



UN-HABITAT AND CITIES ALLIANCE JOINT WORK PROGRAMME

# Equitable Economic Growth in Cities

## Kajiado Market Assessment & Management Framework

Consultancy services for assessing Kajiado markets and proposing a management framework for efficient service delivery

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## Introduction

Kajiado County is one of the 47 counties with its headquarters in Kajiado town. Kajiado County is in the Southern part of Kenya. It borders Nairobi County to the North East, Narok County to the West, Nakuru and Kiambu Counties to the North, Taita Taveta County to the South East, Machakos and Makueni Counties to the North East and East, respectively, and the Republic of Tanzania to the South. It is situated between Longitudes 360 5' and 370 5' East and between Latitudes 10 0' and 30 0' South. The county covers an area of 21,900.9 square kilometres (Km<sup>2</sup>).

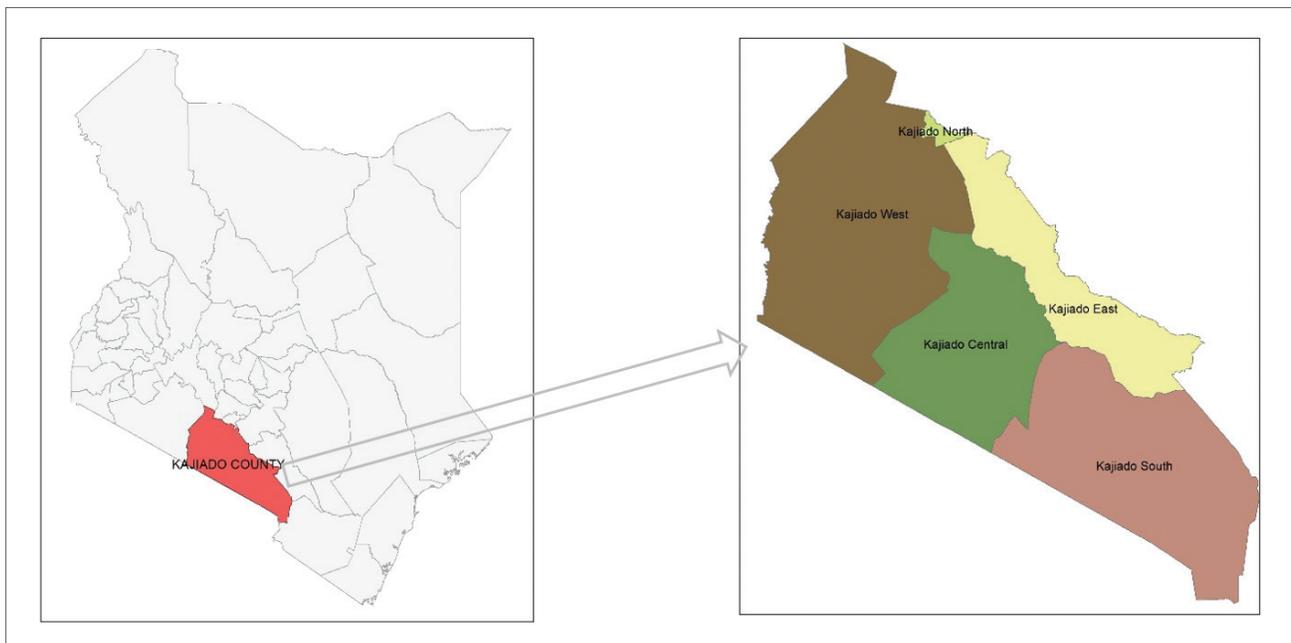
It enjoys the benefits of being within the Nairobi Metropolis which consists of 4 counties: Nairobi, Kiambu, Machakos and Kajiado. The county has established two municipalities, namely, Kajiado and Ngong, with populations of 14,434 and 107,042, respectively. The county is highly cosmopolitan, with almost every ethnic community in Kenya represented in the major urban areas.

Market places are one of the most important economic functions in local economies. They are the centre of commercial activity for much of the population and are a critical point of exchange between rural regions and urban centres. They provide the “space” for vendors and consumers to carry out a myriad of transactions.

**Markets are a key component of any economy. Through exchange of commodities, markets lead to completion, hence innovation necessary for fostering growth of the economy, which in turn leads to creation of employment. The latter is very relevant in the context of developing countries like Kenya where unemployment levels are high and getting worse.**

*(FEASIBILITY STUDY REPORT: KITENGELA MARKET executive summary)*

Figure 1: Kajiado Location and Sub Counties



Despite their importance, Market places have not received the attention and care that would maximize their potential and greatly improve their functioning. For the most part, markets do not have adequate sanitation, protection from the weather, clean water sources, and other amenities that would improve the quality of life for both consumers and vendors.

The County Government of Kajiado is in the midst of formulating a County wide market policy. These recommendations provide the basis for establishing a dedicated framework for managing the markets on a county wide basis, while enabling flexibility for the particular character of each individual market.

