

# **COUNTY GOVERNMENT OF VIHIGA**



## **DEPARTMENT OF TRANSPORT AND INFRASTRUCTURE**

### **INTEGRATED TRANSPORT POLICY**

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## **Abbreviations**

|       |   |
|-------|---|
| BOO   | Build Own Operate                                 |
| BOOT  | Build Own Operate Transfer                        |
| CG    | County Government                                 |
| CIDP  | County Integrated Development Plan                |
| EIA   | Environmental Impact Assessment                   |
| GDP   | Gross Domestic Product                            |
| IMT   | Intermediate Means of Transport                   |
| KeNHA | Kenya National Highway Authority                  |
| KeRRA | Kenya Rural Roads Authority                       |
| KRB   | Kenya Roads Board                                 |
| KURA  | Kenya Urban Roads Authority                       |
| NMIMT | Non-Motorized and Intermediate Means Of Transport |
| PWDs  | People with Disabilities                          |

## **EXECUTIVE SUMMARY**

As we commence the implementation of County's Development Strategy as outlined in the County Integrated Development Plan, the county positions itself into the promising future through consolidating, enhancing and sustaining the gains made since inception of devolution. The transport sector is recognized as a key pillar and a critical enabler in the achievement of the development aspirations for County Government of Vihiga. A robust and efficient transport sector will not only be important in improving the competitiveness of products from the County and the region, but also serve as a significant basis upon which the economic, social and political pillars of the development strategy will be built. Further, the sector is expected to remain a key component in tackling such challenges as reduction of poverty by half by the year 2015 and overall improvement in the general welfare of the population.

Given this envisaged economic development and subsequent sustained growth, in the context of changing population and land use patterns, it is apparent that the task for transport will be highly complex and demanding.

The process leading up to the development of this policy document was conducted in a consultative manner, punctuated with modeling of solutions based on international best Practices to bridge the gap between local challenges and planned interventions

This Policy Paper on Integrated Transport Policy for Vihiga County therefore identifies a number of challenges inhibiting the transport sector from performing its role in respect to county and regional with a view addressing the challenges efficiently and effectively.

## **CHALLENGES BESETTING THE TRANSPORT SECTOR**

- Poor Quality of Transport Services
- Transport System Not Fully Integrated
- Urban Environmental Pollution
- Lack of a Transport Policy
- Institutional Deficiencies

- Inadequate human resource capacity
- Lack of a Vision for the Transport Sector

Addressing these challenges will require that interventions leading to enhanced transport sector performance be pursued. These include integration of transport sector priorities, programmes and projects with other County's and National development priorities, increasing investment in transport infrastructure and operations as well as responding to market needs of transport. Other interventions will revolve around the enhancement of transport services and quality, consumer protection, considerations for consumers with special needs. The need to eliminate impediments to Non-Motorized and Intermediate Means of Transport (NMIMT), enhance transport safety and security, develop and maintain a safe and secure transport system, sustainable utilisation of the environment, integration of transport and land use planning, and appropriate use of weather and climate information as well as development of the requisite human resource capacities are key elements in charting the way forward for the transport sector.

### **Implementation of the Policy**

Key to achieving the vision and mission set out in this paper, is the setting up of an “Interim Implementation Team”, comprising the public and private sectors to guide the initial stages of implementing the policy. It is recognized that stakeholder participation accompanied by leadership from the Department of Transport and Infrastructure will form a solid foundation for successful implementation of the policy proposals. The time-frame for these proposals is 10 years, with intervening short and medium term phases. The need to continuously monitor and review policy implementation is emphasised as one of the building blocks in implementation.

### **Benefits of Policy**

Successful implementation of the policy proposals is expected to yield a number of short, medium and long term benefits. In the short term it is expected that there will be maximum utilisation of existing facilities, development of a facilitative legal, institutional and regulatory framework for the sector, and efficiency in transport project investment.

In the medium term it is anticipated that the building blocks for integrating transport with the local economy, enhancing transport safety and security and expansion of capacity in the transport sector

will have been laid. The sum total of these interventions will be an enhanced transport sector contribution to the County's economy and the region.

