GOVERNMENT OF MAKUENI COUNTY

REPUBLIC OF KENYA

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MAKUENI COUNTY INTEGRATED DEVELOPMENT PLAN 2023-2027

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MAKUENI COUNTY ASSEMBLY

CIDP THEME

A resilient economy for sustainable development

FEBRUARY, 2023.

COUNTY INTEGRATED DEVELOPMENT PLAN FOR
MAKUENI COUNTY

COUNTY VISION AND MISSION

Vision

A prosperous value based county with a high quality of life

Mission

To transform livelihoods of each household through accountable leadership that creates an enabling environment for inclusive, effective and efficient service delivery.

TABLE OF CONTENTS

TABLE OF CONTENTS **3**
LIST OF TABLES **5**
LIST OF FIGURES **6**
ABBREVIATIONS AND ACRONYMS **7**
FOREWORD **9**
ACKNOWLEDGEMENT **10**
EXECUTIVE SUMMARY **11**
CHAPTER ONE: COUNTY OVERVIEW **12**
1.1 Background 12
1.2 Position and Size 13
1.3 Physiographic and Natural Conditions 14
1.3.1. Physical and Topographic Features 14
1.3.2. Climatic Conditions 14
1.3.3. Ecological Conditions 14
1.4 Administrative and Political Units 15
1.4.1. Administrative Units 15
1.4.2. County Government Administrative Wards by Constituency 16
1.4.3. Political Units (Constituencies and Wards) 16
1.5 Demographic Features 17
1.5.1. Population Size, Composition and Distribution 17
1.5.2. Urban Population 19
1.5.3. Population Density and Distribution 19
1.5.4. Population Projection by Special Age Groups 20
1.5.5. Population of Persons with Disabilities Type, Sex and Age 20
1.6. Demographic Dividend Potential 22
1.7. County Poverty Profile 23
CHAPTER TWO: PERFORMANCE REVIEW OF THE CIDP 2018-22 PERIOD **25**
2.0 Overview 25
2.1 Analysis of the County Revenue Sources 25
2.2 County Budget Expenditure Analysis 27
2.3. Sector Programmes Performance Review 27
2.3.1. Water, Sanitation, Environment and Natural Resources 27
2.3.2. Agriculture and Rural Development 31
2.3.3. Transport, Infrastructure, Public Works, Energy and ICT 35
2.3.4. Health Services 36
2.3.5. Social Protection, Education, and Recreation 37
2.3.6. General Economic and Commercial Affairs 37
2.3.7. Lands and Urban Development 39
2.3.8. Devolution Sector 39
2.4. Challenges 42
2.5. Lessons learnt 43
2.6. Recommendations 44
2.7. Natural Resource Assessment 46
2.8. Development Issues 49
CHAPTER THREE: SPATIAL DEVELOPMENT FRAMEWORK **65**

3.1. Spatial Development Framework 65
3.2. National Spatial Plan: Development Framework 65
3.2.1. Managing Impacts of Global Competitiveness 66
3.2.2. Optimal Use of Land and Other Resources 67
3.2.3. Balanced Regional Development 67
3.2.4. Rural Development 68
3.2.5. Urbanization 68
3.3. County Spatial Plan: Development Framework 68
3.3.1. Economic Development 68
3.3.2. Agricultural Development 69
3.3.3. Human Settlement Development 70
3.3.4. Environmental Conservation and Management 73
3.3.5. Transportation and Infrastructural Development 75
3.3.6. Social Infrastructure and Services Development 77
3.3.7. Cross Cutting Issues in the County Spatial Plan 77

CHAPTER 4: DEVELOPMENT PRIORITIES, STRATEGIES ANDPROGRAMMES 79
4.1. Development Priorities and Strategies 79
4.1.1. Water, Environment and Natural Resources Sector 80
4.1.2. Agriculture and Rural Development 89
4.1.3. Transport, Infrastructure, Public Works, Energy and ICT 100
4.1.4. Health Services Sector 110
4.1.5. Social Protection, Education, Culture and Recreation Sector 119
4.1.6. General Economic and Commercial Affairs Sector 130
4.1.7. Lands and Urban Development 136
4.1.8. Devolution Sector 144
4.1.9. Flagship Programmes and Projects 154
4.2. CIDP Linkages with Others Development Frameworks 166
4.3. Cross-Sectoral Linkages 170
4.4. Cross- Cutting Themes 183

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK 186
5.1 Overview 186
5.2 Institutional Framework 186
5.3 Resource Mobilization and Management Framework 188
5.3.1Resource Requirements by Sector 188
5.3.2Revenue Projections 188
5.3.3Estimated Resource Gap 189
5.3.4Resource Mobilization and Management Strategies 189
5.4 Asset Management 192
5.5 Risk Management 193

CHAPTER SIX: MONITORING, EVALUATION AND LEARNING 195
6.1 Overview 195
6.2 County Monitoring and Evaluation Structure 195
6.3 Monitoring and Evaluation Capacity 195
6.4 Monitoring and Evaluation Outcome Indicators 197
6.5 Data Collection, Analysis and Reporting 204
6.6 Dissemination, Feedback Mechanism, Citizen Engagement and Learning 204
6.7 Evaluation Plan 204

ANNEX 1: COUNTY FACTSHEET 206

LIST OF TABLES

Table 1 : Area (km^2) by Sub-County 15
Table 2:County Government Administrative Wards by Constituency 16
Table 3: County's Electoral Wards by Constituency and Registered voters 16
Table 4: Population Projections by Sub-County and Sex 18
Table 5: Population Projections by Age Cohort 18
Table 6: Population Projections by Urban Centre 19
Table 7: Population Distribution and Density by Sub-County 19
Table 8: Population Projections by Special Age Groups 20
Table 9(a): Distribution of Persons With Multiple Disabilities by Type, Sex and Age 21
Table 10(a) and (b): Demographic Dividend Potential 23
Table 11: Analysis of County Revenue Sources 26
Table 12: County Expenditure Analysis 27
Table 13: Natural Resource Assessment 46
Table 14: Key Sector Development Issues 52
Table 15: Water, Environment and Natural Resources Sector Priorities and Strategies. 81
Table 16: Water, Environment and Natural Resources Sector Programmes 82
Table 17: Agriculture and Rural Development Sector Priorities and Strategies 89
Table 18: Agriculture and Rural Development Sector Programmes 91
Table 19: Transport, Infrastructure, Public Works, Energy and ICT Sector Priorities and Strategies 101
Table 20: Transport, Infrastructure, Public Works, Energy and ICT Sector Programmes 102
Table 21: Health Services Sector Priorities and Strategies 110
Table 22: Health Services Sector Programmes 112
Table 23: Social Protection, Education, Culture and Recreation Sector Priorities and Strategies 120
Table 24: Social Protection, Education, Culture and Recreation Sector Programmes 121
Table 25: General Economic and Commercial Affairs Sector Priorities and Strategies 131
Table 26: General Economic and Commercial Affairs Sector Programmes 132
Table 27: Land and Urban Development Sector Priorities and Strategies 136
Table 28: Lands and Urban Development Sector Programmes 138
Table 29: Devolution Sector Priorities and Strategies 144
Table 30: Devolution Sector Programmes 147
Table 31: Linkage with Kenya Vision 2030, Other Plans and International Obligations 167
Table 32: Cross-Sectoral Linkages 170
Table 33: Institutional Arrangement 186
Table 34: Summary of Sector Financial Resource Requirements 188
Table 35: Revenue Projections 189
Table 36: Resource Gaps 189
Table 37: Outcome Indicator Reporting 197

LIST OF FIGURES

Figure 1: County Administrative Units 12
Figure 2: Location of the County in Kenya 13
Figure 3:Agro-Ecological Zone in Makueni County 15
Figure 4: Age Group Structure 22
Figure 5: National Spatial Structure 66
Figure 6: Agriculture Development Strategy 70
Figure 7: Human Settlement Strategy 72
Figure 8: Environment Conservation Strategy 74
Figure 9: Transport Strategy 76
Figure 10: County Spatial Plan 2019-2029 78
Figure 11: CIDP Linkages with other Planning Framework 166

ABBREVIATIONS AND ACRONYMS

ADSE	Anglican Development Services Eastern
A-in-A:	Appropriation in Aid
AJS	Alternative Justice System
BBB	Better Business Bureau
BoG	Board of Governors
CICs	Community Information Centres
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CTTI	County Technical Training Institute
CoG	Council of Governor
COVID	Coronavirus disease
DRM	Disaster Risk Management
DRR	Disaster Risk Response
ECDE	Early Childhood Development Education
ERP	Enterprise Resource Planning
FAO	Food and Agricultural Organization
GBV	Gender Based Violence
GCP	Gross County Product
GCR	Global Credit Rating
GIS	Geographic Information System
GIT	Geo- Information Technology
GRM	Grievance Redress Mechanism
HHs	Households
ICRAF	International Council for Research in Agroforestry
ICT	Information Communication Technology
IGAs	Income Generating Activities
IMV	Internship, Mentorship and Volunteerism
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KIDUSP	Kenya Integrated Devolution and Urban Support Programme
KIPM	Kenya Integrated Performance Management Policy
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KM	Knowledge Management
KMs	Kilometers
KNBS	Kenya National Bureau of Statistics
KPI	Key Performance Indicator
KSG	Kenya School of Government
KURA	Kenya Urban Roads Authority
LAN	Local Area Network
LGBTI	Lesbian Gay Bisexual Transgender Intersex
LIMS	Land Information Management System
LP&LUDP	Local Physical and Land Use Development Plan
MARPs:	Most At Risk Populations
MET	Meteorological
MoU	Memorandum of Understanding
MSMEs	Micro Small and Medium Enterprises
NHIF	National Health Insurance Fund

NDMA	National Drought Management Authority
NGOs	Non-Governmental Organization's
NEMA	National Environmental Management Authority
NIMES	National Integrated Monitoring and Evaluation System
NoFBI	National Optic Fiber Network Backhaul Initiative
NMT	Non-Motorized Transport
NVR	Network Video Recorder
OSR	Own Source Revenue
OVC	Orphans and Vulnerable Children
PER	Public Expenditure Review
PFM	Public Finance Management
PMCs	Project Management Committees
PPOA	Public Procurement and Asset Disposal Act
PPP	Public Private Partnership
PPPs	Public Private Partnerships
PSC	Project Sustainability Committees
PWD	Person With Disability
QMS	Quality Management System
ISO	International Organization for Standardization
RBM	Result Based Management
REREC	Rural Electrification and Renewable Energy Corporation
ROAM	Restoration Opportunities Assessment Methodology
KRB	Kenya Roads Board
RRIs	Rapid Result Initiatives
SACCO	Saving and Credit Co-operative
SEKEB	South Eastern Kenya Economic Bloc
SEZ	Special Economic Zone
SDGs	Sustainable Development Goals
SGR	Standard Gauge Railways
SGBV	Sexual Gender Based Violence
SIGs	Special Interest Groups
SMS	Short Messages Services
UACA	Urban Areas and Cities Act

FOREWORD

Section 102 (h), 104 (1) and 108 of the County Government Act 2012 mandate all county governments to prepare a five-year plan. The plan should reflect its strategic priorities, specific goals, objectives, a costed implementation plan, provision for monitoring and evaluation as well as clear reporting mechanisms. The plan forms the basis for the appropriation of funds and no fund can be appropriated outside the planning framework prepared by the County Executive and approved by the County Assembly.

The Makueni County Integrated Development Plan 2023-27 is the third generation of the five-year county plans since devolution. The overall vision is to have **a *prosperous value-based county with a high quality of life.*** The plan adopts a sectoral planning approach with strategic priorities aligned to well-defined programmes, objectives, outcomes, and key outputs. The key outputs are then aligned to targets and associated costs to ensure efficient and effective delivery over the five-year period. The plan also provides implementation plan, tentative budget, the resource mobilization strategy and the mechanism for monitoring and evaluation.

The plan has been prepared following guidelines from The National Treasury – State Department of Economic Planning and is anchored on the Sustainable Development Goals (SDGs), Africa's Agenda 2063, Paris Agreement on Climate Change, 2015, East Africa Community Vision 2050, International Conference on Population and Development (ICPD) 25 Kenya Commitments, Sendai Framework for Disaster Risk Reduction 2015-2030, The Makueni Vision 2025 and the Kenya Vision 2030. It will be actualized through five Annual Development Plans (ADPs) and takes cognizance of key cross cutting themes: climate change; Disaster Risk Reduction; Youth, Disability, Gender and HIV/AIDs.

The CIDP whose theme is '***A resilient economy for sustainable development'*** was developed through a participatory approach with the involvement of Sector Working Groups, and diverse stakeholders. Citizens were given an opportunity to deliberate on their development issues and challenges and prioritize interventions from the 247 Sub-locations, 30 Wards, and thematic groups (youth, women, PLWHIV, and PWDs). Inputs from different groups including development partners, professionals and elected leaders were sought and incorporated.

To the stakeholders involved in the process and Executive Committee Member for Finance Mrs. Damaris Kavoi and her team, I appreciate your contributions and reiterate the commitment of my government to deliver the aspirations in this plan. Indeed, this plan sets the basis for our clarion call "***wauni wa kwika nesa na ulungalu***". Together we will transform our county, join me in the mission to transform our county.

Mutula Kilonzo Jnr, CBS
Governor,
County Government of Makueni.

ACKNOWLEDGEMENT

The preparation of the third generation County Integrated Development Plan (CIDP) 2023-27 benefitted immensely from collective effort by various stakeholders. The participatory and all-inclusive approach adopted in its preparation ensured wide participation, consultation, discussion and consensus building toward the final plan.

Special appreciation goes to the County Executive Committee led by H.E. the Governor, Mutula Kilonzo Junior and H.E. the Deputy Governor, Lucy Mulili, County Secretary, and all Executive Committee Members for providing the overall leadership and guidance during the plan development. I also wish to appreciate the County Chief Officers who continually provided support and guidance to the process. The work on the plan was underpinned by a series of Sector Working Reports prepared by Sector Members in the Sub County and County Level and the Ward Public Participation reports from the ward and locational public participation.

The drafting team was spearheaded by a CIDP III Technical Development Committee led by the Chief Officer- Planning, Budget, Revenue and M&E Boniface Mutua. The core team members included; Dr. Daniel Ksee, Anastacia Muendo, Amos Bitok, Karanja Waigi, Chris Yulu, Stanlus Matheka, Francis Nthuku, Dr. Zipporah Wambua, Leonard Mutuku, Cynthia Musangi, Veronicah Kalii and Benson Mutuku. I also appreciate Sector Working Groups leaders; Maingi Mailu and Faith Mwende (Education and Social Protection), Benson Mutuku (Land and Urban Planning and development), Carolyne Vita (Water and Environment), David Kiuluku (Health Services), David Muruka (Transport, Energy, Infrastructure and ICT), David Musyoki (Agriculture and Rural Development) and Jacinta Pius (General Economic and Commercial Affairs) for their self-less effort to incorporate the sector specific inputs to the CIDP.

I gratefully acknowledge the valuable inputs, comments and suggestions provided by the County Assembly leadership led by the Speaker Hon. Douglas Mbilu and the Committee of Finance and Planning, and the County Budget and Economic Forum (CBEF) for dedicating their time to ensure the document is well planned and strategized to reflect the aspirations and desires of the people of Makueni county.

Lastly but not the least, I wish to thank the Sector Working Group members, the Sub County Economists, Departmental Economists, and the CIDP III Ward Research Interns who worked tirelessly to collect, analyze data and prepare various reports. Your effort was not in vain.

Damaris Kavoi
Executive Committee Member
Finance and Socio-Economic Planning

EXECUTIVE SUMMARY

The 2023-27 County Integrated Development Plan (CIDP) is the third generation long term plan since the onset of Devolution following the enactment of the Constitution of Kenya 2010 which led to creation of County Governments. This CIDP coincides with the new regime of government that came into power following the general elections of August 2022. The theme of the plan is '***A resilient economy for sustainable development'*** and aims to support the development of a resilient community that can withstand shocks and grow its economy**.**

The plan takes cognizance of national long term development plans and international commitments by the Country and will contribute towards achievement of these plans and commitments. These are the Sustainable Development Goals (SDGs), Africa's Agenda 2063, Paris Agreement on Climate Change, 2015, East Africa Community Vision 2050, International Conference on Population and Development (ICPD) 25 Kenya Commitments, Sendai Framework for Disaster Risk Reduction 2015-2030, the Kenya Vision 2030 and The Makueni Vision 2025.

The CIDP will be implemented through eight sectors: Water, Sanitation, Environment and Natural Resources; Agriculture and Rural Development; Transport, Infrastructure, Energy and ICT; Health Services; Social Protection, Education and Recreation; General Economic and Commercial Affairs; Lands and Urban Development; and Devolution.

The CIDP is organized into six chapters and one annex: Chapter one gives the county overview including the position and size, the population density, physiographic conditions, administrative and political units, demographic features and poverty profile. Chapter two provides the performance review of the CIDP 2018-22 with highlights on revenues and expenditure, key achievements per sector and a summary of challenges, lessons learnt and recommendations. Chapter three provides the spatial development framework covering the national spatial structure and the county spatial development framework.

Chapter four captures the development priorities, strategies and programmes per sector, key county flagship projects, cross-sector linkages and the mainstreaming of the key cross-cutting themes.
Chapter five provides the framework for the implementation of the plan including the institutional framework, resource mobilization and management framework, and asset and risk management. Chapter six cover the Monitoring, Evaluation and Learning Framework (MEALF) including the county monitoring and evaluation structure and capacity, the monitoring and evaluation outcome indicators, data collection, analysis and reporting; dissemination, feedback mechanisms, citizen engagement and learning; and plan evaluation framework. Annex one provides the County factsheet.

The CIDP will be implemented through Annual Development Plans(ADPs). It is estimated to cost a total of Kshs 92.3 billion which will be raised from the national government equitable share and grants, Own Source Revenue (OSR) and support by Development Partners (DPs).

CHAPTER ONE: COUNTY OVERVIEW

1.1 Background

Makueni County is predominantly inhabited by the Akamba community who form approximately 97% of the total number of the inhabitants. There is a substantive percentage of people from other communities especially in the major towns. The County has an average population density of 186 persons /KM^2 with Mbooni West Sub – County recording the highest population of 379 persons /KM^2 and Kibwezi Sub - County recording the lowest of 62 persons/ KM^2. Makueni county headquarters are situated at Wote town which hosts both the County Government of Makueni head offices and the National Government County Offices. Wote town is located 130 KMs from Nairobi.

The county is divided into nine National government administrative sub-counties (Kathonzweni, Kibwezi, Kilungu, Makindu, Makueni, Mbooni East, Mbooni West, Mukaa and Nzaui) and six county government administrative sub counties which are also the parliamentary constituencies namely Makueni, Mbooni, Kibwezi East, Kibwezi West, Kaiti and Kilome. The six sub-counties are further subdivided into 30 electoral wards. Makueni county is a member of the South Eastern Kenya Block (SEKEB) alongside Kitui and Machakos Counties.

