




MARKETS DEVELOPMENT AND MANAGEMENT GUIDE



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LIST OF ABBREVIATIONS

AIA	- Appropriation In Aid
BS	- British Standards
CCTV	- Closed Circuit Television
CECM	- County Executive Committee Member
EMCA	- Environment Management and Coordination Act
GoK	- Government of Kenya
GRM	- Grievances Redress Mechanism
ICT	- Information Communication Technology
KEBS	- Kenya Bureau of Standards
MCC	- Market Coordination Committee
NMT	- Non-Motorized Transport
NUDP	- National Urban Development Policy
PAPs	- Project Affected Persons
PLUPA	- Physical and Land Use Planning Act
PLWD-	Persons Living With Disabilities
PS	- Principal Secretary for the time being in charge of Urban Development
PSVs	- Public Service Vehicles
RAP	- Resettlement Action Plan
SDG	- Sustainable Development Goals
UACA	- Urban Areas and Cities Act

DEFINITION OF TERMS

Market – Building infrastructure where buying and selling of goods takes place

Marketplace – An open market area where commodities and livestock are traded.

Market Hub – Large market infrastructure that serves a wide catchment area.

Market Infrastructure -The physical building or space occupied or used by sellers and buyers.

Market Maintenance - This involves the collection of solid waste, liquid waste, street lighting, security and safety, among others.

Market Management - Overall organizational discipline of the prescribed physical infrastructure.

Market Management Committee - An autonomous functioning body that oversees the organizational discipline of the market.

Users -The entire market fraternity including, buyers, sellers, service providers, government agencies.

Policy - Shall refer to government plans, positions, regulations and guidelines that influence decisions of the government and other public agencies (e.g., policies in support of Kenya's economic development agenda).

CHAPTER 1:INTRODUCTION

1.1 Background

Markets are unique economic and social development drivers which are increasingly embraced as tools for achieving wider development goals nationally and in counties, as well as in cities and urban areas. They contribute to improved access to quality food, better marketing opportunities for farmers, improved social interaction in urban neighborhoods, increased social cohesion, provision of employment opportunities across the value chain from farmers, wholesalers, transporters and retailers, creation of entrepreneurial environment for value addition for small and medium-sized businesses, and enhancing local economic development.

Markets are a key link for urban and rural economies. They support national policies which promote rural-urban linkages and sustainable urban development. The expansion and rehabilitation of existing markets or construction of new markets are complex processes which demand high capital investments. The Economic Pillar of Vision 2030 recognizes wholesale and retail trade as a key sector that will drive the country towards achieving an economic growth rate of 10% p.a. and hence increase Kenya's global competitiveness.

The Government's interventions in addressing national economic challenges are guided and aligned to the Constitution of Kenya; Urban Areas and Cities Act, 2011/ Amendment, 2019; Physical and Land Use Planning Act, 2019; County Governments Act, 2012; National Trade Policy, 2017; National Urban Development Policy, 2016; Kenya Vision 2030 (long-term development blue print); the Big Four Development Agenda; and international frameworks/conventions such as SDG 11 on '*Making Cities and Human Settlements inclusive, safe, resilient and sustainable*' and the New Urban Agenda(*leaving no one behind*)

The Constitution of Kenya, 2010 articles 46 provide that Consumers have the right to: -

- a) Goods and services of reasonable quality;
- b) The information necessary for them to gain full benefit from goods and services;
- c) The protection of their health, safety, and economic interests; and
- d) Compensation for loss or injury arising from defects in goods or services.

The Kenya Vision 2030 aims to transform Kenya into an industrialized middle-income country offering a high quality of life to all our citizens. The framework has three pillars, the Economic pillar, the Social pillar and the Political pillar. The economic pillar distinctively identifies trade as one of the six priority sector that has the potential to

spur the country's economic growth and development. In light of this, the guide advocates for the establishment a harmonized market infrastructure development and management strategies across the country.

The National Trade Policy (NTP) aims to promote domestic and international market competitiveness by addressing the challenges facing the wholesale and retail sector. The policy is cognizant of the invaluable role markets play in providing outlets where agricultural produce both perishable and non-perishable goods are traded daily. It is against this backdrop that the guide calls for collaboration between the National and County government together with the private sector in development and management of efficient and supportive market infrastructure.

1.2 Scope

This guide addresses general and critical aspects of planning, design and management of markets. The planning section encompasses spatial, socio-economic, environmental, financial and risk analysis in the development or redevelopment of markets. The design section details the specifications and minimum standards for market design, space allocation and infrastructure facilities. The operations and maintenance section outlines all the management functions and structures to ensure efficient performance, economic productivity and sustainability of markets.

1.3 General Objective

To provide harmonized standards that will guide the development and management of markets in the country.

1.4 Specific Objectives

The specific objectives of this guide include;

1. To boost wholesale and retail trade at the local, regional and global scale.
2. To provide for a supply chain management system that protects the interests of different market players.
3. To ensure provision of basic market infrastructure in the planning, design and construction of any public market.
4. To enhance graduation of informal traders into the formal sector.
5. To ensure compliance with set rules, regulations, principles and market standards in all counties across the country.

1.5 Rationale

This guide seeks to address the challenges facing the development and management of markets in Kenya which include:

1. Inadequate legal and policy framework in the development and management of markets in the country
2. Lack of a common/ standardized approach towards the planning, design and management of markets
3. Diverse trading environment that calls for a national policy direction
4. Gaps in the development process; from feasibility, design, construction, up to the management stage
5. Need to clearly state the composition, structure and roles of the markets management institutions

1.6 Guiding Principles

The standards in this guide are informed by following guiding principles:

1. **Sustainability:** Markets should promote social, economic and environmental sustainability.
2. **Cost-Effective Building Technology:** Technologies and ideas that utilize locally available building materials that are cost-effective, environmentally-friendly/sustainable.
3. **Inclusivity** (*Leaving No One Behind*): Adoption of a consultative approach through stakeholder engagement and citizen participation.
4. **Special Needs Considerations:** Standards that recognizes and provide for realization of the affirmative action that addresses the needs of all including PLWDs, women, youth and marginalized groups in the society.
5. **Green Architecture:** Eco-friendly designs that enhance resource efficiency, low energy consumption, reduced Greenhouse Gas (GHG) emission, and harnessing of renewable sources of energy such as solar and wind.
6. **Connectivity and Livability:** Markets that are served by basic infrastructure and utilities that accords a conducive environment for all market users.
7. **Proximity:** Suitable location of markets to serve the intended catchment area and target population.

1.7 Functions of the Two Levels of Government

1.7.1 Role of National Government

The Fourth Schedule, Part 1 – The National Government is charged with, among other functions, the responsibility of:

- i. National economic policy and planning;
- ii. General principles of land use planning and the co-ordination of planning by the counties;
- iii. Capacity building and technical assistance to the counties.

1.7.2 Role of County Governments

Under the Fourth Schedule of the Constitution, Part 2 [7] – County Governments are charged with trade development and regulation of:

- i. Markets;
- ii. Trade licenses (excluding regulation of professions);
- iii. Fair trading practices;
- iv. Local tourism; and
- v. Cooperative societies.

1.7.3 Intervention by National Government

The areas for interventions by the national government in regards to development of public markets in the country include the following;

- i. **Development of Market Hubs** - The national government shall provide a framework for development financing, including PPP, grants, GoK interventions among others to ensure development of market hubs is given priority across the nation, as economic growth drivers and employment generation centers, as well as potential drivers of own source revenue by the counties.
- ii. **Regulatory Framework** – The national government shall establish regulations for space allocation, market management and infrastructure standards as the minimum requirements for the development and management of markets.
- iii. **Development Standards** – The national government shall develop market auxiliary infrastructure and service level standards, and offer support to the county governments in the implementation and enforcement of the set standards.