## CHAPTER ONE: INTRODUCTION AND BACKGROUND

### 1.0 County Background Information

Vihiga County lies between longitudes 34°30' and 35°0' East and between latitudes 0° and 0°15' North. The equator cuts across the southern tip of the county. The county covers a total area of 531.0 Km<sup>2</sup>. Vihiga County is located in the Western Region of Kenya. It borders Nandi County to the East, Kakamega County to the north, Siaya County to the west and Kisumu County to the south. The county is made up of five constituencies namely; Emuhaya, Luanda, Hamisi, Sabatia and Vihiga. The County has a population density of 1033 persons per km<sup>2</sup>.

The county's total road network in length is 1,058.2 Km. Paved roads make up 16.6 per cent of the total road network. Bitumen surface covers a length of 201.5 Km, gravel surface 373.7 Km and earth surface 483 Km.

### 1.1 TRANSPORT SECTOR IN VIHIGA CONTEXT

The County Government of Vihiga recognizes the crucial role of an efficient transport system in transformation of the economy towards accelerated growth and development. An efficient transport system is a prerequisite for national and inter and intra county integration, promoting trade activities, and contributing towards poverty reduction and wealth creation in achieving the objectives of vision 2030 and beyond.

Transport sector in Vihiga is a major contributor to the economy of the county. In the context of the population dynamics and land use patterns, climate change, the need for market development and building a competitive economy, it's apparent that the sector is highly complex and demanding. The sector has huge potential for growth owing to expansion of markets and trading points, the increased investments in the 'matatu' and 'bodaboba' business, increasing population & human activities and rise in demand for better roads. However, the county has experienced unregulated and hampered growth in the absence of a clear policy direction. Therefore, this policy paper not only regulates the sector but responds to the needs of the citizenry and stakeholders in promoting a transport system that is efficient safe and secure responsive to climate change and concerns of the PWDs and gender aspects.

## 1.2 POLICY DEVELOPMENT

Deliberate efforts have been made to ensure an inclusive process of developing this policy. The policy issues discussed in this paper are a result of structured consultations between the county government spearheaded by transport department and key stakeholders in the transport sector. The development of this policy takes cognizance of other related sectors and policies critical to the implementation of this policy. This policy is in sync with the integrated national transport policy (2012) and builds on its objectives with specificities for Vihiga County

## 1.3 SCOPE

This policy covers various aspects of road transport within Vihiga county that include road infrastructure planning development and management ,legal, institutional and regulatory framework for the sector, safety and security ,funding , environmental considerations and technology utilization.

## 1.4 SITUATIONAL ANALYSIS

The transport sector in Vihiga County is a robust sector that contributes immensely to the GDP of the county. There has been several challenges affecting the sector, key among them includes ; deplorable state of roads affecting accessibility and connectivity, poor planning, development and management of roads, lack of harmonized implementation strategy by various roads agencies, absence of elaborate county transport management system ,Inadequate road safety measures including signage of major roads and lack of disaster preparedness and awareness

Over the years the demand for road transport in the county has increased occasioned by increased mobility of people, goods and services, growth and development of markets and urbanization. The rapid increase in motor vehicles and notably motor cycles has created the need for expansion of road network that befits the needs of the citizenry

## 1.5 LEGAL INSTITUTIONAL AND REGULATORY FRAMEWORK

The National Integrated Transport Policy (2012) elaborates the framework for transport planning, infrastructure development and management at national level .Several agencies and bodies have been created to manage the transport sector at national level. Schedule 4 of the constitution stipulates the devolved functions. Under transport, the following functions are to be performed by the county governments: county roads, street lighting, traffic and parking. The county department of transport and infrastructure was formed to implement the devolved function under transport.

## CHAPTER TWO: PURPOSE OF THE COUNTY TRANSPORT POLICY

As one of the enablers of the vision 2030, transport sector is critical in achieving growth of 10% GDP per annum as envisaged in the national blue print. Vihiga needs to develop a strong foundation for economic growth and development .Central to sustained inclusive growth is having an efficient and elaborate road transport system.

