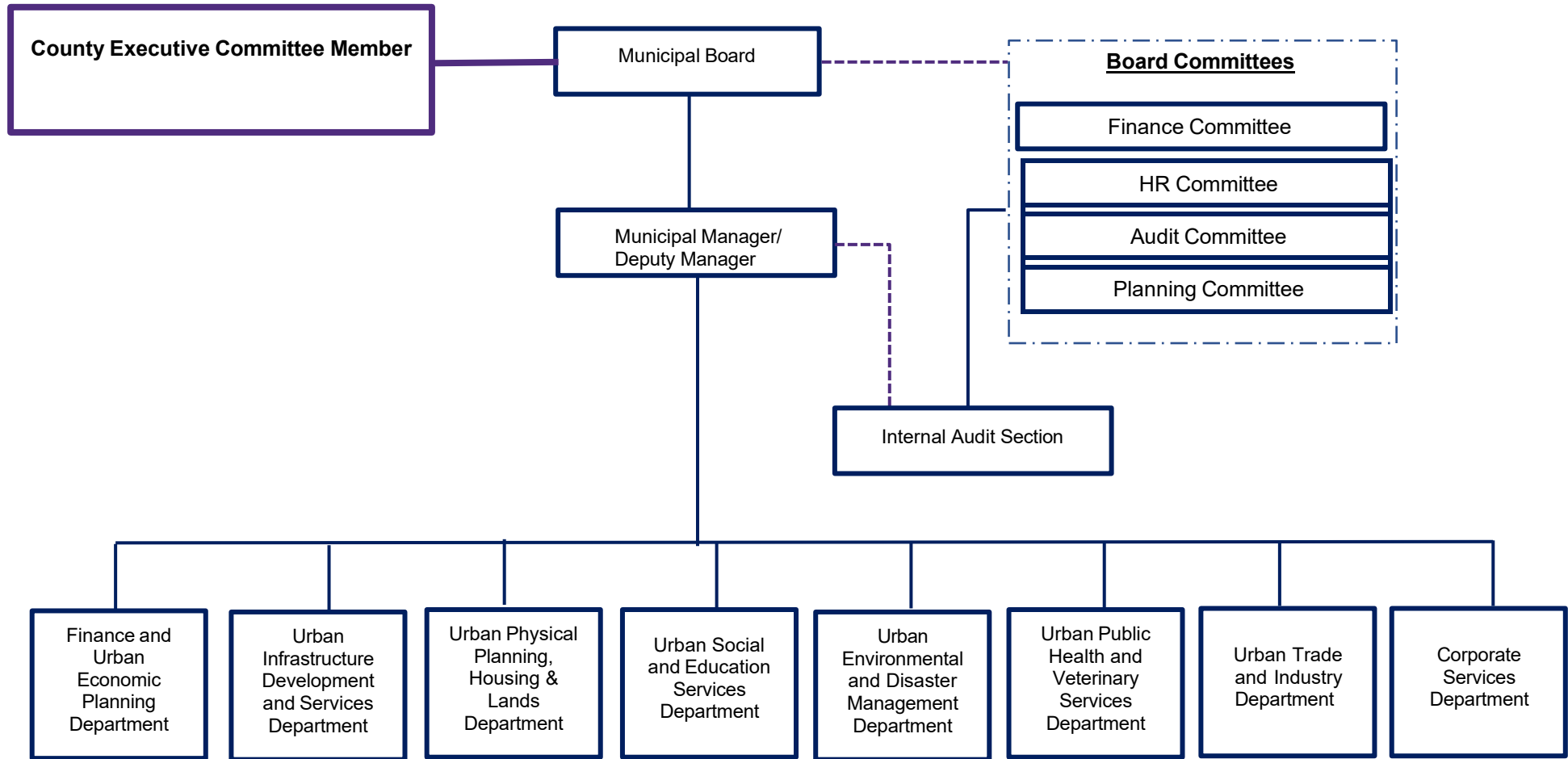


Figure 1: Model Organizational Structure for Kapenguria Municipality

2.5.2 Department of Finance and Urban Economic Planning

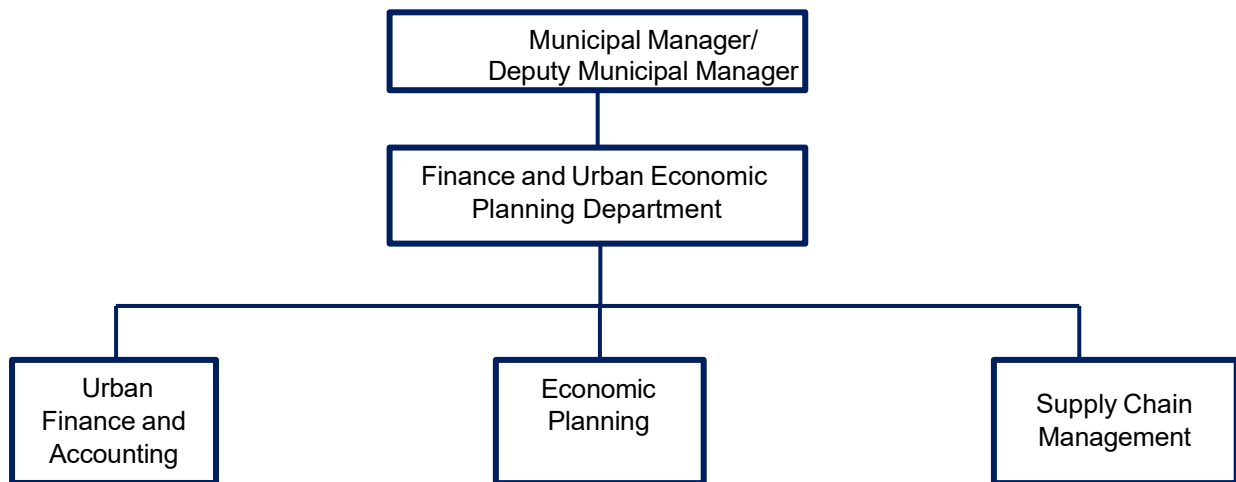


Figure 2: Department of Finance and Urban Economic Planning

Key Mandate of the Department

Urban Finance and Accounting Services

- Manage municipal funds and maintain financial records.
- Prepare financial reports for submission to the County Treasury.
- Ensure compliance with PFM Act and county financial regulations.
- Prepare annual budgets and financial reports.
- Manage municipal assets and ensure basic compliance with financial regulations.
- Collect and account for municipal revenue (e.g., market fees, parking fees, business permits).
- Maintain revenue records and enforce compliance with municipal by-laws.
- Implement simple automated systems for revenue collection.

Urban Economic Planning Section

- Prepare Municipal Integrated Development Plans (MIDPs) and Annual Development Plans.
- Monitor and report on municipal projects.
- Support community-based planning and stakeholder engagement
- Coordinate public participation in planning and budgeting.

Supply Chain Management Section

- Prepare annual procurement plans and upload them on IFMIS.
- Manage the entire procurement cycle—advertising tenders, evaluating bids, awarding contracts, and contract administration.
- Ensure adherence to the Public Procurement and Asset Disposal Act (PPADA), 2015, and related regulations and maintain accurate records of assets, conduct stock-taking, and manage disposal of obsolete items.
- Register, prequalify, and monitor supplier performance and submit procurement reports to oversight bodies (e.g., PPRA, National Treasury).
- Uphold principles of fairness, equity, transparency, and cost-effectiveness in procurement processes.