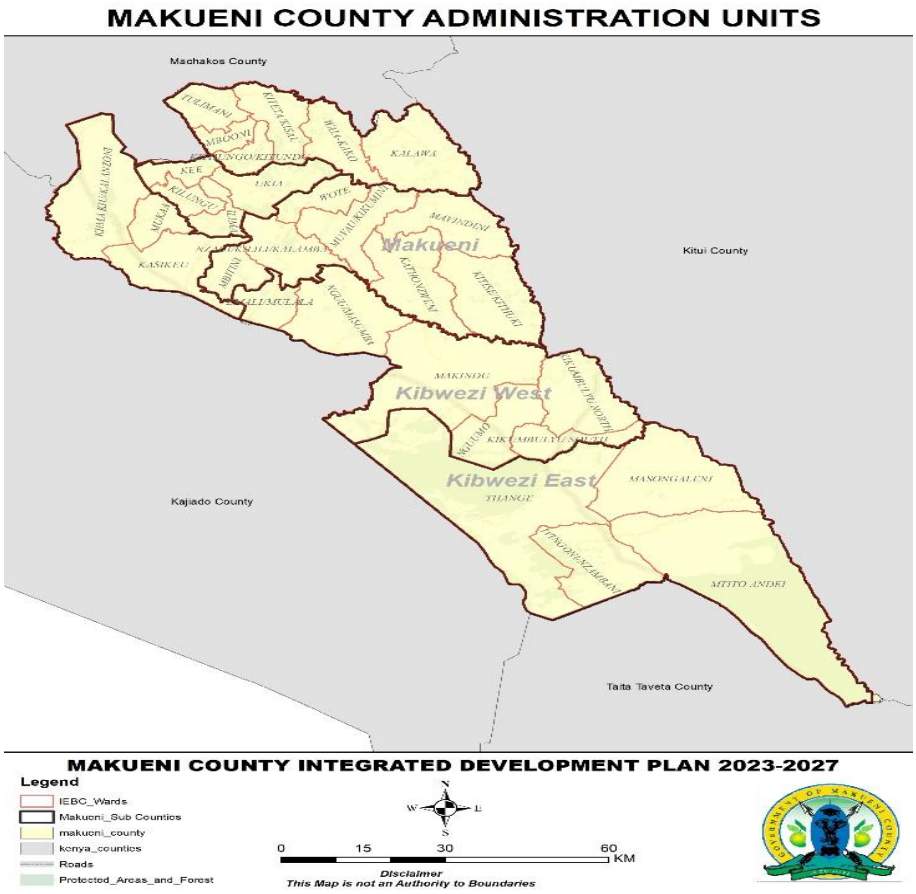

Figure 1: County Administrative Units

The main economic activities in the county are agriculture and small-scale trade. The fertile upper part of the county, which experiences a higher average rainfall of 800mm-1200mm, has both natural and planted forest and is suitable for dairy farming,horticulture and coffee farming. The lower side receives rainfall ranging from 300mm to 400mm and hardly sustains the major food farming. This means livestock rearing remain the common viable economic activity.

Tsavo National Park which lies in the southern part of the county, in Kibwezi East Sub-county, is considered as one of the worlds biodiversity strongholds. It is home to diverse wildlife species which include the famous big five consisting of Lion, Black Rhino, Elephant, Buffallo and Leopard. The park also has a great variety of bird life such as the Black Kite, Crowned Crane, love birds and the Sacred Ibis among others. This makes it a significant tourism destination for local and international tourists.

1.2 Position and Size

Makueni county is one of the 47 counties in Kenya. It is situated in the South Eastern part of the country and borders the following counties: Machakos to the North, Kitui to the East, Taita Taveta to the South and Kajiado to the West. The county lies between Latitude 1º 35´ and 3° 00´ South and Longitude 37º10´ and 38º30´ East with an area of 8,176.7 KM^2.

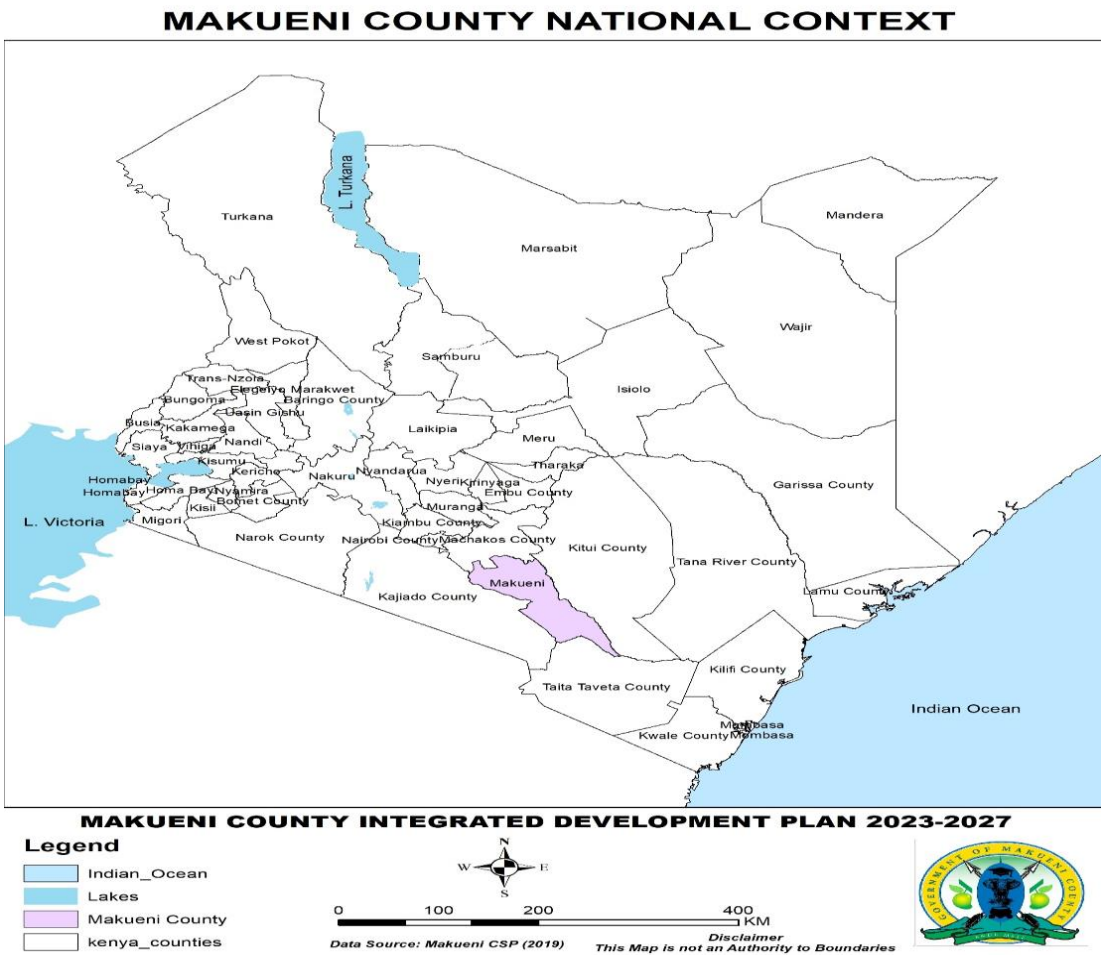

Figure 2: Location of the County in Kenya

1.3 Physiographic and Natural Conditions

1.3.1. Physical and Topographic Features

Makueni county sits at an average altitude of 1,250Ms Above Sea Level with the lowest point measuring 600Ms while the highest point standing at 1,900Ms Above Sea Level. The major physical features in the county include the volcanic Chyullu hills which lie along the South West border of the county in Kibwezi East and West sub-counties; Mbooni hills in Mbooni sub-county which host Mbooni north and south forests and Kilungu and Iuani hills in Kaiti sub-county.

Other features include Makongo forest and scenic view, Katende forest, Makuli forest and Nzaui hill. The county has a network of tributaries that flow downstream, successively merging into larger rivers namely Thwake, Kaiti, Kikuu, Muooni, Kambu, Tsavo, Mtito Andei, and Kiboko. The latter eventually channel their waters into Athi River which forms the Eastern border with Kitui county and drains into Indian Ocean. Most of the rivers are seasonal.

1.3.2. Climatic Conditions

Makueni county is largely an Arid and Semi-Arid land; prone to frequent droughts due to unreliable and erratic rainfall. The county experiences two rain seasons in a year. The long rains are experienced during the March-May-April-June season with the volume of rainfall averaging at 140 MM over the last five years. Short rains are experienced during the October – December season with higher volumes of precipitation being realized with a five-year average of 300MM. The mean annual temperatures in Makueni range from 22.7 Degrees Celsius to 24 Degrees Celsius over the last 5 years.

1.3.3. Ecological Conditions

The county is characterized by three main agro-ecological zones namely; the Upper Middle, Lower High and the Lower Middle zones. The Upper Middle (UM) zone mainly cover the uplands of Mbooni and Kaiti that practice coffee, avocado, macadamia, maize and beans farming and Dairy farming. The Lower High (LH) zone is mainly found in Makueni and Kilome sub-counties where mango and citrus fruits, grains, and root tubers farming are practiced. The lower Middle (LM) zone covers Kibwezi West and Kibwezi East where cow peas, pigeon peas, dolichols, green grams, sorghum are mainly grown and also characterised by rangelands suitable for livestock production.

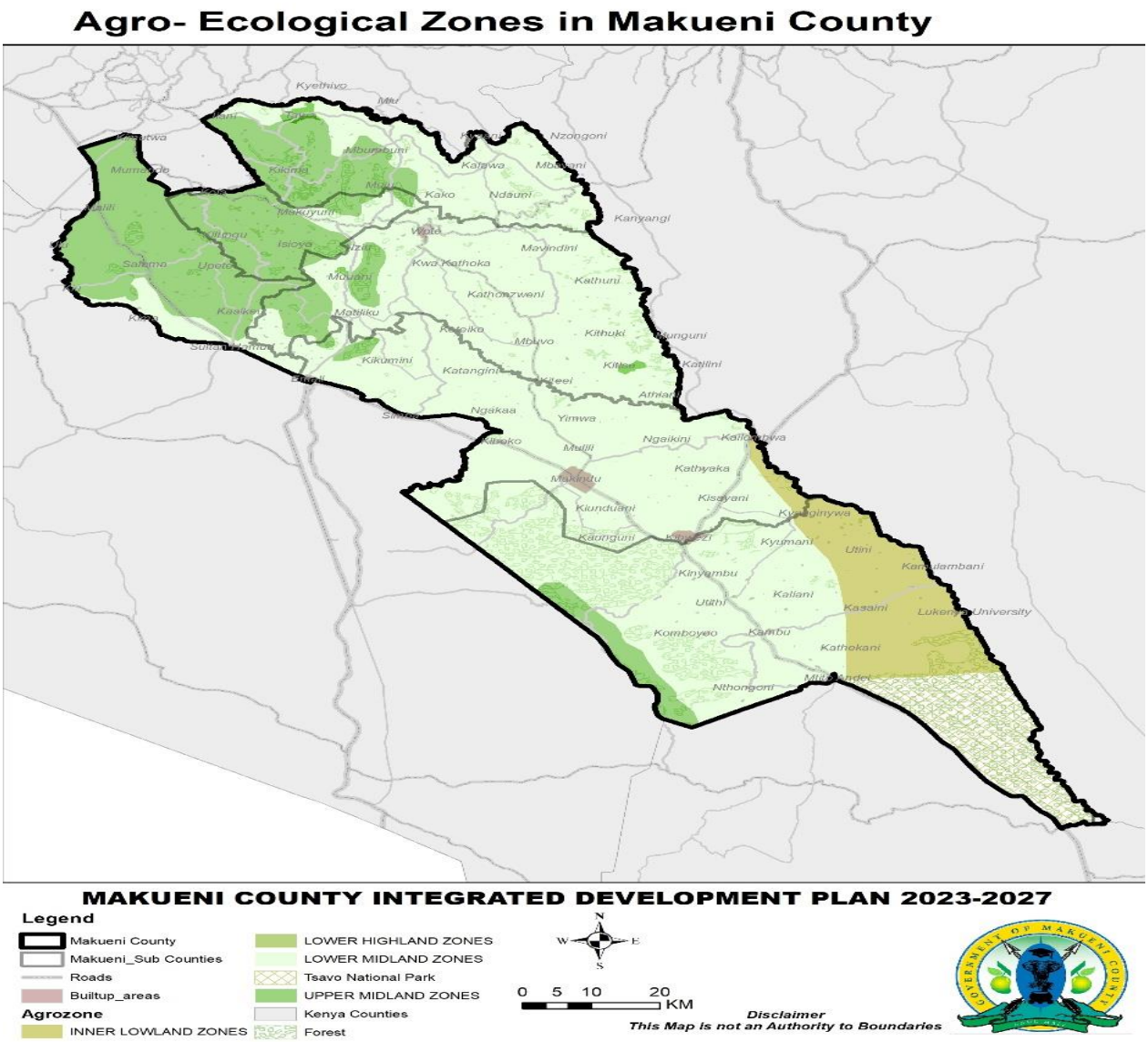

Figure 3:Agro-Ecological Zone in Makueni County

1.4 Administrative and Political Units

1.4.1. Administrative Units

The table below shows the national government administrative units in the county. There are nine sub-counties, 32 divisions, 108 locations, and 243 sub-locations.

Table 1 : Area (km²) by Sub-County

Sub-County	No. of Divisions	No. of Locations	No. of Sub Locations	Area (KM²)
Kathonzweni	5	11	19	880.7
Kibwezi	3	10	21	3137.4
Kilungu	2	7	16	154.3
Makindu	1	4	15	852.1
Makueni	3	13	30	609.3
Mbooni east	6	17	39	693.3

Sub-County	No. of Divisions	No. of Locations	No. of Sub Locations	Area (KM^2)
Mbooni west	3	14	24	270.7
Mukaa	4	11	24	803.7
Nzaui	5	21	55	775.2
Total	**32**	**108**	**243**	**8,176.7**

Source: KNBS

1.4.2. County Government Administrative Wards by Constituency

Makueni county has six constituencies, 30 wards and 60 sub-wards(villages) as shown in the table below. Makueni constituency has the highest number of wards at seven, while Kilome constituency has the least at three.

Table 2:County Government Administrative Wards by Constituency

Sub-County	No. of Wards	No. of Villages
Makueni	7	14
Mbooni	6	12
Kaiti	4	8
Kilome	3	6
Kibwezi West	6	12
Kibwezi East	4	8
Total	**30**	**60**

Source: County Government of Makueni

1.4.3. Political Units (Constituencies and Wards)

The number of registered voters as at 2022 was 479,401 with the highest registered voters recorded in Makueni constituency (102,712) and the least recorded in Kilome constituency (59,178).

Table 3: County's Electoral Wards by Constituency and Registered voters

Constituency	County Assembly Wards	No. of Registered Voters (2022)
Makueni	Kitise/Kithuki	11,691
	Mavindini	11,154
	Kathonzweni	14,661
	Muvau/Kikumini	13,583
	Wote	19,472
	Nzaui/Kilili/Kalamba	18,381
	Mbitini	13,770
	Sub-Total	**102,712**
Mbooni	Kalawa	14,166
	Kako/Waia	13,127
	Kisau/Kiteta	20,020
	Tulimani	18,803
	Mbooni	16,441
	Kithungo/Kitundu	13,472
	Sub-Total	**96,029**
Kaiti	Ukia	22,344
	Kee	12,212
	Kilungu	16,858
	Ilima	13,774
	Sub-Total	**65,188**
Kilome	Kiima Kiu/Kalanzoni	21,259
	Kasikeu	23,435

Constituency	County Assembly Wards	No. of Registered Voters (2022)
	Mukaa	14,484
		59,178
Kibwezi west	Nguu/Masumba	13,747
	Emali/Mulala	16,724
	Makindu	22,953
	Nguumo	14,185
	Kikumbulyu South	14,056
	Kikumbulyu North	9,889
	Sub-Total	**91,554**
Kibwezi east	Masongaleni	14,271
	Thange	17,020
	Mtitio Andei	17,622
	Ivingoni/Nzambani	15,827
	Sub-Total	**64,740**
Total	**30**	**479,401**

Source: IEBC- Statistics of Voters 2022

1.5 Demographic Features

1.5.1. Population Size, Composition and Distribution

According to the 2019 Kenya Population and Housing Census (KPHC), the county population was 987,653 consisting of 489,691 males, 497,942 females and 20 inter-sex. The county has a population growth rate of 1.1% with a population projection of 1,065,482 and 1,087,776 by the end of the year 2025 and 2027 respectively as shown in table 4 and table 5 below.

Table 4: Population Projections by Sub-County and Sex

Sub-county	Census (2019)				2022 (Projection)				Projection (2025)				Projection (2027)			
	M	F	Intersex	T	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
Makueni	65,418	64,955	2	130,375	67,828	68,221		136,059	69,968	70,667		140,649	71,361	72,215		143,592
Kathonzweni	39,335	40,442	3	79,780	40,784	42,476		83,258	42,071	43,998		86,067	42,909	44,962		87,868
Kibwezi	98,477	98,517	6	197,000	102,104	103,471		205,588	105,327	107,180		212,524	107,424	109,528		216,971
Kilungu	29,019	31,932	1	60,952	30,088	33,538		63,609	31,037	34,740		65,755	31,655	35,501		67,131
Makindu	42,204	42,742	0	84,946	43,759	44,891		88,649	45,140	46,501		91,640	46,038	47,519		93,557
Mbooni East	48,152	49,601	3	97,756	49,926	52,095		102,018	51,501	53,963		105,459	52,527	55,145		107,666
Mbooni West	49,434	53,159	1	102,594	51,255	55,832		107,067	52,872	57,834		110,679	53,925	59,100		112,994
Mukaa	54,481	53,068	0	107,549	56,488	55,736		112,238	58,270	57,735		116,024	59,431	58,999		118,452
Nzaui	63,171	63,526	4	126,701	65,498	66,720		132,224	67,565	69,112		136,685	68,910	70,626		139,545
Total	**489,691**	**497,942**	**20**	**987,653**	**507,730**	**522,980**		**1,030,710**	**523,751**	**541,730**		**1,065,482**	**534,180**	**553,595**		**1,087,776**

Source: KNBS

Table 5: Population Projections by Age Cohort

Age Cohort	2019 (Census)				2022 (Projection)				2025 (Projection)				2027 (Projection)			
	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
0-4	48,733	47,692		96,425	55,725	55,699		111,424	54,441	53,309		107,749	54,194	53,092		107,286
5-9	56,559	54,843		111,402	55,609	57,249		112,858	55,339	57,510		112,849	54,513	55,904		110,418
10-14	68,944	67,449		136,393	54,232	55,882		110,114	54,704	57,697		112,402	54,540	57,846		112,386
15-19	63,932	58,927		122,859	52,734	53,860		106,594	53,328	54,410		107,737	53,644	55,613		109,257
20-24	41,258	38,517		79,775	49,624	51,095		100,719	51,598	53,105		104,703	51,993	53,477		105,470
25-29	32,837	33,047		65,884	45,888	47,515		93,403	47,530	48,982		96,512	48,841	50,320		99,161
30-34	31,681	34,578		66,259	38,830	39,955		78,785	43,970	45,374		89,344	45,063	46,350		91,413
35-39	28,031	28,496		56,527	32,470	33,366		65,836	34,322	35,237		69,559	37,668	38,769		76,436
40-44	24,757	25,171		49,928	29,371	29,894		59,264	29,599	30,457		60,056	30,801	31,671		62,473
45-49	22,546	24,309		46,855	24,528	25,067		49,595	27,002	27,085		54,086	27,170	27,458		54,628
50-54	16,128	16,432		32,560	17,255	17,899		35,154	20,739	21,432		42,171	22,260	22,680		44,940
55-59	13,776	15,467		29,243	11,729	12,649		24,378	13,169	13,830		26,999	15,272	15,973		31,245
60-64	12,605	14,219		26,824	9,824	10,660		20,484	9,186	10,418		19,604	10,034	11,143		21,177
65-69	10,276	12,723		22,999	8,398	9,038		17,435	8,361	9,392		17,753	8,049	9,266		17,314
70-74	7,478	9,551		17,029	7,422	7,882		15,304	6,473	7,506		13,979	6,501	7,730		14,231
75-79	3,680	5,691		9,371	5,038	5,520		10,557	5,799	6,674		12,473	5,385	6,486		11,872
80+	6,466	10,826		17,292	9,052	9,753		18,805	8,192	9,312		17,504	8,253	9,815		18,068
Age NS	4	4		8												

Source: KNBS

1.5.2. Urban Population

Makueni county had nine urban centres with population of over 2,000 persons in 2019 as shown in the table 6 below.