The county government is committed to provision of transport infrastructure that meets the user requirements and takes cognizance of gender, PWDs, elderly, youth, women, climate change and environmental concerns

The county Government is committed to facilitating the mobility of the populace in an economically, financially and environmentally sustainable manner (*policy statement*)

The county Government believes that an effective transport policy is needed at the local, national and regionalto meet the nation’s transport needs (*policy statement*)

The county government believes in effective utilization of resources and that acknowledging that resources are scarce will seek to involve the private sector to a greater extent (*policy statement*)

Therefore this policy seeks to:

- Support the goals of the CIDP in fostering accelerated economic growth and development of the county.
- Identify the legislative and administrative arrangements to support the policy objectives
- Provide incentives to the private sector to encourage the investment in and improvement of the transport sector
- Ensure the development of the transport system in light of the realities of the national economy and the county’s fiscal situation;
- Provide a framework within which the appropriate institutional arrangements can be created and strengthened;
- To emphasize the human and physical resource needs for implementation of the policy;
- Provide a framework within which transport infrastructure and services can be used efficiently by Government and other stakeholders;

- Provide a framework within which transportation can be developed and operated in a safe and environmentally friendly manner.

## CHAPTER 3: STRATEGIC DIRECTIONS FOR THE TRANSPORT SECTOR

### 3.0 Introduction

In the light of poor transport and infrastructure system, the county government endeavors to pursue a clear and actionable strategy that will address the sector challenges. The strategy to be adopted in transport planning development and management of transport sector shall take into account other related statutes and policies, gender and the marginalized, environment and climate change issues.

### 3.1 VISION

A world class provider of cost-effective public utility infrastructure facilities and services in areas of transport, infrastructure and disaster management

### 3.2 MISSION

To provide an efficient, affordable and reliable infrastructure for sustainable economic growth and development through construction, modernization, rehabilitation and effective management of all infrastructure facilities in an inclusive manner that is conscious to environmental challenges

### 3.3 Policy Objectives and Principles

#### 3.3.1 Policy Objectives

Transport infrastructure and services are means of supporting government's objectives as set out in the national and county plans. The county will create an enabling environment in which transport and infrastructure is efficient and accessible so as to assist in key socio economic objectives. The strategic objectives of this Integrated County Transport Policy will be to:

- a) To increase county's competitiveness as an investment destination by improving transport infrastructure.
- b) Develop and maintain an integrated and coordinated transport infrastructure for efficient movement of passengers, goods and services and support disaster management efforts;
- c) Ensure enforcement and compliance with sector laws and regulations;
- d) Integrate transport with county and regional socio-economic needs;
- e) Facilitate public private partnerships.
- f) Establish appropriate institutional systems for transport and infrastructure sector management, coordination and regulation;
- g) Develop appropriate transport sector funding/financing mechanisms;

- h) Deliver efficient and effective sector operations to enhance productivity;
- i) Incorporate environmental protection and resource conservation issues in transport and infrastructure sector activities;
- j) Develop a county transport information database for effective transport planning and management;
- k) Promote public awareness through the use of appropriate information to inculcate positive attitude change;
- l) Improve safety and security, reliability and speed in transporting people and goods;
- m) Develop and promote appropriate human resource capacities in the sector.

### 3.3.2 Policy Principles

To meet these strategic objectives, the County Government of Vihiga will be guided by the following broad principles:

- i. **Pricing, Investment and Financing Principles:** In order to avoid distortions in pricing and to promote economic efficiency, pricing of transport services has remained mostly liberalized along with other prices. Thus investment and pricing are expected to be undertaken in a manner that promotes sustainable development. Financing approaches will vary across the whole spectrum of infrastructure and operations. Internal consistency will however be taken into account in financing various infrastructure sectors. Distinction will also be made between infrastructure with tangible economic or financial returns and those that provide social or strategic benefits. To this end transport users and providers should pay for the real cost of resources, facilities and services provided to them at the public expense.
- ii. **Institutional Principles:** Public policy making is undertaken at various levels of government. As such, transport institutional policy needs to address arrangements for relationships at various levels of government and among various statutory bodies and the private sector. These levels include; national government, county government, Non-governmental organizations, private sector partnerships.
- iii. **Management, Regulation and Control of operations:** Certain aspects of management, regulation or control of the transport system usually result in financial income (e.g. charges motor bike licenses, hire of machines and fines) or in non-monetary benefits. It is proposed

that a more direct linkage be established between the tangible and intangible benefits of these activities and the defraying of costs of such management, regulation or control.

