

**THE RELOCATION OF KAYOLE MARKET TO THE SAGANA BUS TERMINUS  
AREA**

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**A PLANNING DEVELOPMENT PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
FOR THE REQUIREMENTS FOR THE DEGREE IN URBAN AND REGIONAL  
PLANNING**

**DEPARTMENT OF URBAN AND REGIONAL PLANNING**

**UNIVERSITY OF NAIROBI**

**DECLARATION**

I do hereby declare that this planning development project is my original work and has not been presented for a degree in any other University.

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**SIGNED .....**      **DATE .....**

This planning development project has been submitted for examination with my approval as University supervisor.

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## DEDICATION

This piece of work is dedicated to my dear mum Milkah who has been very encouraging throughout this project.

## ACKNOWLEDGEMENT

First, I would like to thank the almighty God for bringing me this far through my academic journey and also giving me the knowledge and skills required to handle this project. It was not easy but He gave me the courage and endurance and also reasoned with me from the start to the end.

I would also like to take this chance to extend my warmest of gratitude to my project supervisor professor Ndegwa who devoted a most of his precious time to oversee me in this project without tiring and giving up on me. He has been very patient with me and I have learnt so much from his fatherly advice is priceless.

I cannot forget my project coordinators Mr. Maleche and Mr. Karisa for the guidance they offered. The whole department of urban and regional planning and also my fellow classmates class of 2014 with whom we have walked this journey together.

I will also take this chance to thank my family and friends for being with me every step of the way. I could not have made it without you.

## ABSTRACT

Kayole market, since its construction back in 2011 did not attract traders. the stalls that were built for the traders have continued to remain idle and have been converted to toilets and hideouts for thugs who engage in criminal activities in this area. the land on which the facility sits on has been overgrown with grass and the facility thus has remained unviable and does not serve the intended purpose. this state of things has been contributed by the fact that the facility was built in area where a market could not thrive.

This project thus seeks to relocate Kayole market from that site to the Sagana bus terminus where a small informal market is slowly developing. the bus terminus will provide a certain percentage of consumers for the goods to be sold in this market. The project seeks to achieve the following key objectives: To develop a programme that facilitates the relocation of market activity from the current site to the Sagana bus terminus while at the same time terminating all market activities from the previous site; to develop a framework for the project features and components into their spatial and physical attributes with regard to implementation; to come up with a policy, regulatory and design guidelines framework for the development and implementation of the project and finally to develop a detailed project implementation, monitoring and evaluation framework

The development project therefore demonstrates a practical method of developing markets in urban areas and how the market can be integrated to fit into the neighbourhood context.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 STATEMENT OF THE PLANNING RESEARCH PROJECT TITLE**

The challenges facing Kayole market in service provision, Murang'a town.

The study was undertaken after the realization that, Kayole market that was constructed with public funds is currently lying idle and does not even serve the neighbouring residents. as such, the research project sought to ascertain the reasons behind this failure and to come up with necessary recommendations.

### **1.2 SUMMARY OF MAIN FINDINGS**

- i. 57% of the traders in the study area prefer to operate from the Sagana bus terminus area. Still, they do not have any other business site that they obtain income from, as such; they are satisfied with this location and would like to continue operating from here rather than from the Kayole market area where they complain that there are no customers.
- ii. Out of around 30 stalls that were constructed, only 8 are currently in use. The rest continue to remain idle and are used by criminals as hideout points which have led to insecurity in this section of the town. Other stalls that are idle have been converted to public toilets.
- iii. Majority, of people who operate business in the study area, live in rented houses which reflect their level of income..
- iv. Over the past few years, there has been a sudden increase in the number of traders. This is due to the fact that most trading space in the C.B.D of Murang'a town is already crowded thus necessitating the growth of the town towards the direction of the study area.
- v. This section of the town, being covered by the study area, lacks a comprehensive storm water drainage system. When it rains, storm water flows into the business premises.

- vi. Insecurity is also a very big issue in the study area. As stated above the empty stalls are used by idlers to plot their criminal activities. Insecurity has slowed down investments and the growth of businesses in the study area.
- vii. Majority of business activities carried out in this area are retail shops that sell groceries. Therefore when coming up with the design of stalls, the type of business carried out will reflect on such.
- viii. Most traders in the area complained that they lack piped water. They now have to either fetch water from the well at a Kayole market or buy from the private residential premises nearby.
- ix. Transportation and accessibility to business premises is also another issue that has to be looked into.

### **1.3 SUMMARY OF MAIN RECOMMENDATIONS**

- i. The study area needs a proper market that can address the needs of traders while at the same time making it convenient for customers to access the products on sale. Presently, where Kayole market is, there are no enough customers to sustain a business as the project was not well thought out before implementation. The recommendation here will be to convert the spaces around Sagana Bus terminus and built modern stalls that can be used by the traders. Under this recommendation, the informal daily market activities predominant at the road sides should also be accommodated here.
- ii. Owing to the high insecurity in the area, Kayole market should be cleaned and fenced all around to deter people from going to idle in that area. The space can also be converted into another use by the county government.
- iii. It is recommended that, there should be a provision of a public piped water stand that will serve the traders. More importantly, the sale of fruits and vegetables, which is one of the major businesses in this area, requires clean water to keep them clean and fresh.
- iv. It is recommended that a proper storm water drainage system be supplied in this section of the town to reduce the instances of business premises being flooded with storm water.

- v. It is recommended that, there be reserved parking spaces to provide space for loading and offloading of the different products to be sold in these stalls. This will reduce conflict of space between the public transport operators and the traders.

#### **1.4 THE CHOSEN DEVELOPMENT PROJECT**

“RELOCATION OF MARKET ACTIVITIES FROM KAYOLE MARKET TO THE SAGANA BUS TERMINUS AREA”

#### **1.5 JUSTIFICATION**

From the findings of the research project, we have identified that Kayole market was developed and implemented without proper identification of factors that should be considered in setting up of a market facility. This existing market facility, Kayole market remains to be underutilized and is currently a breeding ground for criminal activities amongst other social ills. The study area definitely needs a proper market facility and the recommendation to relocate the all market activities from the Kayole area to the Sagana bus terminus is thus the right move due to the following reasons:

- I. The current market facility which has failed to attract the intended users will be fenced off and converted to other uses thus reclaiming that space, driving out criminals who hide in that area and thus boosting security.
- II. Relocating the market activity to the Sagana bus terminus will be a positive move for traders. This will involve setting up of modern stalls and sheds which will be all weather. The traders will have a good environment in which to operate while at the same time targeting customers who use the bus terminus
- III. The county government will also benefit through a harmonized revenue collection mechanism, since the stalls will be permanent. There will also be employment creation thus improving livelihoods.

Thus the above can only be achieved through relocating all trading activities from Kayole market to the area around Sagana bus terminus.

The traditional market place remains an important part of the urban economic infrastructure. Markets are important aspects in both in rural and urban areas as they

create employment opportunities thus reducing poverty. In the urban areas they are a significant source of revenue for the authorities mandated to manage them.

Despite their benefits, most local authorities do not do proper research and consultation before setting up of urban markets. Most of them are hurriedly set up since some individuals see this as an opportunity to embezzle public funds. As such they are not built in areas that are ideal and convenient for both the trader and the customer. Therefore some end up remaining idle and fail to live up to the expected level of service provision which is a huge waste of public funds. This is the case of Kayole market.

## **1.6 LOCATION OF THE CHOSEN DEVELOPMENT PROJECT**

The location of the action site will be the space that is idle around the Sagana Bus terminus. This space belongs to the county government. This space is currently occupied by informal sheds and the rest remains empty. The traders who own these informal sheds were of the idea that they would like the county government to set up modern stalls and sheds and do away with the existing wooden ones.

## **1.7 OBJECTIVES OF THE DEVELOPMENT PROJECT**

- I. To develop a programme that facilitates the relocation of market activity from the current site to the Sagana bus terminus while at the same time terminating all market activities from the previous site.
- II. To develop a framework for the project features and components into their spatial and physical attributes with regard to implementation.
- III. To come up with a policy, regulatory and design guidelines framework for the development and implementation of the project
- IV. To develop a detailed project implementation, monitoring and evaluation framework

## **1.8 ASSUMPTIONS**

- I. That relocating the market activity from Kayole market to the Sagana bus terminus will increase the economic potential of this area considering that the action area of the development project remains idle while that space that is currently being used has informal stalls. This will create more employment

opportunities for the youth. The county government will also have a wider revenue generating base.

- II. That relocating the market facility will minimize the criminal activities since the land on which Kayole market sits will be fenced off or converted to another use thus no space for idlers and criminals to hide.
- III. That relocating the market facility will improve the aesthetic nature of the town by doing away with the old and dilapidated informal kiosks and stalls and set up modern shades.

## **1.9 SCOPE OF THE DEVELOPMENT PROJECT**

The final report will be organized in chapters that will seek to fulfil the research objectives already identified. A summary of this presentation is outlined below.

### **Chapter one: introduction**

This chapter will present a summary of the main findings and recommendations of the planning research project. It will then introduce the chosen planning development project and specify its location and coverage area. It will also discuss the objectives, assumptions and methodology employed to carry out the development project.

### **Chapter Two: review of policy guidelines**

This chapter will deal with the first part of objective 1 and will comprise of a detailed review of existing national, urban and regional policies, plans, planning policies and design guidelines and standards that provide an insight on the planning, design and implementation of the development project. This chapter will also review planning and design standards, regulatory guidelines, handbooks, manuals and other requirements that guide the implementation of similar projects. It will also refer to relevant case studies to give practical examples where similar projects have been successfully implemented and the lessons learnt.

### **Chapter Three: situational analysis**

This chapter will deal with the second part of objective 1 and will analyze the present physical nature and character of the study area as well as the project site. This will be

done with the help of spatial data and maps indicating the detailed locational context of the project area. It will also include a detailed site analysis in terms of physical/topographical and natural environment characteristics; population and demographic characteristics; and detailed land use analysis. It will also detail the institutional, legal and financial issues of the project area.

#### **Chapter four: project planning, design and implementation**

This chapter will cover objective 2 and will factor the plan and design formulation process, including the evaluation of alternative plan proposals and the process of arriving at the preferred development project. After this it will detail the site planning and design process stages for the preferred development project. Finally, it will detail an implementation schedule for the development project.

#### **Chapter five: monitoring and evaluation**

This chapter will cover objective 3 and will outline the guidelines for implementation, the monitoring and evaluation stages from implementation and site management plan.

### **1.10 METHODOLOGY**

The main aim of this section is to discuss the various research techniques that will be employed while carrying the development project.

#### **Data needs, requirements and sources**

**Policies and standards:** This included legal guidelines and provisions concerning planning and design for housing developments within the urban areas. This will give a foundation to the study and help in understanding the way forward and the dimensions set within which the project should be undertaken. The study will look at the international, national and local policies, statutes and standards for market development to aid in the effective planning of this old institutional housing estate. The data needed includes: planning standard, development control data among others which will be obtained from the, Physical Planning Handbook, the Building Code, relevant Acts of

parliament like the Physical Planning Act and the Local Government Act. Other development oriented documents like the Kenya vision 2030 shall also be reviewed.

Other legal information was found in the Kenya Constitution (2010) and the relevant Acts of Parliament. The Acts included Physical Planning Act (1996), Urban Areas and Cities Act (2011), Devolved Government Act (2011), Environmental Management and Coordination Act (1999).

The population and demographic information was majorly got from the Kenya National Housing and Population Census Report (2009) while the rest of the information was got from various sources

Data on the local planning information with respect to the available facilities, infrastructure, distribution and the conditions of the same: this data will be obtained from the field and relevant secondary sources. The planning standards information such as plot ratios, ground coverage, setbacks among others shall be needed. This information will be obtained from layout design manuals, Physical Planning Handbook, A.J Metric Handbook among others. Case studies will be reviewed in order to examine the practical application of the theories of redevelopment .

### **Data collection methods**

**Primary data collection methods:** This entailed direct field observation and direct measurements. Direct observations were used to assess the surrounding land uses of the proposed new site and any other existing activities. Photography was also incorporated. Through the use of a tape measure, any relevant site measurements during the site inventory were done.

**Methods of secondary data collection** This included the review of existing policies, statutes and standards pertaining to markets and development in the country, redevelopment schemes, zoning regulations and the institutions responsible for the development of the project area within the town and future plans for such establishments. Possible case studies will be introduced to assist in the best informed design process.

### **Methods of Data Analysis**



This is whereby the data collected was cleaned, sieved and synthesized for meaningful interpretation of findings. Qualitative data was analyzed through logical reasoning while quantitative data was analyzed using Excel and SPSS programs. Spatial data was analyzed using GIS tools AutoCAD and ArchiCAD

### **Data presentation**

Qualitative data was presented using photographs, sketches, illustrations and maps. Modelling and visualization techniques were used to present the 2D and 3D versions of the proposed models for descriptive analysis.

### **Limitations**

- There were time and financial constraints experienced
- There was a bit of difficulty in acquiring some of the needed statistical information of the recent years
- Data on the growth and development of small market areas in urban centers was hard to find since much has not been documented
- Accessing critical information from the County government offices was quite hard

## **CHAPTER TWO: REVIEW OF POLICY GUIDELINES**

### **2.0 OVERVIEW**

This section reviews the existing relevant legislations, policies in relation to market planning and development in Kenya. The section also reviews the necessary available documents or material in market development. Subsequently, case studies of best practice were reviewed to inform this development project further.

### **2.1 INTRODUCTION**

Traditionally markets have served as nucleation points for communities whose populations were dispersed over large areas. These communities were able to meet during these periodic markets thus strengthening the bonds of kinship that existed among them

Smith (1976) posits that markets evolved as a result of the market forces of supply and demand: the differences in the spatial distribution of resources as well as the pressure on the available resources leads to the specialization into trade activity as well as the development of institutions of exchange

Polanyi (1944) argued that markets came into existence as a result of long distance trade between different groups of people where the exchange was a controlled activity being overseen by the political powers that be. This trade activity was not expected to have result in any social changes but was carried out purely for economic maximization

Other scholars look at a market in its modern context and refer to it as a 'shopping Centre' that is a group of commercial establishments which have been designed, planned, developed, owned, marketed and ,managed as a unit. The essence of such a facility lies in the concept of a managed and controlled retail environment; this includes both its internal organization and operations are managed by the owner.

## 2.2 THEORETICAL FRAMEWORK

### 2.2.1 RELATIONSHIP OF MARKETS TO SETTLEMENT PATTERNS

Some settlements act as “central places”, providing the population of the surrounding “catchment” area with goods and services. They may also function as points for assembly of local farm produce for onward movement to urban areas. There are usually three levels of “central places”

**Growth centres:** major regional or provincial towns.

The centre contains a range of services such as a college, a hospital, and banks, a major market (often with some wholesaling functions) and specialized shopping facilities

**District centres:** rural settlements whose primary function is to provide administration and to deliver public services. These centres might contain a secondary school, a health clinic and a market, which could perform assembly functions for the district. The market is often found close to a bus station and a number of permanent shops.