Table 6: Population by Urban Centre

Urban Area	Census (2019)			
	M	F	Inter-sex	T
Wote	9,916	9,809		19,725
Emali	9,435	8,890		18,325
Makindu	7,658	7,380		15,038
Sultan Hamud	4,183	4,535		8,718
Kibwezi	3,957	4,186		8,143
Mtito Andei	3,305	2,321		5,626
Kikima	1,562	1,707		3,269
Kiboko	1,448	1,260		2,708
Nunguni	1,111	1,155		2,266

Source: KNBS

1.5.3. Population Density and Distribution

Table 7 below shows the population distribution and density and their projections per sub county. Kilungu sub county has the highest population density followed by Mbooni west sub county. Kibwezi sub county has the lowest population density followed by Kathonzweni sub county. The projections show the current trend will continue in 2025 and 2027.

Table 7: Population Distribution and Density by Sub-County

Sub-County	2019 (Census)			2022 (Projection)			2025 (Projection)		2027 (Projection)	
	Area (KM^2)	Population	Density	Area (KM^2)	Population	Density	Population	Density	Population	Density
Kathonzweni	880.7	79,780	91	880.7	83,258	95	86,067	98	87,868	100
Kibwezi	3137.4	197,000	63	3137.4	205,588	66	212,524	68	216,971	69
Kilungu	154.3	60,952	395	154.3	63,609	412	65,755	426	67,131	435
Makindu	852.1	84,946	100	852.1	88,649	104	91,640	108	93,557	110
Makueni	609.3	130,375	214	609.3	136,059	223	140,649	231	143,592	236
Mbooni East	693.3	97,756	141	693.3	102,018	147	105,459	152	107,666	155
Mbooni West	270.7	102,594	379	270.7	107,067	396	110,679	409	112,994	417
Mukaa	803.7	107,549	134	803.7	112,238	140	116,024	144	118,452	147
Nzaui	775.2	126,701	163	775.2	132,224	171	136,685	176	139,545	180

Source: KNBS

1.5.4. Population Projection by Special Age Groups

Table 8 below provides population and the projections of the nine population special age groups. The groups influence how the government plan its resource for the current and the future needs. These groups are; infant population, under- five populations, pre – school population, primary school population, secondary school population, youth population, reproductive ages population, labor force and aged 65+ population.

Table 8: Population Projections by Special Age Groups

Age Group	2019 (Census)				2022 (Projection)				2025 (Projection)				2027 (Projection)			
	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
Infant Population (<1 Year)	8,826	8,890		17,716	10,092	10,383		20,475	9,859	9,937		19,736	9,814	9,896		19,710
Under 5 Years	48,733	47,692		96,425	55,725	55,699		111,424	55,339	57,510		112,849	54,513	55,904		110,417
Pre-School (3- 5 Years)	31,396	30,081		61,477	35,901	35,131		71,032	35,074	33,624		68,698	34,915	33,487		68,402
Primary School (6 – 13 Years)	100,622	97,984		198,606	89,041	91,732		180,773	89,212	93,431		182,643	88,412	92,247		180,659
Secondary School (13 – 19 Years)	91,976	86,173		178,149	75,866	78,763		154,629	76,720	79,567		156,287	77,175	81,326		158,501
Youth (15 – 29 Years)	138,027	130,491		268,518	148,246	152,470		300,716	152,456	156,497		308,953	154,478	159,410		313,888
Women of Reproductive Age (15 – 49 Years)	-	243,045		243,045	-	280,752		280,752	-	294,650		294,650	-	303,658		303,658
Labour Force (15 – 64 Years)	287,551	289,163		576,714	312,253	321,960		634,213	330,443	340,330		670,773	342,746	353,454		696,200
Aged (65+)	27,900	38,791		66,691	29,910	32,193		62,103	28,825	32,884		61,709	28,188	33,297		61,485

Source: KNBS

1.5.5. Population of Persons with Disabilities Type, Sex and Age

The Persons Living with Disabilities form an important player in the country and county economy. To advance their participation in economic development, the policy makers must level the playing field while guaranteeing them the basic necessities such as health care, nutrition and education. Table 9 (a) shows the total population of PLWDs disaggregated by age as at 2019 while table 9 (b) shows persons with Albinism disaggregated by sex and sub county of residence.

Table 9(a): Distribution of Persons with Multiple Disabilities by Type, Sex and Age

Type	0-14			15-24			25-34			35-54			55+		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Visual	1,002	572	430	987	451	536	568	221	347	2,310	720	1,590	8,532	3,286	5,246
Hearing	671	342	329	562	280	282	368	191	177	792	366	426	3,977	1,416	2,561
Mobility	739	415	324	700	370	330	676	353	323	2,478	943	1,535	12,039	3,846	8,193
Self-care	715	422	293	580	330	249	479	281	198	737	399	338	2,867	990	1,877
Cognition	780	450	330	938	534	403	873	484	389	1,591	740	851	5,063	1,492	3,571
Communicating	966	589	377	875	519	355	594	355	239	701	394	307	1,049	441	608

Source: KNBS

Table 9 (b): Distribution of Persons with Albinism by Sex and Sub County

Sub-County	Male	Female	Total	Sub-County	Male	Female	Total
Kathonzweni	23	27	50	Mbooni east	17	22	39
Kibwezi	28	39	67	Mbooni west	7	10	17
Kilungu	7	8	15	Mukaa	16	9	25
Makindu	11	14	25	Nzaui	11	19	30
Makueni	12	16	28				

Source: KNBS

1.6. Demographic Dividend Potential

Makueni county has an expansive type of population pyramid, characterized by a youthful population structure, the much larger percent of the population is comprised of younger age groups. Expansive population pyramids typically depict high fertility rates, low life expectancy and high dependency ratios. Majority of the population in Makueni are young people age 0-14 years (34.9%) and 15-24 years (20.5%); the county total dependency ratio is at 71.3% with child dependency (59.7%) and old age dependency (11.6%).

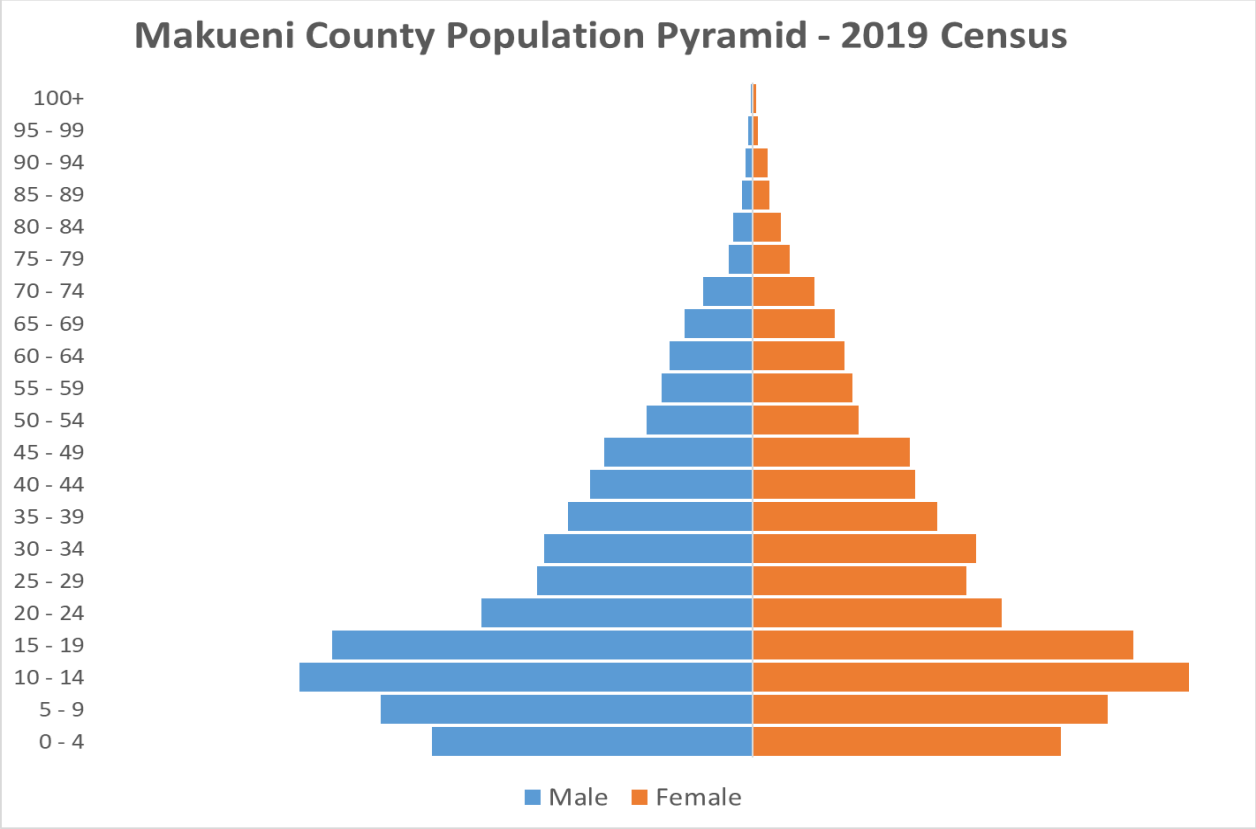

Figure 4: Age Group Structure

A Demographic Dividend (DD) is defined as the temporary opportunity to achieve rapid socio-economic development occasioned by a decline in fertility levels and strategic investments in key sectors namely; health, education, economic, and governance. The attainment of the demographic dividend is in harmony with the goal of Kenya Vision 2030 which places emphasis on increasing the country's Gross Domestic Product (GDP) and improving the quality of life for all citizens.

Family planning programs are highly effective at managing fertility levels to allow couples to attain their desired family size. Focusing on fertility management in early-dividend counties like Makueni remains crucial to maintain the demographic transition, accelerating progress towards early-dividend stage and paving the path to harness greater gains from a demographic dividend.
Noting the multi-sectoral nature of progress towards the DD, higher socioeconomic status (SES) is positively associated with declining fertility. As families become smaller, household members have greater resource allocation per capita, which, for children, can be translated into higher

educational investments and higher parental time per child.

Table 10(a) and (b): Demographic Dividend Potential

Makueni 2019	Male	Female	Total	Percentage
0-14 years	174,236	169,984	344,220	34.9
15-64 years	287,551	289,163	576,714	58.4
60+ years	40,505	53,010	93,515	9.5
65+ years	27,900	38,791	66,691	6.8
15-24 years	105,190	97,444	202,634	20.5
18-24 years	128,187	125,605	253,792	25.7
0-34 years	343,944	335,053	678,997	68.8
Total Dependency Ratio				**71.3**
Child Dependency				**59.7**
Old Age Dependency				**11.6**
Total Population	**489,692**	**497,942**	**987,634**	

Table 10 (b): Demographic Dividend Potential Projections

Category	2019	2023	2024	2025	2026	2027
Population Size	987,653	1,042,300	1,053,891	1,065,48	1,076,628	1,087,775
Population below 15 (%)	35.85	32.04	31.64	31.25	30.79	30.35
Population between 15 – 64 (%)	58.39	62.02	62.49	62.95	63.48	64.00
Population above 65 (%)	6.75	5.95	5.87	5.79	5.72	5.65
Dependency Ratio	71.25	61.25	60.02	58.84	57.52	56.24
Fertility Rate						

Source: KNBS

1.7. County Poverty Profile

The KNBS published the first report that analyses and compares poverty using both the Monetary poverty approach and Multidimensional poverty approach in 2020. The KNBS Comprehensive Poverty Report 2020) used data from the Kenya Integrated Household Budget survey (KIHBS) of 2015/16. The report findings confirmed that using a monetary measure alone does not capture high incidence of Multidimensional poverty and that it is possible to be Multidimensional poor without being Monetary poor. The analysis shows that relying only on monetary measures can send inaccurate signals to policymakers regarding the optimal design of social policies as well as monitoring their effectiveness.

The Monetary poverty rate for Makueni county is 34.5% which is slightly lower than the national rate of 35.7% with approximately 341,197 people in Makueni county being monetarily poor. Makueni county has a Multidimensional poverty rate of 59.7%, which is 24-percentage point higher than the Monetary poverty rate of 34.5% with a total of 589,618 people being multidimensional poor.

When disaggregated by age groups, 56.4% of children in Makueni county are multidimensional poor. This is 4-percentage points higher than the national average of 52.5%. Among the youth, 54% are multidimensional poor compared to a national average of 48.1% while for the elderly population, 61% are multidimensional poor compared to a national average of 55.7%.

Among children aged 0-17 years, the core drivers of Multidimensional poverty are housing (66.3%), nutrition (59.2%), child protection (54.8%) and water (54.4%). For youth aged 18-34

years, the core drivers of multidimensional poverty are education (53.1%), housing (52.4%), nutrition (49.9%), water (47.6%) and economic activity (38.4%). Among adults aged 35-59 years, the core drivers of multidimensional poverty are economic activity (79.5%), education (76%), housing (64.6%) and water (55.6%). Among the elderly aged 60+ years, the core drivers of multidimensional poverty are housing (62.2%), nutrition (62.1%), education (56.6%) and water (53%).

CHAPTER TWO: PERFORMANCE REVIEW OF THE CIDP 2018-22 PERIOD

2.0 Overview

This chapter provides a review on implementation of the previous CIDP 2018-22. It presents an analysis of county performance in terms of revenues, expenditures and key outcomes as well as the challenges faced in the implementation of the plan.

2.1 Analysis of the County Revenue Sources

The county government receives funds from National Government, Conditional allocation, loans and grants from development partners and own source revenue. During the CIDP 2018- 22, the County had balances of funds carried forward to the succeeding years. These were occasioned by delays in exchequer disbursements as well as uncompleted projects at the close of financial years. The **table 11** below provide annual projected revenues versus actual receipts within the period under review.

Table 11: Analysis of County Revenue Sources

Revenue Sources	Revenue Projection (Kshs. Million)							Actual Revenue (Kshs. Million)						
	FY 2017/18	**FY 2018/19**	**FY 2019/20**	**FY 2020/21**	**FY 2021/22**	**FY 2022/23**	**Total**	**FY 2017/18**	**FY 2018/19**	**FY 2019/20**	**FY 2020/21**	**FY 2021/22**	**FY 2022/23**	**Total**
Equitable Share	6,825.2	7,127.8	7,406.1	7,406.1	8,132.8	8,132.8	45,030.7	6,825.2	7,127.8	6,769.2	6,769.2	8,132.8	2,033.2	37,657.3
Conditional Allocations	475.7	438.7	289.9	615.3	153.3	110.6	2,083.6	337.9	230.9	289.9	424.4		-	1,283.3
Loans and Grants (DP)	311.8	800.9	1,106.5	811.2	760.8	750.4	4,541.6	157.3	527.3	800.6	759.5	498.9	11.7	2,755.3
Own Source Revenue	739.2	796.5	662.2	940.0	988.3	1,245.0	5,371.3	322.1	511.7	465.9	521.1	749.4	313.9	2,884.1
Balances c/f	1,322.9	1,487.8	1,721.4	1,932.5	1,509.7	1,290.8	9,265.2	1,322.9	1,487.8	1,737.7	1,932.5	1,501.7	1,290.8	9,273.4
Total	**9,674.9**	**10,651.7**	**11,186.3**	**11,705.1**	**11,544.8**	**11,529.6**	**66,292.4**	**8,965.5**	**9,885.5**	**10,063.4**	**10,406.8**	**10,882.7**	**3,649.6**	**53,853.5**

Note; Actual revenue receipts for FY 2022/23 represents receipts for the first half of the year

2.2 County Budget Expenditure Analysis

Over the period of implementing the second generation CIDP, the County has allocated a total of Kshs. 46,573,798,210.66 among the seven County Sectors. The total expenditure over the period FY 2018/19 up to FY 2022/23 is Kshs. 35,044,199,736.36 translating to a 75% absorption rate. Table 12, Summarizes County Sector expenditure analysis during implementation of second generation CIDP. The analysis is tabulated in the Table 12 below.

Table 12: County Expenditure Analysis

Sector	Total Budget Allocation (Kshs in millions)	Total Actual Expenditure (Kshs in millions)	Variance	Absorption rate
Devolution	13,231,431,770.75	9,737,667,129.16	3,493,764,641.59	74%
Agriculture, Rural and Urban Development	5,094,164,253.79	3,678,118,829.40	1,416,045,424.39	72%
General Economic and Commercial Affairs	479,019,808.42	364,535,544.00	114,484,264.42	76%
Social Protection, Education, Culture & Recreation	3,756,481,098.40	2,883,190,871.11	873,290,227.29	77%
Transport, Infrastructure, Public Works and Energy	4,383,740,936.11	3,651,025,174.00	732,715,762.11	83%
Water, Sanitation, Environment &Natural Resources	3,350,490,544.41	2,559,447,617.55	791,042,926.86	76%
Health Services	16,278,469,798.78	12,170,214,571.14	4,108,255,227.64	75%
Total	**46,573,798,210.66**	**35,044,199,736.36**	**11,529,598,474.30**	**75%**

The low absorption across the departments has been occasioned by inconsistent transfers of equitable share, low revenue mobilization and slow implementation of programmes and projects by contractors. The allocation of FY 2022/23, consist Kshs 1.2bn for reallocation of programmes and projects from FY 2021/22.