2.5.3 Department of Urban Infrastructure Development and Services

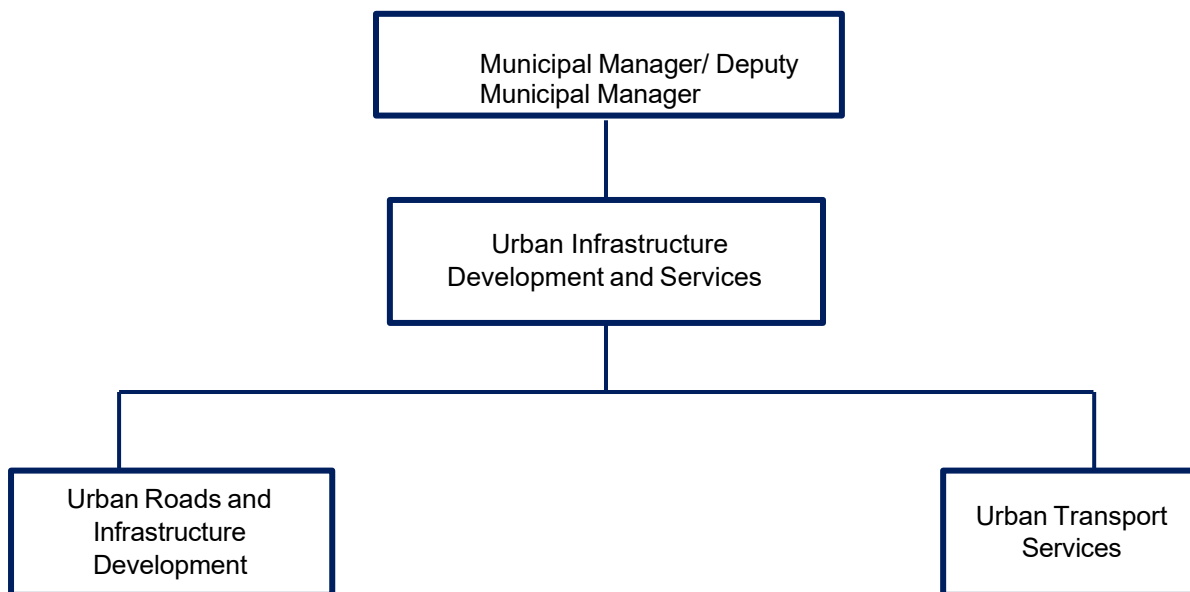


Figure 3: Department of Urban Infrastructure Development and Services

Key Mandate of the Department

Urban Roads Infrastructure Development Section

- Prepare and implement plans for municipal road networks, including streets, walkways, cycle ways, and drainage systems.
- Oversee construction, rehabilitation, and maintenance of municipal roads and associated infrastructure.
- Implement road safety measures such as signage, traffic calming, and pedestrian facilities.
- Maintain an updated inventory of municipal road assets and ensure timely repairs and upgrades.
- Incorporate drainage systems into road designs to prevent flooding and enhance resilience.
- Promote green infrastructure and climate-resilient road designs.
- Collaborate with utility providers for wayleaves and with developers for infrastructure integration.

Urban Transport Services Section

Develop and implement municipal public transport plans, including bus parks and terminals.

- Coordinate traffic flow, parking facilities, and non-motorized transport systems.
- Work with relevant authorities to regulate matatus, taxis, and other urban transport modes.
- Promote non-motorized transport (NMT) infrastructure such as cycling lanes and pedestrian paths.
- Implement safety programs for public transport and ensure compliance with standards.
- Align transport systems with municipal land use and development plans.
- Collect and analyze transport data to inform policy and improve service delivery.