- iv. **Principles of regulation:** Regulation is a form of intervention by government, and the intention is to regulate only where it is essential. Different forms of regulation will be applied by the county government to ensure that its vision and objectives are realized and desired services provided to consumers. These regulations will include; regulation for services provided under contract, regulation of operations of competing operators, regulation by contract, establishment of code of conduct and establishment of client service charters.
- v. **Human Resource Development:** Considering the fact that the human resource needs of the sector are multidisciplinary in nature, neither the county government nor the private sector unilaterally possesses optimal capacity in terms of the people, skills, or technological knowledge, to fully implement this policy framework. The county will take up the responsibility for capacity enhancement and improving the human resource pool among other things. However, the county will not accept sole responsibility for human resource development, and looks to the private sector to assist in meeting the challenge
- vi. **Principle of environmental conservation:** services and investments in the sector should be undertaken with minimum environmental disruption and in a sustainable manner. As far as it is practical, the real costs of environmental effects should be incorporated in project designs and taken into account by regulations.
- vii. **Principle of public participation:** regular consultation on policy will take place in accordance with the prevailing laws and county government public participation policy.

## CHAPTER 4: STRATEGIC AND POLICY ISSUES

### 4.1 DEPARTMENTAL COORDINATION AND REGULATION

#### 4.1.1 Critical Issues

The institutional framework for sector coordination encompasses transport, public works, mechanical and infrastructure and disaster management. The current fragmented framework lacks appropriate coordination and has largely been responsible for poor performance of the department.

There is need, therefore, to integrate and coordinate activities and responsibilities of actors for different sections in the Department to harness the various synergies. It is also necessary to inject professional skills in the Department responsible for Transport and infrastructure to enhance its technical capacity in various critical areas. These include integrated transport policy formulation and analysis, policy coordination, planning, development and regulation of infrastructure, operations and services.

#### 4.1.2 Policy

- The County Government will establish a directorates of Transport, Infrastructure, public works and disaster management in the Department to be focal points for coordinating respective activities as illustrated below to integrate and coordinate planning, develop and manage integrated transport policy, transport infrastructure, services, operations and regulation and human resource development.
- This will also be achieved by creating working links between the department and the public and private sectors.

### 4.2 TRANSPORT INFRASTRUCTURE

#### 4.2.1 Critical Issues

Transport infrastructure in the county is mainly roads and is inadequate in terms of accessibility condition and is fragmented. Over time motor cycles commonly known as Bodaboda' transport has been growing rapidly and is the common mode used by the residents. Others include; Matatu, Lorries, bicycles and buses.

In the current state, transport is a greatest hindrance to socio economic development of the county since its linkage with sectors such as agriculture, tourism and industry is weak and inadequate. The

social sector is also affected as access to services in health, education, security and recreation among others is equally affected.

For inter and Intra County trade to be realized fully the transport system should facilitate efficient and effective flow of goods and services. Further, most transport activities are concentrated in urban centers within the county leaving rural areas with little access. Despite the presence of the transport infrastructure, poor people in the community cannot access it cheaply to be able to access various services.

In urban areas there is increasing traffic flow especially during daytime leading to high demand for parking areas. However, due to population pressure, high demand for development in this urban areas parking space is diminishing very fast and in due course it will become a development challenge for the county. Alternative ways for parking have not been exploited to cater for this emerging issue.

#### 4.2.2 Policy

The County Government will;

- Ensure optimal transport infrastructure is provided and maintained to promote county goals for socio economic development.
- Develop a transport master plan encompassing all modes of transport in accordance with the development agenda of the county.
- Facilitate improvement and extension of transport infrastructure aimed at reducing transport cost and opening up inaccessible areas for economic development.
- Regulations for new developers to cater for underground parking will be developed.

### 4.3 FLEET MANAGEMENT

#### 4.3.1 Critical issue

Since the inception of devolution, the County has not developed fleet management guidelines. This has led to wastage in terms of fuel, repairs and hence hampering service delivery. Most of the County government vehicles have broken down due to poor driving and at the same time not adhering to service times. This in essence has led to high overhead cost in terms of repairs within the county.

#### 4.3.2 Policy

- Fleet management regulations will be developed to clearly provide procedures for management and maintenance of county government vehicles

### 4.4 ROAD INFRASTRUCTURE

#### 4.4.1 Institutional framework for roads sub sector coordination

##### **Critical issue**

The responsibility for roads infrastructure is vested in the Department as per the executive order establishing County Departments and its functions within the county. The Department through Infrastructure unit is responsible for 1,058.2 Km of roads in the county categorized in class C,D and E. Bitumen surface covers a length of 201.5 Km, gravel surface 373.7 Km and earth surface 483 Km. These roads are financed by the County Government through its equitable allocation as well as Kenya Roads Board (KRB).