The recommendations are in line with the policy already being formulated by the Kajiado County Government. The recommendations focus on three primary issues that face the county in implementing its market policy:

1. Market management needs to function on a professional basis and ensure adequate infrastructure and well-maintained sites. The two primary objectives are:

Objective a): **To apply a consistent assessment framework to the approval of Market Site Applications and Market Proposals**

Objective b): **To ensure market sites are well-maintained and accessible for all members of the County.**

2. Market Management needs to ensure the economic foundation of the markets as a source of wellbeing for the residents, traders, and agricultural/livestock businesses. Likewise, it needs to implement a strategy for market development and income/expenditure of ongoing maintenance.

Objective b) **To ensure that Markets meet community needs, contribute to social cohesion, strengthen the County economy, and complement the offerings of County businesses**

3. Outline the legal underpinning for market development and management, as well as the legal basis for augmenting the County's Authority, to enforce regulations that are essential for County-wide market management.

## The Assessment

The county has a total of 34 markets and our initial assessment revealed that, Kajiado County markets can be categorized into two broad categories.

**Permanent markets:** These operate daily from 6am to 6pm. Most of these daily markets are a mix of wholesale and retail user types: these include Rongai, Bulbul, Matasia and Makaburini in Kajiado North Sub County, Kitengela, Isinya in Kajiado East Sub County, Oloitoktok, Kimana, Rombo, Ilasit in Kajiado South Sub County, Kajiado, Namanga, and forty six markets in Kajiado Central and Kiserian, Ewaso, Ngong', Entasopia and Mosiro in Kajiado West.

**Temporary Markets:** These operate either once or twice a week and traders tend to move from one market to another depending on the market day. Some of these weekly markets are Sultan Hamud, Emali, Masimba, Simba

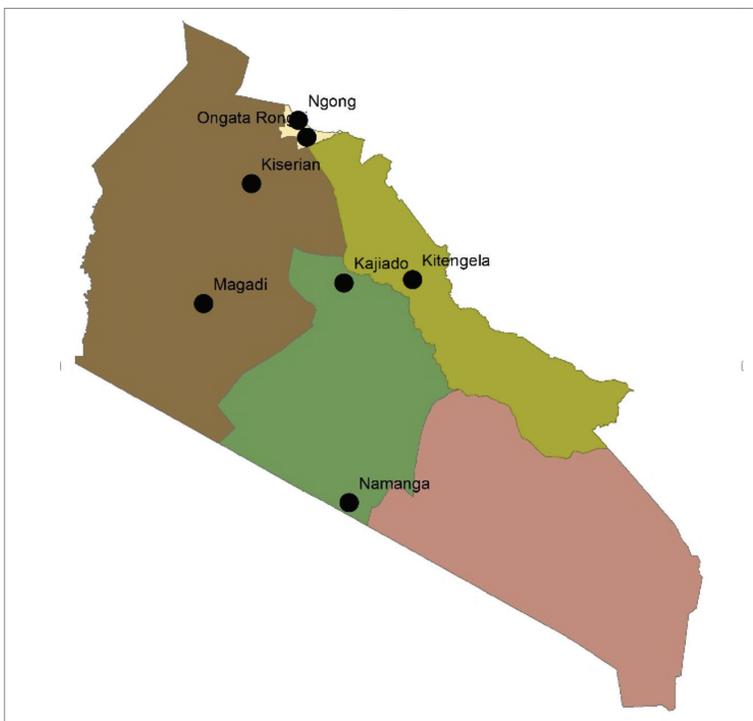
cement, Ngatu in Kajiado East, Entarara in Kajiado South, Oldarpoi, Bissl, Maitisa, Meto in Kajiado Central and Magadi, Shompole, Olkiramatian in Kajiado West

## Methodology

### Sampling criteria:

The assessment exercise sampled 7 markets based on location, level of activity and sub county distribution. The markets assessed included, Kajiado Market based on its location within the county headquarters, other markets sampled were distributed by sub county and level of activity in those areas. However, Kajiado Sub County was not sampled due to time constraints. It was assumed that the results of the four other sub counties would form a fair representation of the entire county.

Figure 2: Sampled Markets



## Assessment

The assessment was conducted through the following means:

- Face to face interviews with county staff in Kajiado, market masters, market committee officials and traders in the respective markets. This was the primary method of collecting the information related to the assessment.
- Review of documents obtained during the assessment to check on cost of service delivery and the location of the markets.
- Site visits and observation to assess the existing situation in the markets.

## Primary findings

**Management structure:** The County Government under the Department of Trade is responsible for market management, however service provision is below the acceptable standards of a public trading area. There are delays in the handling of solid waste within and around the markets, with waste strewn everywhere and the refuse containers overflowing.

Security is also being provided by the County, as well as other services like solid waste collection, and connectivity to water and lighting. Revenue collection is carried out by the Department of Finance. However, the services provided are inadequate and unsatisfactory to the majority of traders, and this has led to traders forming associations (Market committees) to help them lobby for services from the County Government.

The Market committee consists of traders who organize themselves, they elect officials through a balloting process and invite the Trade Department representative (market

masters) to preside over their elections. A few of the markets have developed by-laws that govern their operations and existence, as well as establishing the terms and roles of office holders.

**Conflict Management:** Conflicts within markets are handled by the Trade Department represented by market masters who are based in the markets, acting as liaison officers and first contacts in terms of market conflict resolution. If no solution is found at that level, then the market master liaises with the Trade Department to find an amicable solution to such conflicts.