2.5.4 Department of Urban Social and Education Services

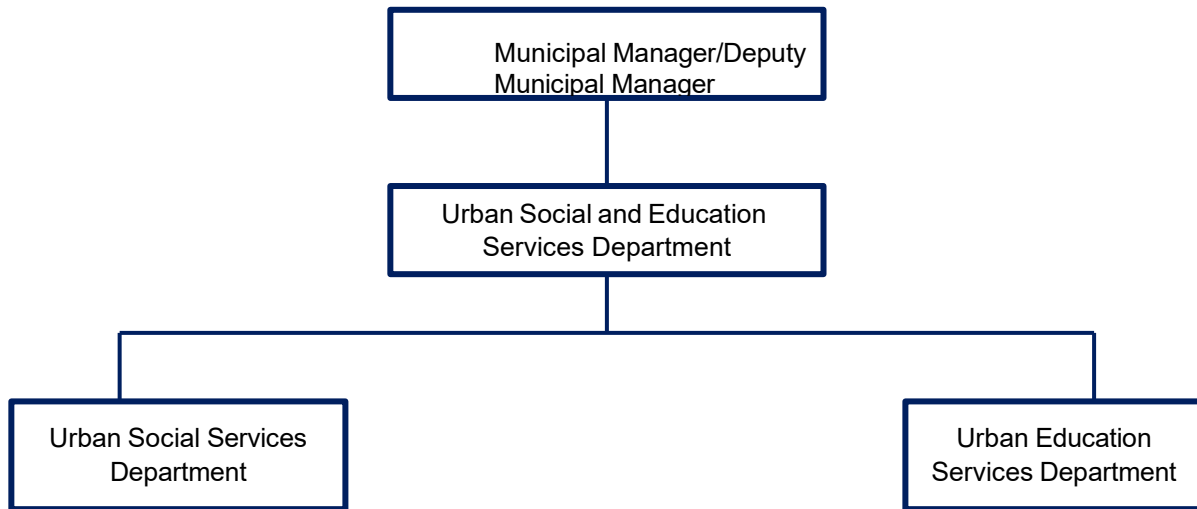


Figure 4: Department of Social and Education Services

Key Mandate of the Department

Urban Social Services Section

- Promote social inclusion and community empowerment programs.
- Support vulnerable groups (children, elderly, and persons with disabilities) through social protection initiatives.
- Manage and maintain community centers, recreational parks, and cultural facilities.
- Establish and regulate daycare and early childhood care facilities.
- Implement programs targeting gender equality, youth empowerment, and social cohesion.
- Conduct civic education and awareness campaigns on social issues.
- Partner with civil society organizations for social development projects.
- Promote local cultural events and support youth programs.
- Coordinate social welfare initiatives and basic safeguards.
- Support drug awareness campaigns and community policing

Urban Education Services Section

- Establish, manage, and maintain pre-primary education centers in line with county and national standards.
- Develop and manage vocational training centers to enhance employability.
- Provide land, infrastructure, and maintenance support for primary and secondary schools **(operations remain national)**.
- Implement county education policies and align with national curriculum guidelines.
- Facilitate inclusive education programs for learners with disabilities.
- Establish and maintain libraries and digital learning hubs.
- Promote literacy, adult education, and lifelong learning programs.

2.5.5 Department of Urban Physical Planning, Housing and Lands

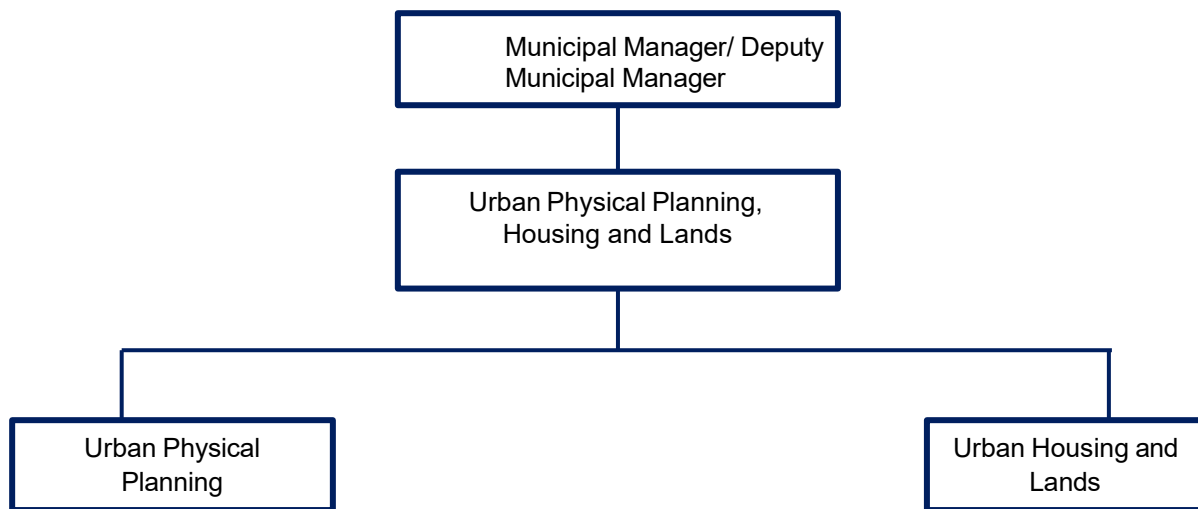


Figure 5: Department of Urban Physical Planning, Housing and Lands

Key Mandate of the Department

Urban Physical Planning Section

- Develop and implement Integrated Urban Development Plans (IUDPs) and local physical development plans.
- Enforce zoning regulations, building codes, and land use policies.
- Maintain GIS-based spatial data for planning and decision-making.
- Facilitate stakeholder engagement in planning processes.
- Provide technical advice on land use for infrastructure and investment projects
- Conduct valuations for rating, taxation, and compensation purposes.
- Prepare and maintain updated valuation rolls for revenue collection.
- Offer guidance on property market trends for planning and investment.
- Ensure valuations adhere to national standards and legal frameworks
- Undertake land subdivision, amalgamation, and boundary surveys.
- Maintain and update survey maps and records.
- Resolve land boundary disputes through accurate demarcation.
- Provide topographical and engineering surveys for municipal projects.