1.7.4 Interventions by the County Governments

As the implementing authorities at grassroots level, county governments shall be tasked with:

- i. Domesticating these standards to best suit individual counties and generating legislations at the local levels to support enforcement of the standards.
- ii. Preparing Periodic Compliance Reports (PCR) as proof of domestication and enforcement of the set standards.

CHAPTER 2: PLANNING

2.1 Spatial Analysis

2.1.1 Location and Siting of a Market

When determining the suitable location and site of a market, the following spatial factors shall be considered:

1. **Zoning regulations** – These regulations control developments on land by specifying zones for the various land uses. Siting of a market should therefore adhere to the set zoning regulations of the area within which it is located.
2. **Accessibility** – Markets are public spaces which should be easily accessible mainly through road networks, and other modes of transport (e.g., rail, water and air where applicable). A market should be accessible by pedestrians, cyclists, motorists, private car users, and PSVs users. It should have adequate parking spaces.
3. **Geographic characteristics of the area** – The geological structure, natural vegetation, hydrology, topography and drainage of an area greatly influence the location and siting of a market.
4. **Demographic characteristics of the target population** – Siting of markets should take into consideration the social-cultural and economic dynamic characteristics of the population in terms of size, density, income levels and means of livelihood, lifestyle, ethnicity, religion and gender issues.
5. **Linkages** – The ideal location of a market is determined by its linkage to agricultural or product supply areas, distribution networks, labor markets, and consumer target centers.
6. **Infrastructure provision** - The location should be properly linked to basic infrastructural utilities; -water reticulation systems, drainage and sewer systems, solid waste management, integrated transport systems, the national power grid and communication networks.

2.1.2 Classification of Markets

The general criteria for classifying the public markets shall be based on the type of commodities traded within an individual market. The two main categories are;-

1. Hybrid
2. Specialized markets

2.1.2.1 Hybrid Markets

These are mix-merchandise markets that deal with a wide range of products; including fresh produce (fruits and vegetables), cereals, livestock products (fish, meat and poultry), household items, textile and footwear. Within this category of hybrid markets, there are four sub-categories of markets depending on physical size and the intended target population.

a. Category 'A' Market

This category of markets is the smallest in terms of physical size and target population. It is located within residential zones and serves a single neighborhood. It serves a population of up to 10,000 people.

Key provisions for a category A market:

1. Sanitary facilities – *Ablution blocks, hand-washing points*
2. Proper accessibility – *Access road, circulation paths*
3. Parking and loading zones
4. Water supply and drainage systems – *Water reticulation, storm water drainage channels*
5. Solid and liquid waste disposal systems – *Skips and bins, garbage collection point, septic tank, sewer lines*
6. Shaded display platforms and stalls
7. Provisions for specialized needs – *Ramps, changing room for lactating mothers*
8. Food court area/eateries
9. Storage facilities – *Lockable stalls*
10. Electricity and power supply
11. Security systems – *Fenced and gated, security check point, floodlights, CCTV surveillance equipment*
12. Disaster and emergency response points – *Firefighting equipment and assembly point, first-aid room, emergency exit*
13. Market Management committee office

b. Category B Market

This is the second category of hybrid markets intended to serve more than one neighborhood. Its catchment population is between 10,001 – 50,000 people.

Key provisions for a category B market:

1. Sanitary facilities – *Ablution blocks, hand-washing points, cleaning and drying bay*
2. Proper accessibility – *Access road, circulation paths, parking, PSV terminus*
3. Water supply and drainage systems – *Water reticulation, storm water drainage channels*
4. Solid and liquid waste disposal systems – *Skips and bins, garbage collection points, septic tanks, sewer lines*
5. Shaded display platforms and stalls
6. Provisions for specialized needs – *Ramps, changing room for lactating mothers, daycare facility*
7. Food court area/eateries
8. Parking and loading zones
9. Storage facilities – *Cold storage, stores, lockable stalls*
10. Electricity and power supply – *Back-up energy sources (generators, solar and biogas)*
11. Security systems – *Fenced and gated, security check point, floodlights, CCTV surveillance equipment*
12. Disaster and emergency response points - *Firefighting equipment and assembly point, first-aid room, emergency exit*
13. Management office block – *Market committee office, social hall, ICT room*

c. Category C Market

This is the third category of hybrid markets intended to serve a population of 50,001 – 250,000 people.

Key provisions for a category C market:

1. Sanitary facilities – *Ablution blocks, hand-washing points, cleaning and drying bay*
2. Proper accessibility – *Access road, circulation paths, parking, PSV terminus*
3. Water supply and drainage systems – *Water reticulation, storm water drainage channels*
4. Solid and liquid waste disposal systems – *Skips and bins, garbage collection points, septic tanks, sewer lines*
5. Shaded display platforms and stalls
6. Provisions for specialized needs – *Ramps, changing room for lactating mothers, daycare facility*
7. Food court area/eateries
8. Parking and loading zones
9. Storage facilities - *Cold storage, stores, lockable stalls*

10. Electricity and power supply – *Back-up energy sources (generators, solar and biogas), power control room*
11. Security systems – *Fenced and gated, security check point, floodlights and streetlights, CCTV surveillance equipment and control rooms*
12. Disaster and emergency response points – *Firefighting equipment and assembly point, first-aid room, emergency exit*
13. Management office block – *Market committee office, social hall, ICT room*

d. Category D Market

This is the fourth category of hybrid markets intended to serve a population of above 250,000 people. It is also referred to as a market hub.

Key provisions for a category D market:

1. Sanitary facilities – *Ablution blocks, hand-washing points, cleaning and drying bays*
2. Proper accessibility – *Access road, circulation paths, parking, PSV terminus*
3. Water supply and drainage systems – *Water reticulation, storm water drainage channels*
4. Solid and liquid waste disposal systems – *Skips and bins, garbage collection points, septic tanks, sewer lines*
5. Shaded display platforms and stalls
6. Provisions for specialized needs – *Ramps, changing room for lactating mothers, daycare facility*
7. Food court area/eateries
8. Parking and loading zones
9. Storage facilities – *Cold storage, stores, lockable stalls*
10. Electricity and power supply – *Back-up energy sources (generators, solar and biogas), power control room*
11. Security systems – *Fenced and gated, security check point, floodlights, CCTV surveillance equipment and control rooms*
12. Disaster and emergency response points – *Firefighting equipment and assembly point, first-aid room, emergency exit*
13. Management office block – *Market committee office, social hall, ICT room*

2.1.2.2 Specialized Markets

These markets deal with a specific merchandise rather than a range of products. They are divided into two sub-categories.

a. Specialized Goods Market

This includes curio markets, textile markets, fish and meat markets, and any other type of single-merchandise market.

Key provisions for a specialized market:

1. Sanitary facilities – *Ablution blocks, hand-washing points, cleaning and drying bay*
2. Proper accessibility – *Access road, circulation paths, parking, PSV terminus*
3. Water supply and drainage systems – *Water reticulation, storm water drainage channels*
4. Solid and liquid waste disposal systems – *Skips and bins, garbage collection points, septic tanks, sewer lines*
5. Shaded display platforms and stalls
6. Provisions for specialized needs – *Ramps, changing room for lactating mothers, daycare facility*
7. Food court area/eateries
8. Parking and loading zones
9. Storage facilities - *Cold storage, stores, lockable stalls*
10. Electricity and power supply – *Back-up energy sources (generators, solar and biogas), power control room*
11. Security systems – *Fenced and gated, security check point, floodlights, CCTV surveillance equipment and control rooms*
12. Disaster and emergency response points - *Firefighting equipment and assembly point, first-aid room, emergency exit*

b. Livestock Market

This market is unique in terms of its design and infrastructural requirements. It is located within the periphery of urban centers and operates during designated market days.