**Service provision:** In most of the markets in Kajiado, the different departments provide services to them independently of the Trade Department; for instance, solid waste collection is done by the Environment Department, revenue collection by Finance, water supply by the Department of Water and so on. As a result, the trader association chairperson can directly contact the chief





officers of these departments, bypassing the market master in charge of daily operations of the market. This has created an authority vacuum, leading to activities being carried out in the markets against the interests of the Trade Department and the county in general. Such vacuums have been exploited by those who wield the greatest economic power, such as brokers, trader associations and local economic bigwigs to the detriment of the County Government and genuine traders.

**Solid Waste management:** The production of waste is a continuous process in the market from opening to closing. A major percentage of the garbage is organic in nature, followed by an abundance of plastic bottles and wastepaper. Traders voluntarily clean their individual spaces and empty the garbage in a designated refuse place and it is occasionally collected by the County Government, depending on the market. Some market traders decried the lack of waste collection in their markets, while others stated that the waste is collected once or twice a week depending on how much power the committee wields.

**Hygiene and sanitation:** All the markets assessed have toilets that are operational, however, they are managed by groups or saccos, which are awarded the management of these facilities upon tendering, they then enter into an agreement with the county and pay the county a monthly fee of Kenya shillings 10,000. Users are charged a fee of between 10 to 20Kshs, which varies from market to market. This amount applies to traders, walk in customers and passers-by. Most of the traders have complained that it has become expensive to pay the county the market fee and still have to pay for the use of a toilet, which should be a service offered to the traders by virtue of paying the market fee/ license.

**Water:** Water provision is a challenge in most of the markets assessed. In markets like Kiserian, water provision is through a private vendor who charges Kshs5 per 20-litre jerrican, a similar situation exists in Kitengela and Rongai. The water in Kitengela purchased from vendors is salty water from boreholes which costs Ksh 5 per 20-litre jerrican and fresh (drinking) water at Ksh 30 per 20-litre jerrican.

The situation is similar in Rongai where traders buy their water from a private sanitation facility which obtains it from Oloolaiser water company at a cost of Ksh 5 per 20-litre jerrican if buying directly, and Ksh 20 per 20-litre jerrican if delivered to your stall/space.

**Electricity:** Some of the markets assessed had electricity connection with no power. We established that one of the reasons these places had no power was unpaid electricity bills. Places that had electricity were individual stalls where the owners pay through a token system at an average cost of Kshs 500 per month.

**Allocation of trading space:** Allocation of trading space is done by the Trade Department in collaboration with the market committees; a census is carried out to establish the number of traders in each market and a secret ballot voting process is carried out. The ballot process is organized according to the produce e.g. cereals, second-hand clothes, vegetables, etc., so as to enable commodity zoning within the market. During this process, traders randomly pick numbers and are allocated spaces/stalls corresponding to the numbers/ codes picked. Depending on what the trader is selling, space allocated can be 8ft by 6ft or 4ft by 4 ft. This process is carried out at the initial stages preceding the opening of a new market, and any changes thereafter in ownership of stalls and traders are made by local arrangement with the stall owners and the market committee. This arrangement has been detrimental to the county, leading to inefficient service delivery due to disorganized markets and trade within these trading areas.

The county relies on Market committees for information on market beneficiaries and space allocation, which has created conflict of interest, in the past, between the genuine traders and the market committees who recommend their cronies for market space allocation.

**Design of markets:** The physical design of the markets has significantly contributed to the use and efficiency of these areas. It was established that where the design allows for easy access from the main road, the level of trader occupancy was high, whereas where the market was slightly inaccessible, the traders tend to relocate to roadsides. In Kajiado, for example, stalls facing the main market access with a direct view of passers-by were fully occupied and operational, as opposed to the stalls at the rear of the market. The open-air market within the market complex was equally empty, with most traders opting to trade in the adjacent open-air market in Ildamat ward.

**Localization of ownership:** One of the main areas of conflict within the markets in Kajiado, especially those in metropolitan areas like Kitengela and Kajiado, has been the element of "ownership", where the indigenous community have a sense of entitlement to market spaces/ stalls. They want the County Government of Kajiado to allocate them the stalls, even though most of them are not genuine traders, and they later rent them out to existing traders who are termed as "outsiders" at a fee. This means that "the outsiders" are forced to pay rent and pay the county government at the same time, which becomes very expensive.

In some instances, traders reported preferential treatment and an open bias in favour of the indigenous people, some of whom do not reside within the area. This has led to allocation of spaces within the market where locals who do not have business aspirations or know-how are given stalls and, within no time, the stalls are left empty.

## Conclusions from the Assessment in Kajiado County

The increase in number of settlers in Kajiado County who seek to move away from housing pressure in Nairobi has quickly increased the number of urban areas in the county, and this has contributed to the growth of markets and market centres within the county.

Market management committees consisting of traders play a very important role in the management and organization of county markets, limiting the influence and authority of Kajiado County Government.

Lack of synergy between departments in the county has hindered efficient service delivery to the markets i.e. Department of Environment and Department of Trade.

The County Government does not consider the provision of ancillary services, like toilets and sanitation for traders, a key responsibility of the County, and has opted to outsource such services to youth and women groups who charge tariffs that are out of reach for small scale traders.