2.3. Sector Programmes Performance Review

2.3.1. Water, Sanitation, Environment and Natural Resources

Water and Sanitation Sub Sector

The goal of the sub-sector was to increase access to improved water sources within a distance of 2 km and improved sanitation in both rural and urban areas. This was to be achieved through: Enhanced water harvesting, storage, treatment and distribution; enhanced good governance; and waste water management.

Increase access to improved water sources by reducing distance to the water sources: The government invested in water harvesting, storage and distribution interventions through 'Kutwiikany'a Kiwu' and 'Nzangule ya Matangi' programmes. Over the plan period: 76 earth dams were either constructed /rehabilitated/enhanced; 40 sand dams/sumps, 25 weirs, 3 rock catchments were constructed and distributed; 119 boreholes were drilled and equipped; 9 water

springs developed and distributed; 832.32 km of distribution water pipeline were constructed and 64 water projects were installed with solar power bringing the total to 212 installations to help minimize cost of operations. In addition, distribution of Athi Tunguni water from river Athi to Kikumbulyu North, Kikumbulyu South, Nguumo and Makindu wards is in the process of construction and will benefit a population of approximately 200,000 persons. The sub-sector also promoted community investment in roof catchment harvesting through 'Nzangule ya Matangi' programme. In addition, Tsavo Trust drilled and equipped a borehole in Mtito Andei ward installing it with an automated dispensing machine.

Increase access to improved water sources through increasing connections to households and water points: The sub sector supported three Water Service Providers and other water agencies in the county to increase water connections to households and water points. The number of active households with piped water registered with the three water service provides increased by 12% from 7,068 in 2018 to 7,922 in 2021. KIBMAWASCO constructed a total of 154 km of pipeline both rising main and distribution; constructed/renovated 38 No. of water kiosks; rehabilitated 9 No. water storage tanks and achieved 1,729 No. of new metered water connections. WOWASCO constructed/rehabilitated Kaiti 1 water sump 400M3, Kamunyolo dam desilting, Kitikyumu borehole drilling and pipeline extension, Mukuyuni Swaa pipeline extension and Kilala water supply extension; constructed 120 km. of pipeline both rising main and distribution; constructed/renovated 26 No. of water kiosks; had 1,845 No. of active connections and water production increased from 26,000M3 to 39,000M3 per month. In addition, 1 Water ATM was installed in Wote town to improve efficiency in water management and installation of solar power in Mukuyuni Swaa and Kiti Kyumu bore holes. MBONWASCO constructed a total of 1.8Kms of water pipeline. Nolturesh water supply system was extended to Emali Mulala ward.

Increase access to improved water sources through improved water governance: The institutional support and strengthening of communities' participation in water management was enhanced through: Mapping of all existing water sources in collaboration with sector partners, 1,592 sources were mapped through support from Kenya Integrated Water, Sanitation and Hygiene project (KIWASH-USAID) and through WeltHungerHilfe (WHH) 351 piped schemes inventory was developed; development and enactment of Water policy, 2019; Water Act, 2020, and Water Services Regulations, 2021; Sensitization of 600 rural water schemes executive representatives on institutional and legislative frameworks; and to enhance transparency, accountability and participation in management 22 smart ATM water dispensers were installed in selected projects through support of various sector partners.

Improved Sanitation: The government invested in both solid and liquid waste management. To improve on solid waste management, a skip loader and 11 skip bins were purchased; market cleaning was conducted in over 93 markets and market cleaners provided with personal protective gears and working tools to enhance solid waste management. In efforts to improve liquid waste management 50 sanitation facilities were constructed and exhaustion carried out on public toilets on need basis.

Environment, Natural Resources and Climate Change Sub-Sector

The focus of the sub-sector was on conservation of water towers and wetlands through afforestation at household and institutional level and greening programmes in the schools. Enacting and enforcing laws against deforestation was also targeted with enhanced climate information system to equip communities with appropriate climate information on a timely manner to inform decision making.

1. **Forest and landscape restoration:** The government partnered with World Resources Institute (WRI) to conduct a Restoration Opportunities Assessment Methodology study (ROAM) in 2018. The Assessment was aimed at identifying the land use challenges and opportunities for restoration in the county. This report formed the basis for forest and landscape restoration in the county. Seven restoration options were identified, afforestation and reforestation of natural forests; agroforestry; riparian land restoration; road buffer zone restoration; rangeland rehabilitation; plantation forests and rehabilitation of natural forests. The government has implemented the ROAM report through the following:

    i. **Makuli- Nzaui Landscape restoration**: In collaboration with WRI a Restoration Action Plan 2021-2026 was prepared. WRI through the Mastercard Foundation is financing the planting of 1,200,000 seedlings in five (5) years. So far 87,500 seedlings have been planted in both forest area and farmland.
    ii. **Afforestation**: The government in partnership with Kenya Forest Service (KFS) rehabilitated degraded natural forest through, enrichment planting of 100 Ha in Makuli, Nthangu, Mbooni and Kilungu Forests; production of four million seedlings in KFS tree nurseries in Makuli, Kibwezi, Mbooni, Kilungu, Nthangu, and Makueni central nursery; establishment of 100 Ha woodlots on farms; restocking of 50 Ha of industrial forest plantations; rehabilitation of 10 Ha in riverine areas and establishment of 10 km firebreaks. 130,800 seedlings were also planted in institutions, market areas, water projects sites and established additional 58 tree nurseries.
    iii. **Devolution forest** was established at Kwa Kathoka ATC during devolution conference where 1,000 indigenous tree species were planted in collaboration with the Council of Governors.
    iv. **Degraded Land rehabilitation**: The government rehabilitated Matwikani watershed by planting 3,000 tree seedlings, 200 stalks of Napier grass, 400 giant bamboo seedlings and 100 stalks of live materials (Sisal). Nine farm ponds were excavated, one water pan desilted, 59 household farms provided with 1Kg. of grass for grass reseeding and they were also trained on water harvesting technologies. Additionally, 9 gully sites were rehabilitated across the county.
    v. **Water catchment protection**: 17 km of terraces were excavated as soil-water conservation structures in Muuni-Maatha hill, Mbui Nzau hills and Yekanga forest to enhance the hydro-ecological function of county forests.
    vi. **Riparian land Restoration**: The government Rehabilitated Kiboko and Kiu in Kibwezi west, Mangelete, Kwa Mukonza, and Umani in Kibwezi east, and Kinyongo wetlands in Mbooni sub-county by planting seedlings in 40 hectares of land, constructing and rehabilitating weirs, sand dams, and grass reseeding. 1,500 tree seedlings were also planted along the river banks of Kanyonga and Kambu rivers.

vii. **Kenya Forest Service** (KFS) protected and conserved a total of 15,004.5 Ha of gazzeted forest against all forms of threats and degradation activities on forest conservation.

2. **Environmental Governance:** the sub-sector developed the Makueni Environment and Climate Change Policy (ECCP), 2021, amended Makueni County Sand Conservation and Utilization Act, 2015 revised in 2022; 19 Ward Sand Conservation and Utilization Committees (WSCUC) were established to oversee the sustainable sand harvesting and enhanced participatory natural resource management; County Environment Committee (CEC) was established and gazzeted in 2018; 2 Community Forest Associations (CFA) were established, that is Mbooni Community Forest Association (MBOCOFOA) and Kibwezi Forest (UKIKA); continuously promoted environmental and social safeguard by carrying out Environmental and Social Impact Assessments, audits and monitoring of the Environmental Management Plans (EMP) for county projects and national projects like Thwake Multipurpose Dam, Makueni Grain Value Addition Project, Level 4 hospitals, the Makueni Fruit Development Authority, and mining activities in Kilungu and Mbooni. In addition, supported KUSP, KDSP and NARIGP programmes. Management of environmental incidents for Kiboko and Kambu oil spillage, Asbestos disposal, control of noise pollution and routine environmental inspections.

3. **Environmental Education Advocacy and Research:**
   i. **Environmental awareness and advocacy**: Promotion of Sustainable Land Management (SLM) practices at household and community level to 250 community members at Matwikani watershed in Kiima Kiu/Kalanzoni Ward; advocating for environmental sanitation and Hygiene through adoption of Open Defecation Free (ODF) and Community-Led Total Sanitation (CLTS) countywide; Makueni Sand Conservation and Utilization Authority carried out 33 sensitization meetings in form of public barazas in various parts of the county; stakeholder engagement with key sector Actors such as sand dealers, county and national government departments and the non-state actors to enhance awareness in conservation and sustainable utilization of sand as a natural resource. During the forums, different approaches were employed such as dissemination of copies of the Act, 2015 revised 2022, and information, education and communication materials on sand conservation and utilization.
   ii. **Environmental partnerships**: Through collaborated with Green Africa Foundation-Plant Your Age Initiative and the general community in promoting environmental sensitization greening programs across the county, with an activity held at Agricultural Training Centre, Kwa Kathoka.
   iii. **Observation and Commemoration of Environmental Events**: The Global Environmental Events-World Environment days and International Day of Forests, International day to combat desertification, have being observed and created environmental awareness to about 19,500 members of the public.
   iv. **Environmental Content Development**: The sector is in the process of developing a Community Handbook on Environmental Sustainability to guide the environmental education programmes.

4. **Climate Change Adaptation:** The government established the second term for Makueni County Climate Change Fund Board (MCCCFB) and established the Climate Change Fund Board Secretariat and Climate Change Committees; 21 Participatory Vulnerability Community Assessments (PVCAs) were conducted in 21 Wards and 21 Ward Climate Change Committees were established and trained on their leadership roles and proposal writing (previously 9 Ward Climate Change Committees had been established).

   The government carried out 26 community prioritized public good investment for climate change adaptation and mitigation investments in 14 wards namely: construction of two model climate proofed sand dams with water distribution components and sanitation facilities, construction of six sand dams with a tree-planting component in four of them and five of them had hygiene and sanitation facilities; construction of two earth dams with a tree planting component; construction of one rock catchment with storage, pipeline distribution and water points components and construction of six water pipeline distributions.

   The government carried out water harvesting initiative county wide where 90 roof catchment water harvesting plastic tanks were distributed to public institutions and organized community women groups under *"Nzangule ya Matangi"* program; 861 Climate Information Intermediaries (CIIs) were trained to receive, interpret and disseminate climate information across the county for timely decision making through the support of Kenya Meteorological Department (KMD) and Initiated climate information dissemination through bulk SMS in partnership with the directorate of ICT and the KMD covering 100,000 recipients every rainfall onset period and during extreme weather/ climate events with the expected outcome being reduced agricultural losses and to enhance informed decision making for 425,830 people who have since received climate information. In partnership with Anglican Development Services Eastern (ADSE), the government initiated a program "the Green Business Project" that will see training of more than 600 youth and empowerment in line with alternative sources of livelihoods geared towards building climate resilience.

2.3.2. Agriculture and Rural Development

The sector plays an important role in ensuring food security and as the highest contributor to the Gross County Product. During the plan period, the government investment in various programmes and projects as discussed below.

1. Agriculture Extension Programme

The proportion of farm families receiving extension services improved from 30 per cent in 2018 to 60 per cent in 2021. The Staff to Farmer Ratio improved from 1:1,416 in 2018 to 1: 1,357 by the end of 2021 while 11.3 percentage of farming Households in the county are in an organized agricultural group and producer organization. This was made possible by the recruitment of 32 Agricultural Field Extension Officers and 240 Community Extension Volunteers(CEVs) who were involved in promoting the adoption of e-extension services through farmer profiling and training among other operational support services.

2. Grain and Pulses Value Chain Development

Increased production and productivity of various grains and pulses was key over the planned period. A subsidized Input Support Program in collaboration with the KCEP-CRAL supported

11,377 farmers with certified seeds (Maize 39 MT, beans 52 MT, sorghum 9.8 MT and green grams 9.8 MT). This lead to improved productivity from two to six bags per acre for maize and one to four bags per acre for pulses. The area under green grams increased by 7 % from 65,500 Ha in 2018 to 69,955 Ha in 2021, while production increased by 15 % from 46,030 MT to 53,052 MT. The area under pigeon peas decreased by 12% from 73,885 Ha in 2018 to 65,279 Ha in 2021, with production decreasing with 21% from 71,821 MT to 65,279 MT under the same period. The area under cowpeas increased by 10% from 57,655 Ha in 2018 to 63,564 Ha in 2021 though production reduced by 11% from 54,356 MT to 48,556 MT in the same period. The decline in pigeon peas and cow peas is due to poor rains and prolonged droughts in 2020 and 2021. The area under maize increased by 14% from 131,048 Ha in 2018 to 150,726 Ha in 2021 while the production increased with the same proportion from 144,467 MT to 164,274 MT.

To enhance aggregation toward marketable volumes and value addition, the government constructed the Makueni Integrated Grain Value Addition Plant in Makindu with a processing capacity of 2 MT/hr, Kasikeu Grain Milling Plant, and the Green gram collection center in Masongaleni ward. The Makueni Grain Farmers Cooperative Society limited (MAGRAINS), an apex cooperative, was formed with 5,671 members from four primary cooperatives.

3. Horticulture Value Chain Development

The horticulture value chain recorded immerse improvement over the plan period. The area under avocado increased by 167% from 101 Ha in 2018 to 270 Ha in 2021 while the production increased by 12% from 2,412 MT to 2,700 MT. On mangoes, the area decreased by 37% from 33,601 Ha to 21,309 Ha. This was a result of drying of mangoes due to drought as well as farmers diversifying to citrus fruits production. The area under citrus fruits increased by 31% from 6,570 Ha in 2018 to 8,628 Ha in 2021 while the production increased by 95% from 38,961 MT in 2018 to 75,854 MT in 2021 buoyed by the increased production and high prices the produce was fetching. On vegetable productions; the area under tomato increased by 7% from 743 Ha in 2018 to 792 Ha in 2021 while production increased by 6% from 23,226 MT to 24,685 MT.

The Fruit Processing Plant at Kalamba managed to process 5,525 MT of mangoes into 2,255.53 MT of puree worth Kshs 162,397,600. A total of Kshs 99,450,720 was paid to mango farmers for the supply of mangoes. A ready to drink juice-reconstituting line was installed, and is currently being tested for commissioning. To enhance export, 3,315 farmers were trained on Global (KS1758) standards (international standards) while 15,000 fruit fly traps were supplied to fruit farmers to assist in controlling fruit flies. Two areas of low pest prevalence in the Mango growing belts were established in Kibwezi East covering an area of 4,070 Ha and Makueni Sub-Counties covering an area of 700 Ha respectively. Through these interventions, the fruit fly population has decreased significantly by 91.5% and 86% in those target areas respectively.

4. Industrial crops development programme

The period under review made progress in three main industrial crops namely Macadamia, Sisal, and Coffee. On macadamia, 11 Ha were put under production and Mbooni Macadamia CBO capacity built on good agronomic practices; Kee sisal farmers were supported with sisal fiber brushing machines; and 8.732 MT of cotton seeds were distributed to 1,922 cotton farmers.

5. Dairy Development programme

The Dairy value chain continues to play key role in our county economy despite the challenges of poor prices and increased inputs' prices experienced across the county. The number of dairy cows increased by 3 percent from 29,260 to 30,158. 23,880 cows were inseminated with an estimated 14,805 calves being born at a conception rate of 63%. Approximately 7,400 of the calves were heifers and 10 AI service providers were trained. A total of 115,928,000 litres of milk were produced over the 2018-2021 period valued at Kshs 5,986,731,000. On pasture development, 2,200 acres of improved fodder were established and 2 hay stores constructed (Kithungo/Kitundu ward).

To support aggregation and value addition, three dairy cooperatives were supported with 700 litres' container mounted *tuk-tuk* for ease of milk collection from farmers, while others in Kibwezi, Makiou, and Kaiti were supported to venture into value addition (yoghurt & mala). Significant progress was made towards completion of the Kathonzweni Dairy plant. The Dairy strategy was developed and cooperatives supported to form the Makueni Cooperative Creameries (MCC). In partnership with USAID/KCDMS/ILRI/RTI, dairy cooperatives were capacity built on various dairy farming processes.

6. Integrated meat production and marketing

The meat production over the plan period was 13,616 T valued at Kshs 5.96 B. A total of 650 Galla goats, vaccinated against CCPP, were delivered to farmers in Kikumbulyu south and eight livestock sale yards rehabilitated namely; Kathonzweni, Kitise, Kalawa, Kathulumbi, Kilala, Nunguni, Kasikeu and Kambu.

7. Poultry Development

The population of indigenous chicken grew by 12.0% from 1,249,898 in 2018 to 1,399,401 in 2021. Annual eggs production increased by 14% from 1.143M egg trays in 2018 to 1.304M egg trays in 2021. During the same period, 8,470 poultry farmers and 423 community vaccinators were trained and 376 poultry Common Interest Groups were established, five chicken cooperatives and an apex poultry body was formed. To mainstream youth in poultry farming, 10 youth groups (285 members) were equipped by MYAEP with designs of poultry house and 42,356 one month old chicks supplied to 8,471 beneficiaries. The government started construction of poultry aggregation centers at Nguumo and Kambu markets which are ongoing.

8. Beekeeping Development Programme

The government collaborated with partners to promote beekeeping along water towers, riverine and forests in effort to enhance honey production and conservation of water towers through beekeeping. Kenya Water Towers Agency, the World Food Programme and Smallholder Irrigation and Value Addition Programme (SIVAP) supported youth and other groups with modern hives, honey harvesting kits, extraction equipment and training. The honey production in the county increased by 2 percent from 657 MT in 2018 to 668 MT in 2021.

9. Fisheries Development Programme

Despite the low fisheries production potential in the county, the development of water masses and investment in aquaculture, production and productivity is increasing. 105,600 fingerlings were supplied to 18 dams and ponds with 36.4 MT of fish valued at Ksh 21.9 M harvested from different water sources. The ATC fish hatchery and feed center were operationalized.

10. Irrigated Agriculture Promotion

To ease reliance on rain fed agriculture, the government has continued to invest in irrigated agriculture. Over the plan period, 90 Ha were put under irrigation in Utangwa and additional 26 irrigation sites surveyed. Two Irrigation Water Users Associations (IWUAs) were formed and trained while 112 small-scale holder farmers enhanced their production. Additionally, 600 households benefited from inputs to establish kitchen gardens while 579 farm ponds were excavated to improve on water harvesting for irrigated agriculture.

11. Agriculture Mechanization Services (AMS)

The AMS Centre was equipped with four tractors, one Hay Baler, one Hay Rake, Three Subs soilers, three-disc plough, and three backhoe machines. Annually the station ploughs approximately 400 acres per season and makes 4,000 bales of hay per season. The station also benefited from construction of a workshop, service bay, machine shed and fencing of the AMS compound. A total of 1,600 farm ponds have been excavated over the planned period.