The critical issue is supervision of the road works, quality of works, maintenance and creating synergy with other national government department involved in roads infrastructure namely Kenya Rural, Roads Authority (KeRRA), Kenya National Highway Authority (KeNHA) and Kenya Urban Roads Authority (KURA).

The development of road network in rural areas across the county is paramount for poverty reduction and agricultural development. However, this is still a challenge leading to inaccessibility of rural areas.

##### **Policy**

- The county government will establish appropriate linkages/working mechanisms between it and different road agencies to enhance service delivery
- Stakeholder's participation shall be encouraged at all levels where road development, rehabilitation and maintenance is undertaken.
- Deliberate efforts will be made to build capacities (both institutional and human) in the sector
- Deliberate and sustained effort shall be made to strengthen governance in the roads sector

#### 4.4.2 Development and maintenance of road infrastructure

##### **Critical issues**

There is an urgent need to integrate road transport infrastructure planning with overall economic planning, to take into account the changing local and national economic activities and population issues. It is also necessary to establish surest way in the development of road infrastructure to achieve a harmonized mutually complementary and competitive road infrastructural development on a sustainable basis. Existing plans for the main and access roads need to be reviewed and updated and new plans developed where appropriate.

The rate of road deterioration has tended to exceed that of road maintenance/rehabilitation despite the adoption of various road development and maintenance strategies. This situation has been aggravated particularly by inadequate finances, low contractor capacity and poor supervision mechanisms in force. Adherence to standards is key while handling the issue of corruption in contracting process is inadequately tackled.

As the demand for movement by road increases, many sections of the road network are becoming overloaded. To address the demand either additional road space will be required or deteriorating roads will have to be rehabilitated.

The road network is key part of county transport system and socio economic development. Central to this policy, is the idea that this asset has to be maintained and used more efficiently throughout its life cycle. Thus the issue of asset management is very central to sustainable transport management.

Majority of maintenance and rehabilitation works has been contracted out to private sector contractors. However, most of the contractors have been unable to offer quality works or unable to complete the work contracted.

Traffic management across the county is a challenge due to lack of traffic infrastructure in some of the roads. Most of the roads do not have parking areas, road signs to guide traffic flow.

## Policy

- The county government will develop a medium term and long term strategic road network master plan. This will be used as the basis for ongoing road works and to guide decision making and determine priorities for future road maintenance, rehabilitation, construction and opening of new roads.
- Legislation governing parking and designating sections of the roads for other needs along major highways and within urban areas will be given utmost attention. To this end, Traffic management bill will be drafted for legislation upon coming into effect of this policy.
- Where road transport is identified as the major constraint to the stimulation of economic development, the County Government shall take the lead in establishing necessary road transport infrastructure by promoting the participation of other public and private sector institutions in its development and maintenance in order to facilitate and accelerate development process.
- On the issue of road maintenance, the county government shall adopt the most appropriate and cost effective contracting methods. The process will involve private sector participation while reducing current excessive and cumbersome contracting process.
- To ensure that the quality for delivery is adhered to, standards for development and maintenance shall be observed with the view of ensuring efficient road infrastructure.
- The county government will give consideration to constructing new roads or upgrading existing roads.
- The county government will strengthen its capability in traffic monitoring especially for bodaboda to facilitate the planning process and the efficient use of resources.
- The county government will appraise road maintenance projects and programs to ensure value for money.
- The county government will build the capacity of contractors through training and skills development in collaboration with local polytechnics so as to improve proficiency in the use of up to date road construction techniques and modern management methods.

#### 4.4.3 Development of Multi Institutional Financing for the development and Maintenance of Roads

##### **Issue**

The current road financing within the county is inadequate and requires innovative ways to meet the rising demand for infrastructure development and maintenance. The uncoordinated way of financing by various agencies both in national and county government has resulted in spreading of resources on numerous projects with little return. Examples of these financing entities include Kenya Roads Board, county government budgetary allocation and development partners. It will not be possible to achieve the mission for road infrastructure development and maintenance without additional funding sources

##### **Policy**

- Innovative ways of raising funds such as road corporate social responsibility will be considered.
- Donor funding for road development and rehabilitation will continue to be sought from development partners in the short and medium term.
- Conditions to encourage private participation in ownership, planning, financing, construction, maintenance and management of roads shall be created.