Key provisions for livestock market:

1. Fenced area and gate
2. Sanitary facilities – *Ablution rooms, hand-washing points*
3. Water supply points – *Livestock watering troughs*
4. Proper accessibility and parking area
5. Quality control check points
6. Management office

7. Value addition facility (slaughterhouse where necessary)
8. Food court area/eateries

2.1.3 Segmentation of Markets

To maintain spatial order within the hybrid markets and ensure efficient distribution of activities within the market area, the following segmentation criteria will apply:

- a. Fruits and vegetable trading area
- b. Cereals and spices trading area
- c. Meat and livestock products trading area
- d. Eateries/food court area
- e. Public open space area
- f. Loading and off-loading area
- g. Washing, drying and sorting area
- h. Solid waste management site
- i. Parking area
- j. Disaster and emergency response point

2.2 Socio-Economic Analysis

2.2.1 Needs Assessment

In the planning phase of a market, it shall be essential to determine the nature of the supply chain system from producers to consumers, through other various market players. Needs assessment shall (but not limited to) include:

- a. Determination of supply and demand factors;
- b. Evaluation of the competitive advantage of the market;
- c. Examination of local, regional and global market linkages;
- d. Mapping out market players and determination of their specific roles
- e. Analysis of the demographic characteristics and socio-economic needs of the target population;
- f. Investigation of possible gaps within the supply chain system
- g. Analysis of the legal and regulatory requirements
- h. Determination of the capacity of implementing and management institutions

2.2.2 Feasibility Study

This shall be carried out to determine the social, economic, environmental, and technical viability of a proposed market in relation to suitability of location, market forces and capital investments. The appraisal shall also aid in outlining issues on legal compliance, social acceptance, economic and operational viability and sustainability of the market.

The Evaluation shall be intended to determine the land tenure, capacity of the proposed market, main supply sources, population trends and projections, mapping of stakeholders to be affected by the proposed market.

When redeveloping an existing market, the following steps shall be undertaken in the relocation process to reduce socio-economic impact on affected traders:

i. Enumeration

A Resettlement Action Plan (RAP) report shall be prepared and full documentation of the Project Affected Persons (PAPs) done. Such includes copies of identification documents, properties or assets owned and where land is involved, title deeds included. Valuation and inventories of assets shall be documented in line with the mode of project implementation agreed upon by the respective agencies.

The identification of PAPs shall have a specific timeline (cut-off date). Where compensation of PAPs, is applicable the specifics shall be quantified within the applicable regulations/statutes

ii. Validation of PAPs

The details of the enumerated PAPs are checked and confirmed and any grievances from PAPs that may arise shall be properly recorded and addressed by the Grievances Redress Mechanism (GRM) committee. The GRM committee comprises of officers from the National Government, County Government (Department responsible for Markets development and management), and RAP team and PAPs representatives.

iii. Publishing of PAPs in the Newspapers

Details of the validated PAPs shall be published in the daily newspapers that enjoy wide circulation to ensure transparency and accountability.

iv. Movement to the Relocation Site

Upon practical completion of the project, the RAP team and other stakeholders shall engage the traders in the main relocation process to the permanent markets. The purpose of the process is ensuring that all the eligible PAPs are allocated stalls and the rights of the most vulnerable respected. The relocation process shall involve the following:

a. Assessing Readiness of Market by Stakeholders

This is to assess readiness of the market for occupation by the PAPs. Key issues to be assessed include but not limited to;

Availability and functionality of services such as water, electricity, security, the number of stall spaces available compared to PAPs, and the availability of an operational market management structure.

b. Relocation Site Planning

This shall be done to harmonize the relocation site plan with the available ground space of the market. The committee with the help of the County Government Market executives shall do segmentation of the market to establish locations of various traders within the market. At this stage, the stalls are marked in line with original design and expected numbers, but also conforming to respective county by laws on stall sizes.

The county government shall give PAPs adequate time but not less than one-month notice to prepare for before relocation.

c. Mobilization for Relocation

The market committee and the RAP team shall mobilize all PAPs for relocation, with clear schedules on who is to be relocated, specific time and the specific areas that different business categories /services are located in the market. During this process the vulnerable members of the society (elderly, those with disability, expectant mothers) are carefully considered in the planning process and different committee members assigned responsibilities to take care of them accordingly.

2.2.3 Identification of Market Players

Stakeholder mapping shall be key to determine the various market players and the specific roles they play in the development and management of a given market. Some of the common market players include:

Market Player	Role
<i>National Government</i>	<ul style="list-style-type: none"> - <i>Economic policy formulation and planning</i> - <i>Capacity building and technical backstopping to county governments</i> - <i>Development of market hubs and economic stimulus markets</i>
<i>County Government</i>	<ul style="list-style-type: none"> - <i>Oversee trade and markets development and management within their jurisdiction</i> - <i>Domesticate and implement trade development policies and legal frameworks</i>
<i>Financiers/donors</i>	<ul style="list-style-type: none"> - <i>Offer financial aid in the development and redevelopment of markets</i>
<i>Private developers</i>	<ul style="list-style-type: none"> - <i>Investments in the development of private markets including</i>

	<i>those under Public Private Partnerships and shopping malls</i>
<i>Service providers and Enablers</i>	- <i>Offer connectivity of infrastructure support services (water, solid and liquid waste management, electricity and solar, fiber, communication and transport service providers)</i>
<i>Producers/farmers</i>	- <i>Are the sources of the products traded in markets</i>
<i>Suppliers/distributers</i>	- <i>Transporters who link producers/farmers to the traders</i>
<i>Traders (wholesale and retail)</i>	- <i>They are the link to the consumers</i>
<i>Consumers (institutions, businesses, households)</i>	- <i>The customers to whom market products are sold to</i>

2.3 Environmental Analysis

This shall be done to determine the environmental impacts of developing a given market, and the estimated costs to be incurred in the mitigation of negative impacts, if any. It shall as well aid in the assessment of environmental policies and regulations that should be adhered to. This shall be conducted in the form of Environmental Impact Assessment (EIA) and Environmental and Social Impact Assessment (ESIA).

2.4 Financial Analysis

This shall be done to determine the estimate costs of developing a new market or redeveloping an existing market, and the process of capital resource mobilization. This is aimed to forestall situations projects are initiated and not completed due to low lack of financial planning and budgetary constraints

The factors to be considered in determining the financial capability for the proposed market include;

- i. Capital investment requirement and available budget allocation
- ii. Operational cost
- iii. Cost of relocation if traders are to be contained in a relocation site during the construction phase.

2.5 Risk Analysis

This shall be done to establish potential social, economic, environmental, financial and political risks of developing or developing a market. There shall be the need to propose possible mitigation measures to address the identified risks.

CHAPTER 3: DESIGN

3.1 Architectural Design Considerations

The design brief for markets shall consider the following;

- i. Target number of traders and the catchment population
- ii. Size of the trading units/stalls/display platforms
- iii. Storage, safety and security
- iv. Infrastructural provisions
- v. Methods of operation and types of equipment to be used
- vi. Adaptability and flexibility of the market.

3.1.1 Building Materials

The use of local, eco-friendly, cost-effective and appropriate building materials and technologies shall be used

3.1.2 Stalls

Categorization

The market stalls are categorized into;

- i. Open Stalls/Display platforms
- ii. Closed Stalls/Lockable stalls

Location

The positioning of stalls shall vary according to the type of good sold (food and non-food stalls)

Spaces and sizes

The sizes of the market stalls shall vary depending on the category of the market and the volume of products sold.