12. Agricultural Training Centre (ATC), Kwa-Kathoka

Several infrastructural developments were completed at ATC Kwa-Kathoka involving extension of perimeter fence 1.5 Kilometers, construction and fencing of the four fish ponds and one fish breeding hatchery and apiary, zero grazing unit for five cattle complete with calf pens, and a tree nursery. A draft bill to provide for operations and management of ATC was finalized and awaits review and submission to the County Assembly for approval.

13. Crop, Livestock Pests and Disease Control

There was a concerted effort to reduce incidences of crop and livestock pests and diseases. A veterinary ambulatory vehicle to support disease outbreak response and surveillance was purchased and a first level veterinary laboratory for sample processing established. The livestock vaccination was carried out targeting various endemic diseases prevalent in the county: 909,029 poultry were vaccinated against Newcastle disease, 199,446 cattle against Lumpy Skin disease and Foot and Mouth disease, 148,400 goats and sheep against Peste des petits ruminants (PPR) and Contagious Caprine Pleuropneumonia (CCPP) while 162,430 dogs were vaccinated against rabies. Six hundred fruit-fly traps were distributed and 3,315 farmers, trained in its use and locusts' invasion in Mbooni and Makueni sub-counties were effectively managed.

14. Veterinary Public Health and Leather Development

The county veterinary public health unit is responsible for meat inspection, certification and hygiene of slaughtering premises. It also ensures that the hides and skins produced are of high quality. The county has 73 licensed slaughterhouses and slabs where meat inspection is done on a daily basis. During the period under review, the number of livestock slaughtered in various licensed slaughterhouses in the county increased by 35 % for cattle from 18,508 to 24,962, goats increased by 21% from 63,054 to 76,377, while sheep increased by 39 percent from 8,107 to 11,278. The annual leather production rose by 13% from 109,540 to 123,854 hides and skins.

This increase in number of animals slaughtered was attributed to improved economic status of the Makueni county citizens and the corresponding change of eating habits or the preference. The marginal increase in the value of leather was attributed to the absolute increase in the value of hides and skin of various classes of livestock from 2018 to 2021.

15. Policy and Legal Framework Strengthening

On policy and legal framework, The Makueni County Agriculture and Livestock Policy 2021 was approved and its implementation framework has been developed and submitted to the county assembly for approval. The Makueni ATC Bill 2021 has also been developed seeking autonomy and growth of the Makueni ATC. The bill is awaiting review and submission to the County Assembly. This institution plays a critical role in dissemination of information on modern agricultural technologies to farmers.

2.3.3. Transport, Infrastructure, Public Works, Energy and ICT

During the period, the road connectivity in the county improved. The classified road network greatly increased from 7,867.1 km in 2016 to 12,869.21 km as per Kenya Roads Board register of 2018. This was achieved through continuous opening, rehabilitation and maintenance of the county road network under the Sustainable Road Improvement Programme (SRIP) and Community Driven Development (CDD) programme. The government also carried out other road connectivity related works namely; the construction of Thwake River bridge which connected lower Mbooni sub-county to the county headquarter in Makueni Sub-County, construction of 130 drifts across major rivers.

The county paved road network also increased from 453 km to 502.7 km over the planned period. This was majorly achieved through collaborations with development partners in the sector which included road agencies such as Kenya National Highways Authority (KeNHA), Kenya Urban Roads Authority (KURA) and Kenya Rural Roads Authority (KeRRA). For easy coordination, the government has encouraged formation of transports SACCO. Currently, there are eight SACCOs registered within the county in the transport sector. There are also other SACCOs operating within the county but not registered in the county. The operationalization of the SGR stations at Mtito Andei, Kibwezi and Emali has also positively impacted transport in the county.

The electricity connectivity increased from 5 % in 2018 to 25 % in the year 2022. This was majorly achieved through collaboration with national government agencies like REREC and Kenya power. The county government continued to light up towns and market centers through installation of flood lights, street lights and high mast flood lights. A total of 27 high mast flood lights were installed in Wote Municipality.

On ICT sub-sector, ICT literacy increased from 33% in 2018 to 57% in 2021 due to the establishment of five more ICT centers across the county. Wote green park was provided with a free Public Wi-Fi to improve information access and reduce the digital divide. An ICT innovation Hub was constructed to improve the innovations landscape. Currently, 156 innovation challenges have been held from across the county.

The government secured strategic partnership with various stakeholders to facilitate innovation and promote opportunities to spur growth. Key among the partners include; Communications Authority (CA), Konza Techno polis, KIPI, White box, Slovak Embassy, World Bank, University of Central Missouri, Association of Countrywide Innovation hubs (ACIH), Insight Health Advisors, Google, IBM, Strathmore, Cyberspace, Cisco-industry, Youth and Success Association, VSO, and Generation Kenya. Through these partnerships, over 600 youth have been trained on emerging technology inclusive of 3D printing with coders boot-camps and other interventions that promote rapid advances in the adoption and use of technology providing new capabilities for systemic change. On strengthening the legal and administrative framework in the sector, ICT Policy was developed while Makueni County Housing Policy and the Makueni County Public Works and Service Policy is ongoing.

2.3.4. Health Services

Human Resource for Health is one of the core building blocks of a health system. In the period under review, doctor: population ratio improved from 1: 13,596 in 2018 to 1: 11,346 in 2021 while nurse: population ratio improved from 1: 1,398 in 2018 to 1: 1,391 in 2021. The improvement is attributed to employment of more health care workers, however the staffing ratio is below the recommended WHO patient/health care worker ratio of 1: 10,000 doctors and 1: 1,100 nurses.

The average distance to the nearest health facility is at 4.5 km which is below the WHO target for average distance of 5 km radius. There is a policy change from construction of new health facilities to enhancement of the facilities' quality of services. The number of health facilities offering essential full package services improved from 58 in 2018 to 82 in 2022, this is attributed to operationalization of health care facilities and laboratories at level 2 health facilities.

On maternal and child health, maternal mortality rate reduced from 488/100,000 in 2018 to 362/100,000 in 2022. This can be attributed to increase in proportion of expectant mothers attending at least four ANC visits from 40% to 68% and the proportion of births under Skilled Birth Attendants from 54.6% in 2018 to 88 % in 2021. The percentage of fully immunized children below one year increased from 88% in 2018 and to 100% in 2022. The Scale up of Prevention of Mother to Child Transmission (PMTCT) contributed to the reduction of the number of infants born with HIV (MTCT rate) from 16.5% in 2018 to 10.3% in 2021. Malaria incidence reduced from 1.5% to 0.1%. This was achieved through provision of Long Lasting Insecticide Treated Nets (LLITNs) to expectant mothers and children under one year, prompt malaria case management, and health education on malaria prevention. Prevalence of stunting among children under 5 years reduced from 28.9% to 26%. The contraceptive uptake rate dropped from 57% to 48% against a target of 72% during the review period, this is due to under-reporting by private health facilities and national stock outs on family planning methods.

The prevention and treatment of Communicable and Non communicable Diseases was a priority over the plan period. The HIV prevalence rate reduced from 4.2% in 2018 to 3.2% in 2021 while the proportion of TB cases detected and initiated to treatment improved from 60% in 2018 to 90 % in 2022. The TB cure rate improved from 86% in 2018 to 89 % in 2021.

2.3.5. Social Protection, Education, and Recreation

Over the plan period, enrollment in pre-primary increased by 2.8 % from 43,125 pupils to 44,351. The Pre-school to Primary school transition rate increased from 87% to 92%. The Education and Training Policy was developed and adopted to provide direction in matters Vocational Training and Early Childhood Development and Education. The number of CTTIs accredited by TVETA increased from nine to 43 representing 87.7 percent of the total number of CTTIs in the county. This can be attributed to infrastructural development and human resource upskilling and recruitment during the period under review. One PWD Vocational Training Centre was constructed and operationalized. The county government infrastructure projects done since 2018 have been made PWD user friendly in order to enable integration with the PWDs.

On social protection, 6,238 OVCs were enrolled in CT–OVC program under the National Government while 10,000 vulnerable children received assorted items, among them dignity packs, beddings, rescue and placement to child care givers and institutions from the county government. The Makueni Child Development Center was constructed. 210 Elderly persons benefitted from an annual subscription of NHIF cover, 6,000 supported with food and non-food items while elderly care giver groups were supported with tents and chairs and water tanks to boost their income generating activities (IGAS). A total of 23,072 elderly persons benefited from National government cash transfer program.

Over the period, 3,100 PWDs were supported with assorted assistive devices to enable them participate in the county development while 969 others benefitted from the cash transfer for persons with severe disabilities. To support the PWDs starts up and other Income Generating Activities, 242 PWDs groups received Tetheka Fund and 30,913 groups received Uwezo fund and Women Empowerment Fund.

Several Sports development interventions were carried out through rehabilitation and standardization of 22 playgrounds, establishment of 2 talent centres and increase the number of active sports disciplines from 2 to 13. The number athletes transiting to professional sports increased to 20. On strengthening legal framework, 5 policies have been developed, assented and are under implementation while Disability Policy draft is ready and awaiting County Assembly approval. Gender-Based Violence Recovery Centre, safe house and policare were established to enhance GBV prevention and mitigation.

2.3.6. General Economic and Commercial Affairs

On Trade Development, the government enhanced promotion of fair trade practices as a way to promote the growth of both wholesale and retail businesses across the county leading to registration of over 6,481 businesses in the various sectors. The sector has promoted a conducive business environment through capacity building entrepreneurs and formulating favorable policies to investors. This has led to growth in informal sector by 13.3%. The sector constructed and rehabilitated 43 market sheds, connected 16 market sheds to solar lighting and 12 to electricity to increase trading hours and improved hygiene through supplied and fitted 60 water tanks to 30 market sheds and built public toilets in 24 markets to ensure there is adequate water supply and improved access to sanitation service. Construction of modern Emali wholesale produce market is ongoing.

During the plan period, the government signed an MOU with EPZA in 2021/22 for the establishment of a Special Economic Zone in Kibwezi West and mapped 80 cottage industries. Four cottage industries were incubated at KIRDI for product development. To strengthen the Jua Kali performance in the county, 12 Jua Kali associations were audited and Wote Jua Kali shed was constructed to provide conducive environment for Jua kali operations. The government supported Kyeni Kya Kitoo clay works self-help group by constructing a workshop, training them on manufacturing of high quality stoves and adopting sustainable business practices.

The government continued supporting the tourism sector by constructing tourism infrastructure like Kalamba Historical Centre and establishment of a tourist information center for information dissemination. The mapping of hospitality hotels and attraction sites was done with identification of 88 hotels and 67 attraction sites in the County. The county hosted 2 tourism promotional events and participated in 4 national tourism fairs and exhibitions within the plan period. The number of tourist visits in the national parks increased from 23,332 in 2015 to 61,904 in 2019. In 2020 however, the number of visitors declined to 25,904 due to effects of the Covid-19 pandemic.

The government remained committed to preserve and showcase culture and heritage through establishment of heritage sites and participation in cultural festivals and events. Over the plan period, the Akamba Cultural and Heritage Centre Integrated Management Plan for 2022 to 2026 was developed in collaboration with the National Museums of Kenya (NMK), the Tsavo Conservation area of the Kenya Wildlife Service (KWS) and Kenya Forestry Research Institute (KEFRI). The plan assesses the biodiversity, maps the cultural and natural heritage of the center and outlines strategies towards its operationalization. A Memorandum of Understanding was signed between the County Government and the National Museums of Kenya (NMK) for collaboration in the development, preservation, promotion and protection of the rich heritage in the County.

In creative arts, the government supported artists through operationalization of the Makueni Recording Studio and establishment of Wote Green Public Park as a key recreational center at the County headquarters. The park has a roofed open air amphitheater to enable use by performing arts during all seasons. Public art celebrating Akamba heroes and heroines have also been erected in the park. An ICT innovation hub at the park is envisaged to stimulate young people's interest in digital media arts.

The Makueni County Co-operative Act was enacted and assented to in 2017. The Act provided for establishment of a Co-operative Development Fund at 2% of the total county development budget. There is need to operationalize the fund. The co-operative movement was enhanced with the number of registered co-operatives increased by 47% from 211 in 2018 to 258 in 2021. The active membership dropped by 18% from 37,450 in 2018 to 30,837 in 2021. The share capital grew by 56% from Kshs. 119,999,104 in 2018 to Kshs 187,627,494 in 2021 while Savings/deposits increased by 41% from Kshs. 255,091,330 in 2018 to Kshs 360,478,457 in 2021.

On legal framework, several policies were developed and enacted. They include; The Makueni County Trade and Investment Policy 2021, The Makueni County Tourism Policy, 2020 and the

Makueni County Arts, Culture and Heritage Policy, 2021. The Makueni County Culture and Heritage Act, 2016 will now be reviewed to conform with the policy.

2.3.7. Lands and Urban Development

During the period under review, the county proportion of land owners with security of land tenure increased from 21.6% in 2018 to 31.6% in 2022 attributed to enhanced land surveying and issuance of 129,124 title deeds in 5 adjudication sections of Ngai Ndethya, Kisekeni, Nguu, Wayani and Kinyoo. To improve succession process, the sub-sector processed and gazetted 604 cases and confirmed 124 succession cases through which 474 land disputes were resolved across the County. The National and county government secured five strategic land reserves for the establishment and development of key flagship projects within the county namely; construction of Thwake dam, expansion of Kitui road, Kibwezi lorry park, Kibwezi Agakhan Cancer Center and land for establishment of Export Processing Zone (EPZ) at Kaunguni.

On Urban Development, the government facilitated preparation and approval of 24 Physical Land Use Plans (PLUP), 4 of which were implemented with a survey of 3 markets through plot validation, verification and uploading of 27,000 plots to C-LIMS. The government enhanced the automation of land processes and services by developing and operationalizing a Geographic Information System (GIS) lab and the Makueni Land Information Management System (M-LIMS) with a modern innovative way of managing public land leading to reduction in cases of land ownership disputes and having a reliable and verifiable land recording and documentation system. There is also a developed Electronic Development Applications Management Systems (EDAMS) that helps improve efficiency in land applications and development processing. This has supported increase and regularization of land-based revenue by developing, and implementing the County valuation roll for urban plots.

In the same period, two municipalities were established i.e. Wote and Emali-Sultan Hamud municipalities. The Wote Municipality was granted its service charter and a municipal board was institutionalized and implemented various urban infrastructure namely; the construction of public green park and renovation of Marikiti market shed through Kenya Urban Support Programme (KUSP). The KUSP program also supported tarmacking of 1.1 km and paving of 2,320m of cabro within Wote Township access roads. Lighting of Wote Municipality markets was improved by installation of 27 solar powered high mast floodlights.

2.3.8. Devolution Sector

In the previous CIDP (2018-2022), the sector had committed to the following key performance indicators namely; fiscal discipline and accountability, participatory development and civic education, coordination of government business, citizen feedback mechanism, poverty reduction, service delivery standards, legal and regulatory framework and disaster management.

On **Fiscal Discipline and Accountability**, the government enhanced its fiscal discipline and adherence to legislations guiding utilization of public resources. Over the period, the two arms of the government (Executive and Assembly) received favorable audit opinions. In FY 2017/18, the County Executive had an unqualified audit report with the other FYs posting a qualified report for both the County Executive and the County Assembly. The government also realigned its spending within the available resources ensuring limited accumulation of pending bills. By 30th

June 2022, the total declared pending bills was 643M occasioned by late disbursement of June 2022 equitable allocation.

During the plan period (2020), the government undertook a Credit Rating initiative by **Global Credit Rating** (GCR) to assess the county capacity to meet its financial commitments based on the financial performance. The results were an impressive BBB rating for long term loans and a much stronger A3 rating for short term loans, meaning the government is stable enough to repay loans both locally and externally. The ratings reflect the County Government's stable financial profile underpinned by the consistent transfers from National Government, and the initiatives being implemented to enhance OSR.

On **Resource Mobilization**, the Equitable share increased from Kshs 6.8Bn. in FY 2017/18 to Kshs 8.1Bn. in FY 2021/22 representing a growth of 19 percent. The allocations for conditional allocations loans and grants increased from Kshs 495M to Kshs 1.18Bn. in FY 2020/21 and later declined to Kshs 277M in FY 2021/22 due to conversion of the conditional allocations for fuel levy, compensation for user fees and Youth Polytechnic to equitable share. The Own Source Revenue (OSR) increased from Kshs 322M in FY 2017/18 to Kshs 749M in FY 2021/22, representing a 133 percent increase. In the FY 2018/19, the government recorded the highest increases at 59 percent of OSR. However, in the FY 2019/20, the performance declined by 9 percent due to COVID-19 pandemic that negatively affected the economy, especially businesses. The OSR increased with the greatest absolute figure of Kshs 228,304,133.33 representing 44 percent in FY 2021/22.

Data plays a key role in informing planning and budgeting. Over the plan period, the government in collaboration with KNBS prepared and disseminated two CSAs, which have guided the planning and budgeting of the county government, and other development partners. In addition, 30 Statistical Ward Profiles have since been prepared and disseminated, this has facilitated evidence based decision making.

The **Government Spending** on essential services has also been impressive over the period. The funding to essential services (education and health) has increased from 40% in FY 2018/19 to 43 % in FY 2022/23 of the total government budget. During the FY 2018/19, the government total expenditure on essential services was 44.5% of the total budget with education taking 6.9% and health 37.6% of the budget. During the FY 2019/20, the total government expenditure was 45.5% with education taking 7.2% of the budget and health 38.4% FY 2020/21, the government spent 46.5% on essential services with education taking 8.5% and health 38% of the total budget. FY 2021/22, the government expenditure on essential services was 46.8% of the total budget with education taking 8.8% and health 38%.

The government has enhanced its **Participatory Development and Civic Education** by enhancing citizen engagement in the various county programmes and projects. This engagement has resulted to; empowered citizen to articulate their issues and forge their development agenda and inclusivity in development agenda for all groups (youth, orphans and vulnerable children, people living with disability, people living with HIV/Aids, women, men, business community and elders) in the county government processes. The funding for thematic groups has increased to 4% of the total budget over the period. Additionally, the government has ensured the issues

affecting the groups are mainstreamed in all government programs and projects, and appointments. There is also equity in development with the government ensuring equitable development across all the 377 clusters and 30 wards. The allocation to ward-based projects has increased to 43% of the total development budget net of conditional allocations, loans and grants.

Over the plan period, the government established a Grievance Redress Mechanism (GRM) desk and appointed departmental coordinators. Additionally, there are occurrence books and suggestion boxes at the ward offices and constituted committees at each sub-county and the county level to discuss the grievances and complains raised and provide recommendations and actions to the relevant departments and agencies. The feedback is disseminated to the citizens through public barraza and recommendations acted by the responsible entities. The government conducts feedback forums with the citizens on the participatory planning and budget process.