The design of the markets focused more on security with high walls than ensuring visibility of the market by potential buyers, and this has rendered the markets unattractive to traders who have opted to trade by the roadsides.

Revenue is collected manually, promoting potential revenue leakages within the markets. Additionally, the revenue officers report directly to the Finance Department and not to the market superintendent, thus weakening supervision. Although market fees are one of the primary sources of revenue for the County Government, they do not cover the operational

expense of the markets. As a result, the County Government always subsidizes them to ensure basic service provision.

Most of the markets did not have a clear identity, with most operating wholesale, semi-wholesale and retail activities. This creates unnecessary competition for small scale traders, for instance, in open air markets like Ildamat, wholesalers can sell from their trucks in the same space with retailers.

### Critical Challenges facing successful markets – a Global Perspective

*Source: Urban markets: heart, soul and motor of cities (European Union)*

It is important to understand, that although there are unique circumstances in Kajiado and the markets themselves face specific contextual challenges, as presented above, many of them face issues that are similar to other markets around the world:

#### 1. Stallholders, traders and market committees lack sufficient management skills

Traders and Market Committees often lack management skills to meet changing demands, e.g. utilize up-to-date communication, environmental protection, adequate maintenance, and security provision. This is partly due to a resistance by stallholders to the adoption of modern commercial practices.

## 2. Lack of coordinated management

There is often a lack of coordinated management between the market committee, stallholders, and commerce in nearby streets. Likewise, different county departments have functions that require integration at the level of each market.

## 3. Lack of investment in market infrastructure or market renovation

In all assessments and development plans, the issue of inadequate investment in market infrastructure or market renovation has been highlighted. There are several reasons for this, including a perceived lack of commitment by politicians and policymakers to strengthening markets. This is due to the fact that the cost benefits of markets are often not clear.

## 4. Environmental impact of markets

Finally, the environmental impact of markets is a challenge in terms of transport, freight, energy use and waste generation. Adequate strategies to deal with these issues are often lacking.

The need to address these issues is the basis for recommending a dedicated market management framework. Here too, it will be important to tailor the specific functions and structure to the unique character of Kajiado County and each of the markets. Nevertheless, we can see how a management framework can improve the functioning and economic value of markets.

A County-wide market management has the potential for greater impact on public wellbeing. This can be seen in seven key areas:

- **Economic development.** Markets are a robust urban/rural exchange that helps to boost regional farm and livestock sales. The market is an incubator for small business, a job creator (throughout the value chain), and a marketplace to drive customer demand for local products and their export to other central markets.
- **Regional Resilience and Food Security.** Markets showcase local livestock, agriculture, fisheries, and specialty food production and can introduce market demand that is strong enough to expand local production. The average farmer gets a small portion of the profits from food production, while grocery stores, marketers, processors, and middlemen get the largest share. The markets keep small farmers, small fishermen, livestock, and artisan food producers viable. They are the backbone of food security.

*The Value added of a managed market*



Source: *Urban markets: heart, soul and motor of cities (European Union)*

- **Education.** A managed market framework goes beyond provision of adequate conditions for the traders. It can enable the engagement and education of its consumers in food literacy – the knowledge of food sources, nutrition, preparation, and economics – through direct educational interaction between producers and consumers.
- **Public Health.** First and foremost, proper sanitation and cleanliness of the market will be a critical factor in the health and wellbeing of both traders and consumers. There is also a critical need to emphasize the important connections between what we eat and where it is grown; participants will be invited to spend some time in the fields, urban gardens, and pastures where food is procured. Training can include market “fresh fellowships” for local teens to learn about all sides of the local food production chain, getting specialized training in developing a small business enterprise and running a prepared foods stall as a workforce-training module for at-risk youth.
- **Affordability and access to underserved communities.** A county-wide market management framework has a clear responsibility for ensuring market access to residents of all income levels. This will require exploring strategies for creating direct access to local produce within underserved communities.
- **Promoting Tourism**  
Markets offer an opportunity to meet local people and local products in typical local city landscapes. They offer a complete sensorial experience: seeing, hearing, smelling, touching and tasting. They therefore represent a living synthesis of a country's popular culture. They are a full part of the national cultural heritage. No wonder the images of markets are present on tourist videos, posters and postcards around the world.