**Rural service centres:** normally located in the centre of a village (and associated smaller villages) serving a population of around 5 000 people and an area not usually exceeding a 10-kilometer radius. Services provided at such a centre could include a primary school, a health post or dispensary, a police post and a primary market, often operating periodically.

#### **local centres**

#### **Consumers**

A market, however well built, will fail if consumers do not want to use it. The main factor that influences the acceptability of a market to consumers is usually the location.

### 2.2.2 PUBLIC MARKETS IN THE AFRICAN CONTEXT

Wholesale markets are still very important for supplying fresh fruit and vegetables to urban retail outlets in most African countries. In **South Africa**, there is a network of 16 national fresh produce markets (FPMs) that are not only the main distribution channels for horticulture produce, but also act as the primary reference point in price determination. In **Zambia**, it is estimated that approximately 75 percent of the fresh produce consumed in urban areas goes through wholesale markets (and mostly the

Soweto market) (Emongor 2004). The FAO identifies Africa's lack of dedicated wholesale markets in secondary cities as a major impediment to efficient agricultural marketing (Seidler 2001).

The Mandela's People Market, part of the Johannesburg Fresh Produce Market (JFPM) in South Africa, has 71 stalls for informal traders and retailers and a place where they can store goods overnight. Informal traders purchase produce next door from the Unity Fresh Produce Wholesale Market, also part of the JFPM, to avoid transport costs. They receive training by JFPM staff on how to use the market system, and the JFPM has also financed a business-skills training program for the informal traders (Development Report 2005). Hawkers can receive training on how to use the market through the "on the market floor facility," while informal sector and urban entrepreneurs are supported with a program to obtain financing for their businesses (Louw et al. 2004). In 2004, the JFPM also housed a business incubation program for black-female-owned companies to supply fruits and vegetables to prisons and hospitals (Masondo 2005).

In contrast with most African public markets, the JFPM is corporatized and is run like a business, although it is still owned by the City of Johannesburg. As described above, in other cities traders' associations often take on the role of **market management, improving market infrastructure, and providing the cleaning and security of the market**

In the late 1990s, the Rundu Town Council , **Namibia** realized the need for a real market place with running water and other basic facilities. Soon after the one market was built, the council recognized the need for additional markets for informal traders selling to two major settlements nearby. The markets provide training in marketing to producers and traders, including skills such as bookkeeping

The new Magogoni fish market in Dar es Salaam, **Tanzania** built with assistance from the Japan International Cooperation Agency, has greatly benefited fisheries and increased demand for fish by urban consumers. The market has a separate fish processing area, clean water supply and drainage facilities, ice-making machines and

ice storage facilities. There is an auction house, a wholesale building, and places designated for retail businesses such as groceries and restaurants

### **2.2.3 CLASSIFYING MARKETS**

The main way in which markets are classified is according to their temporal specialization (Bromley, 1971). Under this, they are classified into daily, periodic or special markets.

- i. Daily markets: these markets are held daily but have large volume of trade either once or twice a week; in this sense, they share some common characteristics with periodic markets. They form part of major market centers
- ii. Periodic markets: these types of markets are regularly held on one or more fixed days per week or month in the smaller markets.
- iii. Special markets: these types of markets are often held at annual fairs and may run up to one day to a number of weeks; this type of market serves a larger population from a wider region than either the daily or periodic markets.

### **2.2.4 MARKET TYPES AND HIERARCHY**

#### **Market types**

Retail marketing systems have broadly evolved from traditional street markets through to the modern regionally based hypermarket or out-of-town shopping centre

Variation in the types of market, whether rural or urban, can be broadly defined according to a number of characteristics:

#### ***By physical and spatial characteristics***

- undifferentiated open sales spaces, operated by an individual hawker or peddler, shown at its simplest and most rudimentary form
- street or roadside markets (common in both rural or urban areas);
- open-air markets (typically in a paved urban square);
- covered markets (more usual in urban areas)

- small-scale retail shops associated with urban market areas; and
- markets sharing a number of the above characteristics, most commonly found in the centre of small rural towns (Tracey-White, 1995)

### ***By type of commodity traded***

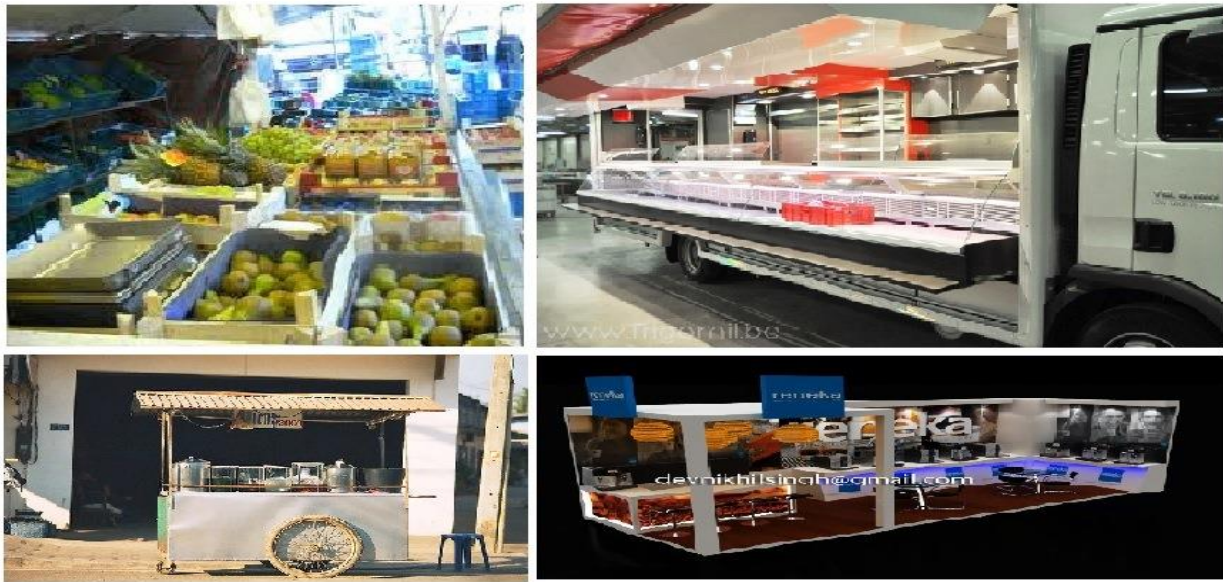
- horticultural produce, such as fresh fruit, vegetables and flowers;
- freshly slaughtered meat;
- fresh and dried fish; dry foods, including grains;
- cooked food ("street food");
- household, non-perishable consumer goods and utensils;
- cloth and clothing; and, most commonly
- A heterogeneous market, trading in a wide range of goods. (Tracey-White, 1995)

### ***Markets according to periodicity***

- Markets offering a wider range of trading functions than retailing, typically those which are combined retail and wholesale markets found in small towns and cities.
- Markets operating on one day in the week or at a specific time of the day (the whole or part of the site may be used for different purpose at other times such as a car park, as sports facilities or as a cinema,
- Weekly or seasonal markets (generally termed "periodic markets" in rural areas or "weekly markets" in urban areas). A specialized form of seasonal market is the assembly market where the emphasis is on the sale of goods to outside buyers rather than to local consumers; and
- Markets operating every day on a permanent site, whether from a fixed building or a mobile stall (possibly with expanded activities at weekends or on specific days. (Tracey-White, 1995)

## an illustration of different types of periodic markets

Plate 1: periodic markets



### 2.2.5 RETAIL MARKETS IN URBAN AREAS

To understand the role of markets in urban areas it is necessary to understand their relationship to demographic changes in city structure, changing traffic patterns, the availability of public transport, conflicts with other land uses and the location of the residential population they are serving. In addition, factors such as pressures for redevelopment of inner city sites, market relocation problems and potential linkages to wholesale markets should be taken into account.

## **2.2.6 LOCATION CHARACTERISTICS OF MARKETS IN URBAN AREAS**

- Within urban areas, markets should form one of the main uses that would be strategically located in an urban master plan and, ideally, all the urban population should be within ten to fifteen minutes walk of some form of shop or market stall.
- Street markets, like other shopping areas, depend on a high level of access. Modern shopping centers and supermarkets are generally located directly adjacent to major roads, with the shopping centre located within a parking area and with a pedestrian-only area within the shopping centre itself. This form of development is unlikely to be appropriate for shopping streets and street markets in traditional areas of cities, which are typically mixed-use areas, often with older buildings. There will usually be a need for a mixture of modes of access for those using markets, to include people coming by foot, by bus, by car, etc. However, there is often a direct problem of conflict between shoppers and traffic.

The ideal solution for urban markets, and particularly street markets, is to locate them at right angles to main traffic arteries, link them with pedestrian routes and with parking areas behind so that cars can pull off the main road without entering the market area. To minimize their impact on the environment, parking areas for markets should preferably be located in small-scale lots, shielded from view by plants or walls. (Tracey-white, 1995)

### **Land ownership and values**

Markets development need to be considered in relation to the nature of intended owners/operators. Individual stalls are small-scale units, which are usually family-run businesses, in contrast to larger-scale operations such as supermarkets. Market stall holders needs are, therefore, completely different. The overall market area, however, is likely to come under one overall ownership, either that of a private landowner or, more typically for urban market areas, by a local or municipal authority.

High land values or a lack of suitable land in public ownership in order to expand an existing market or build a new one is often a major constraint in urban areas. Quite



ingenious solutions to this problem can be developed, including the infilling of existing streets with market structures. On the other hand, urban markets often find themselves in locations which are no longer appropriate to the present distribution of urban population.

Markets also generally occupy a considerable area of land on prime sites in the centers of towns and villages. Therefore, the opportunity cost, in terms of the rent that might be earned from alternative uses on the market site, needs to be considered. The existing value of the land may not be substantial, but it may be likely to increase as the general economy starts to grow.

It will, therefore, be up to the county authority to clearly demonstrate that retaining a market in its present location or building one on a new site is the best use of public resources .

**An existing unplanned spontaneous market is often a good indicator that an area is in need of permanent market facilities**

The factors influencing whether a new market in a suburban area is likely to be successful are:

- the population density;
- the size of the potential catchment area;
- the purchasing power of local consumers;
- whether most families have refrigerators;
- whether families tend to use cars for shopping;
- whether the site for the market is likely to provide comfortable and safe conditions for shopping;
- whether there is adequate land for a market site;
- whether there is public transport available
- whether the area is already established for commercial use, including informal market activities

## **Urban master plans and planning controls**

Proposals for the development of a market will need to take into account how urban growth is occurring and to conform to any comprehensive development plan and future urban strategy, where this is available. Many urban areas are characterized by rapid, uncontrolled and outward growth and the main features of such plans would normally include the designation of new residential and industrial development areas and improved primary and secondary road systems. Where these land uses have been designed, it would also be necessary to include a retail market as the urban areas keep growing.

## **Urban growth patterns**

Urban land uses tend to group together for reasons of economic advantage. This clustering forms a nucleus - the city or town centre providing a wide and rich range of services and facilities. If this nucleus keeps expanding then the comparative advantage of access to the center gets lost. A rough rule of thumb to use is that for retail services the city Centre should ideally directly serve around 300,000 people. Beyond this figure it will usually be necessary to plan for additional retail areas to serve the suburban areas.

A convenient unit often used for town planning purposes is to divide the urban area into local neighborhoods of one to three kilometers across. This might correspond with a population of 5,000 - 10,000 people. Such a neighborhood would be served by a small shopping area and a retail market.

Intersections of transport systems and modes provide the most convenient locations for markets, particularly if the transfer distance between different transport modes is minimized (e.g. a taxi rank next to the railway station, etc.). The typical growth of market facilities at bus stands in developing countries demonstrates this.

Before deciding on the improvement of an individual market it is desirable to review the range of market facilities available within an urban area. In doing this the factors that

need to be considered in assessing the location of the market are population density and the purchasing power of the population

In order to review the provision of markets in an urban area the following procedure can be used:

- identify potential locations which would most strongly support a new market;
- define the size for new markets based on what would be most economically feasible; and close down existing markets when they are not economically feasible and do not capture sufficient business to support their size

(Tracey-white, 1995)

### **2.2.7 INTEGRATION OF STREET VENDORS WITH OTHER URBAN MARKETS**

*“Behind the façade of public health and urban aesthetics as reasons for the eviction of street traders lies overt exercise of state power to protect the interests of formal sector businesses and to disguise state failure to formulate inclusive and sustainable urban policies. Setsabi and Leduka (2008)”*

The importance of the informal sector in many countries cannot be over-emphasised. Formal urban wholesaling and retailing activities normally form a relatively small proportion of total commercial sector employment. However, there is usually substantial under-estimating of the real employment in retailing as the number of street vendors is often not taken into account. Street vendors provide an important means of supplementary employment, particularly for women. Vendors normally operate from a variety of locations, ranging from tables outside markets' the backs of vans and lorries, down to small-scale street "hawkers" with a single box of produce to sell.

Plate 2: street vendors



Upgrading of an existing retail market area should include any adjacent streets and provide measures to assist street vendors in order that they can be properly integrated with the market and so that environmental and traffic conditions can be improved. Assistance is normally required (usually provided by the engineering department of a local authority) in planning such an upgrading programme. This might include improved water supplies and better drainage, and facilities for the daily collection of solid waste

In most African countries, the informal sector plays a very large role in the urban food retail market. The sector's positive attributes include a flexibility that enables them to respond quickly to price changes; willingness to collect goods from remote producers; and low profit margins, which keep prices down. The informal sector increases choice and affordability for poor urban consumers by selling so-called inferior<sup>4</sup> products not offered by the formal sector

While the informal sector's extraordinarily elastic response to prices and urban demand renders it highly efficient on one level, its informality and the small scale of vendors present structural challenges that may perpetuate inefficiencies in food markets on another level. Informal food vendors face a number of problems including the following: their illegitimate status can lead to confrontations with the police and local officials;<sup>5</sup> their preoccupation with price prevents any real commitment to quality control or health

standards; their poor access to capital prevents investments in scale, technology, or equipment.