The minimum requirements shall include;

- i. Maximum distance between cross aisles inside buildings: 12 m.
- ii. Minimum stall depth (trader standing behind): 2 m for standing and stacking of boxes, plus 1 m for the counter.
- iii. Minimum stall depth (trader standing in front): between 1.2 and 1.5 m for the counter.
- iv. Minimum stall depth (trader sitting on stall): 1.2 m.
- v. Minimum stall height (trader sitting on stall): 0.4 m.
- vi. Minimum stall height (trader standing in front): 0.7 m.

- vii. Minimum stall width: 1.8 m.
- viii. Small lockable stalls: between 2×2 m and 3×4m, with sales space or table taking up from 30 to 50percent of the area.
- ix. Sales area or platform per trader: between 0.8 and1.2 m², excluding standing space;
- x. Ceiling height for market building: from 3.5 to 6 m.
- xi. Outdoor seating/low walls: 400 mm high and between300 and 500 mm deep.
- xii. Central market space for trading in the open: maximum dimension between 20 and 25 m. Width of minor pedestrian routes: not to exceed the height of existing building

3.1.3 Storage Facilities

A market shall have the following storage facilities depending on its category;

- i. Lockable stalls
- ii. Cold storage facilities
- iii. Designated market stores

The storage facilities should be;

- i. Secure
- ii. Accessible
- iii. Vermin resistant
- iv. Waterproof
- v. Properly lit and ventilated
- vi. Rack/shelf system where necessary

3.1.4 Parking and Loading Zones

Parking Zone

Vehicular circulation shall take into account parking recommendations, vehicular types, garages access ramps, barrier control types, columns guard types and signage.

The market shall have a minimum of 3 parking spaces for every 100m² of gross floor area for market users

Loading Zone

The market shall have adequate, well designated and easily accessible loading and offloading zone. The minimum loading space shall be 5m x 15m.

3.1.5 Internal Circulation

Access Road

The width of the carriageway of every access road shall be at least 6m and the minimum width of the footpath shall be 2m.

All the access roads shall have proper signage and clear demarcations to prevent conflict between vehicular and human traffic.

Pedestrian Walkways

Pedestrian ways shall be at least 1.8m wide and protected from vehicular traffic. The walkway sizes shall take into consideration PLWDs. They shall have adequate space to accommodate for a standing person at a particular stall, a passing person, and a person standing at the opposite stall.

A kerbstone shall be 125mm in width, 250mm in height and at least 600mm in length. The top of every kerb shall be between 100mm and 150mm above the level of the adjacent channel. The walkway shall have a cross fall towards the kerb of 1 in 50.

Depending on the market category, a canopy of a minimum height of at least 2.5m over walkways shall be provided.

Staircases

The distance to a staircase shall be at least 15m. A storied market shall have at least 2 staircases to access the upper floors. Stairs shall have a maximum gradient of 40°: 35° or less. The preferred going 300mm rises shall not exceed 150mm

Handrails of at least 1200mm apart shall be provided. The grip part of a rail shall be rounded with width about 50mm. Rails shall be continuous at landings and extend at least 300mm beyond the top of stairs; the height shall be about 850mm above the pitch line.

Ramps

A ramp shall be at least 1.5m wide. A space of at least 1.5m² shall be provided at the head and foot of the ramp. When more than 6000mm long, the gradient shall not exceed 8 1/2% (1:12) and shall not be greater than 5% (1:20). Level platform 1800mm long shall be provided at the top.

A gradient of 1: 15 for a disabled person being propelled and a gradient of 1: 18 for a self-propelling person with disability shall be provided. Handrails shall be required when total rise exceeds 600mm.

Access Ramp shall have a maximum slope of 10% permissible for access ramps, a width shall be at least 3000mm for 1-way directional traffic, and at least 6000mm for 2-way directional traffic.

Lifts

A market with a height of more than 12000mm (4 stories) shall have lifts/escalators for easy access to all the floors. Normal lift shall have a vertical layout with control buttons at 30mm spacing, minimum height of 1400mm, and maximum height of 1600mm. Lift weight shall be between (1,050 and 1,600) Kilograms.

Dimensions of a lift to accommodate a standard wheelchair: 1100mm internal depth, 900mm width, 700mm clear door opening. There shall be sufficient space of 1400mm depth and 1100mm width, for another person to accompany chair-bound. For unaccompanied wheelchair users' controls shall not be higher than 1300mm. To position wheelchairs there shall be clear space at least 1500mm x 1500mm before each lift door.

Lifts and hoists shall be installed and maintained in accordance with the Occupational Safety and Health Act, 2007. The installation and operation of a passenger lift, or a service or good lift shall be in accordance with BS 5655 (Lift and Services Lifts).

Emergency Exits

A market shall be provided with sufficient escape routes that can be used in case of a fire or any other disaster/emergency. An escape route shall not, at any time, be obstructed in any way.

Where the population of the upper storey of a storied market exceeds 25 stalls, the market shall have at least 2 escape routes. An escape route shall include a staircase/ramp that forms part of the escape route and an escape door at the ground level. The distance to the nearest escape route shall not exceed 3000mm.

A market shall have at least 1 disaster/emergency assembly point.

3.1.6 Lighting and Ventilations

Natural lighting, cooling and ventilation shall be provided for the market through the use of high-efficiency windows, ceilings and roofing material, insulated walls.

Windows shall be at least 20% of the floor area and at least 10% shall be openable. Solar tube lighting technology shall be used where necessary. There shall be

A room whose floor area exceeds 500m² shall have a system of mechanical smoke ventilation; or a roof ventilator, or a window or a panel, capable of being opened, that allows for smoke ventilation.

3.1.7 Flooring

Joists shall be placed within 400mm of each other, center to center, the flooring boards shall be at least 25mm thick. Where the spacing does not exceed 450mm, the flooring boards shall be at least 30mm thick, and where the spacing does not exceed 600mm, the flooring boards shall be at least 40mm thick. Slippery flooring materials shall be avoided.

3.1.8 Roof Fixing

Where a roof truss, rafter or beam is supported by a wall, the truss, rafter or beam shall be fixed to the wall to enable the wall to withstand any force that is subjected to the roof.

The roof shall be fixed in such a manner as to direct rain water away from the walls. The roof shall allow for rainwater harvesting.

3.1.9 Open Spaces

An open space of at least 10% of the market plot area shall be provided. Where the plot coverage is up to 100%, there shall be provision for an open space through the incorporation of a rooftop and balcony. Shrubs may be planted in place of trees to a maximum of 10% of number of trees.

The open spaces shall be either softscape (green) or hardscape (grey). Open spaces shall have the following street furniture depending on the market size and category:

- i. Circulation paths
- ii. Benches/sitting platforms
- iii. Litter bins
- iv. Lighting

3.1.10 Waste Management

3.1.10.1 Solid Waste Management

Every market shall have:

- i. A designated site for waste collection.

- ii. Garbage collection bins
- iii. Temporary transfer stations (skips)

There shall be provision for categorized solid waste bins/collection points within markets to enable separation of recyclable from non-recyclable wastes. There shall be use of lid-dustbin containers made using receptacles manufactured from materials that are durable and, which are relatively easy to clean.

Alternative methods of off-site waste disposal can be used, such as the use of organic waste as compost and the recycling of non-organic waste.

An area designated for refuse storage or disposal shall be located such that it can be accessed from a street for the purpose of removing the refuse.

Refuse Chute

A refuse chute shall not have a bend or offset, except at its foot or above the level of the highest hopper. Where a refuse chute has an offset at the foot, the offset shall have a slope of at least 60° to the horizontal; and shall be constructed using replaceable galvanized or stainless steel of at least 3mm in thickness.