#### 4.4.4 Environmental Protection and Resource Conservation Relating to Road Infrastructure

##### **Critical Issue**

Sustainable environmental policies have not been adequately incorporated in County road transport infrastructure management policies resulting in pollution and environmental degradation. Factors such as soil erosion, management of gravel pits and road run-off and noise pollution have not been adequately addressed.

##### **Policy**

For roads to be environmentally acceptable, the County Government will ensure planning for their development and maintenance shall include environmental impact assessments (EIAs). Issues to be considered are environmental impacts, energy conservation and the transportation of hazardous substances. These shall also cover aspects of conservation and infrastructure building materials.

#### 4.4.5 Advancement of Human Resource Development in the provision of road infrastructure

##### **Critical Issues**

There is an inadequate professional expertise for the roads sub-sector, competency recognition and lack of clear career paths. Road transport sub sector in the county is not appropriately developed and has been left to grow without an institutional guidance for comprehensive skills nurturing.

##### **Policy**

- A holistic framework for human resource development, specifically focused on the transport sector shall be developed.
- Training needs for provision, maintenance and operation in transport shall be identified and quantified, (e.g. skills inventory, new skills required) and matched where applicable with skills provision through avenues such as Research Institutions, Universities and the private sector.

### 4.5 NON-MOTORIZED AND INTERMEDIATE MEANS OF TRANSPORT(NMIMTS)

#### 4.5.1 Background

Non-motorized means of transport (NMTs) includes walking, head, shoulder or back loading, the use of wheelbarrows, hand-carts (“mikokoteni”), animal transport (donkeys and oxen as beasts of burden), animal-drawn carriages (such as sledges), bicycles and tricycles to transport passenger and goods. Intermediate means of transport (IMTs) broadly refers to low-cost transport innovations that increase the load carrying capacity beyond head, shoulder or back loading and/or increase travel speeds beyond walking. They include low engine capacity vehicles such as motorcycles and motor tricycles and sidecars or trailers attached to these. The rural transport scene is still characterized by walking and head or back loading, mainly by women and children, both along roads, paths and tracks. The loads carried by walking persons are usually small, hardly exceeding 40 kg. Distances that can be covered on foot are also short, averaging about 5 km on each trip. Over the years, road development has focused attention mainly on roads for motorized transport although this has not been matched by increased access to motorized transport mode. Because of widespread poverty, the use of motor vehicle is generally limited and largely unaffordable to the majority of the county residents, in both urban and rural areas. Access to NMIMTs is still hampered by many constraints, including lack of appropriate infrastructure and bias against NMIMTs. Since NMIMTs has not been recognised in law, its infrastructure has been neglected and mainly focused

on motorized transport and its infrastructure. Recognition of NMIMTs, however, is likely to raise several issues, which will need to be addressed. These include; safety, communal biases to ensure their availability on a sustainable basis; lack of skills and lack of funds.

#### 4.5.2 Incorporation of NMIMTs into Transport Policy

##### **Critical Issues**

Although various forms of NMIMTs are already in use in several parts of the county, little has been done to incorporate them into the road transport network so that they can effectively play a complementary role in the transportation of both passengers and goods. There is a need for their recognition, development, funding and technical support from various. Lack of infrastructure for NMIMTs has led to a situation where the same road space is shared amongst pedestrians, motorized transport and NMIMTs thus compromising safety.

##### **Policy**

- The development of NMIMTs will be legally incorporated into the county transport planning and policy areas as part of the Integrated transport policy in both rural and urban areas.

#### 4.5.3 Gender Balance

##### **Critical Issue**

Women perform most of the household social and economic activities. It is necessary to enhance gender balance especially in the performance of individual and household-based economic activities. There is an urgent need to reduce women's time spent on transport activities around the village (e.g. fetching water, collecting firewood, trips to market centres, health clinics, grinding mills, and the time spent on harvesting).