An urban household survey conducted by the Tegemo Institute of Agricultural Policy and Development in Kenya found that 52 % of the households interviewed bought their milk products from *dukas* (shops), 12 % from kiosks (*kibanda*) and milk bars, 28% from large supermarkets, while 5 %t purchased from small supermarkets. Hawkers have become very prominent recently after the collapse of Kenya Cooperative Creameries, and supplied 16 percent of the sample households (Nyoro, Ariga, and Komo 2004)

### **2.2.8 HOW URBAN PLANNING CAN HELP TO DEAL WITH INFORMAL MARKETS**

As already noted urban informality has become a twenty 21st century urbanisation reality in most Sub- Sahara Africa. As such, policies should be directed as much as possible to embracing the phenomenon as cities have nowhere to run but to face the reality. The first stage and most important way that planning can abate the challenges associated with growing informal activities in cities is a paradigm shift of planning from its colonial origins to a more pragmatic home grown, inclusive urban design approach (AAPS 2012). Due to the nesting effect that urban challenges come (Chirisa 2007), a holistic approach to planning that integrates choice of every citizen is required. This can be achieved by:

- The enhancement of community participation in the making of decision at all stages
- encourage a sense of ownership, public awareness in the process on urban management
- Coordination between national plans and local plans
- Integration of urban and economic planning
- enshrine Agenda 21 in Urban Planning and Management

From a long term perspective, there are some policies that need to be adopted and adapted to ensure the overall sustainability of the urban fabric (AAPS 2012). Brown (2006) advocated for a rights based approach to urban management that meets the poor's right to work, live, exist and survive within the contested spaces. This can be achieved by good governance which has been described by (ACPD 2006) as a source

from which all rivers flows. Design can serve as an effective, proactive way to the current urban challenges in sub-Saharan Africa. This can include:

- Designating site for vending, urban agriculture under power lines, levying agricultural activities on land not ready for development.
- Incentivising the shuttle system or public transport
- Pedestrianisation of streets, designating other streets for vending.
- Mixed use development planning communities with a whole range of opportunities in housing, employment and ancillary facilities within neighbourhoods.

### **2.2.9 THE ROLE OF URBAN AGRICULTURE IN PROMOTING URBAN MARKETS**

As defined by the 15th Session of the Committee on Agriculture (FAO 1999), urban agriculture refers to “small areas (e.g., vacant plots, gardens, verges, balconies, containers) within the city for growing crops and raising small livestock or milk cows for own-consumption or sale in neighbourhood markets

Urban agriculture is not constrained by lack of infrastructure because there is less need for packaging, storage, and transportation of food, and so flourishes in Africa. Urban agriculture is also an important food source and source of income for low-income urban households. Women can engage in urban agriculture while taking care of children. Proponents of urban agriculture contend that it provides a critical buffer against malnutrition and food insecurity, during a time when jobs are scarce and poorly paid. They argue that it does not squeeze out more efficient land uses because it is relatively mobile, (Sawio 1998).

Municipal governments need to remember that small growers are not only “out there” but also underfoot as city dwellers are farming, often on public land. The opportunities of urban agriculture include income support to city dwellers and waste recycling, as typical wastewater effluent treated for agricultural reuse

The “Harare Declaration on Urban and Peri-Urban Agriculture in Eastern and Southern Africa” (2003), signed by ministers responsible for local governments from Kenya,

Malawi, Swaziland, Tanzania, and Zimbabwe, shows that African governments, both central and local, are coming to terms with the fact that urban agriculture will not go away. While governments need to confront the very real health risks of urban agriculture, primarily for the producers but also for the consumers, they realize that they need to integrate urban agriculture into the urban economies and legislative and institutional arrangement

## **2.3 POLICY FRAMEWORK**

### **The Kenya vision 2030**

This is the new development blueprint covering the period between 2008 and 2030. This policy document aims to transform Kenya into a newly industrializing middle income country providing high life to all its citizens by the year 2030.

This vision has been developed after the successful implementation of the economic recovery strategy for wealth and employment creation (ERS) that oversaw the country's economic growth since 2002

### **The National Land Policy**

This policy is based on the premise that land is critical to the economic, social and cultural development. The policy further recognizes that land use planning is essential to the efficient and sustainable utilization and management of land and land based resources (Section 103). It also points out, in its 104th section, that the key issues that need to be addressed in land use planning include:

- Preparation of land use plans at national, regional and local levels on the basis of predetermined goals and integrating rural and urban development
- Review and harmonization of the existing land use planning laws
- Actualization of spatial frameworks for orderly management of human activities to ensure that such activities are carried out taking into account considerations such

as economy, safety, aesthetics, harmony in land use and environmental sustainability.

- Review of strategies for human settlement in relation to service centres, growth centres, transport and communication network, environmental conservation and rural development
- Efficient and sustainable utilization and management of land and land based resources
- Establishment of an appropriate framework for public participation in the development of land use and spatial plans
- Establishment of effective framework for coordination of land use plans to ensure implementation of the planning proposals and regulations

### **The Kenya National Trade Policy**

This trade policy was founded on the principle that promoting trade is key to Kenya's development in an environment characterized by rapid technological progress and globalization. In line with the country's vision, the theme of the trade policy is to develop private sector-led, globally competitive trade through value addition and diversification of goods and services for improved quality of life for all Kenyans

### **Urban Renewal Policy in Kenya**

Urban renewal is increasingly needed in urban areas to maintain the efficiency of the capitalist system (Mwaura, 2002). However, with its significance and agency in most of the Kenya's urban areas which are constantly and fast growing to dilapidation, the Kenyan government hasn't yet formulated an urban renewal policy to guide the process per se. the attempts for urban renewal in Kenya has been the government's engagement at the wider level of urban regeneration, stimulating urban markets and preparing a basic framework within which private capital investments can prevail.



## **2.4 LEGAL REGULATORY GUIDELINES**

### **The constitution of Kenya 2010**

The constitution is the supreme law in Kenya and it came into effect in the year 2010 after its promulgation. According to the constitution, the county government is mandated with

- a) Markets
- b) Trade licenses
- c) Fair trading practices
- d) Local tourism and
- e) Cooperative societies
- f)

### **Local Government Act, 1965**

This is an Act of Parliament to provide for the establishment of authorities for local government; to define their functions and to provide a guide for their operations.

Section 145 of this act mandates the local authorities with the following functions

- a) Establish, maintain, let and manage public markets and market buildings; Provided that no county or urban council shall establish any market within a distance of three miles of the boundary of its area without the consent of the Minister.
- b) control markets in its area by whomsoever established and, where a market has been established by the local authority, prohibit the establishment of any other market within its area without the permission of the local authority
- c) control places used for the purpose of selling publicly, or exposing for sale, any cattle, horses, sheep, goats, pigs, poultry or other livestock
- d) where provision is made for any such sale in any market established by the local authority or at any place provided by the local authority for the purpose, prohibit such sales elsewhere than in or at such market or place and license persons to

conduct such sales in or at such market or place and require the deposit of security by an applicant for such license

### **The county government act**

This is a decentralized arm of the government that is provided for under Article 176 of the constitution with autonomous power given the mandate of planning at its level of jurisdiction. The county government is mandated to integrate economic, physical, social, environmental and spatial planning.

In article 110 of this act, the county government is mandated with the responsibility of spatial planning and identifying areas where strategic intervention measures can be taken. It is with the planning framework of the county government and zoning plans of towns that markets can be handled

### **Public health act**

The act directs that no person shall cause a nuisance or be in charge of a nuisance that may be regarded as injurious to health. At the same time it charges the local authority to be in charge of taking all lawful and reasonable measures to ensure that its district is within healthy and sanitary conditions.

In article 117, it states that, it shall be the duty of every health authority to take all lawful, necessary and reasonably practicable measures for preventing or causing to be prevented or remedied all conditions liable to be injurious or dangerous to health arising from the erection or occupation of unhealthy dwellings or premises, or from overcrowding, or from the construction, condition or manner of use of any factory or trade premises, and to take proceedings against any person causing or responsible for the continuance of any such condition

### **Environmental Management and Coordination Act**

The act insists on the need for environmental sustainability. This is especially in the light of degradation.. This act aims at promoting safe, clean and healthy environment. Sections (4) and (7) provides for the establishment of environmental conflicts and the national environmental management authority (NEMA) respectively as the institution

responsible for the execution of the requirements stipulated in the act in relation to policies related to the environment. Some of the restricted activities in the act include erection, reconstruction, placement, alteration, extension, renewal or demolition of any structure or part of any structure on land. Section 58 requires that every development project likely to have impact on the environment to undergo an Environmental Impact Assessment (EIA).

EMCA is a recent statute as it was established in 1999 but became operational in 2002 thus it wasn't applied during the establishment of the estate. As a result no EIA was carried out before the initiation of the estate. Thus measures are needed to address issues to do with pollution, greening and public awareness on the environmental impacts of the residents' activities. Thus, the development of markets has to be compatible with the existing land uses and adjacent developments and users

## **2.5 PLANNING AND REGULATORY INSTITUTIONS**

### **Building by-laws**

Building by-laws in Murang'a County do not address the issue of market development. This has greatly contributed to some of the failures associated with market development in the county.

### **Planning handbooks**

**Kiosks** Planning for kiosks and hawking needs to be considered as a special feature in planning. Locational factors determining their siting are:

- accessibility
- Market demand
- Foot loose character of hawking

According to the Physical Planning Handbook, 2008 the minimum size of a kiosk should 3m by 3m. However, due to the increasing demand for market space, modern day kiosks have a minimum of 2m by 2m to allocate more users. Designated sites for kiosks need to be planned for. Further, they should be located adjacent to bus parks, open air markets and certain institutions.

## Planning and design standards

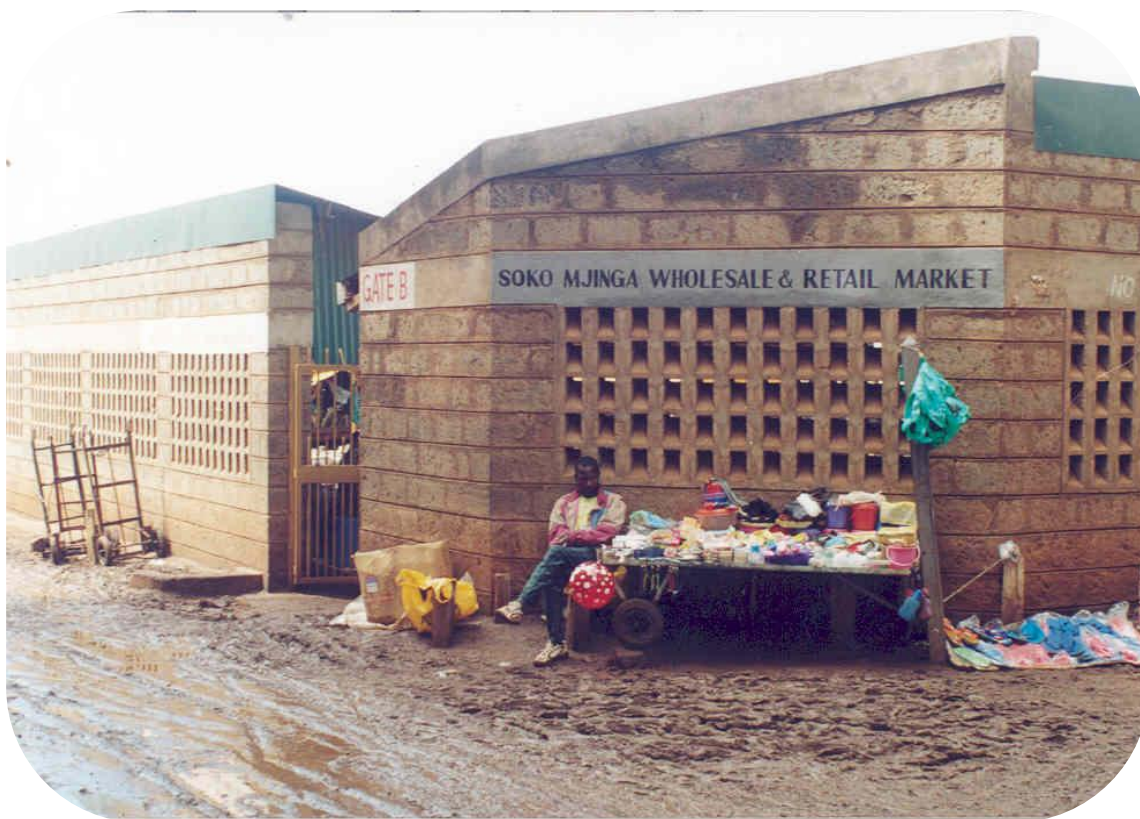
According to the metric handbooks, the key considerations when planning for markets are:

- Vehicle parking and loading (near stalls)
- Garbage storage and collection
- Washing facilities
- Protection of exposed food

## 2.6 CASE STUDIES

### SOKO MJINGA WHOLESALE AND RETAIL MARKET; NYERI

Plate 3: The Soko Mjinga market



## **Name of the Project: Soko Mjinga wholesale and Retail Market**

**Location of the Project:** Central Ward, Nyeri Municipality, Nyeri district, Central Province in Kenya – about 160 kms North of Nairobi

### **Overview**

The major aim of establishing Soko Mjinga Wholesale and Retail Market was to promote sustainable quality livelihoods through enhanced marketing of the local agricultural produce. The community wished to have a market to provide agricultural producers with access to their agricultural produce. The community expressed the need for the project through a participatory process.

The project helped not only in providing market access but also in employment creation. More than 500 people are regular sellers of foodstuffs in the market. A total of 205 people operate from stalls while the rest sell their commodities in the open space of the enclosed market.

### **Project implementation**

From March 1997, the Nyeri Municipal Council, through its Department of social Services, undertook mobilisation and sensitisation of local communities with a view to getting the community identify micro projects, which could be co-funded by the World Bank – Government of Kenya, the Local Authority and the community. After prioritisation of the 23 proposed projects, the community chose the upgrading of Nyeri's Soko Mjinga Market, as the key priority as earlier indicated.

1998: On **12/1/98**, a **Secondary Memorandum of Understanding (SMOU)** was signed between the Nyeri Municipal Council and the Soko Mjinga Stakeholder Working Group (SWG). Later an **Addendum to SMOU** was signed thus specifying additional responsibilities to parties to the proposed project and rephrasing some sections of the SMU. the Soko Mjinga Stakeholders and other market users were temporarily relocated to another market called **Soko Huru** to pave way for construction works

1999: The contractor was identified through a competitive bidding process and awarded the contract.

2002: the contractor completed the project and handed it over to the Nyeri Municipal Council and the stakeholders who also participated in the final inspection and handing over exercise

### **Resource mobilization**

A range of resources was utilized in the initiation, production, operation and maintenance stages of the project. They were all necessary in the construction and operation of the market project and can be categorized into four and include: -

- a) Financial resources
- b) Human resources
- c) Physical and agricultural resources
- d) Time resources**

### **Financial Resources**

Available finances were utilized to purchase construction materials, in paying of taxes and duties associated with the construction works and also paying for the services offered by the Consultant and the Main contractor. They were also used to pay wages and salaries for the market workers and the Council's employees involved in the project. All the stakeholders contributed to the financial needs of the project. The World Bank provided the bulk of finance utilized in the construction of the market.

### **Human Resources**

The manpower utilized in the supervision, management, construction, market operations and maintenance was adequately available in the local area with the exception of engineering works provided by Gath Engineers. The area has adequate human resources. Thus, skilled and semiskilled labor was adequately available.

## **Physical Resources**

The production of the project utilized physical resources such as construction equipment and machinery (for example a concrete mixer) and construction raw materials such as sand, stones, cement, steel bars and galvanized iron sheets. These materials and equipment were available locally and were adequate. Stockists in the town had adequate supplies of these materials. They procured equipment and machinery from manufacturers and importers in Nairobi and the other materials locally. Sand, stones and water were readily available in the area.