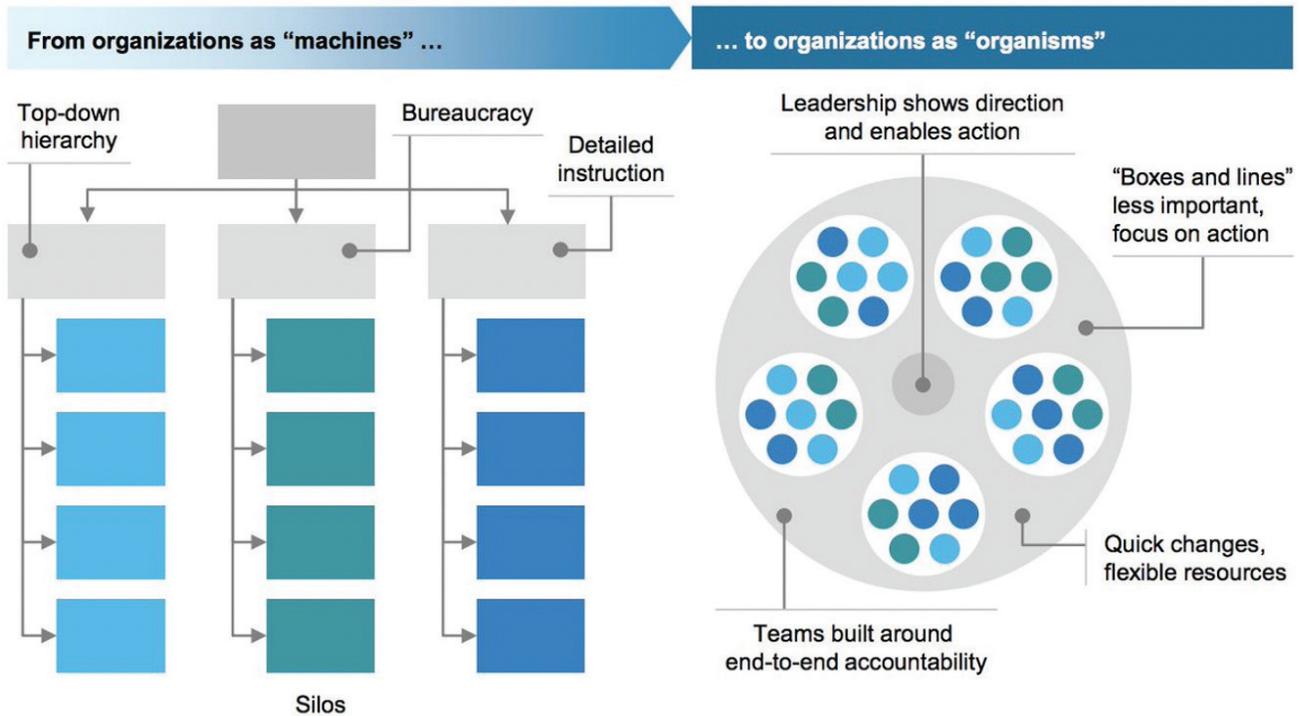
Many governments worldwide are aware of this great tourism potential of markets and have been successful at promoting it. The most important management lesson learned in this respect is to adopt a sustainable approach. Therefore, special attention must be given to sustaining the living culture that is behind the market. A market that becomes exclusively or mostly directed at tourists is in serious danger of losing its inner dynamic and also its attraction for tourists. When the number of cameras exceeds the number of local consumers, the market is moribund. It is essential to keep and attract more local consumers.

## Market Management Functions: Creating the conditions for successful markets

In all cases, public administrations affect the rules and regulations of markets. Markets can also be influenced by the appointment of a politician or different technical officer for global control or by the control and management of the award or allocation of retail spaces through administrative procedures. The role of municipalities or public bodies in the management of markets, even private markets, must not therefore be neglected.

Whether the market is open-air or covered, it is often a focal point and, especially in a smaller city, a crucial centre for urban economic and social life. Markets not only influence the urban area in which they are located; they are also influenced by it. There can be a positive reinforcing economic development dynamic or a competitive zero-sum game relationship. Environmental, political, and social interactions are critical factors in a market's success.

The factors that have to be considered in determining the “characteristic” of the market include : accessibility, population density;



Source: David Green: "Digital HR"

types of residents and their average income; consumer demands and demands of residents established in each case. This is an essential practice in this type of economic function.

In order to ensure an efficient management of services there are two main criteria:

**Convening all of the stakeholders:** Markets bring together a multitude of stakeholders. So, regardless of the management model, it is important to have a clearly established management structure. Cooperatives, traders, county departments, community representatives must find their way to work together and coordinate their activities and needs.

**Clarity of responsibilities and integration of functions:** For markets to function efficiently, it is crucial for responsibilities to be clearly defined and understood by all stakeholders. Shared decision making and responsibility

at the level of the county and each market requires a change in the mode of operation from Market Management as a "Machine" to Market Management as an "Organism".

### There are 7 areas of action that are essential for managing markets:

#### Mix of functions and products

As well as the quality/price ratio, it is important to consider the commercial mix offered at the market. Many stalls and a diverse commercial offering attract customers. The market management framework will promote a balanced, broad and deep mix to make the market economically successful. It will act to ensure that the market offers an attractive range of 'traditional' market products and

other business activities (restaurants, specialty shops, cultural events, etc.) and is constantly introducing new commercial activities, not currently present in the market. It is about achieving a competitive position for the vendors by encouraging diversification and quality.

Displays need to be attractively designed. Different stalls and shops have to be suited to different types of goods and services: refrigerated products, fresh fruits and vegetables, meats, fish, baked goods, dry goods and more. The products that are displayed at eye-level have a greater market exposure. Similarly, in a market, it can be useful to separate food and non-food sectors, gathering together stalls with similar products or alternating them.

### Mix of Rental spaces

The rental of spaces needs to be transparent with clear criteria for approval of stall allocation, fees, taxes, and payment for other services within the market. It is also important to make available a mix of rental options: daily, weekly, monthly, and annually. Similarly, there needs to be a gradation of spaces available: refrigerated stalls, closed shops, open air tables, storage facilities.