The top of a refuse chute shall be at least 300mm above the top of the highest hopper. A refuse chute shall have an internal diameter of at least 450mm. The walls of a refuse chute shall be constructed of smooth impervious material.

Refuse chute shall be provided, at its lower end, with a galvanized or stainless-steel shutter, or plastic shutter, or constructed in a manner that enables the chute to be closed when necessary. A refuse chute shall have a ventilating pipe at the top, and the ventilating pipe shall;

- i. Have an internal area of at least 0.05m²
- ii. Be carried up from the top of the refuse chute to a height above the roof of the building of at least 1m
- iii. At the end of the ventilating pipe, have a grating or grille that has apertures of an aggregate area that is at least that of the sectional area of the pipe; and
- iv. Have an aperture whose dimension does not exceed 10mm

3.1.10.2 Liquid Waste Management

Untreated liquid wastes or other effluent shall not be discharged into the environment. Drainage infrastructure installation in a building shall be designed and constructed in such a manner as to ensure that:

- i. The sewerage installation is capable of carrying the design hydraulic load;
- ii. The sewerage installation is capable of discharging into any common drain, connecting sewer or sewer provided to accept the discharge;
- iii. An adequate number of sanitary fixtures is provided in relation to the occupancy.
- iv. Nuisance or danger to health is not caused as a result of the operation of the installation;
- v. The inspection, cleaning and maintenance required may be performed through the means of access provided.

A market building shall install a grey water management system designed to separate grey water from black water and enable recycling where possible.

Sanitary Facilities

Sanitary facilities include flush toilets, sinks and wash hand basins with mirrors, showers, separate washroom compliant with PLWD requirements and where possible units for children, baby changing rooms or platforms for lactating mothers.

These facilities shall be:

- i. Easy to clean and maintain
- ii. Easily Accessible to all market users
- iii. Resource use efficient
- iv. Have provisions for PLWDs
- v. Offer privacy to users

The water closets shall be at a minimum rate of 1:25 persons

Septic Tank or Conservancy Tank

A conservancy tank or septic tank shall be used for the reception of sewage where the main sewer is nonexistence and shall be;

- i. Designed and constructed in such a manner that it will be impervious to liquid.
- ii. Sited in such a manner that allows for easy emptying and maintenance.
- iii. Sited so as not to endanger the market structure.

3.1.11 Auxiliary Facilities

The following support facilities shall be considered necessary depending on the category of the market;

- i. Eateries/food courts
- ii. Management offices

- iii. Daycare rooms
- iv. First Aid/Emergency response rooms
- v. Police post (where necessary)

3.2 Structural Design Considerations

In every market, the structural elements or components of buildings and incidental structures shall be designed to be safe and serviceable. The design of a market building shall provide for adequate structural resistance (to withstand wind, seismic and accidental loading), serviceability, durability and reliability.

A structural design shall be governed by ultimate design requirements and pass serviceability limit state design checks. It shall be designed to withstand actions during execution of materials used in the construction of a structural element, or a component of structural elements

Where a material specified in a Kenyan Standard is not available, an alternative material of equal or better performance shall be used. Also, where a structural material other than one specified in the Kenyan standard is used in a building, the design of the building, structural elements and a component of the structural element, shall be according to a safety method applicable to the structural use responsibility for a structural design and construction.

3.3 Mechanical and Electrical Installations

3.3.1 Water Supply Services

The market shall be connected to water supply system or have an established alternative way of sourcing water like borehole and rain harvesting system.

3.3.2 Storm Water Management

A drainage installation in a market shall be designed and constructed in such a manner as to ensure that;

- i. A drainage installation shall have at least 1 gully.
- ii. The drainage installation is capable of carrying the design hydraulic load.
- iii. The drainage installation is capable of discharging into any common drain, connecting sewer or sewer provided to accept the discharge.
- iv. A component or material used in the installation is watertight.
- v. Nuisance, or danger to health, is not caused as a result of the operation of the installation.

- vi. A drainage installation shall be designed and constructed in a manner that permits access to the interior of a pipe in the installation, for the purposes of inspection, testing and internal cleaning.
- vii. The inspection, cleaning and maintenance required, may be performed through the means of access provided. The requirements above shall be considered to be satisfied where an installation is the subject of a design prepared by an architect or mechanical engineer.
- viii. The roof of a market building shall be so constructed, or provided with appliances for drainage, as to prevent rain which may fall upon it or upon a street causing dampness in any part of the building, including the interior, or damage to the foundation.
- ix. A rain water pipe at a height of below 3m above pavement level, shall not project beyond the building line

3.3.3 Fire Safety and Disaster Preparedness

The market shall have fully functional firefighting equipment in relation to category of market. For a storied market where the floor exceeds 6m above the ground level, firefighting equipment shall be provided. These include:

- i. A hydrant that exceeds (12m in height), hose, hose reels and fire appliance fixed to an external connection
- ii. A portable fire appliance
- iii. A sprinkler, drencher and water spray projector system
- iv. A water storage tank
- v. A dry riser

The market shall be designed, constructed and equipped in such a manner that ensures that in case of a fire/other disasters:

- i. The protection and safe evacuation of persons therein is ensured.
- ii. The spread and intensity of the fire within the market and the spread of fire to other buildings is minimized.
- iii. Sufficient stability is retained to ensure that the market is not endangering another building.

The design of a multi-storey market shall be such as to ensure that:

- i. The generation and spread of smoke are minimized and controlled to the extent that is reasonably practicable.
- ii. Means of access and equipment for detecting, fighting, controlling and extinguishing fire, are provided.

A market that exceeds six storeys in height shall have at least one lift that is designed and installed to be used by firefighters. A structural element or component, that directly supports a separating wall, shall satisfy the requirement for stability for a period that is not shorter than that required for fire resistance of the separating wall.

Fire-fighting equipment in a building shall be installed in such a manner that it is ready for use at all times and that access to the fire-fighting equipment is not obstructed by any object. The market shall be constantly inspected and a record of the maintenance of fire-fighting protection equipment well kept.

Water reticulation for fire-fighting purposes shall provide for water to be supplied in the quantity and at the pressure and rate of flow as required. The type of portable fire extinguisher to be provided and the number of fire extinguishers to be installed, shall exceed the number required if a particular hazard warrants the increase.

Fire assembly points shall be easily accessible and clearly marked.

3.3.4 Electrical Installations

The market shall be supplied with electricity for lighting and as a support utility for intensive energy requirements and equipment. There shall be provision of alternative sources of clean energy such as solar and wind power as part of green design for energy efficiency in markets.

General street lighting systems shall be provided, either using conventional street lights mounted on lamp standards or fittings attached to adjacent buildings (the spacing for these fittings is usually in the range of 15 to 20 meters).

3.3.4.1 A Conductor or an Apparatus

A live conductor, including that forming part of an apparatus, shall be:

- i. Insulated and where necessary, further effectively protected; or
- ii. Placed and safeguarded in a manner that prevents danger as far as is reasonably practicable.

An electrical joint and connection shall be installed with respect to conductance, insulation, mechanical strength and protection, and shall be accessible for inspection and maintenance.

3.3.4.2 A Fuse, Switch or Circuit-Breaker

An electrical circuit and sub-circuit shall be protected against excess current by a fuse, circuit-breaker or another similar device which:

- i. Shall operate automatically at current values related to the safe current ratings of the circuit;
- ii. Shall have the breaking capacity designed by a qualified electrical engineer;
- iii. Shall be located and constructed in a manner that prevents danger caused by overload, overheating, arcing or short circuit when in action.