The county economic growth and poverty improved during the plan period. Through the various government interventions, the Gross County Product increased from 100,926M in 2017 to 111,071M in 2020 representing a 10 percent growth. The County Poverty Index has reduced from 60.6 percent to 34.5 percent, however the multidimensional poverty remains at a high of 59.7 percent which is above the national average.

On service delivery standard, the government has embraced best practices of international standards in public service delivery including the doctrine of Separation of Powers, Open Governance, Performance Management, Result Based Management (RBM), QMS ISO 9001:2015, Customer Service Charters, and application of Rapid Result Initiatives (RRIs). These practices are aimed at promoting accountability, transparency and detection of corruption risks throughout the service delivery value chain. The government also established the Office of the County Attorney and prepared and approved seventeen county bills and policies to support devolved functions. Other policies are in the drafting stage awaiting finalization and approval.

With increase in disaster incidences, the government enhanced disaster management by establishing, equipping and operationalizing Makueni Fire Station with one fire engine, one Rapid Intervention vehicle fire engine and one emergency utility vehicle that has enhanced emergency response. The government has also constructed one sub-county fire station at Makindu in partnership with Polish Aid (PCPM) and acquired a road traffic accident vehicle that will enhance effective and efficient response to road traffic accidents experienced along the busy Nairobi- Mombasa Highway. Additionally, the government has established six sub-county disaster management committees charged with the responsibility of managing any form of disasters occurring in the sub-counties.

The County Assembly is charged with the legislation and oversight role. In the period 2018-2022, the government has approved and passed 10 bills which were assented into Acts and published, considered and approved 4 Regulations and 23 policies, and considered and concluded 22 petitions. 26 Members' Motions were introduced, debated, adopted and forwarded to the relevant County Executive Departments for implementation. Additionally, 552 Motions seeking adoption of Committees' reports were debated, adopted and the resolutions forwarded to the relevant County Executive Departments for implementation. The Assembly also approved 21 Urban and Land Use Plans for implementation. They are; Wote, Kikima, Kasikeu, Sultan-

Hamud, Kambu, Kathonzweni, Machinery, Mbumbuni, Emali, Nunguni, Kalawa, Nthongoni, Kinyambu, Matiliku, Salama, Ziwani, Mavindini, Kitise, Kalongo, Mtito Andei, and Kyumani.

2.4. Challenges

Several challenges were faced during the implementation of the CIDP 2018-22. These challenges can be generally grouped into three: Institutional challenges, Public Finance Management challenges, and Capacity challenges.

a. **Institutional Challenges**

i. **Slow policy formulation and legislation processes:** There were delays in the preparation and enactment of key policies and legal framework necessary to implement all the functions as provided for in schedule IV of the Constitution. The slow pace of formulation and legislation of the policies has slowed down establishment or strengthening of institutions critical in the implementation of the devolved functions.

ii. **Implementation of the devolved functions:** Devolved functions are not fully costed to clearly demonstrate the costs required to fully fund their implementation.

iii. **Sustainability of development initiatives, especially the commercial ones:** There is lack of legal framework to guarantee the sustainability as well as the ownership and commercial viability of the various government owned commercial enterprises. This may have been caused by lack of comprehensive project planning and management.

iv. **Data gaps:** Data on key variables such as poverty, inequality and specific county development outcomes remains inadequate.

v. **Inadequate infrastructures to support government and partner's linkage:** The implementation faced inadequacy in supporting infrastructure such as market, roads, power connections, among others.

b. **Public Finance Management Issues**

i. **Low absorption of development funds:** This is attributed to delayed and erratic disbursement of national government equitable transfers which affects timely procurement and implementation of the development programmes and projects.

ii. **Low capacity in mobilizing own source revenue:** County own source revenue accounts for less than five percent of the total county budget. This led to overreliance on the equitable share from the National Government and funds from development partners.

iii. **Inadequate funding:** There was inadequate budgetary allocation to finance key programmes and projects.

iv. **Inadequate planning - budget linkage and inclusion of climate change and Special Interest Groups:** There was low coherence between the county plans and the budget. The proportion of the planned programmes and projects in plans that were budgeted were low. Some were reported of mainstreaming the cross cutting issues in both the planning and budgeting.

c. **Capacity Challenges**

i. **Some functions not fully resourced:** Some departments and county institutions operated below the optimal staffing levels and also inadequate physical infrastructure. This negatively impacted on the effectiveness of service delivery.

ii. **Inadequate capacity among staff:** Some key skills and competencies are not available. The county lacked some key technical skills and competencies necessary to perform devolved functions and face the ever changing world of technology effectively. There is need to ensure that the skills and competencies are enhanced through training and recruitment to ensure the functions are performed effectively.

iii. **Inadequate capacity among the citizens:** The constitutional duty assigned to the public required a lot of civic education. Most of the members of public could not appreciate their role in development and the role of various offices as assigned by the constitution and other legislations. This affected the performances of the assigned duties while others fail to protect their gains in development e.g. public participation and vandalism of completed projects, encroachment of government land, road reserves and riparian areas, environmental and resource management role among others.

iv. **Uncoordinated approach to training and capacity building:** The county government allocates resources for training and capacity building of officers. However, the county lacks a coordinated mechanism to deliver the required capacity. Various development partners and programmes have training and capacity building components but with unclear coordination mechanism. There are cases of duplication and poor targeting of officers for training.

v. **High Poverty rates:** The county is faced with high poverty rate which leads to high dependence rate lowering the saving which reduces the rate individual of investments in the population. This has led to high employment rate among the youth and other vulnerable groups and high crime rates.

2.5. Lessons learnt

The challenges and experiences constituted important lessons that could inform the implementation of the county future implementations. The following lessons were learnt:

a) Strengthened sectoral coordination framework between the departments in the county government and national government departments and agencies helps improve service delivery.
b) Proper conceptualization, project feasibility studies and implementation should be inclusive where the technical persons and communities are all involved and their inputs factored in the process.
c) Citizens have the power and the rights under the constitution to determine their own future and development. A well organized and planned public participation will bear good development outcomes.
d) When the government creates an enabling environment, the various actors in the economy thrive and succeed. The intervention to regulate and coordinate sand harvesting and utilization has benefited many citizens downstream. The resultant benefits to the local community are irrigated agriculture, livelihoods programmes, and water access from the restored water towers.
e) Where communities are empowered and consulted, they are willing and able to own government promoted development initiatives.
f) Use of modern technologies helps reduce cost of operations, reduce the time required to accomplish the tasks which improves the service delivery.

2.6. Recommendations

The following recommendations emerge from the analysis of the situation in the county:

a) Future county governments should undertake joint induction for the County Executive Committee members and the county assembly**.** This should involve training on their respective roles and responsibilities with respect to public policy making, planning, and budgeting and process.
b) Further decentralization of the governance and management structures to the lowest levels in the county.
c) Prioritization of programmes that enhance the effective participation of the marginalized and the vulnerable in the society in economic activities. This will be achieved by providing equal opportunities for all to participate and removing the barriers that each group faces.
d) Strengthening community led development programming for enhanced poverty eradication at the grassroots of the county. This includes targeted development programming to address inequalities through strengthening of the local economic and community driven development initiatives to ensure equitable development across and within the 30 wards so that no one is left behind in the implementation of development policies and plans.
e) Strengthen community development volunteer framework for improved coordination of volunteerism in development such as participation of Community Health Volunteers (CHVs), Community Resource Volunteers (CRVs), and Community Extension Volunteers. The framework has to stipulate the roles and responsibilities of the community workers and the governance mechanisms such as term of office, remuneration and their responsibilities.
f) Enhancement of public sector reforms and transformation to create a people-centered and results oriented public service at the county. This will be attained through improving access to information by all citizens, increasing the level of transparency and accountability by government departments and agencies.
g) Strengthening revenue mobilization capacity through measures to broaden the own source revenue streams by expanding the taxpayers base and strengthening tax administration to minimize revenue leakages. However, taxes and levies should not be set at levels that would impede the growth of private enterprise.
h) Adoption of an appropriate policy and legal framework for equitable sharing of resources within the county.
i) Preparation of a water Marshall Plan and fast track its implementation through construction of mega and medium sized dams to meet the ever-increasing water demand for both household consumption and irrigation.
j) Strengthening county statistics function to ensure regular and timely provision of data on key areas such as poverty, employment, and inequalities. This could be attained through the establishment of County Statistics Authority that will work closely with the Kenya National Bureau of Statistics (KNBS).
k) To effectively implement and fund all the devolved functions, there is need to review the county structure and establishment and ensure it is aligned to the provision of schedule IV of the constitution.
l) Establish and implement external resource mobilization strategies to bridge the financing gap with respect to infrastructure development and other capital investment

initiatives. There is need to establish external resource mobilization strategies such as establishment of Public Private Partnerships framework aligned to the national government framework as well as county infrastructure bonds.

m) County extension services should be reengineered by encouraging the private sector and NGOs to fill this gap especially in commercial agriculture. Effective extension service would promote household food security, improve incomes, and reduce poverty.
n) The government preparedness to disaster and emerging disease should be enhanced.

2.7. Natural Resource Assessment

This section discusses the major natural resources found within the county. The information is summarized in the table below.

Table 13: Natural Resource Assessment

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization & Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Athi River	Water; Agriculture	• It's a resource shared by several counties. • Declining water levels due to climate change – expected to further decline with expansion of agricultural activities along the river. • Water quality expected to decline due to increased farming activities and pollution upstream. • The river is not fully utilized especially for irrigation.	• Adopt best practices in waste water management to avoid water pollution; • Practice wetland conservation in some farms; • Can support more food production through irrigation enhancement.	• Water levels declined; • Water quality deteriorated.	• Monitoring of water levels and quality; • Regulate waste water and effluents from farms; • Extension services to cover waste water treatment management; • Legal and policy enforcement; • Establish river rehabilitation programme.
Kaiti, Muuoni & Kikuu rivers	Water; Agriculture	• Water levels declining; • Farming in the riparian the areas; • Encroachment; • Water pollution.	• Construction of sand dams along the rivers to harness water for small irrigation; • Plant trees along the rivers.	• Sand harvesting; • Declining water levels.	• Enforcement of regulations on sand harvesting and protection of riparian areas; • Waste management programme to curb pollution of the rivers; • Planting of trees and protection of wetlands.
Chyulu game reserve	Water & Environment; Forestry	Increasing human wildlife conflict leading to crop destruction.	Enhance wildlife management at the parks	• Cutting of sandal woods in the forests; • Encroachment of the park; • Poaching; Over grazing.	• Enforcement of relevant policies for protection of game reserves.
Mzima springs	Water & environment	Currently the water doesn't benefit the residents of Makueni	There is adequate water for irrigation and	• Encroachment of water source	• Develop relevant policies on protection of

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization & Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
			household consumption, the county can tap this resource.		the spring and its use; Collaboration between the counties using the spring; • Protection of the water catchment area.
Granite rock in Makindu	Lands & mining; Trade & tourism.	Minimal mining	Mining is done on small scale hence there exists a vast opportunity for exploitation of the mineral.	Under exploitation	Environmental impact assessment; Establish relevant policies governing the mineral; Upscale mining of the mineral.
Kaolin (Pink and White clay soils) in Nunguni	Lands & mining; Trade & tourism	Currently mining done on small scale	There is a vast opportunity for mining of the mineral on large scale.	Under exploitation. The mineral is used for making ceramics	Environmental impact assessment; Establish relevant policies governing mining of the mineral; Upscale mining of the mineral.
Talc in Tulimani	Lands & mining; Trade & tourism	Mining is done on small scale. Should expand its exploitation.	Mining of the mineral on large scale in order to realize maximum benefits.	Under exploitation	Carry out environmental impact assessment; Large scale mining of the mineral.
Hills (Katende, Makongo, Nzaui, Makuli & Kivale)	Water & Environment; Trade & tourism	The hills can serve as tourist attraction sites but they haven't been utilized as tourist sites so far apart from Makongo.			Environmental conservation programmes.
Garnets in Nguu, Kathekani, Makindu, Syumile	Lands & mining; Trade & tourism	Small scale mining hence not fully utilized.	Ensure mining is done on large scale.		
Vermiculite in Kilili	Lands & mining; Trade & tourism	Mining done on small scale.	Full exploitation of the mineral.		Carry out environmental impact assessment.

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization & Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Forest Gazetted forests (Mbooni, Kilungu, Kibwezi, Nthangu and Makuli).	Water; Trade and tourism; Agriculture	Most are deforested	Conserve existing forests; Plant trees Increase forest cover to at least 10%; Sustainable utilization.	Community unawareness	Convert neighboring community to conserve and utilize sustainably; Enhance governance of forests.
Sand	Water; Agriculture; Transport	Over utilized	Controlled utilization; Value add the sand.	Community unawareness	Convert community to be in forefront of conserving sand; Support community to carry out irrigated farming along the rivers; Involve community in sand value addition.

2.8. Development Issues

Despite the investments in the various sectors, there still exists challenges facing the development outlook in the 2018-2022 planning period. The challenges have been analyzed and synthesized across the sectors with the corresponding causes, constraints and the opportunities to be tapped to address the root causes of the development issues.

1. Agricultural Production and Productivity

Agriculture sector is the main contributor to the Gross County Product (GCP) accounting for 29 percent. However, the production and productivity in the sector and the corresponding sub-sectors (crop, livestock and fisheries) remain low below the potential. This is attributed to factors including; low adoption of appropriate technologies, low investment in agriculture, high costs of inputs and credit, inadequate extension services, high dependence on rain fed agriculture, land fragmentation into uneconomical sizes and increased pests and disease incidences. The production and productivity has further been aggravated by the adverse effects of climate change given that the county lies in the Arid and Semi-Arid Land in the country.

2. Commercialization of Agricultural Value-Chains

The county has prioritized five key value-chains; horticulture, dairy, grain, poultry and industrial crops. However, 82% of the households practice subsistence farming with only 22% producing for sale. This portends limited commercialization of the various value-chains. This is attributed to low production scale, limited market access, low agribusiness skills. Further, the commercialization is precipitated by inadequate market research and information and low quality produce and compliance with sanitary and phyto-sanitary standards. This reduces the access to prime markets by the farmers in the county.

3. Marketing and Cooperative Development

The county is characterized by weak cooperative movement attributed to low adoption of modern technology in business, low quality of services and products, weak stakeholder collaboration and low working capital for cooperative societies. Majority of the cooperatives are agricultural based and the members have limited access to credit due to inadequate collateral and inadequate information and awareness. The weak cooperative movement reduces the access of farm inputs by the farmers as well as establishment of agribusiness.

4. Insecurity of Land Tenure

Land tenure is a critical issue for future development because it still plays a key role in social, economic and political progress. Land tenure refers to the terms and conditions under which land rights are acquired, retained, used, disposed of, transmitted or transacted. It also outlines the rights and obligations of the landholder and is a source of incentive, opportunity, equity and patterns in land use.

The percentage of county population with security of tenure currently stands at 31% which has limited the population in land-based development and investment. Insecurity of land tenure in Kenya and Makueni as well takes different forms, some driven by colonial injustices that were not properly addressed after independence and include land settlement programmes that continued after independence. For leasehold land, tenure insecurity is high due to land grabbing, double land allocations and fraud, which result in conflicts and violent clashes. These conflicts

are aggravated by the individualization of tenure of formerly public lands especially in urban areas.

5. Land Use Planning and Urban Development

The County lacks an integrated land use plan to guide the allocation of land to different uses on its territorial space in a way that balances economic, social and environmental values. As a result, the county has witnessed some uncoordinated developments, degradation of natural resources, increased urban poverty levels and development control and enforcement.

Although the county has prepared and approved the County Spatial Plan (2019-2029), there are still development issues related to how county space is planned, utilized and managed. Some of the key issues relates to lack of urban development plans for major towns and markets which results to uncontrolled urban development and lack of basic amenities and infrastructure as well as conflicting land uses. In addition, the lack of sectoral spatial plan means that most of Makueni land is usually not put on optimal use. As a result, the county struggles to provide services and infrastructure for the right population at the right place and the right time. This issue is more evidenced in urban areas where poor land use management has resulted to poor social amenities, pressure on existing infrastructure and growth of informal settlements.

6. Access to Quality Education and Training

Access to education and training in the county is inequitable attributed to poor and dilapidated infrastructure in ECDE centres, primary, secondary schools and County Technical Training Institutions. The poor infrastructure does not provide a conducive learning environment for the pupils and the students. Most of the institutions lack equipment and learning materials and most of the existing infrastructure is not friendly to children with disabilities. Additionally, most of the schools are characterized by understaffing with the huge teacher shortage leading to overcrowded classrooms and huge work load for the teachers and thus impacting on the quality of the education provided.

7. Youth Empowerment and Talent Development

The high unemployment rates among the youth in the county impacts on the working age population participation in economic activities. The youth constitute 26% of the population and with few youths participating in economic activities reflects the extent to which working population age is actively driving the county economy.

8. Access to ICT

Information technology remains a key development driver world over and in the county. The penetration of ICT in the county is low due to lack of knowledge, information skills and the requisite infrastructure. Adoption of technology impacts agriculture and trade sectors in facilitating access to market; slow uptake of modern and appropriate technologies in energy; underutilization of electronic commerce in trading, marketing, information access and research; limited health system automation including commodities management; monitoring and evaluation system as well as revenue mobilization and administration.

9. Access to Social Protection

The county is characterized by low resilience among the vulnerable and marginalized groups in

the population. This is attributed to increasing prevalence of sexual and gender-based violence; inadequate participation in economic activities.

10. Inadequate Development, Conservation and Promotion of Culture and Tourism

Makueni county has tourism potential that is not fully exploited despite its strategic location and positioning in the country tourism circuit. The county hosts Tsavo West National Park which is home to big five as well as Chyulu Club in Chyulu Hills which has been hailed as the coolest hotel in Africa and recognized for its policy on carbon emissions. Other tourism potential sites include; AIC Kalamba historical site, Sikh Temple religious sites in Makindu and Makongo recreational centres which can be developed to boost tourism in the county.

Table 14 below highlights the key sector development issues and their causes as identified during data collection and analysis stage.