Consideration can also be given to an entrepreneurial mode, whereby vendors/traders invest in the capital cost of a stall or shop and receive a multi-year contract for the use of the facility.

### Accessibility

The markets must be easily accessible by all means of transport, and priority should be given to sustainable mobility modes: safe and attractive access by foot, safe parking possibilities for bikes and public transport stops very close to the market. A market must consider the needs of people with different degrees of mobility, as a function of age, disability, family status (parents with children) and gender.



## Trader/Vendor Training

A training program could address a wide range of subjects, e.g. optimal displays, cash flow management, product demand assessments, using technologies, and social media, and customer relations. The market management framework can work with market committees to tailor such programs, both the content and the form.

## Market Promotion

Ensuring the ongoing success and attractive functioning of a market requires a proactive approach to market management. This should include various forms of communication as directly as possible with the target community through information campaigns, social networking, and an ongoing information bulletin. In addition, conducting cultural events in the market (and ensuring its design can accommodate this type of “market” activity) can be a very powerful mechanism for attracting people into the market.

## Guiding Principles for Market Management

The Kajiado County marketing management needs to function within the framework of rules, procedures, laws and the public responsibility of county agents and entities. The organizational system needs to establish a working partnership between the County, Community Organizations, and the market vendors, while preserving the authority and responsibility of the county to manage the area within its statutory boundaries. A County-wide management framework will be guided by the following principles:

A. Providing market vendors and entrepreneurs with conditions and infrastructures appropriate to their needs, while creating a quality of life and support for entrepreneurs

without interfering in their activities, as long as they do not contradict the plans and policies defined.

- B. Setting a clear policy in terms of market development, target populations, and provision of services, while integrating the physical infrastructure, economic functions, environmental protection, and design, of markets in a comprehensive manner in the context of the entire surrounding area.
- C. Developing the markets through a variety of strategies: joint venture initiatives, public funding, and vendor initiatives that are in keeping with county development plans.
- D. Identification and initiation of economic initiatives for marketplace development that will benefit the county, both as a source of revenue, and as a lever for local economic development, while promoting environmental protection.
- E. Ensuring accessibility of segments of the population to the markets.
- F. The management of the markets needs to be based upon the statutory authority of the County and the regulations of the Urban Spatial Plan, and bylaws.
- G. The management of the market must be anchored in agreements and understandings that delineate the responsibilities of all stakeholders.
  - 1. A long-term development plan for upgrading all the markets in the County
  - 2. County responsibility for ensuring adequate infrastructure
  - 3. County responsibility for ensuring ongoing maintenance of the market
  - 4. Arranging payments for services

- Providing county services such as waste removal, maintenance, cleaning, supervision and enforcement based upon County taxes, levies and fees
- Payment for provision of special supplementary services by the vendors

H. Preparation of operating regulations are to be adapted to the unique conditions of each market

## Operational Recommendations

The County Government has the legal mandate to enact legislation or regulations which establish the market management framework, with its role, powers and authority as stipulated in the Cities and Urban Areas Act (UACA 2012). The management framework should ensure, efficient provision of services, development and enforcement of market rules, and provide for the regulation of the traders' operations.

Kajiado County is of a significant size, occupying an area of 21,871 square kilometres, with a population of slightly over one million people, and a population density of 51 persons per square kilometre. This underscores the need for a decentralized unit for service provision and management of markets. Existing institutional structures, such as the sub county and urban areas offices, provide an existing platform to anchor an effective market management unit.

Management of toilets within the markets should provide special preference to the actual market traders, especially women and children, regarding the fees charged per visit to the sanitation facility, reducing the cost incurred by traders. The groups operating the toilets complain about the high cost of exhausters

whenever the septic tanks are full. The assessments recommend alternative innovate waste treatment methods like bio digesters or connection to a conventional sewer system.

Market design should facilitate ease of trader and customer circulation while ensuring safety for all.

Electricity was mentioned extensively by the traders as one of the desired services that the county has struggled to offer due to unpaid bills. The County Government should consider alternative power supply, especially in the new markets under Nairobi Metropolitan Services Improvement Program (NAMSIP).

Additionally, the three markets under NAMSIP, namely, Kitengela, Ngong and Ongata Rongai, are proposed to be multi story with escalators; this will result in a high cost of power consumption. The assessment proposes that the County Government should consider a commercial component on selected floors. The recommendation is that the 2nd floor, which is the highest floor, should be leased to banks, sacco and other commercial activities at market rates. This revenue would subsidize the cost of operation of these buildings.

Effective agreements should be entered into with market users during space allocation to avoid disorganization and disruption of the produce zoning within the markets.

Markets have a public service obligation, however this obligation should not result in operational losses in such markets for the benefit of traders, customers or farmers, therefore, market management should ensure an equilibrium between the revenue generated and the operational expenses. A critical element for achieving this is a proper management framework that will ensure efficient service delivery, revenue enhancement and proper governance. A market management structure that the county of Kajiado could explore is shown below:

## Formulation of Market Management Framework/Unit

The formation of the County Management framework/unit for ownership and management of markets is necessary. It is proposed that this framework be based on a form that balances the role of Kajiado County Government with that of the traders and other government agencies whose support is necessary for the success of the markets.