3.3.4.3 Precautions against Metal becoming Charged

Where metal, other than a current-carrying conductor, is likely to become charged with electricity in a manner that may create danger if the insulation of the conductor becomes defective, or if a defect occurs in an apparatus, the metal shall be earthed adequately.

3.3.4.4 Isolation of a System or an Apparatus

Means shall be provided for the immediate disconnection of voltage from a circuit, sub-circuit or apparatus. An apparatus which requires operation or attention in normal use shall be installed in a manner that means of access and working space are afforded for the operation or attention. A part of a building in which apparatus is placed shall be adequately lit and controlled.

3.3.4.5 Connection of an Appliance to an Electricity Supply

An appliance shall be controlled by means of a switch, or an automatic control device where applicable, and arranged in a manner that disconnects the appliance from a live conductor; or connected by means of a plug and socket outlet that is in accordance with the Standards Act.

3.3.4.6 Precautions against a Special Condition

An apparatus or conductor exposed to adverse conditions such as mechanical disturbance, humidity or thermal exposure shall be constructed or protected in a manner that prevents failure or danger that may arise from the exposure; and in flammable conditions, installation shall be done in accordance with KS IEC.

3.3.4.7 Voltage Exceeding Two Hundred Volts

An apparatus or conductors operating at voltages between conductors, or to earth that exceeds 200V shall be completely enclosed in earthed metal cable trays or conduits and shall be electrically continuous and protected against mechanical damage or constructed, installed and protected in a manner that prevents danger.

3.3.4.8 An Electrical Appliance

A fixed electrical appliance shall be designed, constructed and installed in a manner that it operates safely and efficiently; and that meets the minimum energy performance standards under the Standards Act.

A light fitting or another electrical apparatus or appliance, in a room containing a fixed bath or shower shall be:

- i. Situated in a manner that if accessible by person in the bath or shower, it is shrouded in insulating material;
- ii. Installed in a manner that ensures a part of a lamp-holder that is likely to be touched by a person replacing a lamp is constructed of, or shrouded in, insulating material;
- iii. Installed in a manner that ensures a switch, or another means of control or adjustment, associated with a light or electrical appliance in a room is of a type operated by an insulating pull-cord switch; and is placed in an accessible position outside and immediately or adjacent to the normal access door of the room.

If a room has a provision for a shaver, the shaver supply unit shall be:

- i. Installed and situated in a manner that if it is accessible by person in the bath or shower, it is shrouded in insulating material;
- ii. Installed with an earth terminal and a secondary circuit that is isolated from both the main electricity supply and earth.

In a room containing a bath or a shower, a provision shall not be made for the use of an electrical portable appliance other than a shaver.

3.3.4.9 Electric Lighting

In a building or part thereof, in which electricity is installed for lighting, the building shall have a system which comprises of at least one terminal point for lighting in every room that has a floor area of at least 2m², and in every bathroom, water closet, entrance vestibule, hall, passage and staircase terminal landing.

The lighting of staircase terminal landings of the building, shall, unless an automatic switching device is installed, be controlled by switches at the landings and at any other terminal landing thereon.

The lighting illumination level in an area within a building shall be as issued by the Chartered Institute of Building Services Engineers.

3.3.4.10 An Electricity Point

In a building or part thereof, where an electricity point is installed, the electricity point shall be provided in a manner that is safe, under normal conditions of use of the attachment and use of a portable apparatus or appliance.

A socket outlet point shall be shuttered as required.

3.3.4.11 Protection Against Lightning

The means of earthing for lightning protection shall be in accordance with the code of practice for the protection of structures against lightning and KS 04-503: 1985 (Kenya Code of Practice for the Protection of Structures Against Lightning), or any equivalent thereof under the Standards Act.

3.3.4.12 Siting of a Power House

A power house, meter board or boxes, shall be constructed to accommodate low voltage switchgears for a building and shall be sited where it is accessible by a power utility company.

The low voltage switchgear shall be installed in accordance with KS IEC 62208 (Enclosures for Low Voltage Switchgears & Control Gear Assemblies) and KS 1587 (National Electrical Safety Code). No. 9 of 1999.

The siting of a standby generator, if required, shall be at a location where the noise level of the generator is in accordance with the Environmental Management and Coordination Act, 1999.

A switch, socket, an isolator, a consumer unit, distribution board, an electric bell, and a television outlet, in a building shall be installed as required.


3.3.4.13 Other Electrical Installations.

If a building has master antenna television station system, it shall be installed in accordance with the approved specifications.

Installations of data outlet, broadband/fiber network infrastructure to provide a platform for e-commerce operations.

Alternative source of electricity supply to a building shall be installed. Solar lanterns shall be installed around the building for security lighting purposes.

The access and closed-circuit television security surveillance system in a building, shall be installed in accordance with the required safety requirements. The structured cabling installed in a building shall be in accordance with the relevant regulations.



An intruder alarm system in building shall be installed in accordance with the Standards.

The installation and use of renewable energy in a building shall be in accordance with the Energy Act, 2019.

CHAPTER 4: OPERATION AND MAINTENANCE

4.1 Allocation Criteria

4.1.1 Principles

- i. The market space shall be provided to traders to support their quest for earning an income.
- ii. The market space shall remain a County Government property and shall be allocated to traders in a manner that best advances County and National Government priorities. No trader “owns” the space that has been allocated to him/her.
- iii. Traders shall be provided with suitable platforms/ spaces for trade guided by type of trade, PLWD, gender and age.
- iv. Market space allocations is on specific to allottee and are deployed in the most efficient and effective manner to best serve programmatic and strategic goals.
- v. Each allottee shall manage his/her business within the space that has been allocated at any given time as per the terms and conditions given by the county government
- vi. Shared market spaces between consenting traders shall be encouraged whenever possible to efficiently use the limited trading space.
- vii. CECM in charge of markets development and management shall approve any stall changes that need to be made by the Market committees.
- viii. Market space can be reallocated to another trader if a trader has violated terms and conditions of the market space
- ix. The ability to allocate and reallocate market space resides ultimately with the county government; this shall be done in consultation with the respective Market Committees, and the County Executive Committee Member in charge of Market Development and management.
- x. Market Committees have the responsibility to assist in identification of market space needs within their respective trades/areas.

4.1.2 Guidelines for Allocation of Space

The market space allocation priorities are as follows:

- i. Traders who are within the area and were part of the initial project affected persons (PAPs).
- ii. Traders who are compliant to their obligations as traders; updated payment of the requisite fees to the county government.
- iii. Affirmative action; Women, persons with disability, and youth.
- iv. Market spaces shall be allocated to individual traders, shared, open, or in cubicles as appropriate and available.
- v. Market space shall be allocated based on need, availability, and suitability for the intended trade
- vi. Allocation of multiple market spaces for one trader shall not be allowed. Where possible, if traders desire to consolidate their space for reasons of trade requirements, contiguous spaces will be provided subject to availability and practicability.
- vii. The stalls shall be allocated to the traders on a lease basis not permanent. The lease shall be of 7 years' renewable once after which the stalls revert to the county government and be re-balloted (maximum of 14 years). Children can inherit the stall from their deceased parent as long as the period has not expired
- viii. Stalls shall be allocated to regular traders only.
- ix. Annual evaluation of market space allocation shall be undertaken to ensure that all market spaces are being used to maximum functionality and efficiency.
- x. Official market space inventory reports recording all market space allocations shall be maintained by the market managers and the CECM in charge of market development
- xi. To support an accurate and complete record of space allocations, traders shall be required to verify to the county government on an annual basis their market space allocation.
- xii. Traders digitized databases to be created and updated continuously. Departments in charge of Markets at the counties to keep the database and be updated in liaison with the market committee.
- xiii. All projects undertaken by the National Government shall have a framework for allocating space, and traders who will be given first priority are those who were operating their businesses where the markets have been constructed while the additional spaces will be awarded by the committees through the laid down procedures (for example, balloting system).