Besides improvement of transport at village and household levels through NMIMTs, non-transport interventions that reduce or eliminate the need to travel may also promote gender balance and increase economic productivity. Such interventions include increased accessibility to water, electricity and establishment of markets and health centres in readily accessible places.

##### **Policy**

- The development and use of NMIMTs will be actively promoted to enhance gender balance in the performance of social and economic household tasks and to increase women’s time spent on economic and commercial activities.
- Gender balance in the access to and use of NMIMTs will be enhanced.
- The Government will ensure increased access of households and communities to water and electricity or solar energy, and the location of markets and health centres in areas that are readily accessible to them.

#### 4.5.4 Infrastructure Development and Maintenance

##### **Critical Issues**

Over the years, facilities for NMIMTs have only been provided alongside or in relation to roads meant for motorized transport. Foot bridges, for instance have been inadequately provided and/or poorly maintained for pedestrians in both urban and rural areas. **Motor cycles operators have not been provided with parking shades yet they are main mode of transport across the County.**

##### **Policy**

- The development and maintenance of infrastructure for NMIMTs will be supported by all local authorities and road agencies. In the urban/market centres, adequate sidewalks and pavements for pedestrians, separate lanes, parking bays, bridges, footpaths, and other facilities for NMIMTs, including ramps for the physically challenged will be developed and maintained.
- Bodaboda operators will be provided with parking shades in all market centres to enhance there opreations.

#### 4.5.5 Legal, Institutional and Regulatory Framework

##### **Critical Issues**

NMITs are already in use in various parts of the county. No action has been taken to integrate them into the county transport network so that they can effectively play a complementary role to road and other transport modes for both passengers and goods.

##### **Policy**

Steps will be taken to harmonize the NMIMTs and their concomitant infrastructure into the technical, legal and institutional mandates of county government so that they can effectively play a complementary role to other transport modes.

#### 4.5.6 Safety of NMIMTs

##### **Critical Issues**

At the moment, available road space is shared by both NMIMTs and motorized vehicles leading to traffic congestion and pose a serious danger to road safety. At the moment, most users of NMIMTs are not knowledgeable on the basic traffic laws and regulations. The county government does not have a register/local of NMIMTs or their owners.

##### **Policy**

- All NMIMTs using roads in both urban and rural areas shall be registered with the county government for purposes of identification in case of accidents.
- In order to enhance safety on the roads, users of NMIMTs shall be required to have knowledge of rules governing road use;

#### 4.5.7 Enforcement

##### **Critical Issues**

Although there provisions in law recognizing the use of certain NMIMTs, enforcement of these by-laws for the benefit of the users or for the benefit of other road users is weak.

##### **Policy**

- All road users, including those using NMIMTs will be required to have knowledge of basic traffic rules.
- Enforcement of by-laws on use of NMIMTs shall be enforced by the county government.

## CHAPTER 5: RESOUCÉ FINANCING

### 5.1 Funding for Transport Infrastructure Development and Management

#### 5.1.1 Critical Issue

The current sources for funding transport infrastructure development are mainly from the equitable share from national government through tax revenues and conditional grants. In general, current funding levels are inadequate to finance new infrastructure and maintenance and rehabilitation of existing infrastructure. Further, the existing status of infrastructure ownership, management and control is predominantly vested in the national and county government.

#### 5.1.2 Policy

The County government will:

- Review the legal, regulatory and institutional framework for the transport sector to include appropriate incentives to facilitate private sector participation in development and management of transport infrastructure.
- Explore the following mechanisms for raising funds for transport infrastructure development and management, namely: public ownership, development, rehabilitation and maintenance of infrastructure by dedicated infrastructure agencies; public ownership and private operation under Build Own Operate Transfer (BOOT); private ownership and private operation under Build, Own, Operate and Transfer (BOO), joint ventures between the public and private sectors.
- Continue sourcing funds for infrastructure development and rehabilitation in the short and medium term to leverage private sector participation in transport infrastructure development and management.
- Infrastructure will be developed and managed through County Government budgetary resources as well as private sector participation. As far as possible, road infrastructure maintenance will be funded from exchequer and parking and other fees that may accrue. Other resources obtained from development partners, and public/private sector partnerships will be applied to new road development
- In liaison with stakeholders, the County government will mobilize additional funding through new strategies to ensure availability of adequate resources for road safety

## 5.2 Funding for Transport Human Resource Development

### 5.2.1 Critical Issues

A diversified, well remunerated and multi-disciplinary human resource is required for the effective development and management of the envisaged integrated transport system. Currently, there are inadequate numbers of the required personnel. There is therefore a need for combined efforts by both the public and private sectors to develop this important resource.