## **Time Resources**

All activities of the project were carried out within a given time frame. The production of the project took about two years, that is, from October 1998 to September 2000.

## **Project Construction costs and Cost Sharing**

Based on the initial preliminary designs and details, the total estimated construction costs of the project exclusive of duties and taxes were **KES 9,648,000**. Of this sum, the Council agreed to contribute **KES 3,648,000** in kind to meet the costs for bulk earthworks and graded base (**KES 2,700,000**), Service buildings, which included toilet block, offices and refuse chamber (**KES 672,000**) and electric power supply and connection (**KES 276,000**). In addition the stakeholders (through the SWG) and the Council agreed to contribute **KES 1,000,000** and **KES 200,000** in cash respectively to pay for taxes and duties associated with the works. The World Bank – Government's contribution was **KES 6 Million** in grants funds paid through the Grants Funds Account of the International Development Association

## **Institutional Arrangements**

After various discussions, the SWG and the Council agreed to share the various responsibilities involved in the planning/design, implementation, operation and maintenance stages of the project as well as the joint operation of a dedicated account.

It was also agreed that the market facility would remain the property of the Council but the business operations and management including the employment of market workers (five workers by stakeholders and four workers by the Council) and fees collections

would be jointly owned by both the Council and the SWG on behalf of its members whose rights to specific market stalls would be guaranteed through their Constitution

### **Lessons learnt**

#### **(i) Community initiative**

The project was an example of community-initiated projects aimed at reducing poverty. The local community generated the idea of upgrading an existing market to cater for its felt need of commodity marketing, job creation and income generation. The community had contributed one (1) million Kenya shillings towards the construction expenses, supervised the construction process and was involved in its management of operations and maintenance until January 2003 when, due to political interference, the scenario changed and management went to the local authority.

#### **(ii) Cost-sharing policy**

According to the respondents, the project signified the crucial role of cost sharing in the successful implementation of Government-supported projects. It also signified that shared ownership and responsibility are crucial in the successful management of community assets.

#### ***(iii) Reciprocal role of local authorities***

The market was thought to signify the role of local authorities in service delivery. Respondents argued that the Council's contribution of KES 3,648,000 towards the construction of the market was a reciprocal duty to taxpayers in Nyeri.

#### **(iv) Donor-funding attraction strategy**

According to the respondents, donors are more interested in projects with direct benefits to the community. Because of the success of community participation in similar projects in Nyeri it became possible to get six (6) million Kenya Shillings from the World Bank towards the construction of the market whose total cost was KES 9,648,000.

To some respondents, this project demonstrated one of the strategies local authorities used to attract funding, especially from external financiers, to fulfil their responsibilities of service delivery.



## **Project shortcomings**

### **(i) Location**

The majority of the people today feel that Soko Mjinga was located far from potential users and/or customers when compared to the other two Nyeri's markets, that is, Nyeri Open Air Market and Mudavadi Market. The location of the market hinders the smooth delivery of goods by lorries because it was served by narrow access roads/streets that were extremely muddy during rainy seasons. It is argued that the only advantage of the market is its cleanliness and roofed stalls and slabbed floor, all convenient to users and/or customers during rainy seasons

### **Size**

Currently people feel that the market was inadequate when looked at in terms of potential users who were approximated at 800. The market has about 500 users/commodity sellers with only 205 having stalls. It is suggested that part of the neighbouring Kamukunji Sports Grounds be hived out for the market. The size could also be increased by installing a storey building; a factor considered when the market's foundation was being laid. Thus, it is possible to increase space this way.

### **Use**

The market was operating both as a wholesale and retail market and was for selling and buying food commodities such as potatoes, cereals and horticultural produce.

Only raw foodstuffs are allowed for sale. No cooked food is allowed for sale in the market as per health guidelines and regulations. Current proposals are that the market be expanded to accommodate other goods and services such as saloons, boutiques and restaurants

## **Project constraints**

### **Lack of Land Ownership**

Lack of land ownership led to the production of a small market, which could not meet the potential demand that existed. The Council owned the land and only offered 0.245 hectares out of the total area covered by the then Open air Soko Mjinga Market

## **Political Interference**

Some Nyeri Councilors were scheming to grab the market plot when the Council and the Government denied them control over the project. This caused conflicts.

## **Bureaucracy**

Cumbersome bureaucratic procedures within the Ministry of Local Government and the Ministry of Finance delayed the tendering process and even the release of part payments to the contractor. These factors resulted in the delay in the completion of the project.

## **Constraining Elements at the Operation stage**

### **a) Lack of a Critical Mass**

users argued that the market was located outside the Central Business District. Potential customers therefore preferred the Nyeri Open Air Market and the Mudavadi Market to Soko Mjinga wholesale and Retail Market. Fees charged at Soko Mjinga Market are said to be discriminatively higher than in the other two markets. Soko Mjinga market charged twelve shillings daily for every market stall. It also charged twelve shillings for every bag of produce entering the market for sale as gate fees. The other markets charged between seven and ten shillings for the same services.

While Soko Mjinga allowed only the sale of raw food commodities, the other markets allowed the sale of processed foodstuffs and other products including boutiques and house wares.

The above three factors led to stiff competition for Soko Mjinga market and hence denied it the potential and crucial critical mass essential for success

### **b) Lack of a Maintenance Plan**

Although the SMOU indicated that the Council was to undertake the major repairs and maintenance of the market with the stakeholders undertaking the minor and routine ones, there appeared to be no concrete maintenance plan

### **c) Lack of Transparency**

This was a problem among some members of the Stakeholder Working Group and the Council's Officials

#### **d) Political Interference**

When the market began operating in 2001 some Nyeri Councillors attempted to interfere with the allocation of stalls. The Councillors had promised their supporters stalls in the market. However, when this attempt failed, they are alleged to have incited traders to violence leading to the deaths of two traders on **31<sup>st</sup> January 2002**

In February 2003, the Minister for Local Government directed that Councils stop charging toilet fees countrywide. In Nyeri, Soko Mjinga Market suffered from this directive because the fees used to be utilised for maintenance activities as earlier observed. The political interferences therefore affected the smooth operations and maintenance of Soko Mjinga Market.

### **2.7 EMERGING ISSUES AND POLICY SUMMARY**

One of the main investments urban areas can make to promote urban economic growth, and improve market integration is to upgrade main and secondary wholesale and retail markets. Wholesale markets are still very important for supplying fresh fruit and vegetables to urban retail outlets in most African countries, and yet most secondary cities in Africa do not have dedicated wholesale markets. When upgrading market infrastructure, cities and towns must make sure that informal traders are not shut out.

An important factor to consider in locating new public markets is whether it will be accessible to both informal traders and poor consumers and how it will be served by public transport system. As a rule, larger markets are associated with greater competition and the best prices, but also the worst traffic congestion therefore a need to promote smaller markets too is imminent. Major markets are usually located in the center of town, which means that most poor urban households have trouble getting to them. In addition to providing public transport to major markets in the center of town, cities can make sure that there are secondary markets closer to where poor people live that are also well run and have adequate infrastructure. In 2004, the City of Johannesburg opened a satellite wholesale market in Soweto, which is more accessible

to poor urban households, and is considering opening other wholesale markets in similarly poor neighborhoods (Masondo 2005).

Such investments can be part of an urban area's economic development plan. The first goal of the City Development Strategy for Bamako, Mali, is to "promote economic development through productive employment creation and resource mobilization activities, through the organization and promotion of the informal sector; rehabilitated, created and managed market facilities, improved resource mobilization, an efficient artisanal policy and the organization and promotion of the agro-food sub-sector" (UN-HABITAT 2001)."

To get the best use of its physical investments, a city or town must also have a plan for the market's maintenance and management. As shown by the JFPM, corporatization of the public market can be one way to improve maintenance and management while reducing subsidy and corruption. In many African countries the municipal council derives significant income from levying fees on market traders who rent the stalls from the local authorities. However, perhaps even more municipal revenue could be collected if improved management is introduced such as privatization or corporatization of the market.

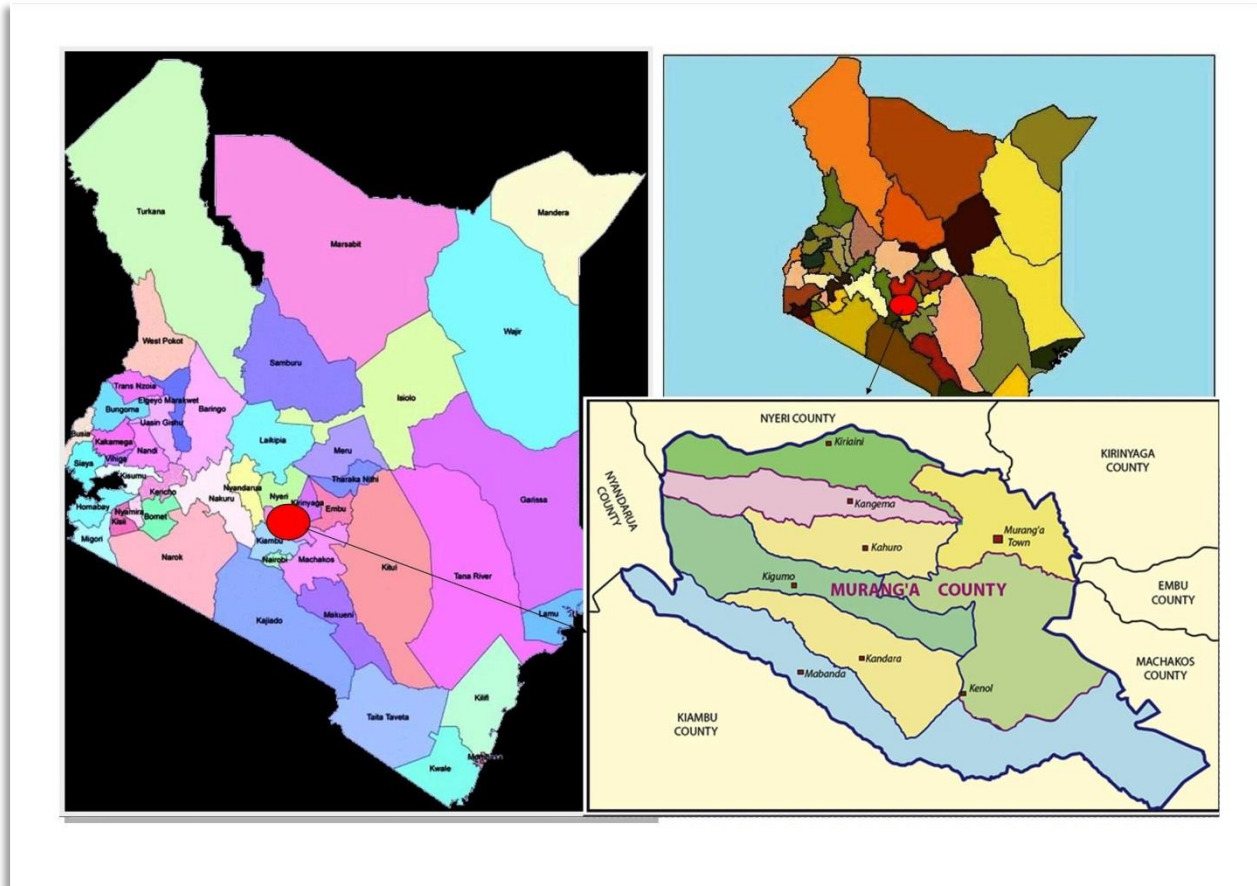
### **Traders' and transporters' associations**

One of the key actors in the market system in urban areas that the county government can support is the traders' association. Traders should elect members to the market committees that coordinate with the local government on policies related to the public markets. This is a mechanism by which county government can engage traders and their associations in decisions for improving market infrastructure, as well as options for maintaining and managing the market. As discussed above, municipal authorities do tax the traders and yet the latter rarely see the benefits of those revenues.

## CHAPTER THREE: SITUATIONAL ANALYSIS

### 3.0 THE SITE CONTEXT

Plate 4: the study area



The site lies at the Sagana bus terminus which is in Murang'a town. Murang'a town is one of the urban centres of Murang'a County. Murang'a lies between  $-0.969'$  and  $-0.564'$  latitudes,  $36.706^{\circ}$  and  $37^{\circ}27'$  Longitudes.

Bordering Nyandarua county to the west, Kirinyaga county to the east, Kiambu county to the south, Nyeri county to the north and both Embu and Machakos county south east. This sub county covers 1798 km square, with five administrative locations namely Kangema, Gatanga, Kahuro, Mathioya and Murang'a south sub county.

Murang'a County has a population of 942,581 as per year 2009 census. Murang'a county is a predominantly an agricultural economy, the main economic being agriculture and most farmers are small scale holding, there main agricultural crops grow here are Coffee, tea, milk, maize and beans

### **3.1 HISTORICAL DEVELOPMENT OF THE PROJECT AREA**

#### **3.2 SITE SELECTION PROCESS**

One of the steps in the relocation process is the choice of a suitable site from a variety of alternatives. The main problem to be solved on this stage is to decide which criteria will form the basis of choice. Davidson (1974) presented a regional planning methodology that could be used to solve this 'multi-attribute' decision problem. He stated that:

“The set of actions from which a decision maker must choose exactly one is finite and exhaustive. Each action is evaluated with respect to a finite set of ‘judgment criteria’; moreover, these can be represented as an  $n \times m$  matrix. The decision makers are requested to provide a complete ‘ordinal ranking’ on the criteria set”

This means that the decision maker must identify the relevant criteria upon which the choice must be made, and then rank how each site meets each attribute in order to arrive to the most preferred site. Charnetski (1976) explained that, when considering a site, four general groups of attributes are considered:

- i. Ecological and environment
- ii. Sociological and economic
- iii. Systemic-performance measures
- iv. Political

For the purpose of this project, the following component will also be crucial to consider

- v. Physical characteristics

#### **3.3 SITE ASSESSMENT**

The site assessment needs to occur within the context of the identified needs, from a number of perspectives.

##### **Site potential and relationships**

Each land parcel has unique relationships with other land parcels, each with their different structuring elements and relationships. The potential of each parcel in terms of these relationships, and uses which could be accommodated on it, need to be discovered.

##### **Site integration and/or discontinuity**

It is essential to integrate the site with other land parcels. The principles of achieving continuities and discontinuities are central to the integration process.

##### **The natural system**

Each land parcel is unique in terms of the natural system (geology, soils, topography, hydrology, climate, flora and fauna) which gives it its character. These features need to be carefully understood to determine the following:

- The presence of important ecological systems, which should be protected to ensure their continued functioning.
- The appropriate approach to development.

There are two basic approaches. The first relies on a strong, imposed geometry to create place. The other, which is a more organic approach, gives less direct direction and is usually more responsive to the natural landscape. The chosen approach is usually a combination of these basic approaches.