Table 14: Key Sector Development Issues

Sector	Development Issues	Causes	Constraint(s)	Opportunities
Agriculture	Agricultural Production and Productivity	• Low adoption of appropriate technologies • Low investment in agriculture • Limited agricultural mechanization • High cost of inputs and services • Inadequate extension services • High dependence on rain fed agriculture • Underdeveloped Irrigation infrastructure and on-farm water harvesting • Land fragmentation into uneconomical sizes in agriculturally potential areas • Low involvement of youth in in agricultural production • Inappropriate land use practices • Increased pests and diseases • High Post-Harvest losses	• Climate change and variability • Limited access to credit • Poor and uncontrolled settlement patterns • Socio-cultural issues • Insecurity of land tenure • Human-wildlife conflicts • Severe drought conditions • Limited access and control of agricultural resources and output.	• Existing policies and legal frameworks, county spatial plan and GIS system • Availability of development partners • Availability of professionals • Existing technologies • Mentorship opportunities through 4Ks and Young Farmers Clubs • Existing affirmative action on agricultural land (10% forest cover) • Land availability • Existing policies and initiatives such as Community Health Strategy/WFP guidelines • Modern technology that is attractive for youth to participate in agriculture • Access credit facilities • Availability of permanent and semi-permanent rivers that can be utilized for irrigation purposes as well as aquaculture.
	Agriculture Commercialization	• Low quality produce and compliance with sanitary and phyto-sanitary Standards • Poor organization of the various value chains • Low agribusiness skills • Low value addition • Limited market access • Inadequate market research	• Low marketable volumes • Few agro-processing facilities. • Limited access to agriculture credit and insurance. • Limited adoption of business orientated agriculture.	• Existing market segments. • Increasing food commodity demands. • Available advisory demands. • Emerging digital Markets. • Evolving marketing innovations. • Availability of specialists and technical experts • Organized key value chain actors • Existing cold rooms, sale yards and

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		and information.	• Low traceability of agricultural products. • Expensive permits and licenses to venture into trade and value addition. • Inadequate entrepreneurial knowledge and information. • High international market tariffs. • Inadequate supportive infrastructure.	aggregation centers.
General Economic and Commercial Affairs	Trade development and Industrialization	• Under -exploitation of resources and raw materials. • Weak enforcement of fair trade and consumer protection requirements. • Low adoption of modern technology in business. • Weak entrepreneurial culture. • Weak stakeholder collaboration. • Poor accessibility to markets. • Low quality services and products. • Lack of information.	• Limited extension service provision. • Inadequate capacity building on standardization. • Limited access to finance. • Poor trade infrastructure (internet access, electricity). • Weak market linkages. • Low value addition. • Inadequate capacity development on quality products.	• Availability of raw materials • Available land for setting up industrial parks. • National government support in extension service provision. • Partnering with development partners for capacity building. • ICT network to support technology adoption in MSMEs. • Available physical market infrastructure. • Available financial institutions in the county. • Available CTTIs and technical institutions for skills development for artisans. • Access to finance e.g. Tetheka
	Marketing and Cooperative development	• Inadequate marketing strategies. • Low adoption of modern technology in business. • Low quality of services and products. • Weak stakeholder collaboration. • Inadequate marketing	• Limited extension service provision. • Inadequate capacity building on standardization. • Limited access to finance • Poor ICT infrastructure (internet access, electricity). • Weak enforcement of co-operative legislation.	• E-commerce marketing. • Market research. • Partnerships with existing stakeholders. • Promotional strategies e.g. trade shows and branding.

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		strategies. • Low working capital for cooperative societies. • Low adoption of innovation and technology (uptake of digitization. • Poor succession planning. • Aged leadership in the cooperative movement. • Inadequate skills on cooperative management.	• Poor governance and management of cooperatives. • Poor accountability in co-operative societies.	
	Inadequate development, conservation and promotion of culture and tourism	• Untapped natural resources for tourism development. • Low adoption of modern technology in service provision. • Low tourism product quality and innovation. • Inadequate infrastructure for tourism conservation and culture preservation. • Lack of co-creation spaces for the cultural and creative industries. • Inadequate documentation and digitization of the traditional knowledge and cultural expressions of the Akamba. • Poor infrastructure (internet access, electricity, water access, roads). • Inadequate knowledge on protection of intellectual property rights among cultural	• Lack of incentives for investment in tourism and culture development. • Inadequate stakeholder collaboration. • Valuable heritage getting lost with the transition of the elderly depositories. • Inadequate knowledge and skills in the protection of intellectual property rights and digital marketing of artistic products and services among cultural and creative industry practitioners. • Inadequate capacity building on standardization. • Limited access to finance. • Prohibitive patenting processes. • Influence of globalization/ emerging digital culture.	• Existing viable investment areas. • E-tourism revolutionizing tourism promotion. • Existing legislative frameworks for both county and national. • Existing stakeholders for collaboration (hoteliers, TRA, KWS, KFS, KTB, Utalii College). • Rich Akamba culture and heritage. • County proximity to key national parks (Tsavo Conservancy and Chyullu Hills N.P) and major infrastructure (Nairobi-Mombasa Highway and SGR). • Existing community based tourism enterprises (handicrafts, cultural centers). • Regional and global markets for cultural and creative industries products and services. • Vibrant performing artists in the County. • ICT Innovation Hub at the Wote Green Public Park. • Development of heritage tourism circuits to link with the Amboseli and Tsavo tourism circuits linked by the Nairobi-

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		and creative industry practitioners.		Mombasa Highway.
	Tourism development	• Untapped natural resources for tourism development. • Low adoption of modern technology in service provision. • Low tourism product quality and innovation. • Inadequate tourism infrastructure. • Uncoordinated promotional strategies. • Inadequate stakeholder collaboration. • Lack of incentives for investment.	• Poor infrastructure (internet access, electricity, water access, roads) • Inadequate capacity building on standardization. • Limited access to finance • Uncoordinated stakeholder collaborations. • Lack of a County investment policy. • Inadequate budget allocation.	• Existing viable investment areas. • E-tourism revolutionizing tourism promotion. • Existing legislative frameworks for both county and national. • Existing stakeholders for collaboration (hoteliers, TRA, KWS, KFS, KTB, Utalii College). • Rich Akamba culture. • County proximity to key national parks (Tsavo Conservancy and Chyullu Hills N.P) and major infrastructure (Nairobi-Mombasa Highway and SGR). • Available Technical institutions to train service providers. • Existing community based tourism enterprises (handicrafts, cultural centers)
Education, Social Protection, and Recreation	Access to quality education and training	• Inadequate training and talent development infrastructure. • Application of outdated technologies/ equipment. • Weak training and industry linkage – skill gaps to industry needs. • Weak talent identification mechanisms. • Limited skills training and development opportunities. • Inadequate teaching and learning equipment. • Late enrollment of children to schools • Poor nutrition and sanitation	• High infrastructure investment cost. • Rapid technological advancement / emerging innovations. • Underdeveloped education curriculum, training and talent development policy gaps. • Negative perception to vocational trainings. • Governance of daycare centers. • Poverty • Special needs school facilities	• Collaboration with relevant stakeholders for resource mobilization and utilization. • Research and innovation opportunities. • Develop and enact relevant sector policies. • Availability of attachment, internship and mentorship programmes. • Continues capacity development of trainers.

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		in schools		
	Youth empowerment and Talent development	• Unemployment/under-employment • Negative use of technology • Job/Employment selectivity • Inadequate mentorship programmes. • High poverty levels • Attitude and perception • Desire for quick results • Crime, Drug and Substance Abuse. • Health related issues • Inadequate talent development Infrastructure e.g., sports facilities and equipment. • Lack of technical capacity in talent identification and development e.g., coaching and officiating skills. • Lack of close supervision, coordination and administration.	• Low representation in decision making • Duplication of interventions/services • Inadequate resources (human and capital) • Reluctance of youth to exercise their civic duty.	• Recruitment of interns and apprentices. • Collaboration with learning institutions for sporting activities. • Existence of policies and legal frameworks. • Political good will. • Collaboration with national government and federation. • Existence of policies and legal frameworks. • Existence of youth empowerment infrastructures. • Existing partnerships e.g., MOUs • Leverage on youth stakeholders • Political good will
	Access to social protection services	• Low resilience levels among the SIGs • Low literacy levels and inadequate access to information among SIGs. • High prevalence of Gender based violence • Lack of sustainable livelihoods as a result of Unemployment/	• Gender and age stereotypes • Retrogressive cultural practices • Unstructured information sharing structures • Inadequate enforcement of safety and security regulations. • High cost of living • Lack of institutional	• Global focus and shift towards social protection. • Existence of policies and legal frameworks. • Availability of civic education and public participation unit. • Political good will • Existence of Government affirmative funds. • Collaboration with relevant partners

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		underemployment • Crime, Drug and Substance Abuse • High dependency levels	framework on Social Risk Management • Double dipping • Aging and Ageism • Stigma and discrimination • Gender inequality	• Cross sectorial linkages • Safety nets programme • Demographic dividend • Existence of youth empowerment infrastructures • Existing partnerships e.g., MOUs • Leverage on youth stakeholders
Health Services	Access to quality healthcare services	• Low adoption of new Healthcare Technologies • Inadequate Health Infrastructure • Inadequate Health care financing • Inadequate automation of Health Management Information System (HMIS) • Non institutionalization of Health research and development • Non-compliant to Kenya Quality Management of Health (KQMH) • Suboptimal implementation of existing policies and guidelines.	• Inadequate Health workforce including medical specialists (pathologist, radiologist, cardiologist, microbiologist, hematologist and endocrinologist • Uncoordinated implementation of health legal frameworks • Poor health seeking behavior • Cultural beliefs, myths and misconceptions • Emerging and re-emerging diseases • Increasing communicable disease including HIV and AIDS • Access to unregulated alternative medicine • Poor nutrition practices	• Existence of Telemedicine technology • Existence of development partners • Existing legal and policy frameworks • Existence Domestic resource mobilization framework • Existence of community Health Strategy and approach • Availability of training institutions including medical teaching and research institutions • Availability of medical interns and volunteers • Multi-sectoral collaboration • Existence of One health strategy • Existence of emergency operation framework.
Energy, Infrastructure and ICT	Transport infrastructure development	• Lack of proper interlinkage of the county road network with other modes of transport • Encroachment of road reserves and vandalism of road assets	• Weak disaster preparedness and response to Natural disasters. • Weak stakeholders' engagement and coordination structures	• Goodwill from development partners. (Road agencies, Kenya Railway Kenya aviation) • Presence of Government institutions (municipalities) and private sector (stakeholders)

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		• Low adoption of Research and Innovation in infrastructure development • High cost of development and maintenance of road infrastructure.	• Weak enforcement of safety policies and regulations. • Delayed approval, adoption and implementation of physical plans • Different scopes and standards for different agencies.	• Untapped potential of different modes of transport (rail and pipeline) • Growing interest in Climate Change financing. • Approved County Spatial Plan and other Urban Plans • Institutional and regulatory framework for PPPs engagement in infrastructure development. • High investment cost on research and technology adoption.
	Access to ICT	• Slow adoption of ICT • Inadequate awareness and information on the current technological trends (technology exposure). • High cost of acquiring ICTs, implementation of ICT infrastructure and training. • Poor internet penetration /connectivity/Poor GSM/Terrestrial coverage.	• Inadequate budgets for acquisition of ICTs, training. • Lack of clear guidelines for enforcement and implementation, compliance of the ICT policy • Increased data insecurity and cybercrime. • Rapid change in ICT technologies.	• Partnership with private sector players and development partners e.g. Facebook, Konza techno polis, ICTA, Google, META etc. • Utilization of shared distribution infrastructure e.g. use of existing high mast flood lights and electricity poles to enhance ICT penetration. • Utilization of the emerging technologies such of cloud computing, AI, Machine learning, nanotechnology, biotechnology. • Existing International standards (IAAS, SAAS, PAAS etc.)
	Inadequate Access to affordable and decent housing	• High cost in construction technologies and building materials. • Mushrooming of slums and informal settlements • Increase in rural - urban migration rate • Unplanned urban areas • Increased land Squatting	• Low investment in research and innovation in housing industry. • Delayed implementation of approved urban development plans. • Land ownership and tenure challenges.	• Enactment and enforcement of relevant policies and legislations. • Tapping into PPPs for affordable housing • Existing appropriate building materials & technologies • Automation of land registry and building plan approvals processes • Availability of Training institutions • Political Goodwill

Sector	Development Issues	Causes	Constraint(s)	Opportunities
	Access to clean and reliable energy	• High cost of development of energy infrastructure • Low uptake of renewable energy • Inadequate policies at the county level to promote green energy.	• Monopoly of electricity supply and management • Weak enforcement of energy standards and regulations • Cultural practices, Norms and believes on energy sources.	• Existence of PPPs on energy generation and distribution • untapped renewable energy sources (solar and wind) • Availability of exploration of technologies • Availability of energy research centers • Availability of affordable green energy service providers.
Land and Urban Development Sector	Security of land tenure	• Historical injustices • High/prohibitive legal costs in land succession • Retrogressive cultural beliefs on land • Intra and inter county land disputes • Land adjudication • Double allocation of land • Corruption • Land administration • Land grabbing and encroachment	• Weak collaboration between government agencies • Prioritization in government projects • Tenure systems • Cultural issues	• Willing development partners • Political goodwill • Adequate use of technology-automation • Technical expertise • Collaboration with relevant stakeholders in the National government • Existence of professional bodies • Collaboration with learning institutions
	Land use management	• Urban sprawl challenges • Unplanned market development • Zoning regulations • Development control and enforcement	Investment on public utilities in urban areas.	• Availability of Legal frameworks (Physical and land use planning act, Urban areas and cities act) • Political goodwill • Elaborate Public participation framework • Existence of county spatial plan • Research and innovations
	Urban Development	• Rural-urban migration • Inadequate basic social services • Underdeveloped physical infrastructure • Inadequate zoning regulation	High population pressure	• Willing development partners • Availability of county spatial plan • Use of locally available resources and technology

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		• Increasing poverty		
Water, Environment and Natural Resources Management	Access to adequate safe water	• Degradation and destruction of water catchment areas • Inadequate rain water harvesting and storage • Low investment to water infrastructure development • Inadequate waste water management infrastructure in urban centers • Limited and seasonality of water sources • Vandalism of water infrastructure • Weak enforcement of laws and regulations.	• Climate change • High population thus high water demand • Pollution of water sources • Land acquisition bureaucracies for water source development • Inadequate technical capacity • Lack of a county water master plan • Poor water governance • Exorbitant prices charged to access clean potable water.	• Established community participation model • Enactment and enforcement of relevant available legislative and institutional frameworks • Ability of development of more sources • Unmapped and unprotected sources of water in the county, for example Kwa Venge spring which is the main source of water for Makindu town • Collaboration with development partners • Leveraging on emerging technologies in water development and management • Inter-sectoral linkages • Promotion of rain water harvesting by relevant sectors • Availability of Water Service providers and private entities • School programs on WASH- Children as agents of change.
	Environment and Natural Resource Management and utilization.	• Environmental pollution • Land degradation • Overexploitation of natural resources • Inadequate enforcement of environmental laws • Forest fires • High reliance on natural resources such as wood fuels • Unsustainable and poor agricultural practices • Encroachment in forests and riparian areas • Uncontrolled settlement.	• Prolonged drought affecting afforestation effort. • Inadequate natural resource mapping and development • Lack of county specific natural resource management legislation • Capital intensive nature of natural resource investments • Poor governance in matters related to natural resources • Weak coordination between government agencies	• Willingness of adjacent communities to participate in forests and water towers management through CFA. • Existence of some relevant policies • Desire by development partners to carry out value addition of natural resources • Availability of investors • Good working relationship with stakeholders. • Adoption of renewable energy • Promotion of nature based enterprises • Resource mobilization coordination between county and national Government.

Sector	Development Issues	Causes	Constraint(s)	Opportunities
			• Human-wildlife conflicts • Poverty among communities in the neighboring forests • Lack of county specific natural resource governance policy • Unavailability of data on environment and natural resources • Segregated forest blocks which are far apart from each other with hilly terrain • Environmental accidents such as oil spills.	
	Access to improved Sanitation services	• Inadequate liquid waste management mechanism • Inadequate solid waste handling mechanism	• High cost of developing the sanitation infrastructure • Lack of county based legislation on waste management • Change in waste dynamics (e-waste, diapers) • Lack of citizen accountability. • Poor community reception on waste management (Not in My Backyard Syndrome -NIMBYS)	• Available mechanisms for Value addition and commercialization of solid waste • Sectoral linkage • Resource mobilization
	Climate change adaptation & resilience	• Limited access to climate information, data generation, processing and dissemination in the county. • Inadequate climate change awareness and subsequent poor adoption/application of	• High poverty levels in areas of extreme climate vulnerability. • Inadequate institutional policy, legal framework and capacity in addressing the climate change issues.	• Existence of County Climate Change Unit. • Existence of some institutional framework necessary for enhancing climate change response e.g., County Climate Steering Committee, CCFB, County & Sub-County Planning Committee, Ward climate change planning committees.

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		climate information data for informed decision making in mitigation, adaptation & resilience • Poor understanding of climate change, sectoral linkages for conceptualization for intervention planning.	• Weak linkages and coordination of climate response in the county • Inadequate partner/sectoral synergy • Inadequate funding climate change actions, mitigation and adaptation programs • Inadequate sectoral mainstreaming of climate response in planning, budgeting and intervention implementation • Lack of effective and reliable mechanism of accessing and sharing accurate climate change information to inform climate change actions.	• Availability of county legal framework to promote climate change action e.g., Makueni Climate Change Regulation 2015 and the Environment & Climate Change policy • Existence of climate financing at national and global levels. • Existence of development partners with good will to support climate action programs • Sectoral recognition of climate change as a cross cutting issue and the need for mainstreaming • Established public participation program in the county that can be tapped to promote climate change awareness and education. • Availability of programmes on resource mobilization. • Political good will • Global Climate finance (government and donor funding) • Global best practices in climate governance • Technological advances in climate change interventions.
Devolution	Inadequate institutional capacities	• Inadequate systems and structures • Inadequate policy frameworks • Inadequate Knowledge management framework • Weak organizational culture	• Conflicting mandates • Inadequate staff capacity • Inadequate budget allocation • Weak synergies	• Existing institutions for partnerships (Law Reforms, KSG, KIPPRA PSC)
	Inadequate resources	• Inadequate implementation of legal framework on OSR • Lack of systematic valuation	• Inadequate donor intelligence • Underperforming economy	• Availability of National Government framework (PPPs) • Availability of competitive grants

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		of property for taxation purposes • Weak internal control environment leaves significant potential for leakages • Unexploited revenue streams. • Weak institutional capacity for annual revenue projections leading to overly ambitious and unrealistic estimates. • Inadequate exchequer allocation and delayed exchequer disbursement • Inadequate attraction of donor and partners funding	• Inadequate promotion of county development agenda to development partners	• Availability of Liaison office, SEKEB, COG
	Low budget absorption	• Challenges in project conceptualization and implementation • Irregular cash flows • Contractor challenges	• Underperforming economy • Delay in exchequer disbursements	Availability of National Government agencies and other partners for required support.
	Increased risks and disasters	• Climate Change • Weak Risk and Disaster management • Weak Risk and Assessment plans (Enterprise Risks) • Inadequate mainstreaming of DRR in plans, projects and programs.	• Inadequate information and data resulting to ineffective monitoring and evaluation of disaster risk trend analysis, and forecasts. • Inadequate financing and capacity.	• Existing Opportunities for climate change financing. • Collaboration with national forestry Services. • Existing partners involved in DRR and Risk Mitigation eg NDMA, World Vision, MET Department, ADSE, FAO, ICRAF etc.
	Weak linkage in implementation of policies and plans	• poor conceptualization of projects and programmes. • Slow implementation of projects and programmes.	Change in priorities during the budgeting cycle.	• Appraisals • Existing Programme based planning, budgeting • Existing national government planning

Sector	Development Issues	Causes	Constraint(s)	Opportunities
		• Inadequate institutional arrangements at county level for coordinating planning and development programmes with non- state actors, NGOs and development partners.		frameworks.
	Weak result based management system	• Inadequate structures for M&E, data and research. • Lack of clear framework for knowledge management. • Inadequate institutionalization of Project Management.	No established statistics, research and KM unit.	• Existing national government frameworks for M&E (NIMES). • Existence of KIPM policy and structures for PM in COGs and PSC. • Availability of institutions for data and research (KNBS, KIPPRA, KMPGA)

CHAPTER THREE: SPATIAL DEVELOPMENT FRAMEWORK

3.1. Spatial Development Framework

Spatial Development Framework (SDF) is a strategic vision that guides the overall spatial distribution of current and desirable land uses within a territory in order to give effect to the development goals and objectives of the territory. The aims of a Spatial Development Framework are to promote sustainable functional and integrated human settlements, maximize resource efficiency, and enhance regional identity and unique character of a place. National SDF is the overall vision that gives the Spatial Development plan and this in Kenya has been referred to as National Spatial Plan (NSP), while County Spatial Plans (CSP) gives the spatial framework which depicts the territorial land uses and proposed strategic development to promote regional development, resource efficiency as well as equity in budgeting and resource allocation. Makueni county is one of the counties in Kenya that have prepared and approved their County Spatial Plan in line with the provision of County Government Act and Physical and Land Use Planning Act among other laws.