Urban Housing and Lands Section

- Formulate and implement housing programs aligned with national and county policies.
- Promote regularization and upgrading of informal settlements.
- Lead urban regeneration and redevelopment initiatives.
- Develop and enforce housing quality standards and guidelines.
- Facilitate partnerships for housing delivery and financing.

2.5.6 Department of Urban Environmental and Disaster Management

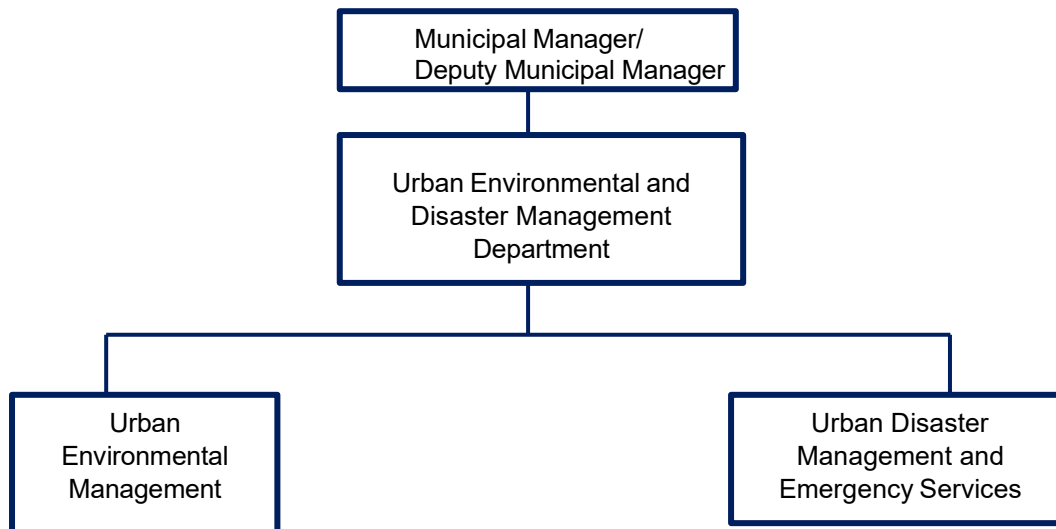


Figure 6: Directorate of Environment and Disaster Management

Key Mandate of the Department

Urban Environment Management Section

- Develop and enforce municipal environmental policies, by-laws, and standards in line with EMCA.
- Coordinate waste collection, recycling, and disposal systems; promote circular economy initiatives.
- Monitor and regulate air, water, and soil quality; enforce pollution control measures.
- Implement climate adaptation and mitigation strategies, including green infrastructure and carbon reduction programs.
- Conduct public awareness campaigns on environmental conservation and sustainable practices.
- Protect and manage municipal parks, wetlands, and biodiversity corridors.
- Review and monitor compliance of development projects with EIA requirements.

Urban Disaster Management Emergency Services Section

- Develop and implement disaster preparedness and mitigation strategies.
- Lead firefighting, rescue operations, and emergency medical response services.
- Conduct fire safety inspections, training, and awareness programs for institutions and communities.
- Provide ambulance services and first responder medical care during emergencies.
- Establish and manage command centers during disasters for effective coordination.
- Train staff and community volunteers on disaster preparedness and response.
- Coordinate rehabilitation and recovery efforts after disasters.
- Promote community-based disaster risk management and early warning systems.