- The orientation. This is informed by aspects such as views, wind protection, the need to optimize light and shade, shelter from the elements, and so on.
- The engineering constraints. Natural conditions can play an important role in determining which engineering technologies should be used.
- The availability of resources. Sites may contain resources, such as building materials, which can be used in a development and which contribute to a unique sense of place.

### **The higher-order planning system**

The site must be contextualized in terms of higher level existing requirements of integrated development plans (IDPs)/local development plans (LDPs)/spatial development frameworks, integrated transport plans, local economic development and environmental plans applicable in the area.

## **3.4 SITE ANALYSIS**

### **PHYSICAL ATTRIBUTES**

#### **Site Topography**

Murang'a is predominantly a very hilly area. Its landscape includes steep slopes and valleys. The land rises gradually from an altitude of 914m in the East to 3,353m above sea level along the slopes of the Aberdares. The highest areas to the West have deeply dissected topography and are well drained by several rivers, which include Mathioya North, Mathioya South and Maragua flowing eastwards to join the Tana River. More than 95% of the land is generally mountainous.

Map 1: the topography of Murang'a





## **Soils and Geology**

The area is composed of volcanic rocks of Pleistocene age and basement system rocks of achaeon type. The study area can also be divided into three zones depending on the nature of the underlying rocks. Its physiography is profoundly influenced by the volcanic Aberdare Ranges in the western part of the region. Rocks of the Basement System occur in the east resulting to a prominently hilly rolling topography in the central part of the region. Moreover, it is dissected by several permanent streams, which in turn form the complex Tana-Athi drainage system. Some of the major Tana–Athi River tributaries found in Murang'a district include Mathioya (Mathioya North and Mathioya South) and Maragua. The geology of which is comprised of both volcanic and basement system rocks therefore gives rise to a variety of soil types. Highland areas have rich brown loamy soils suitable especially for tea. Coffee, maize and dairy farming are practiced. Soils in the lower areas are predominantly black cotton clay soils with seasonal impended drainage.

## **Climate**

The climate in this area is largely tropical wet and dry. This means that Murang'a experiences two rainy seasons each year. A cool (10-25° c) and wet (1500mm average) long rains period in march-may and a warm (20-30° ) during the short rains (1000mm) period in September-October

There are two rainfall seasons i.e. Long rains (March – May) and Short rains (October - November). The highest potential areas receive an average annual rainfall of between 1400mm and 1600mm. Low potential receive rainfall less than 900mm per annum. Rainfall in high and medium potential areas is reliable and well distributed throughout the year and is adequate for cultivation

Temperatures vary with altitude. In the Eastern lower areas the maximum annual temperatures range between 26° C and 30° C while the minimum annual temperatures range between 14° C and 18° C. In the western area, which is mostly high altitudes, the minimum temperatures can be as low as 6° C. Temperatures are moderate in the medium potential areas

## Population and Demographic Characteristics

### Population Size

Table 1: population size

<b>Divisions</b>	<b>1989</b>		<b>1999</b>		<b>2009</b>	
	Male	Female	Male	Female	Male	Female
<b>Kiharu</b>	85,701	92,783	40,889	43,979	87,487	93,589
<b>Kahuro</b>	-	-	43,543	48,561	-	-
<b>Kangema</b>	80,183	90,945	28,434	32,748	36,906	40,082
<b>Mathioya</b>	-	-	51,798	58,341	42,128	46,091
<b>Total</b>	165,884	183,728	164,670	183,634	176,621	179,762
<b>Grand Total</b>	<b>349,612</b>		<b>348,304</b>		<b>346,283</b>	

### Population Distribution by Gender

Table 2: population distribution by gender

<b>Constituency</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Households</b>	<b>Area(Km<sup>2</sup>)</b>	<b>Density</b>
<b>Kiharu</b>	87,488	93,590	181,076	51,132	410	441.88
<b>Kangema</b>	36,906	40,082	76,988	21,814	174	443.40
<b>Mathioya</b>	42,128	46,091	88,219	24,755	351	251.15
<b>Total</b>	<b>166,522</b>	<b>179,761</b>	<b>346,283</b>	<b>97,701</b>	<b>935</b>	<b>370.36</b>

## INFRASTRUCTURE SERVICES

### Water Supply

The major source of water for domestic and industrial use is rivers, springs, shallow wells, borehole and roof harvesting. Murang'a Water and Sanitation Company (MUWASCO) is the main supplier of water in Murang'a Town. They serve approximately a population of 41332 people out of a population of approximately 69000 people and they have approximately 19 square kilometers total coverage of piped water. There were two water treatment stations; Kayahwe and Kiharu water treatment but there is also an additional water treatment plant at Ndikwe

## **Liquid and Solid Waste Management**

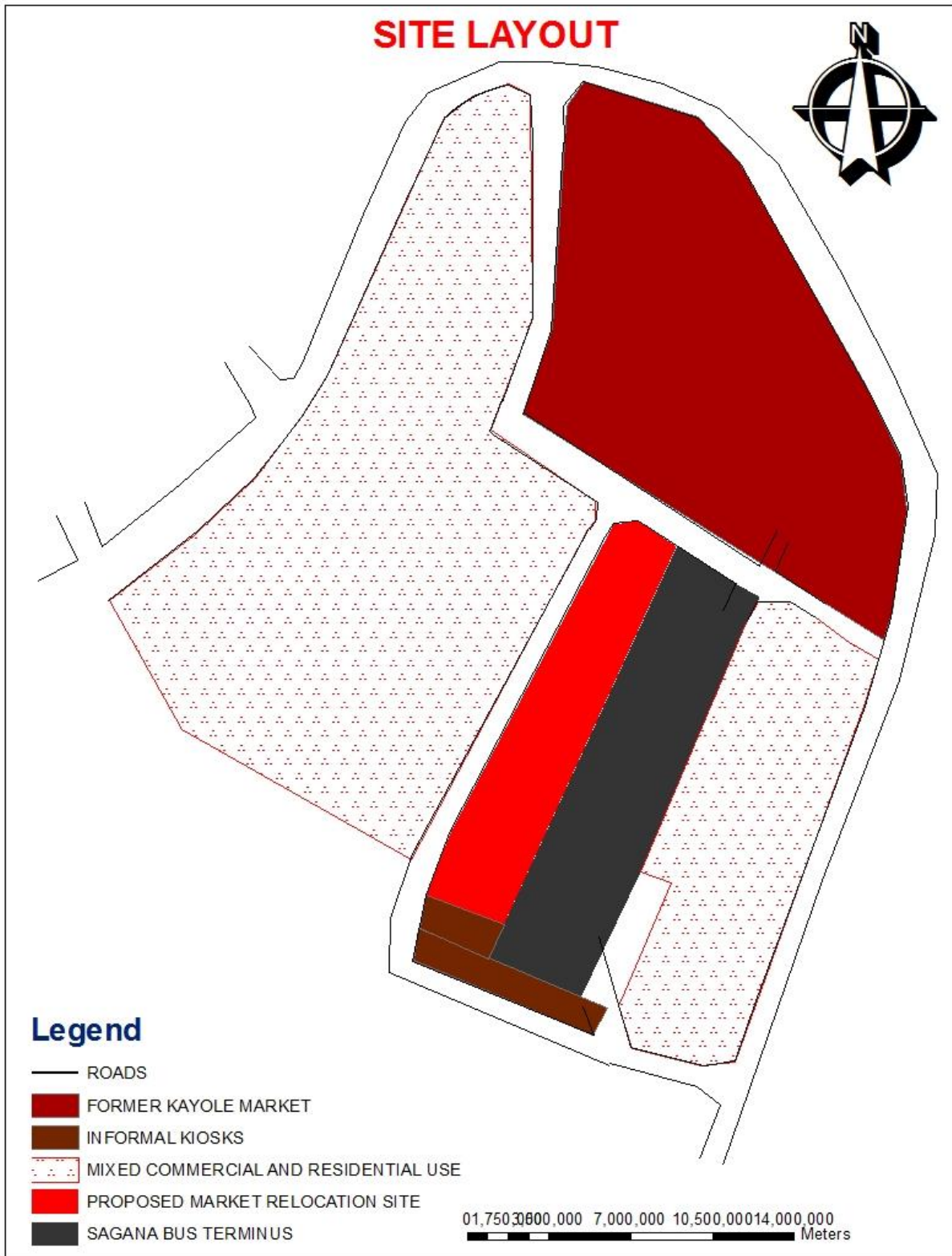
The types of solid waste generated in the study area are plastics and food residue materials. The amounts of organic waste are more compared to the in-organic waste, which requires more attention as far as its management is concerned. Such in-organic waste includes bio-medical waste and plastics.. NEMA being a compliance body monitors the management of solid waste and hence has a less role in the provision of solid waste related services. This role is left to the Murang'a county government office, to handle collection, transportation and disposal. The collection process and disposal of solid waste involved the use of Lorries

## **Electricity Provision**

Electricity is one of the most important sources of energy in the area as it is used to light up homes among other domestic uses. Its availability has also influenced and encouraged the setting up of many commercial, industrial and institutions in the muranga town. The area is connected to the national grid by the Kenya Power. Power lines run along the roads. There are also existing electricity generating companies run by Kengen such as Wanjie Power Station and Mesco Power Station

### 3.5 SITE LAYOUT/PLAN

Map 2: the site layout plan



## **Land Use Analysis**

Urban land use refers to spatial distribution of social and economic activities. The major land uses and activity area that are in close proximity to the site or within the site are analysed to inform the proposals advanced for the project site. In this context, they will inform the economic viability of the proposals and also compatibility with other land uses. The main adjacent land uses in the neighbourhood are as follows.

- Residential
- Commercial activities
- Light industrial
- Small scale agricultural activities
- Mixed use (residential, commercial and light industrial).

## **Agricultural**

Agriculture plays a major role in the national economic growth and development through employment generation, foreign exchange earnings and overall contribution to gross domestic product. Growth in agriculture can result in improved rural income, which has a significant and direct impact in reducing overall poverty. The sector also provides raw materials to the manufacturing sector and therefore stimulates multiplier effects in non-farm incomes and employment. A small strip of small scale agriculture occurs a few meters from the project site. However, they engage in non-food agriculture. However due to the market project being developed on site, those people should be encouraged to grow food crops which can be supplied to that market and thus lower the cost of food commodities significantly.

## **Mixed use (Residential, Commercial and Light Industrial)**

These activities are mainly housed in the buildings that are adjacent to the site. Commercial activities normally take the ground floor while the residential component taking the upper floors in a typical 3-floor house. The mixed use units are mostly a transformation and trying to tap to advantages so that the lower and fronting units can be allocated to commercial use while the rest can be used for residential.

## **Transportation**

The site is well served with adequate roads. The bus terminus that is just adjacent to the project site will be also provide a quick means of loading and offloading market goods while at the same time providing a ready market.

## **Housing**

This is the main land use activity in the study area. Residential houses have been built just adjacent to project site. The neighbourhood is slowly transforming into high rise apartments from the earlier medium rise apartments thus creating even a higher catchment population for the market project.

### **Community facilities**

The major community facility that is near the site is the Mumbi stadium that was recently redeveloped. As such the market if properly developed can be a form of social space. Also the space that used to be Kayole market should be developed into a recreational park to further promote social interaction in the urban core.

### **SOCIO-ECONOMIC ACTIVITIES**

Majority of people who operate in this area middle to low income earners from the results of the field research conducted.

### **SITE POTENTIAL**

#### **Market**

Most people who work in Murang'a town and stay in the areas of Mumbi estate and Kandudu mostly obtain their groceries from this section of the town. The informal kiosks that operate in this area record very high sales in those peak hours. During the day, the market that thrives is selling of fruits to people who are boarding or alighting from the public service vehicles at the Sagana bus terminus. This was noted by the researcher during field observations. Also majority of the residents who stay close to the site obtain their food stuffs from the informal traders who operate here that is why an informal market is slowly developing on the site. The site is easily accessible in terms of location.

#### **Security**

As noted during the research study security in this area was noted to be a major concern due to the many jobless youths who idle around this area. To increase security and to create job opportunities, the youth will be encouraged to form a welfare group, and the county government can then sponsor them to start small business and take advantage of the market project being developed where they can be selling their goods.

## **Recreation**

the study area lacks a proper public recreation park. The land on the earlier market site, which is currently lying un-utilized, can be converted into a modern recreation park. People can be using the recreation park for weddings, entertainment, and leisure. Users can be paying a certain fee to access the park which will mostly be used for maintenance activities such as cleaning. This will go a long way still in minimizing insecurity, promote aesthetic beauty in this area and also create job opportunities for the youths who stay idle in this area.

## **Light industrial**

The site also has people who engage in light industrial activities. These include the making of products such as metallic doors, window frames and such. To utilize the site into its full potential, a diversification should be encouraged.

### **3.6 INSTITUTIONAL, LEGAL AND FINANCIAL ISSUES**

The key institutions governing Murang'a County is the Murang'a county government. As such, the project area falls under the jurisdiction of the Murang'a county government, and is governed by the provisions of the Urban Areas and Cities Act, The County Government Act and The Physical Planning Act. The plan for the site will be a part development plan in accordance with the physical planning act giving precise sites for immediate implementation of project components,

the County Government Of Murang'a is the key institution in charge of the development. for the environment, the Murang'a county environmental management laws will apply in consultation with NEMA. others will be traders, other users of the space and the physical planning department. Finances will be generated from the kitty of implementation of county plans however a scheme fro the contribution of the stakeholders and users will be necessary. The market project will be under the management of the county government of Murang'a who may opt to deliberate the function immediately

### **3.7 DEVELOPMENT FRAMEWORK**

For a successful market relocation plan, it is important to undertake a site assessment in order to establish the best site which is most viable for a market project. This is normally done by choosing from a list of available alternatives. The site on which the market is to be relocated has stable soils and the climatic conditions are also ideal. Planning issues on the site that can be identified include poor drainage, and lack of a market that is well designed, and located.

The study that will borrow from the case study that was reviewed and thus come up with an integrated market development, in an appropriate site that will be well provided with the requisite infrastructure that also tries to accommodate hawkers and street vendors.

This will lead to the development of a retail market centre that will be sustainable and responds to the needs of the users. This will be summarized in a conceptual framework illustrated below.



## **CHAPTER FOUR: PROJECT PLANNING DESIGN AND IMPLEMENTATION**

### **4.0 OVERVIEW**

As outlined in Chapter one of this report, the objectives of this project will be achieved through a series of designs. The designs have been developed through a series of steps as outlined in the subsequent sections of this chapter. This chapter will thus propose planning interventions and programmes that will be focused towards developing an effective market facility that will address the identified issues and ensure the projects' objectives are met.

### **4.1 PLANNING AND DESIGN OF THE PROJECT**

#### **Expected outputs and outcomes of the development project**

Considering the findings from the research project, the area is to be developed in the following manner

- To demolish stalls at the previous site, flatten out the place, clear vegetation and fence off so that it can be used for another more economic land use.
- Designing of the new market at the Sagana bus terminus which will involve all market infrastructure such as stalls
- Creating of a parking facility

The expected outcomes will be a spatial plan in the form of design drawings guiding development in the area. As such this involves plans, sections, elevations and different views and perspectives of the different project components. As such the plan seeks to achieve the following.