The formation of the market management framework should involve cooperation between county staff drawn from the relevant departments and traders in the sector regulated by the law, which is necessary to ensure proper management and efficient service delivery for the benefit of customers, traders and the county government.

Section 48 (1) of the County Government Act (CGA) No. 12 of 2017, articulates the

establishment of the various decentralized units through which functions, and service delivery will be provided by each County Government. The act recognized four (4) different units:

1. Urban areas and cities
2. Sub County units
3. Wards and
4. Villages

Furthermore, section 49 and 50 of the CGA elaborates on the structures and functions of urban areas and cities and that of the Sub County.

The consultant's market assessment proposes two different types of management frameworks that should be implemented in markets under:

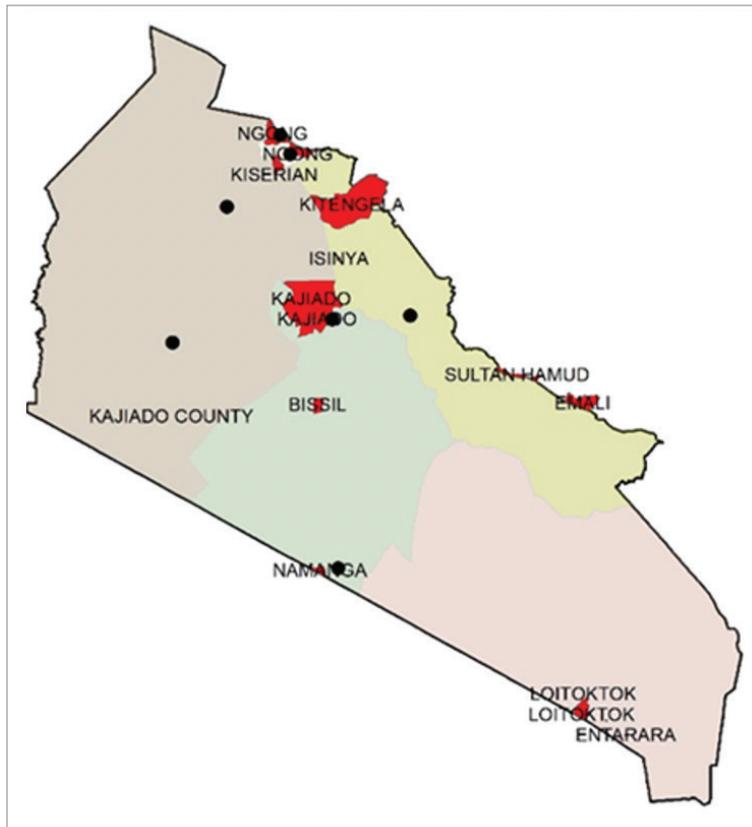
1. Established Urban areas - Municipalities
2. Sub-Counties

### Established Urban areas - Municipalities

Kajiado County has approximately 13 urban areas with only two established as municipalities, Ngong and Kajiado Municipalities. Other growing urban areas that may soon be established as towns or market centres include, Kiserian, Bissil, Namanga, Oloitoktok, Isinya, Entarra, Kitengela, Illasit and Rongai. Other bordering towns that may expand into Kajiado County are Sultan Hamud and Emali.

The law provides for management and governance of established urban areas. Section 12 of Cities and Urban Areas Act stipulates that "Management of cities and Municipalities shall be vested in the County

Figure 3: urbanising areas in Kajiado



*Governments and administered on their behalf by the board, a manager and relevant staff”*

The board is responsible, among other things:

- To establish, implement and monitor performance management systems.
- To develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services.
- To monitor the impact and effectiveness of any service, programs or plans.

**Membership of an urban area market management unit**

The members of market management will be drawn from the different departments as shown in figure 2 below. Each member, once seconded from his department will be directly answerable to the head of the market management unit, who, in turn, is directly answerable to the urban/municipal manager. The traders will also second 2 representatives, 1 male and 1 female, to the

market management unit as provided for in the County Government Act section 91 that establishes the modalities and platforms for citizen participation.