2.5.7 Department of Urban Public Health and Veterinary Services

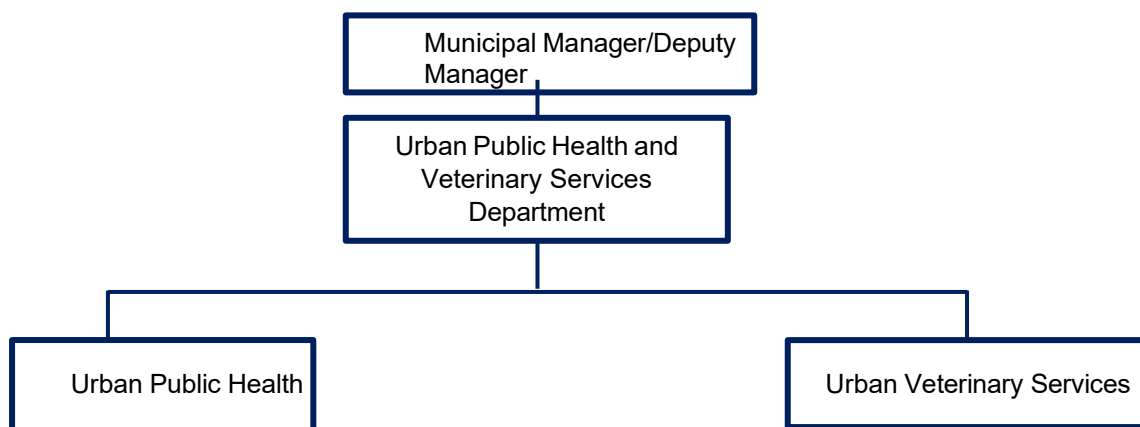


Figure 7: Department of Urban Public Health and Veterinary Services

Key Mandate of the Department

Urban Public Health Section

- Implement programs for communicable and non-communicable disease prevention.
- Oversee sanitation, hygiene, and compliance with public health standards in markets, eateries, and public spaces.
- Inspect food premises and enforce food safety regulations.
- Manage mosquito, rodent, and pest control programs to reduce disease transmission.
- Conduct community health awareness and civic education campaigns.
- Issue health permits for businesses and enforce public health by-laws.
- Provide rapid response during disease outbreaks and public health emergencies.
- Manage cemeteries, crematoria, and funeral homes.
- Enforce public health standards in markets and public spaces.

Urban Veterinary Services Section

- Prevent, control, and eradicate animal diseases, including zoonotic diseases.
- Inspect and certify meat in abattoirs and slaughterhouses to ensure public health safety.
- Monitor and regulate the safety of animal products for human consumption.
- Conduct surveillance for livestock diseases and emerging zoonosis'.
- Enforce animal welfare standards and manage stray animal control programs.
- Train and support local veterinary service providers and farmers.
- Develop contingency plans for animal disease outbreaks and related disasters.

2.5.8 Department of Urban Trade and Industry

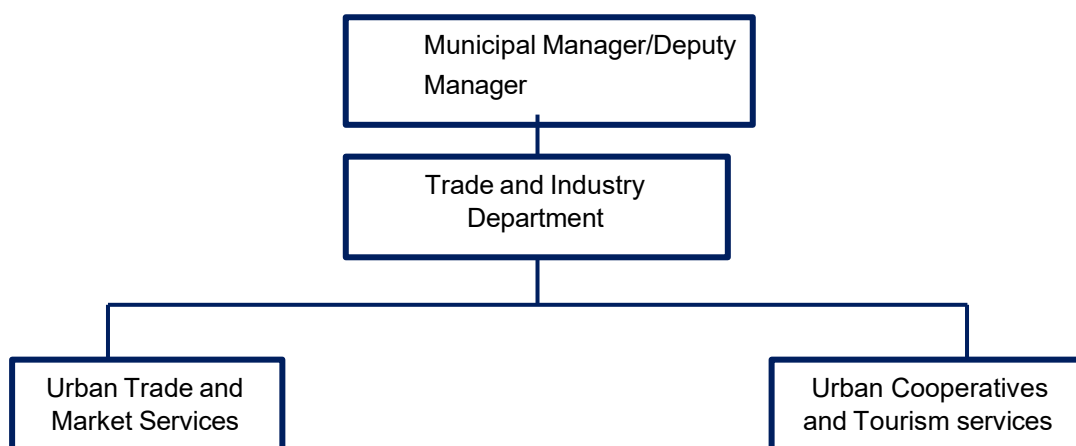


Figure 8: Department of Trade and Industry

Key Mandate of the Department

Urban Trade and Market Services

- Plan, develop, upgrade and maintain municipal markets and trading spaces (wholesale/retail markets, kiosks, stalls)
- License and regulate traders (including market stallholders and street vendors), administer business permits, and enforce market by-laws
- Enforce weights and measures standards through inspection and verification of weighing/measuring instruments
- Improve the local business environment (simplify procedures, reduce barriers, streamline fees)
- Collect and account for market-related revenues (market/stall fees, trade permits)
- Coordinate with public health and environment units to uphold food safety, sanitation, and waste management standards within trading facilities.
- Policy and by-law development for trade and markets (e.g., market operations, vending zones, fees)
- Alcoholic drinks control (where assigned by the county)—license and regulate consumption venues in line with county policy.