- High economic use of space
- A market that is suitably located to serve the needs of both the consumer and the trader
- Reduced acts of insecurity
- Provision of adequate space for trading
- Adequate accessibility to the market

### **4.2 GUIDING DESIGN PRINCIPLES AND PROPOSED SIZE OF UNITS**

- The various traders for which the market is being constructed will be divided into various sections to promote efficiency and ease of management
  - Vegetables and groceries

- Clothes
- Adequate air circulation
- Ease of movement/circulation

#### **4.3 COMPREHENSIVE MARKET PLAN**

The proposed market facility will need to fulfil a number of needs; in order to identify these, there is need to first identify the various uses that the market will have to accommodate. These uses have been outlined above.

As such the market needs to accommodate:

1. Sale of clothes
2. Sale of agricultural farm produce
3. Open air market for periodic vendors and hawkers
4. Waste management site
5. Internal and external circulation.
6. Administration offices

Thus the market will be divided into total 5 zones summarized below

Zone 1- waste disposal area for use 4

Zone 2 – market area for use 1 and 2

Zone 3 - open air market for zone 3

Zone 4 – administration offices for zone 6

The comprehensive spatial plan for the market is as shown below

Plate 5: Market master layout

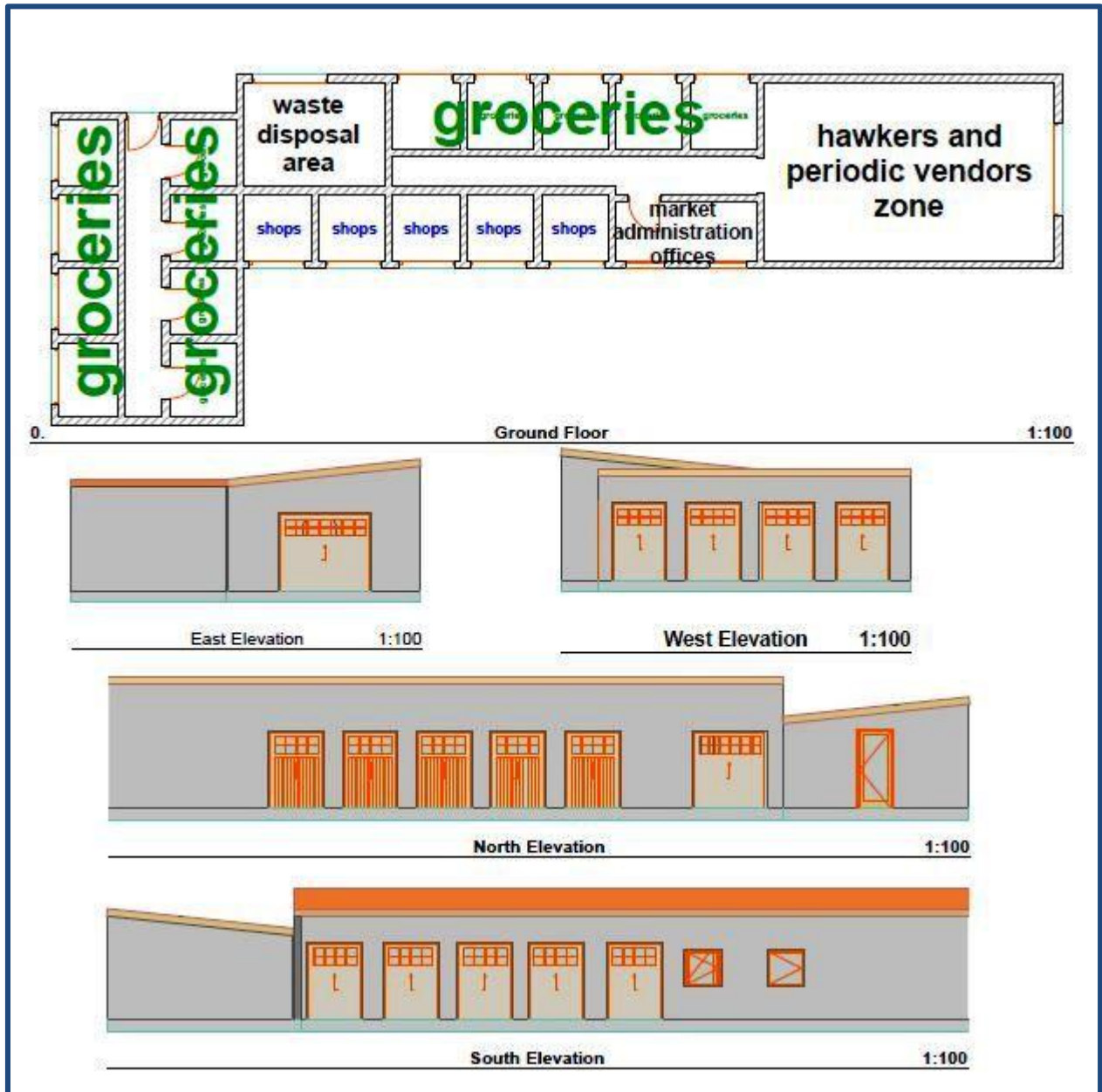
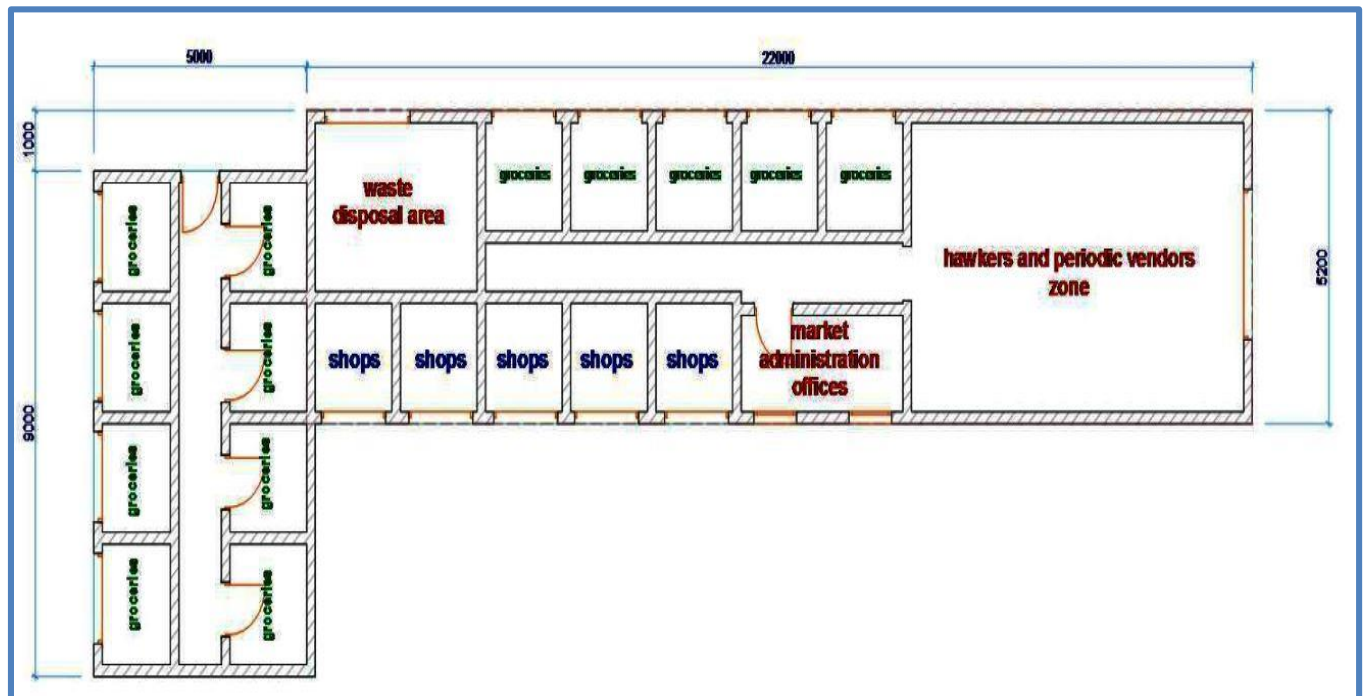


Plate 6: the market floor plan



#### 4.4 DESIGN ASPECTS

##### SITE ACCESS

###### External Circulation

The site is well accessed from different roads since it is next to the bus terminus.

###### Internal Circulation

Inside the market, only pedestrian traffic will be allowed. The design will be such that provision of pedestrian walkways will be provided. Due to the small size of the market, handcarts and such means of transportation will not be entering inside the market to minimize congestion as is the case of Muthurwa market in Nairobi. The handcarts will be offloading outside the market and the goods will be transported inside by human porters

###### Drainage

Drainage was one of the main challenges identified during research that faces people in this area. However, where the market will be situated, there is good natural drainage thus construction costs will be minimal.

It is crucial to prevent soil erosion on the site at all expense, through mitigating measures like terracing. If no measures are taken after construction, deep gulleys will be formed which will even expose the foundations of the market making it liable to collapse. Thus building surface drainage will be an additional measure to ensure that the area is properly drained.

## **SANITATION**

### **Solid Waste Disposal**

The waste generated from the market will mostly be organic in nature. This requires a proper waste management system. For the purposes of this project, a waste collection point will be designated where people can be disposing off their waste. The wastes are to be collected thrice per week to keep the area clean and healthy to live in.

### **Liquid Waste Disposal**

There is need to provide sanitation blocks/ablution blocks to serve the users of the market. The facility should be far away from the area where foodstuffs are sold. Also they should be well oriented with wind directions to avoid bad odours filling the market thus making users uncomfortable. The toilet facility will be connected to the sewer line that runs in this area. However, to provide more employment opportunities for the jobless people in this area, the facility will be operated on a pay-and-use basis. This will be two ways where the toilets will be kept clean and hygienic and at the same time providing a source of income to the youth groups.

The design provided will accommodate both male and female users

## **WATER SUPPLY**

As found out in the field survey, the area is well connected with water from the Murang'a Water And Sewerage Company. Thus water required for cleaning the market and also maintaining the fruits and vegetables fresh will be obtained from the pipe that serves this area. A water tank will also be a requirement mostly to serve the sanitation blocks when there are shortages in water supply from the main line.

## **ELECTRICITY SUPPLY LIGHTING**

The area is already connected to the national grid. Thus what will be required is the market to be connected with power from the main electricity lines in this area. There is

also a need to supply street lighting especially all-round the market to further enhance security.

## Landscaping

This will be done using grass and shrubs in the unpaved areas to further mitigate on soil erosion. Thorn less flower types should be the ones selected so that there are less injuries to the users. If well done, the landscaping will make the market aesthetically attractive and make the area more appealing.

Large trees should not be planted near the market because they can be very dangerous during storms. Large branches can fall off and destroy property and also injure people.

## Market Stall Design

The Nairobi city county, in conjunction with private sector investors, unveiled market traders own and run standard built kiosks. The product was expected to positively impact Nairobi's landscape through eliminating the polythene, timber and iron sheet kiosks and replace them with custom made kiosks. These modern kiosks have a clean and functional design, easy to construct and install and relatively cheap. These modern kiosks will be adopted to be used for this market facility.

Plate 7: market stall design

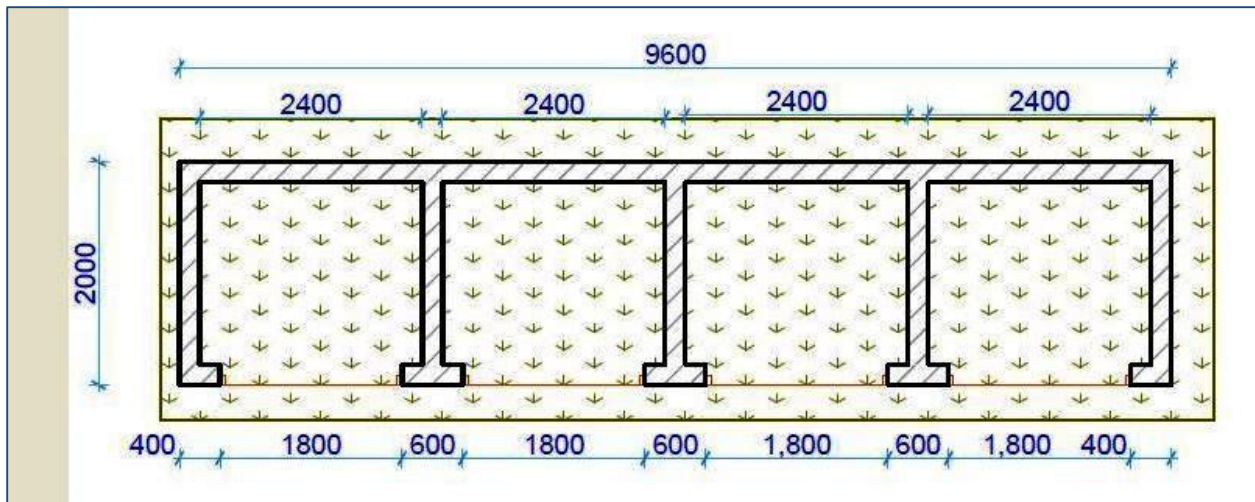
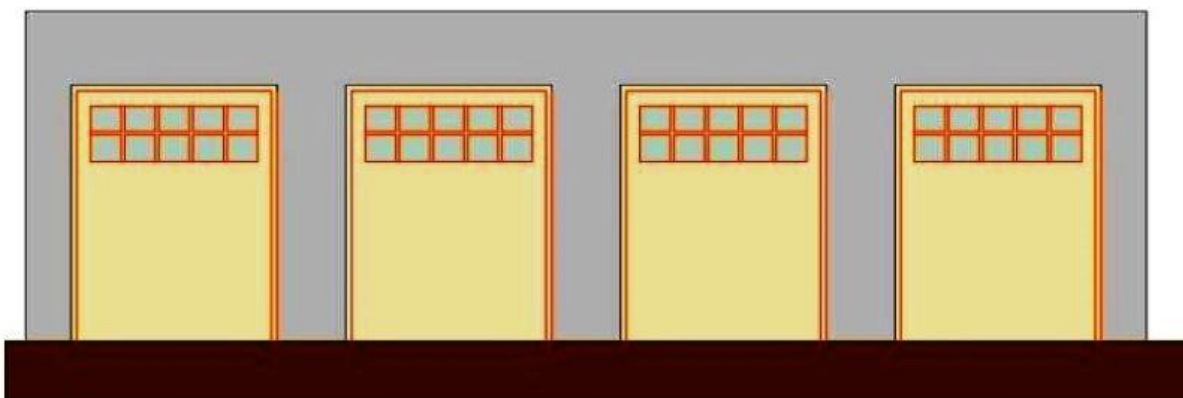


Plate 8: front elevation of the market stall



### Sustainability

For the proposed market project to be sustainable, it should be a place where people can obtain a wide range of goods conveniently. That is the market has to be easily accessed by the buyer, goods offered to be quality and affordable. Also the market management must ensure that the facility is run in a way that ensures that it develops to its full potential.