### 5.2.2 Policy

The County Government will:

- Set up a mechanical unit to train the existing staff and also offer internship for students in local polytechnic pursuing courses inclined to the transport sector.
- Will come up with a scheme to attach the trainees to various road and infrastructure projects being undertaken across the county.

# CHAPTER 6: POLICY IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

## 6.1 TRANSPORT POLICY REFORMS EXPERIENCES

Global experience of transport policy reform suggests that such efforts can take a very long time to be fully to be fully effected. For example, the United States, United Kingdom and Papua New Guinea took close to 30 years to deregulate their transport sector. In Kenya itself, efforts to review and reform the transport and road sub sectors are still ongoing since 1978.

## 6.2 POLICY IMPLEMENTATION

1. Based on this experience and on the desire for an improved transport system, it is, therefore, expected that the implementation of this policy will be achieved in the long term over a period of 10 years. The nature of the reforms envisaged under this policy will be:
  - Short Term Reforms upto 2 years
  - Medium Term Reforms upto 4 years
  - Long Term Reforms upto 10 years

These reforms will involve changes in administrative processes and institutional set-ups.

2. A number of preliminary steps will need to be undertaken to ensure a smooth and inclusive process in implementation of this policy. Key among them is the establishment of an Implementation Team composed of both private and public sector to:
  - Set up Key Implementation Structures
    - Transport unit
    - Mechanical unit
    - Public work unit
    - Roads and infrastructure unit
  - Lead the Enactment, Review, Updating and Domestication of key Legislation and Regulations
  - Hold workshops to review progress of implementation.

3. Policies have associated benefits and costs. As such they have differential impact on different persons or groups. An important problem in policy formulation process is to define clearly the policy beneficiaries. It is important that the difference between intended and unintended beneficiaries of a policy is articulated. Thus, there is need for policy impact assessment which, for lack of time, was not done during policy formulation.
4. This policy document describes a number of policy prescriptions, strategies and actions. It is important that these prescriptions be marketed to the residents for them to be successful during implementation. Effective policy marketing is directly tied to timing, patience, persistence and to sensitivity to the situation and the person or persons concerned.
5. The problem with policy formulation is that there are always alternatives. Not everyone is likely to be satisfied with the proposed policy. The perception and attitudes of different interested or affected parties may not coincide. This problem was addressed by sharing views and prescriptions with the shareholders.
6. However, although the actions proposed herein have been categorized as short, medium and long term, there was no time at policy formulation stage to allow for prioritization of the actions in each category. The impression created is that all short term actions will be implemented simultaneously followed by medium-term and long-term actions in that order. However, this is not the case and actions in every category should be prioritized.
7. In a nutshell the policy formulation process can be considered to be optimal only if it meets a set of necessary and sufficient conditions. The necessary conditions include the existence of a policy analysis process; a system for evaluation and monitoring the policy; availability of adequate, accurate and timely information, a policy marketing system; the capability of all actors to understand the policy; resources to implement the policy; stakeholder participation, cooperation consensus, commitment and ownership. These conditions will remain absent until the institutions proposed herein are established.
8. The establishment of the institutions will require approvals by the Cabinet and the County assembly.
9. Timing is an important issue in policy marketing. Many policy ideas fail not because they are bad, not even because they are poorly executed but because the timing is not correct.

## 6.3 POLICY MONITORING AND EVALUATION

1. Policy formulation process can be said to be successful only when the policies are implemented, to achieve the desired results. Policy implementation imposes serious demands on data, information and reporting systems to determine the extent to which established targets and objectives are being met and whether the aspirations of the people in terms of their welfare are being adequately addressed. Therefore a monitoring and evaluation system must be established in County that is capable of identifying policy performance targets and monitoring indicators and modalities.
2. It will also be necessary to develop performance indicators to facilitate the following questions to be answered: What is to be achieved? Why, how and when it is to be achieved? This will provide the answer to how far the Department has moved towards the targets and if there is no adequate movement towards the target: why this is happening.