Urban Cooperatives and Tourism Services

- Promote formation and growth of cooperatives
- Enterprise development programs for producer, marketing and financial cooperatives (e.g., SACCOs), including linkages to markets and finance
- Tourism product development and destination management
- Destination marketing and promotion—brand and market the municipality
- Promote meetings, incentives, conferences and exhibitions; coordinate venues and services with the private sector
- Apply national guidance to ensure tourism advances local jobs, MSMEs and cultural heritage
- Attract and facilitate responsible investment in hospitality, attractions, and cooperative value-addition initiatives.
- Track cooperative performance and tourism KPIs (visitation, satisfaction, MSME participation), and coordinate corrective actions with stakeholders.

2.5.9 Department of Corporate Services

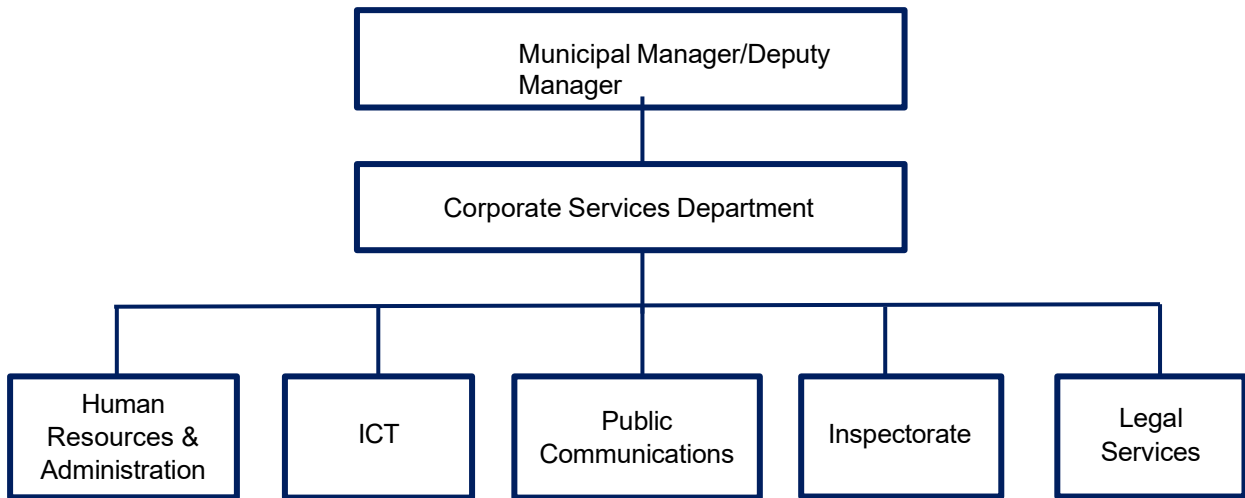


Figure 9: Department of Corporate Services

Key Mandate of the Department

Human Resources & Administration

- Recruitment, selection, and placement of municipal staff.
- Manage staff welfare, performance appraisal, and career development.
- Develop and implement staff training programs.
- Formulate HR policies in line with labor laws and county regulations.
- Maintain personnel records and general administrative records.
- Oversee office management, logistics, and support services
- Provide administrative support for municipal operations.

ICT

- Develop and maintain municipal ICT systems, networks, and hardware.
- Implement e-governance platforms and automation of services.
- Ensure data security, backups, and compliance with data protection laws.
- Provide technical support and training to staff on ICT systems.
- Promote adoption of smart city technologies and digital solutions.

Inspectorate

- Ensure compliance with trade, environmental, and public order regulations.
- Maintain law and order in municipal markets, streets, and public spaces.
- Monitor and enforce compliance with business permits and licenses.
- Assist in enforcement of revenue-related regulations.
- Collaborate with other agencies to ensure safety in public areas.

Legal Services

- Provide legal opinions to the municipal board and departments.
- Draft, review, and manage contracts and agreements.

- Represent the municipality in legal proceedings.
- Ensure municipal operations comply with laws and regulations.
- Draft and review municipal by-laws and policies.

Public Communications

- Manage municipal communication channels (press releases, social media, and website).
- Handle media relations and organize press briefings.
- Conduct public awareness campaigns on municipal services and policies.
- Coordinate communication during emergencies and disasters.
- Promote the municipality's image and service delivery achievements.
- Manage public participation forums and citizen engagement