### 4.5 IMPLEMENTATION SCHEDULE

Table 3: implementation schedule

OBJECTIVE	STRATEGIES	PROGRAMMES	ACTORS
To develop a programme that facilitates the relocation of market activity from the current site to the Sagana bus terminus while at the same time terminating all market activities from the previous	Selecting a suitable project site  Relocating all market activities from the kayole area to the sagana bus terminus		Murang'a county government

site			
To develop a framework for the project features and components into their spatial and physical attributes with regard to implementation	Developing a site plan for the market	The preparation of a comprehensive market site plan and design of various components	Murang'a county government
To develop a detailed project implementation, monitoring and evaluation framework against the relevant policy provisions	Ensure community participation through every step  Promote public-private partnerships	Establish a market stakeholders forum that will oversee the project commencement to completion.	Murang'a county government

#### 4.6 PROJECT IMPLEMENTATION AND PHASING

From the case studies, we can conclude that such a project can be implemented within a period of 1.5 to 2 years. The implementation plan will be as outlined below

Table 4:project implementation and phasing

Implementation Plan for Development of a Market Facility at Sagana Bus Terminus								
Activity	1-3	3-6	6-9	9-12	12-15	15-18	18-21	21-24
Time(months)								
Establishing the market stakeholders forum								
Forum meetings								



<b>Prepare feasibility study</b>								
Market design infrastructure								
Capital cost estimation								
Revenue estimation								
Operating cost estimation								
Financial analysis								
<b>Mobilizing finance</b>								
Prepare investment prospectus								
Approach/negotiate with investors/banks								
<b>Tendering process</b>								
Specification of works								
Prepare tender documents								
Invite tenders								
Evaluate contractors								
Award contract								
<b>Construction works</b>								
Construction and supervision of works								
<b>Market administration</b>								
Appoint market staff								
Prepare market leases and rules								

<b>Commissioning the market</b>								
Prepare and run market campaign								
<b>Opening the market</b>								
Other phases								
Phase 2								
Phase 3								

#### 4.7 FINANCING AND OTHER MATERIAL REQUIREMENTS

The implementation of this project will have considerable requirements in terms of monetary costs and human resource among other resources.

The project will mainly be funded by the County Government of Murang'a, private stakeholders and contributions from the local community. It is further proposed that the market traders to form a self-help group. According to the societies act, the group is to have its own constitution which should also be in line with the provisions of this Act. As such, a democratically elected committee will steer the operations of the market.

From the case studies, it is possible to evaluate the costs that will be incurred in the construction of this market as well as other financial needs.

#### Project costing

Table 5: project costing

	<b>MARKET</b>	
1.	CCN Stalls	2,400,000
2.	Water tanks	50,000
3.	Roofing material	5,000,000
	<b>PARKING</b>	
4.	Masonry blocks	3,600,000
5.	Timber	2,500,000

6.	nails	70,000
	<b>SEPTIC LATRINES</b>	
7.	Masonry blocks	1,800,000
8.	Roofing material	545,000
9.	timber	500,000
10.	nails	5,000
11.	Sanitary and plumbing fixtures	6,000,000
	<b>OTHERS</b>	
12.	sand	800,000
13.	cement	1,000,000
14.	Emulsion paint	20,000
15.	Electric installations	300,000
16.	landscaping	300,000
17.	labor	2,000,000

**\*the figures given are estimates**

Source: author 2014

#### **4.8 LEGAL AND INSTITUTIONAL REQUIREMENTS**

This market will operate under the regulations of market by-laws since they have not yet been revised to accommodate the new changes as provided for in the devolved system of government.

The market by-laws establish an overall managing authority that would be in charge of day to day operations of the market. This established authority will ensure that the market runs seamlessly and should enforce the necessary rules to properly govern the facility. The institutional requirements are summarized in a table below

Table 6:institutional requirements

<b>Actors/implementing agency</b>	<b>Roles</b>
Director of Physical Planning	Pursuant to Physical Planning Act Cap 286 is required to prepare the redevelopment plan required for this project
Minister of Lands, Housing and Urban Development	Required by law to approve the renewal plan prepared by the director of physical planning
National Land Commission	Pursuant to the constitution and national land commission act of 2012 is required to monitor and have an oversight responsibility over land use planning in the country and by extension this market development project
County Government Of Murang'a	<p>Responsible for providing supporting laws and regulations for the relocation of this market</p> <p>Will oversee the approval of the development plans and designs of the proposed relocation</p> <p>Mandated by law to oversee the implementation of this project revenue collection</p> <p>Site management (garbage collection and clean ups)</p>
NEMA	In charge of environmental sustainability of the project i.e. approval of the environmental impact assessment reports and continuous monitoring of the project to ensure compliance
Area residents	Will be required to offer both skilled and unskilled expertise inform of labor and ideas to realize the project
Private Investors and other Development Partners	Will be an important source of funds for the construction works

#### 4.9 EXPECTED OUTPUTS, OUTCOMES AND INDICATORS

The main outcome from the implementation of this project will be the creation of employment opportunities for some of the youths who spend their time in this area just idling. They can be employed as luggage carriers and such. Also, to ensure security in this area, the youths will further be advised to form a security group that will ensure that no criminal activities occur in this area and that the goods stored in the market are safe. In order to assess the progress and success of the project, certain aspects should be formulated.

Expected outputs and outcomes of the development project

Table 7: expected outputs and outcomes

Expected outputs	Expected outcomes
Pleasant living conditions	Better security An accessible market Sustainable market Provision of basic infrastructure
Generation of employment	Establishment of intra and inter trade linkages  Increased job opportunities for the unemployed youths in the area
High quality landscape	A well-integrated natural and built environment  Improved tree and green cover  Well-designed external spaces  Improved landscaping and environment aesthetic
Institutional reforms	Enhanced roles of CCN in offering the required services to the estate  Improved market management system both at the public and private levels
Formulation of policy guidelines for market	Establishment of proper zoning regulations

development in urban areas	for the redevelopment of markets
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## CHAPTER FIVE: MONITORING AND EVALUATION

### 5.0 Overview

Monitoring and evaluation can help the project stakeholders extract relevant information from past and on-going activities that can be used as the basis for programmatic fine-tuning, reorientation and future planning. Without effective planning, monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved.

Monitoring and evaluation is essential for the assessment of the quality and impacts of this project in light of its objectives. The process of monitoring is a never ending process that continues after the project is done, this process entails systematic collection and analysis of information of the project progress through operation and after. The monitoring in this project will be carried out at specific time intervals in order to keep track of the steps in the development process and also to monitor the public's reaction and reception of the provided information. The process will enable the review of progress, identification of problems in design and/or implementation and initiation of relevant adjustments. In order to ensure the set objectives are achieved and a workable project is attained, an appropriate monitoring and evaluation system has to be put in place.

Monitoring and evaluation puts the project on course to ensure the final intended output is achieved within stipulated time frame intended to be. The process takes place at all levels of development project and uses both formal reporting and informal communications. A minimum common format for monitoring and evaluation reports is established by stakeholders and involved agencies, based on which, the project will build its own internal monitoring design and evaluation process.

**Monitoring** can be defined as the on-going process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.

**Evaluation** is a rigorous and independent assessment of either completed or on-going activities to determine the extent to which they are achieving stated objectives and contributing to decision making.

## **5.1 OBJECTIVES OF THE MONITORING AND EVALUATION PROCESS**

- a) Ensure the program and implementation schedule runs as planned
- b) Identify project impacts and their nature to ascertain way forward
- c) To ascertain efficient use of project resources
- d) To allow for stakeholders in the project process

### **Monitoring and Evaluation Stages of the Implemented Development Project**

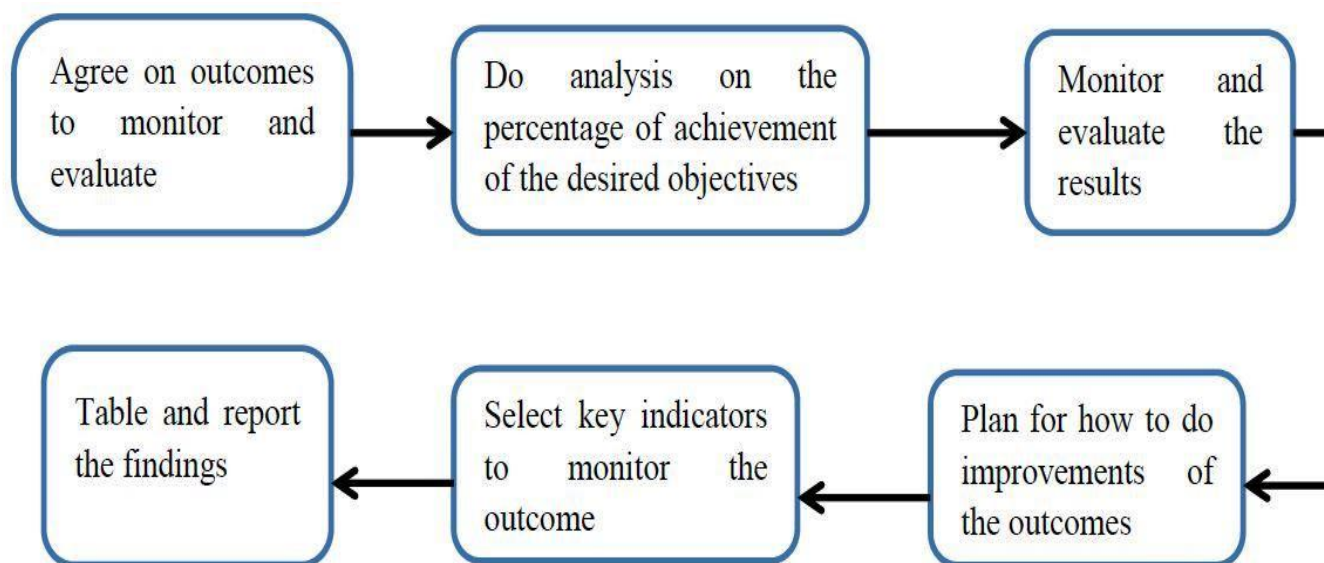
Upon successful completion of the project, monitoring and evaluation of the project will be done periodically by the involved stakeholders. The stakeholders will have a well constituted institutional structure with each arm having its own mandate in the process. Evaluation is carried out to compare how the new design has helped solve the identified challenges and what can be done to better the situation. It enables the stakeholders to review progress and to propose action to be taken in order to achieve the objectives. This process is the basis of measuring the success of the development project

The process identifies actual or potential successes or failures as early as possible and facilitates timely adjustments to the operations. It takes place at all levels of management and uses both formal reporting and informal communications. The representatives of different stakeholders will be engaged in monitoring and evaluation of the project

The stages involved in the monitoring and evaluation process are as presented by the figure below.



Figure 1: monitoring and evaluation process



## 5.2 EVALUATION APPROACH

The M&E approach that will be used for this project will be the evaluation approach, which comprises of the following stages, mid-term, terminal and post-implementation evaluations

### 1. Mid-term evaluations

These evaluations will be done during the course of each stage of the project to ascertain that the project conforms with the desired targets. These evaluations are organized and conducted by the various stakeholders. As such any undesired changes can be corrected and appropriate adjustments made.

### 2. Terminal evaluations

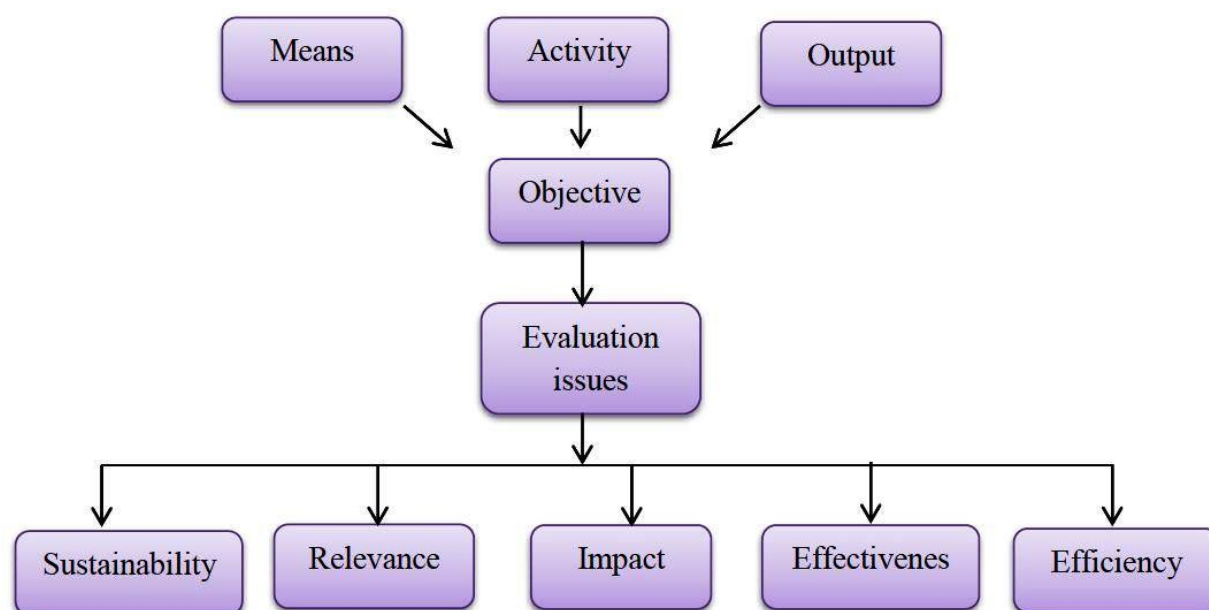
These are evaluations done at the end of each phase of the project implementation stages. This is done to ensure what was set out is achieved. The project is weighed against its set goals and objectives taking into consideration aspects such as social, economic and environmental.

### 3. post-implementation evaluation

this type of evaluation is done to find out what the impacts of the market will be after its completion. As such it will look at the impacts on the form and function of the market to the surrounding areas of Murang'a town.

A simple evaluation model is represented below

Figure 2: simple evaluation model



### 5.3 TECHNICAL ISSUES IN MONITORING AND EVALUATION OF A PROJECT

Monitoring helps to assess whether the project is being implemented as it was planned. It enables a continuous feedback on the status of the project implementation, identifying specific problems as they arise. The evaluation process on the other hand aids in analyzing how the project operates. There are two methods of evaluation namely:

- Cost-effectiveness evaluation: this is important in assessing projects' costs in particular to their relation to alternative uses of the same resources and to the benefits being produced by the project.
- Impact evaluation: this is mainly done to determine whether the project had the desired effects on individuals, households, and institutions, and whether those effects are attributable to the project. A good example of the impact evaluation is the Environmental Impact Assessment (EIA).