4.1.4 Balloting

Screening

Screening is the process of authenticating successful applicants to prepare a list for pre-balloting.

A multi-agency team comprising of national and county governments shall be established to carry out screening exercise and to come up with the criteria for short listing.

The national government representatives shall be appointed by the Principal Secretary Responsible for market development, the team shall comprise of;

- i. Representatives from the Ministry of Interior & Coordination of National Government.
- ii. Representatives from the State Department for the time being in charge of Urban Development in a case where the market is located in an urban area.

The county government representatives shall be from;

- i. Representative from department responsible for trade
- ii. Representative from department responsible for physical planning and urban development
- iii. Representative from urban institutions (city/municipality/town/market centre) in a case where the market is located in an urban jurisdiction.

Balloting Stage

This stage shall be participatory where;

- i. Sensitization and civic education shall be undertaken throughout the balloting exercise.
- ii. Ballot is safely stored before voting is undertaken.
- iii. Appointed PAPs representatives to participate in ascertaining the authenticity of ballots by physically mixing them in a transparent basket.
- iv. Cards with the numbers for stalls in that category are prepared prior and put in a ballot box.
- v. Each trader picks a ballot from the basket under the supervision of RAP team and assigned stakeholders.
- vi. The ballot number is entered in the master list and the PAP signs against his or her name

Balloting Process

The objective of the balloting exercise is to get a list of the traders who shall occupy the available stalls/spaces in a market. Secret ballots are prepared depending on the number of available spaces for the specific zoned stalls against the number of shortlisted applicants under each criterion. Ballots shall be marked with the stall numbers according to the nature of the business to ensure transparency.

4.2 Issuance of Offer letters

This involves the office of the relevant accounting officer issuing an offer letter confirming that the trader has been allocated a stall in the market awaiting signing of the **CONTRACT/LEASE AGREEMENT** with the authorized representative of the respective County Government.

The traders shall sign an acceptance letter to comply with the terms and conditions of the market space

4.3 Market Regulations

The smooth operation of a market and the proper use of its facilities require the promotion of and strict compliance with a set of realistic regulations.

The regulations should adhere to the following principles:

- a) Regulations should be prepared by the market management committee in collaboration with users and other stakeholders;
- b) Regulations should be realistic and enforceable;
- c) The regulations should be clear and concise;
- d) They should be written in a language that can be understood by the users; and
- e) The committee should consider giving a summary of the main rules especially those relating to, hours of operation, public and user's behavior on a public signboard.

Scope of the Market Regulations

The scope of the market regulations should include but not limited to the following components:

- a) Market administration on the disciplinary power and sanctions of the management committee applied when there are breaches to market regulations;

- b) Market operations, opening and closing hours, holidays, time of deliveries and stall operations;
- c) Traffic management controls including, vehicle parking and departure after offloading;
- d) Market practices on trader's behavior in terms of maintaining good stall practices;
- e) Security and fire safety features such as, locking of premises, maintain access to firefighting equipment; and
- f) Special facilities use such as rooms for nursing mothers, ramps and washroom for the persons with disability.

4.4 Dispute Resolution

Pursuant to this guide for market infrastructure development and management, a Dispute Resolution Settlement Committee shall be established. Parties shall be encouraged to use Alternative Dispute Resolution (ADR) mechanism.

The Committee shall act as the initial dispute resolution body for all disputes arising under these policy guidelines.

The Committee shall comprise of all the Market Management Committee members.

The Committee's decision shall be by consensus and shall be binding on all parties.

In case a party is dissatisfied with the decision of this committee, it shall be free to

Any grievances shall be launched through the market committee and shall be entered into the daily logs or grievance log book for the market.

The Committee shall periodically review the recorded grievances and address them accordingly. However, any dispute not resolved by the market committee shall be referred to the market coordination board for hearing and final determination or seek for further redress from other available dispute resolution mechanisms.

4.5 Market Maintenance

The market shall be well maintained ensuring all elements of the market facility are properly and effectively functioning. The market management shall ensure utilities are paid for to secure proper hygiene and comfortable working environment for the market user. The county government shall make provision for retention of 40% of market revenue as "AIA" to be ring fenced for operation and maintenance of the market. The

AIA shall be operated through a market fund scheme and the signatories to the market fund shall be as described in the regulations establishing the fund.

4.6 Market Management Structure

Markets shall be managed by the County Department responsible for markets development. However, for markets falling within cities, municipalities, towns or market centers, the management shall be by the respective boards or committees in accordance with the Urban Areas and Cities Act, 2011(as amended in 2019).It is the responsibility of the county government to ensure that competent staff and other resource requirements from all relevant departments are availed to the boards and/or committees for proper functioning of the markets. The relevant departments include fire services department, environment department and public health department.

4.6.1 State Department for the Time Being Responsible for Markets Policy Development.

The State Department for Housing and Urban Development being the Government Department that implements the National Urban Development Policy (NUDP), and Urban Areas and Cities Act has the overall responsibility on formulation and operationalization of Market Development Policy, Guidelines and Strategies in coordination with the State Department for Trade.

The Department shall guide and coordinate the implementation of the Markets Development and Management Guide.

4.6.2 County Executive Committee Member Responsible for Markets Development

The CECM in charge of Urban Development and the CECM in charge of Market Development at the time, shall be responsible for the policy, guidelines and strategy implementation and coordination including apprising the county executive on the progress of implementation.

4.6.3 Market Coordination Committee (MCC)

The committee term shall be 3 years' renewable once subject to appraisal by the CECM in charge of urban development/ markets development. There shall be consideration for the youth, women, persons with disabilities, marginalized and other minorities representatives and integration in the committee.

In a case where the market lies between two or more counties, the members of the committee will be drawn from the respective counties. The committee shall determine how the market will be managed by the counties involved and the share of revenues collected.

The mandate of the committee shall be:

- i. Effective management of markets
- ii. Support revenue generation in markets
- iii. Enhancing revenue streams generated in markets
- iv. Supporting implementation of county financial systems
- v. Ensuring equitable space allocation in the markets

4.6.4 Urban Boards/Committee

The relevant urban institutions (Urban Boards / Committees) shall provide enabling framework towards effective management of the markets. Market management roles of the cities or municipalities shall be on the basis of *Principle-Agency* relationship with overall reporting to the County Executive Committee Member in charge of Markets Development.

The Urban boards/ Committees shall have a mandatory market clean- up day once every three months. The mandatory operation and maintenance of the market premises as guided by the National Building Maintenance Policy, Sessional Paper No. 2 of 2015, shall be done on an annual basis, including painting of the market stalls, sheds, and premises.

4.6.5 Market Committees

Each market shall have a market committee comprising traders 'representatives drawn from respective product associations.

Traders in markets shall be encouraged to form the market committees. A market committee shall-

- i. Support the relevant authorities in the coordination of traders' input and participation in the operations and management of the market
- ii. Advise or assist the relevant authorities in the process of allocation or market shops or stalls
- iii. Facilitate resolving disputes resulting from operations of the market
- iv. Identify any emerging issues or challenges resulting from the operations of the public market and proposing/adopting measures to resolve the problems or issues where appropriate or advising the relevant authorities on appropriate measures to be adopted in resolving the issue
- v. Promote the welfare of the traders in the Market
- vi. Promote the welfare of customers/ buyers
- vii. Advise the relevant authorities generally on better management of the market;
- viii. Oversee the provision and maintenance of market sanitation services in liaison with the market manager

4.6.6 Market Manager

The market manager shall be a staff of the county government. The mandate of the market manager include;

- i. Make proposals an overall long-term strategy for market infrastructure and services improvements as per the established baseline targets for market improvements.
- ii. Be the custodian of all the properties belonging to the market
- iii. Review and amend the implementation of the tax collection system by municipalities.
- iv. Review and identify legal changes that shall be required to successfully run the market.
- v. Review traffic management and parking systems and physical planning strategies.
- vi. Prepare architectural and engineering proposals, including detailed cost estimates for the market growth.