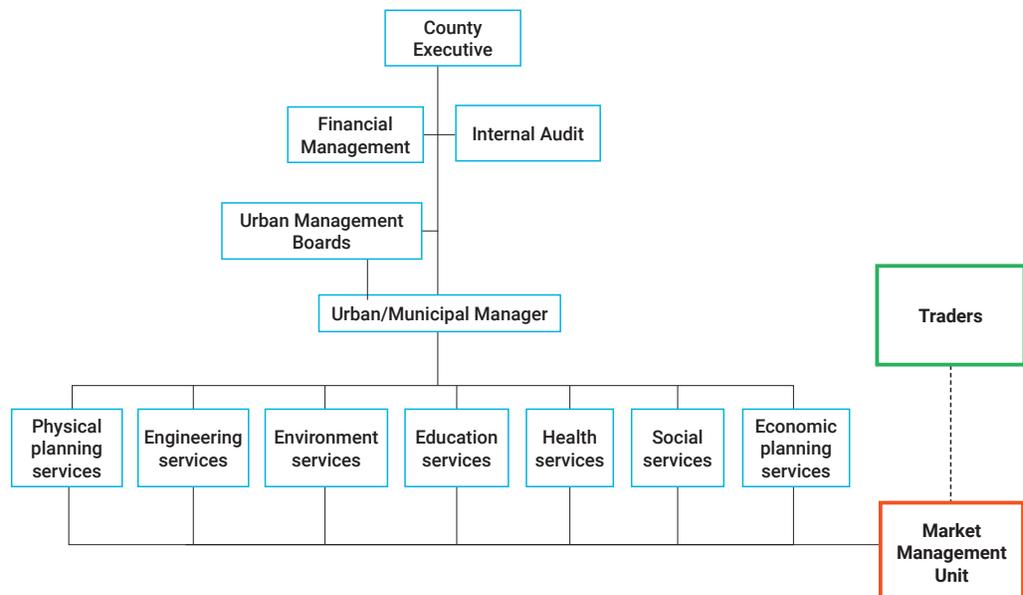
**Budget allocation**

Each department shall allocate a budget to service delivery in the markets. For instance, environmental services in the markets will receive an annual allocation from the Environment Department. Staff emoluments will be budgeted directly from the various departments and no additional remunerations will be made for county staff. Representatives from the traders will receive a sitting allowance of no more than Kshs 3000 for each sitting.

**Capital investments**

The market management unit will be responsible for the day to day operations of the market, efficient service delivery and providing advisory services to various County Government departments in relation to market improvements. Capital investments,

*Figure 4: Proposed Market management composition*



such as major construction and equipment, will be catered for within the Trade and Industrialization Department and other capital-intensive programs.

### Sub-County Market Management

The County Government Act section 50 subsection 3 defines the responsibilities of the sub-county administrators: "sub-county administrator shall be responsible for the coordination, management and supervision of the general administrative functions in the sub-county unit" this includes, among others.

- Service delivery
- Provision and maintenance of infrastructure and public service facilities

It is proposed that the market management at the sub-county draws membership from the sub-county departmental staff who form a

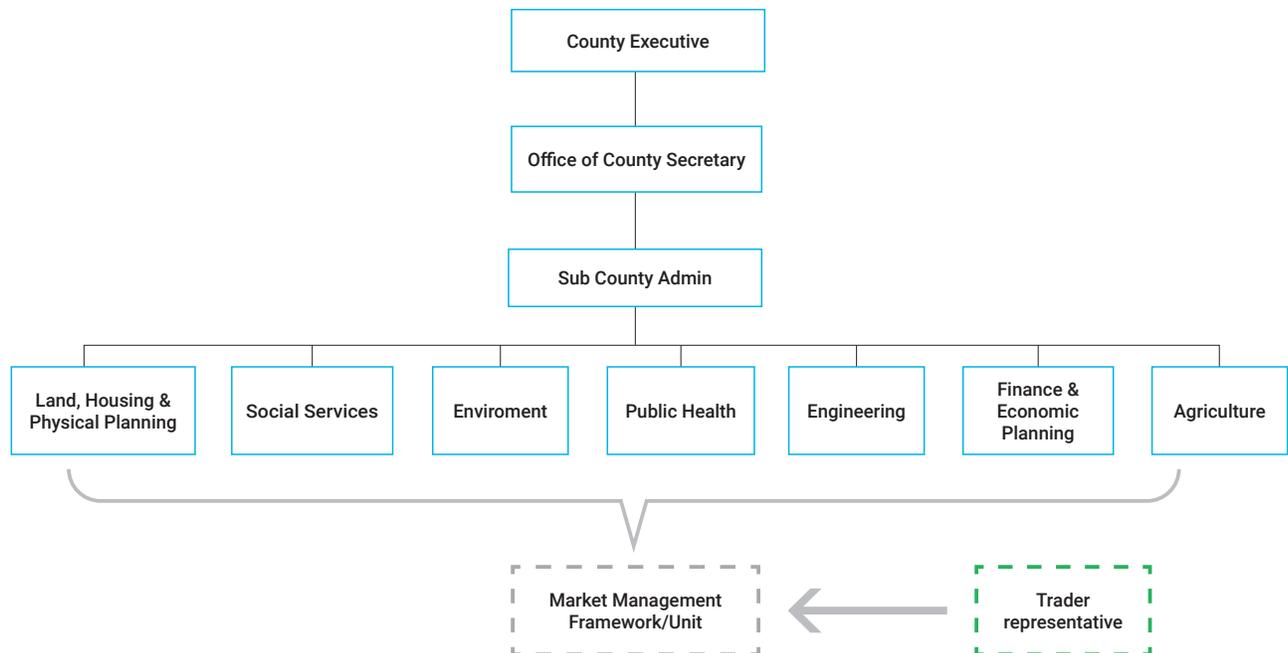
management structure for the markets with a dedicated budget from the Trade Department for the provision of services within the markets.

The unit will be headed by a market master with immediate supervision from the sub-county administrator. The staff seconded to the market will be under the direct supervision of the market master. One trader representative of each market will be seconded to the unit.

The operations of the unit will depend on each market. Each Sub-County will have one market unit responsible for all markets with the sub-county. An additional member under the market master will be a market superintendent, representing a specific market within the sub county.

The figure below illustrates the organisational structure at the sub-county level.

Figure 5: Market Management structure at the sub-county level



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