### **Hindrances to a Successful Evaluation Process**

There are several hindrances to a successful evaluation process which need to be avoided during the monitoring and evaluation of this project. These include:

- Poor coordination among involved agencies and stakeholders hence prevents data aggregation across the involved sectors.
- Data assessment not shared among involved agencies and stakeholders, causing inconsistencies and excess data collection costs.
- Lack of commitment by involved stakeholders and agencies to monitoring process leading to delays in the implementation process.
- Limited availability of monitoring and evaluation information, by coordinators of the project.

### **5.4 GUIDELINES FOR THE IMPLEMENTATION OF THE DEVELOPMENT PROJECT**

The following concepts will be used in the monitoring and evaluation of this project to ensure an effective evaluation.

#### Reporting

This will involve proper communication to all stakeholders by updating them on the progress of the project. During this reporting, the stakeholders will be informed of the timeframe, the goals and objectives

#### Consultation

Consultations will be conducted with the professionals and other experts to arrive at the proper market design that accommodate the different users and at the same time being sustainable.

#### Community awareness

The community will be involved every step of the way to make sure that their views are taken into consideration and as such they can own the project  
Also the implementation

### **5.5 SITE MANAGEMENT PLAN**

Since most of the proposed projects will impact on the existing site and environment, there is need to develop a site management plan for the project area. The plan is aimed at mitigating negative impacts on the environment and ensuring sustainable utilization of the developed area.

## Site/environmental management plan

Table 8: During construction management plan

Item No	Anticipated impacts and sources	Proposed action	Responsibility and timeframe	Targets to achieve	Monitoring parameters
1.	<p><u>Air quality</u></p> <ul style="list-style-type: none"> <li>Dust and particulate matter</li> <li>Surface depositions</li> <li>Bronchial and eye problems</li> </ul> <p><u>Sources</u> Construction activities (earth moving and machinery operations)</p>	<ul style="list-style-type: none"> <li>◆ Ensure earth surface roads, deviations and dry materials are kept damp at all times</li> <li>◆ Keep inevitable dusty conditions and/or emissions as short as possible</li> </ul>	<p>The contractor</p> <p>The resident engineer</p> <p>Immediate action and maintained throughout the project</p>	Low visible particulate matter in the air	<ul style="list-style-type: none"> <li>◆ Dust levels within the project</li> <li>◆ Exhaust fumes from construction machinery</li> </ul>
2.	<p><u>Vegetation cover degradation</u></p> <ul style="list-style-type: none"> <li>Removal of vegetation from road reserve and deviation routes</li> <li>Loss of vegetation from material sites and access routes</li> </ul> <p><u>Sources</u> Construction of deviations quarries</p>	<ul style="list-style-type: none"> <li>◆ Implement top-soiling and grassing program for open spaces</li> <li>◆ Introduce soft shrubs in the median of the dual carriages</li> </ul>	The contractor and resident engineer	Vegetation trend that is also safe to the road users	<ul style="list-style-type: none"> <li>◆ Greenery within the project site</li> </ul>
3.	<p><u>Environmental pollution</u></p> <ul style="list-style-type: none"> <li>Visual pollution (from dust and emissions)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Establish dust control program and machinery</li> </ul>	<p>The contractor</p> <p>Resident Engineer</p>	Minimal disruption to physical, biological and	<ul style="list-style-type: none"> <li>◆ Water quality</li> <li>◆ Environmental features</li> </ul>

4.	<u>Land degradation</u> <ul style="list-style-type: none"> <li>• Soil loss</li> <li>• Soil quality degradation</li> <li>• Material sites</li> </ul> <u>Source</u> Material extraction and transportation	<ul style="list-style-type: none"> <li>◆ Monitor land use trends</li> <li>◆ Initiate a planned vegetation program at the project site</li> <li>◆ Rehabilitation plans of material sites with land owners</li> </ul>	The contractor and resident engineer	Conservation of soils on all facades of the projects sites	<ul style="list-style-type: none"> <li>◆ Land use trends</li> </ul>
5.	<u>Health and safety</u> <ul style="list-style-type: none"> <li>• Potential accidents at material quarries</li> <li>• Environmental diseases (bronchial and eye problems)</li> </ul> <u>Source</u> Construction dust and emissions Material sites	<ul style="list-style-type: none"> <li>◆ Provide safety programs for material sites and working areas</li> </ul>	The contractor and resident engineer  Entire project period	Information flow and dissemination on health and safety	<ul style="list-style-type: none"> <li>◆ Complains on health</li> <li>◆ Safety aspects related to the project construction activities</li> </ul>
6.	<u>Material sites (hard stone, gravel and water)</u> <ul style="list-style-type: none"> <li>• Land degradation</li> </ul>	<ul style="list-style-type: none"> <li>◆ Rehabilitate the material sites after construction.</li> </ul>	Contractor and resident engineer	Sustainable abstraction of materials	<ul style="list-style-type: none"> <li>◆ Abstraction sites</li> </ul>

	<ul style="list-style-type: none"> <li>• Loss of land vegetation cover</li> <li>• Access roads' damages</li> <li>• Water quality</li> </ul>				
7.	<u>Decommissioning</u> <ul style="list-style-type: none"> <li>• Material sites</li> <li>• Equipment removals</li> </ul>	<ul style="list-style-type: none"> <li>◆ Rehabilitate all material sites and preparation yards</li> <li>◆ Remove all construction equipment and excess materials from the site</li> </ul>	The contractor under supervision of the resident engineer	Rehabilitated material sites and cleared material preparation yards	◆ Usability of the affected material sites and preparation yards.

Table 9:After construction management plan

Item No	Anticipated impacts and sources	Proposed action	Responsibility and timeframe	Targets to achieve
1.	<u>Air quality</u> <ul style="list-style-type: none"> <li>Hydrocarbon emissions</li> </ul> <u>Sources</u> Vehicles in site	<ul style="list-style-type: none"> <li>Planting of trees along roads as carbon sink</li> </ul>	The county Government of Murang'a	Low emissions in the air
2.	<u>Environmental ambience</u> <ul style="list-style-type: none"> <li>Increased noise levels</li> </ul> <u>Sources:</u> Vehicles in transit Bus park market	<ul style="list-style-type: none"> <li>Create green buffers between other buildings and the market and bus park</li> <li>Avoid building openings from directly facing the market and bus park</li> </ul>	The contractor and resident engineer	Low noise in the air

## **5.6 INDICATORS FOR SUCCESSFUL PROJECT IMPLEMENTATION**

After the project is completed, it is important to evaluate the market's impact. This involves assessing the market's social and economic impacts, as well as how the resource has been utilized over the course of the project implementation process. This assessment process is important as it helps stakeholders identify any necessary adjustments that should be made to the market's future operation and design

### **PROJECT IMPACT**

It is expected that the project's impact will be as follows

- i. Enhanced marketing of goods and increase in trade activities in the area and Murang'a town as a whole
- ii. Decreased levels of poverty and unemployment in the area.
- iii. The increased economic well-being of the area residents

A negative impact however will be increased competition with the already established private enterprises in the area. However the project will positively affect the growth of small-scale traders and wholesalers

### **PROJECT BENEFITS**

In order to assess the project impacts, it is necessary to clearly articulate how its benefits may come about. This is because merely providing a market facility does not guarantee an area's growth and development but it is one of the "few tangible signs of commercial growth through generating opportunities in non-agricultural employment, new sources of farm income, and improved transport facilities and accessibility". (Good, 1971)

The potential benefits of this project will include

- Increased urban agriculture
- Creation of more job opportunities
- Reduction in urban poverty
- Increased revenue collection by the Murang'a County Government

### **PROJECT RISKS**

It is important to identify and describe the risks that are likely to influence the overall design and implementation of a project. At the design stage these risks are identified to some level so that the necessary mitigation measures are developed. However, some



risks are inevitable and may cause some components of the project to be delayed or not implemented. Some of these risks are discussed below.

**Table 10: project risks and mitigation**

RISK	PROBABILITY			MITIGATION MEASURE
	HIGH	MEDIUM	LOW	
FINANCIAL	•			<ul style="list-style-type: none"> <li>• Fostering partnerships with the private sector</li> <li>• Cost sharing with donor agencies</li> <li>• Ensuring community participation in financing</li> <li>• Accurate cash flow projections</li> </ul>
OPERATIONAL		•		<p>Must clearly define market procedures in the following areas</p> <ul style="list-style-type: none"> <li>• Market rules and regulations</li> <li>• Policies regarding stall allocation and rental costs</li> <li>• Revenue collection and daily fees</li> <li>• Sanitation and health standards</li> <li>• Maintenance</li> <li>• Dispute resolution</li> <li>• Effective market operations</li> </ul>
POLITICAL			•	<ul style="list-style-type: none"> <li>• Clearly defined market authority</li> <li>• Clearly defined stakeholder roles</li> <li>• Regular stakeholder meetings</li> <li>• Transparency in the tendering process</li> <li>• Ensuring the financial autonomy and self-sustainability are the goal of market operations</li> </ul>

## **5.7 CONTRIBUTION OF DEVELOPMENT PROJECT TO PLANNING PROFESSION IN KENYA**

### **Market development**

In Kenya, under the old constitution, market development and the preparation of market by-laws was the role of local authorities. However, it is now the role of county governments to prepare county plans that would oversee identifying potential sites that can be developed into markets.

### **Informal markets**

In the development of new markets in Kenya, it should be a requirement to incorporate street vendors and hawkers in the design of these markets or designate some specific areas that this group of traders can be operating from to minimize friction between them and the enforcement authorities from the county governments.

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## APPENDICES

### THE UNIVERSITY OF NAIROBI

#### DEPARTMENT OF URBAN AND REGIONAL PLANNING

#### THE CHALLENGES FACING KAYOLE MARKET IN SERVICE PROVISION

#### MURANG'A TOWN

*Declaration: this information is confidential and is meant for academic purposes only*

Questionnaire for Entrepreneur

#### **PART A: preliminary information (household)**

1. Questionnaire no .....
2. Area/market location .....
3. Name of respondent (optional) .....
4. Status of respondent relative to the business
  - a. Owner .....
  - b. Husband/wife.....
  - c. Other (specify).....
5. Marital status
  - a. Married
  - b. Single
  - c. Separated
  - d. Widowed
  - e. Others (specify)
6. number of people in the household.....
7. Level of education
  - a. No education .....
  - b. Primary education .....

- c. Secondary education.....
- d. College/university education.....

8. Nature of business ownership

- a. Partnership .....
- b. Sole proprietor.....
- c. Other (specify)

9. Type of business carried out on premise? i.e major goods/ services offered/ sold

.....

10. Do you have other business sites that you operate from?

- a. Yes
- b. No

11. If yes what products/services do you offer in the other business site?

12. If yes, where is the business located?

**PART B: RESIDENCY**

13. Fill in the table below

1. Owner occupied 2. Rented 3.squatter 4. Government/county government house 5. Other (specify)

House type: 1. Permanent

2. Semi permanent

Name of estate/ locational area	Type of house ownership	House type	Number of rooms	If rented, amount paid per month

14. For how long have you stayed in this residential area?.....

15. Are you connected to the following infrastructure?

Type of service	Average monthly bill
Piped water	
Water borne sanitation	
electricity	
Mobile phone services	
others	

16. How far is the residence from place of work (average distance in km)

.....

17. What mode of transport do you use to access your workplace

- a. Walking
- b. Private car
- c. Matatu
- d. Bodaboda

**PART C: BUSINESS OPERATION**

18. Which year was this business started? .....

19. What was the initial capital? .....

20. What was the source of the initial capital

- a. Bank loan
- b. Sacco loans
- c. Personal savings
- d. Informal borrowings
- e. Others (specify)

21. Had you operated this business in other areas before coming to this site?

- a. Yes...
- b. No....

22.. If yes, where was the business located?

.....

23. If yes, why did you relocate to the current site?

.....  
.....  
.....

24. Do you have any employees?

- a. Yes
- b. No

25. If yes, fill in the table below

<b>number</b>	<b>Nature of employment</b>	<b>Day/ monthly pay</b>

26. from which town do you obtain your goods?

27. Who are your customers?

- a. Working class



- b. Fellow traders
- c. Others
- d.

28. Where do they reside?

- a. within Murang'a municipality
- b. outside Murang'a municipality

29. what is your

- a. approximate operating income per month
- b. approximate profit per month
- c. approximate monthly overhead costs for
  - i. salary for employees
  - ii. rent
  - iii. transport
  - iv. licenses
  - v. tax
  - vi. others

30. what is your average monthly expenditure for

food	education				

31. are you satisfied with this location

- a. Yes.....
- b. No.....

32. If no why

- a. Low profits----
- b. Less space----
- c. Poor design of shades-----
- d. Poor accessibility-----
- e. Others-----

33. what problems do you encounter in your day to day operation of this business

- a. financial difficulties -----

- b. high transportation costs-----
- c. accessibility to customers-----
- d. sanitation problems-----
- e. others (specify) -----

34. what would you propose to the county government to improve your current working condition

.....

.....

.....

**PART D: INFRASTRUCTURE**

35. Where do you get your water from .....

36. Fill in the table below

Type of water supply	Amount consumed	Monthly/ daily cost
piped		
vendors		
borehole		
others		

37. How far is the source of water from this business site (km)? .....

38. Sanitation type available

Sanitation type	Distance from the business
sewage	
Septic tank	
Ordinary pit latrine	
Others (specify)	

39. Where do you dispose your solid waste?.....

40. How often is it collected? .....

41. Do you pay for the service?

a. Yes.....

b. No.....

42. If yes, how much? .....

43. Which infrastructure service do you think the council should provide for this market? List.

**THE UNIVERSITY OF NAIROBI**

**DEPARTMENT OF URBAN AND REGIONAL PLANNING**

**THE CHALLENGES FACING KAYOLE MARKET IN SERVICE PROVISION**

**MURANG'A TOWN**

*Declaration: this information is confidential and is meant for academic purposes only*

**KEY INFORMANT INTERVIEWS: County Planning Department**

1. What are the requirements of locating an urban market?

- a) .....
- b) .....
- c) .....
- d) .....
- e) .....

2. How does the county government carry out development control on market location and operation?

.....  
.....  
.....  
.....  
.....

3. Do you have any policy in place currently to promote growth and proper operation of urban markets? .....

4. What are the planning standards for the informal and formal markets in terms of

	formal	informal
a) Level of infrastructure services		
b) Catchment population		

c) Who should it serve I. Neighborhood II. Whole town III. others		
d) market functions		
e) nature of stalls i. permanent ii. temporary iii. open air		
f) security of goods and users		
g) compatibility with other users		

5. What are some of the challenges you face in dealing with street vendors?

.....

.....

.....

.....

.....

6. What policy informed the construction of market at Kayole?

.....

.....

7. Currently, Kayole market is not utilized as planned. Only 5 stalls have been taken up by traders.

a. What explains the situation?

.....

.....

.....

b. What is the County Government planning to do to activate Kayole market or is it irredeemable?

.....  
.....  
.....

8. What is the county government's policy on informal trading in urban areas?

.....  
.....  
.....

9. Does the county have a model market centre layout plans for areas that show possibility of serving into informal markets areas?

10. What in your view should be taken into account when planning new market areas?