4.6.7 Market Administrator

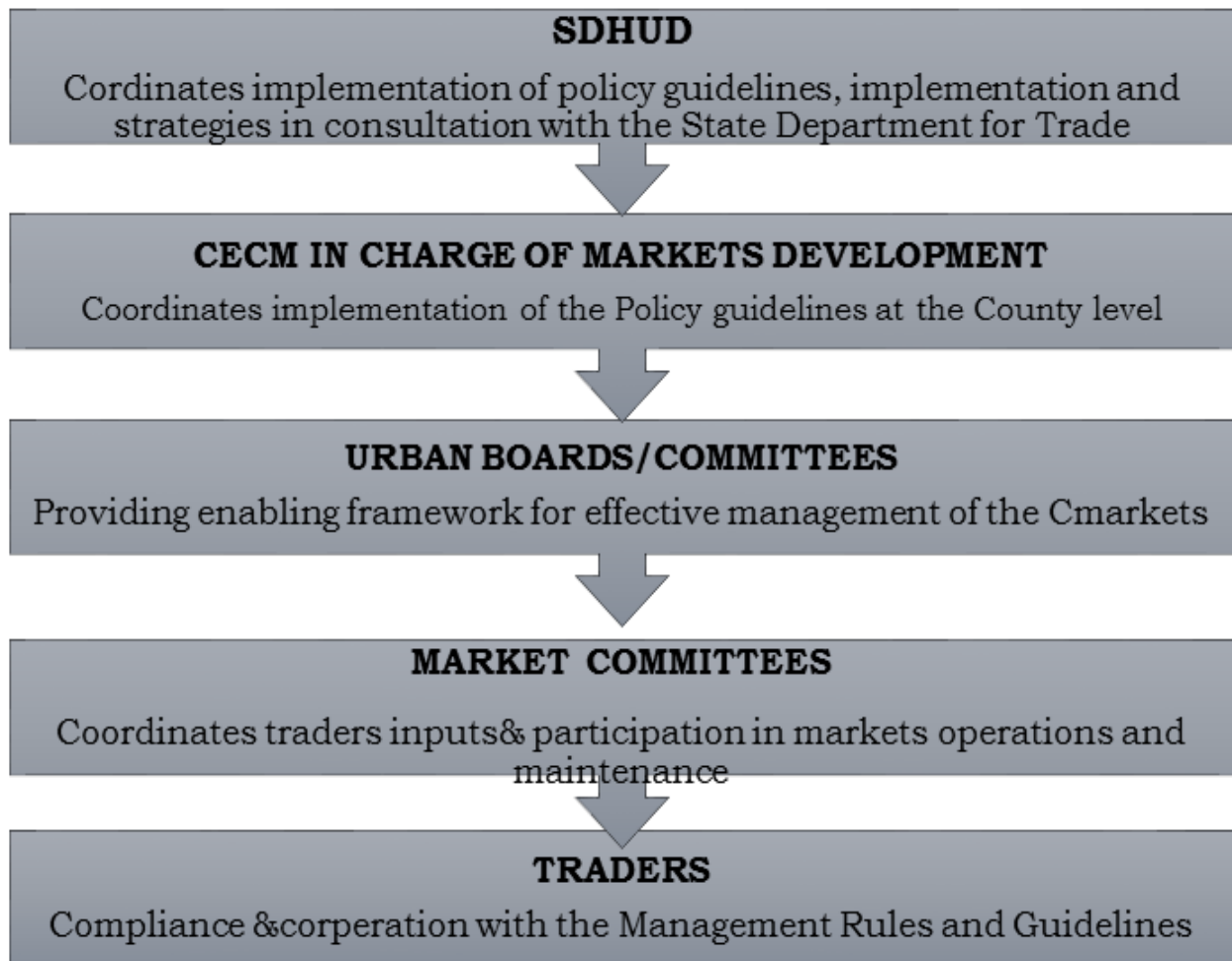
The market administrator shall:

- i. Initiate and oversee the posting of rules and regulations regarding sanitation and good order in the market.
- ii. Ensure that the market within the city or municipality shall be maintained in accordance with these implementing rules and regulations.

4.6.8 Market Traders

- i. Maintain the cleanliness of their stalls at all times.
- ii. Observe proper solid waste management.
- iii. Keep the aisles free from obstructions to allow smooth flow of customers.
- iv. Protect the market facilities from damage.
- v. Comply with the implementing rules and regulations of the market.

4.6.9 Organogram



4.6.10 Support Structures

Fire Management Department

The department shall be responsible for:

- i. Undertake quarterly fire drills
- ii. Carry out a fire safety risk assessment.
- iii. Ensure good communication channels in case of fire - Fire detection devices and fire alarm systems ought to be deployed to warn people on time of any incident, accident or event examples are devices such as smoke detectors.
Adequate signage should be used to relay information to personnel.
- iv. Employ the use of fire suppression systems such as automatic fire sprinklers if possible.
- v. Ensure correct fire-fighting equipment for putting fires out quickly such as portable fire extinguishers and hose reels ought to be put in place.

- vi. Ensure fire exits and escape routes clearly marked and unobstructed at all times.
- vii. Ensure traders receive appropriate training on procedures they need to follow, in case of emergencies.

Security Department

- i. Provide adequate security: exterior/interior lighting, intrusion alarms, guard service, well-secured access openings
- ii. Prevent access by unauthorized personnel
- iii. Manning CCTV camera where applicable

4.7 Safety and Security

The market should have;

- i. Adequate lighting.
- ii. Functioning CCTV cameras.
- iii. Reasonable number of enforcement officers.
- iv. A Police Post depending on nature/complexity of the market.

4.8 Waste Management

- i. Waste management strategies to embrace sustainable the waste management value chains involving waste generation, collection, segregation, recycling, storage, transport and disposal as well as waste to energy strategies. Taking cognizance of sustainable waste management policies and strategies by relevant authorities including Ministry of Environment, National Environmental Management Authority, and State Department for Housing and Urban Development
- ii. Proper solid waste management shall be instituted in the market accordance with the 'refuse disposal' policy in Kenya and in accordance with Section 87 of EMCA 1999 (revised 2015). Market premises shall have adequate number of refuse bins (separate bin or bin with separator) or refuse depository, one for biodegradable wastes, shall be provided in strategic places for temporary disposal or refuse before being collected.
- iii. All receptacles/refuse bins shall be provided with tight-fitting lids or covers, so constructed and maintained as to be vermin-proof and easily cleaned.
- iv. Storage bins for refuse shall be in designated space separate from food handling operations.

- v. Storage of refuse shall be done in such a way that it shall be inaccessible for vermin to avoid becoming a potential attractant and harborage for vermin or nuisance.
- vi. Refuse shall be temporary stored in garbage depository and collected on time as scheduled by the city or municipal collection system.
- vii. Solid wastes shall be collected daily or more often as necessary.
- viii. After being emptied, each container shall be thoroughly brushed and cleaned inside and outside with water and soap.
- ix. Compulsory market clean-up day for effective waste management.

4.9 Operating Times (Opening and Closing Times)

A public forum consisting of buyers and sellers shall be held to discuss and to present the appropriate operating times based on their needs and wants. The agreed operating times shall be submitted to the county government for considerations and regulation.

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