This chapter discusses the spatial framework within which the development projects and programmes will be implemented in the county for the next five years. The chapter highlights the development strategies in the National Spatial Plan (2015-2045) and their relevance to Makueni context, the development strategies in the Makueni County Spatial Plan (2019-2029), and proposes the spatial framework for the Makueni County Integrated Development Plan (2023-2027).

3.2. National Spatial Plan: Development Framework

The National Spatial Plan (NSP) is a long term spatial planning framework spanning a period of 30 years and is subject to review every ten years in tandem with the Medium Term Plans (MTPs). The purpose of the National Spatial Plan is to provide a national spatial structure that defines how the national space is utilized to ensure optimal and sustainable use of land. Further, the Plan provides strategies and policies to deal with national challenges including urbanization, regional imbalances/inequalities, rural development, environmental degradation, transportation and underutilization of the massive resources available in the county.

The plan identifies Makueni county as a rural transitional county that transit between the better and the less developed with the potential for development of appropriate transport and infrastructural facilities and services to support the exploitation of the natural resources in the county to spur economic development in the region. The national Plan also endeavors to promote rural industrialization through mining and agro-based industries by establishment of production units in different rural areas in relation to their potential.

The strategies and policies proposed in the spatial area include enhanced agricultural and food production, investment in physical and social infrastructure, development of tourism infrastructure, mineral mapping and exploitation, environmental protection and conservation strategies, infrastructure provision to support value addition initiatives and human settlement, small and medium urban centres development as well as rural development. The development strategies in the NSP are discussed below.

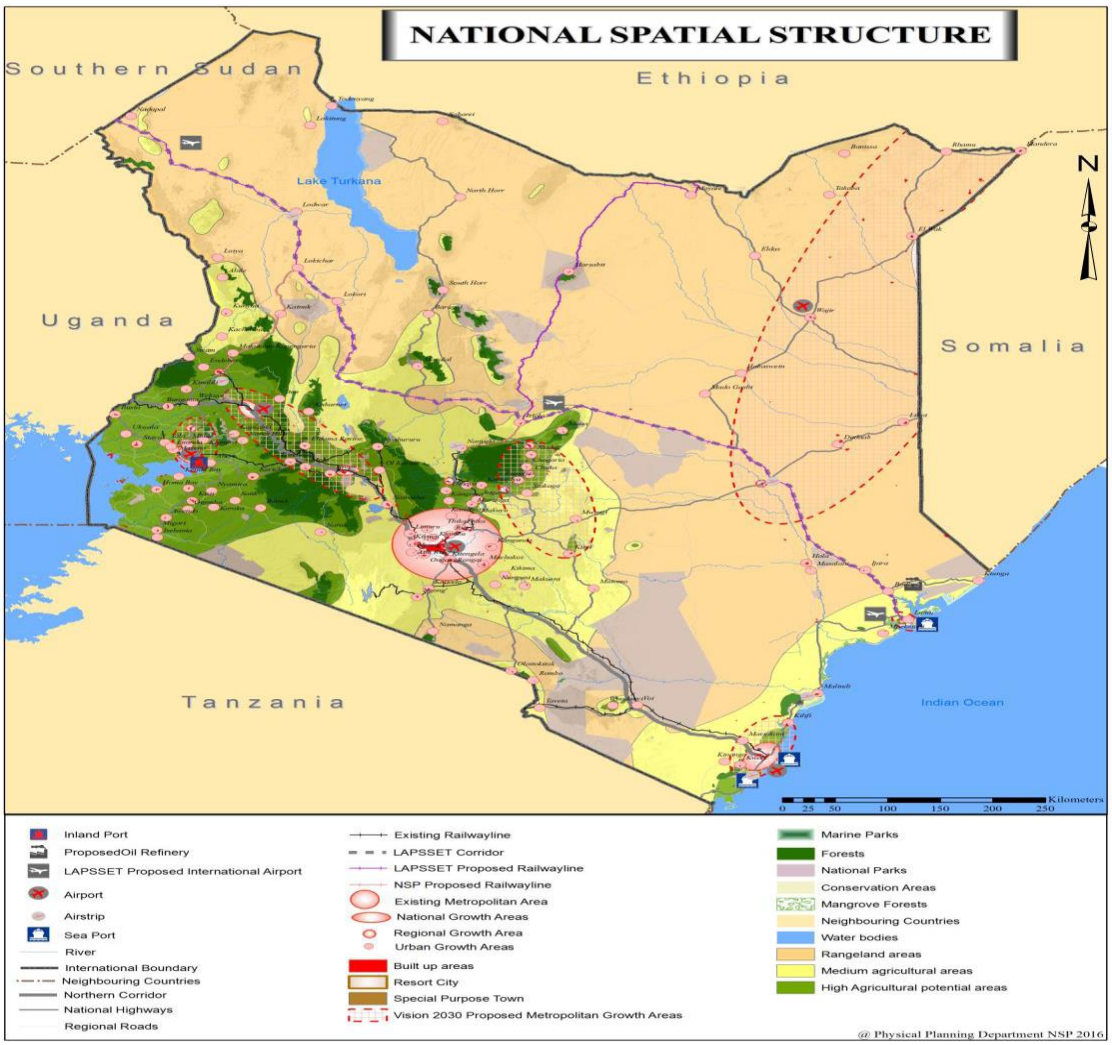

Figure 5: National Spatial Structure

3.2.1. Managing Impacts of Global Competitiveness

The purpose of this strategy is to support the Kenya Vision 2030 by assessing the national investment attractiveness and developing strategies to provide a conducive environment for the country to compete globally. The NSP proposes that investment should be based on locational attractiveness which is a function of several factors such as connectivity/accessibility, higher index of the infrastructure, relatively conducive environment for housing and recreation, availability of human capital, relatively efficient telecommunication and ICT facilities, availability of space to allow growth and expand whether vertically or horizontally and resource endowment.

Under this strategy, the NSP proposes six global issues that the country can harness to promote global competitiveness. These include trade liberalization and open global market for goods and services, open movement for capital, increased reliance on knowledge workers to drive the economy, economic integration and specialization, tendency of FDIs to be attracted to countries with steady economic growth, and emergence of knowledge, technology and innovation driven

economies.

Makueni county is strategically positioned to contribute to the achievement of this vision. For instance, the development of Konza Techno City as a Vision 2030 flagship project supports the emerging technologies, knowledge and innovation driven economies and the county has harnessed this through the establishment of ICT Hub, promotion of ICT training and research across the county. Also, the establishment of ENI production plant at Kwa-Kathoka that processes castor, cottonseeds and croton and also produces feed and bio-fertilizers from the oilseed meal, opening the county to trade liberation, global market as well as optimizing open movement of capital through the locating industries where resources are found.

3.2.2. Optimal Use of Land and Other Resources

The Constitution of Kenya 2010 under Article 60 calls for efficient, productive and sustainable use of land. It also, under Article 260, defines land broadly to mean the surface of the earth and the subsurface rock; any body of water on or under the surface; marine waters in the territorial sea and exclusive economic zone; natural resources completely contained on or under the surface; and the air space above the surface.

The NSP envision that the country will develop in the next 30 years to optimize the utilization of the national territory by: reorganizing and adjusting the way land is used to achieve overall efficiency and sustainability. The strategy allocates land to different activities rationally by putting into consideration the land capabilities and potentials and by addressing concerns arising from the need to protect and conserve the environment. The NSP proposes that the apportioning of land across the country should be assessed based on population projections, existing land use pattern, agro-ecological zones, agro-climatic zones, and the known natural resource potential.

The NSP identifies Makueni county as a rural intermediate county that is transiting between the better and the less developed with the potential for development of appropriate transport and infrastructural facilities and services to support the exploitation of the natural resources in the county to spur economic development in the region. The county lies within Zone 6 (Eastern and South Eastern Region) with the potential for irrigated agriculture (along Athi River belt), commercial livestock production (in the lower Makueni areas), tourism and culture (across the county), water resources exploitation and development (across the county), renewable energy (upper lands of Makueni), wildlife resources management (Kilome and Kibwezi areas) and urbanization (along the national transportation corridors).

3.2.3. Balanced Regional Development

The Kenya Vision 2030 includes equity as a foundational principle in economic, social and political programmes. The vision emphasizes on need to invest in Arid and Semi-arid (ASAL) areas. The Vision 2030 development strategy for ASAL that include Makueni aims at achieving a secure, just and prosperous Kenya where people achieve their full potential and enjoy a high quality of life. The NSP proposes development of Makueni county among other counties as areas with potentials for mining, tourism, large scale livestock production, irrigation, and renewable energy. Some of the key enablers for regional balances include the construction of SGR which opens the regions for transportation, new technologies for mining and irrigation, and development of large-scale livestock production.

3.2.4. Rural Development

Rural development aims at improving the quality of life and economic wellbeing of people living in rural areas through the improvement of agriculture and allied activities; rural production units, socio-economic infrastructure, community services and facilities, tourism, and human resources in rural areas. The NSP classifies the country into three clusters based on poverty level and this include better developed cluster (poverty level below 50), less developed cluster (poverty level above 70) and transitional cluster (poverty level between 50-70). Makueni county is classified as transitional cluster with potential to promote rural development through mixed agriculture, commercial livestock, and urbanization.

3.2.5. Urbanization

Kenya is one of the countries in Africa that are experiencing increased urbanization. It is projected that by the year 2030, more than half of the country's population will be living in urban areas. With respect to the social pillar, Kenya vision 2030 identifies urbanization as one of the social factor that forms the basis for the transformation of the society. The NSP proposes the creation of urban institutions such as metropolitan areas, municipalities and towns to promote urbanization.

The NSP also appreciates key enablers for urbanization to include the national highway trunk roads such as Mombasa-Nairobi-Malaba which traverses Makueni county. As such, Makueni county is well positioned to harness urbanization through development of the urban institutions such as municipalities, towns and Markets.

3.3. County Spatial Plan: Development Framework

The Makueni County Spatial Plan (CSP) was prepared to cover the entire area of Makueni county. The plan is a medium-term spatial planning framework and regional development strategy with a planning horizon of ten years from 2019-2029 and shall be subject to 5 year reviews. The plan highlights key spatial-structural and sectoral constraints that inhibit socio-economic development and environmental sustainability within the county. It proposes a robust spatial restructuring strategies and measures targeted towards key development sectors with a view to solve the identified constraints. The development strategies envisioned in the CSP include:

1. Economic development strategy
2. Agricultural development strategy
3. Settlement development strategy
4. Environment and natural resource strategy
5. Transportation development strategy
6. Social Infrastructure and services development strategy

3.3.1. Economic Development

The CSP proposes revitalization of tourism, trade and commerce, and manufacturing and industry development to spur the county economic growth. Strategies for tourism promotion include the establishment of conservancies, creation of a conservation area around Chyulu hills, expansion of existing conservancies, promotion of investment in tourism facilities, establishment

of sanctuaries for crocodiles and hippos, establishment of snake parks, a museum of Akamba history, cataloging of heritage sites and construction of cultural centers.

The establishment of specialized trade centers, grain markets, and markets for Jua-kali products is proposed to rejuvenate trade and commerce in Makueni county. There is also proposed development of agro-industrial plants, handicraft centers, a ceramic industry as well as designation of areas for Jua-kali industry for industrialization of the county. Kibwezi town is selected as a flagship agro-processing zone with processing plants for meat, leather, grain, fruit, sisal and honey.

3.3.2. Agricultural Development

Agriculture is the predominant economic activity in the county contributing 78% of the total county Gross Domestic Product. Dairy farming and crop farming like coffee, avocadoes, passion, horticulture, maize and vegetables are predominant in the uplands. The growing of green grams, pigeon peas, cow peas, mangoes, citrus fruits, paw paws, melons, cotton and sisal are predominant in the plains in the middle zone of the county. Poultry farming, bee keeping, pasture development, fruit farming (mangoes, water melons, paw paw), green grams, sorghum, millet, pigeon peas, cow peas, cassava, sweet potatoes among others is practiced in the lowlands. The value-addition and the production scale, however remains inadequate in the agricultural sector, although facilities such as the Makueni Fruit Processing plant in Kalamba and the Kikima Milk processing plant have revitalized their specific sectors.

The CSP proposes promotion of intensive commercialized crop farming particularly of grains (such as maize and other legumes), vegetables and cash crops (coffee and Macadamia) within the uplands, as well as dairy farming. Intensive horticulture (of fruits such as mango and oranges) should be promoted within the middle zone, as well as enhancement of cotton and sisal farming supported by the introduction of sericulture. Within the lowlands, large-scale livestock ranching and commercial Bee farming (Apiculture) should be promoted. Along the major rivers such as River Athi, Muooni, Kambu, Kiboko, Kaiti, Thwake and Mtito Andei, the CSP proposals include irrigated farming as well as the introduction of small-scale fishing. The county has potential in horticulture and dairy farming especially the hilly parts of Kilungu and Mbooni. The lowlands, including Kathonzweni, Mbooni East, Nzaui and Makueni are used for livestock rearing and fruit production. The agricultural value-chain and the production scales will be improved through sufficient extension and research services, provision of farm inputs, practicing of climate smart agriculture and the establishment of collection centers, storage facilities and industries.

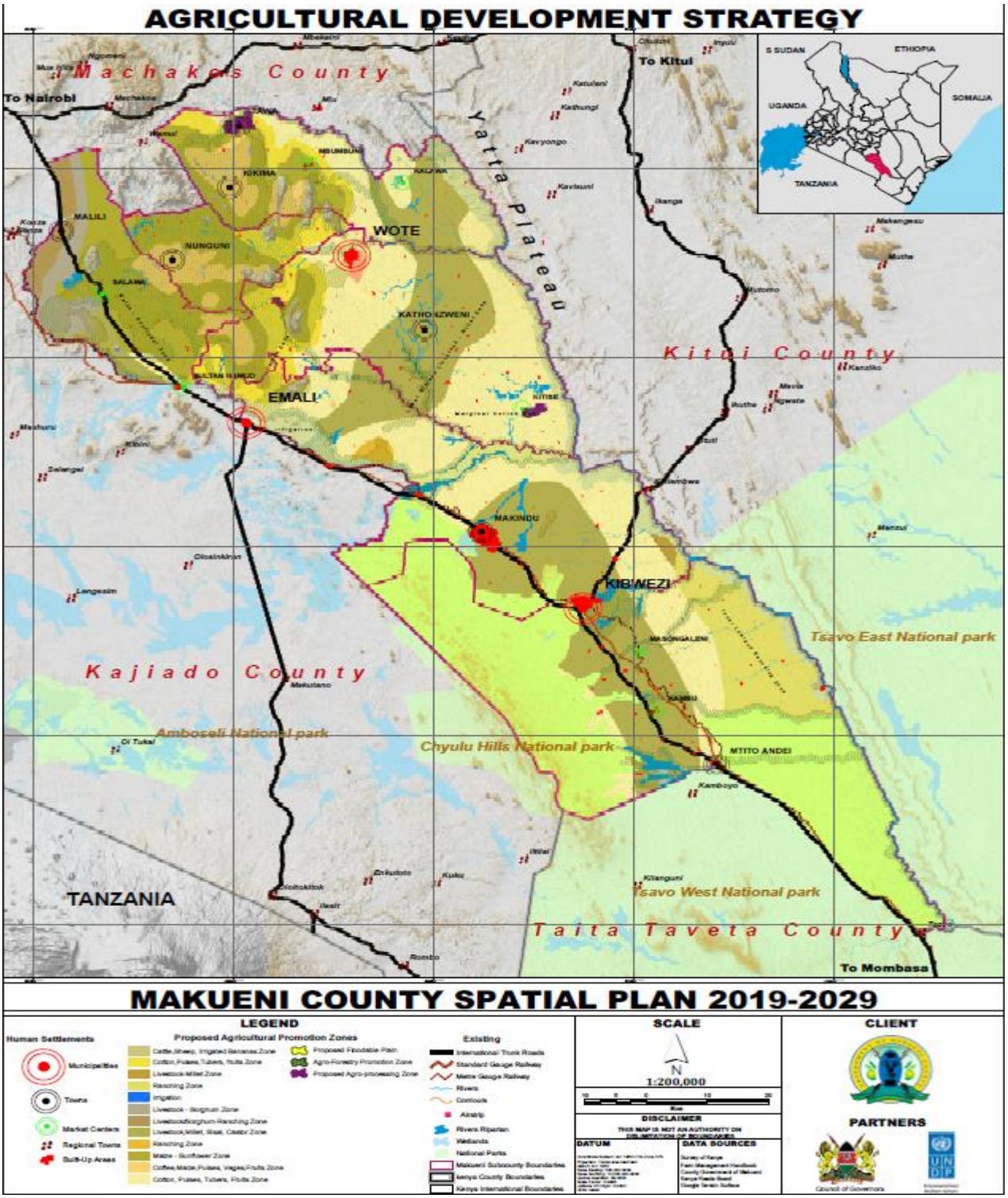

Figure 6: Agriculture Development Strategy

3.3.3. Human Settlement Development

The CSP proposes the classification of urban areas in Makueni county into a hierarchy of four tiers: City, Municipality, Town and Urban center as envisioned in the Urban Areas and Cities Act, 2011. The urban areas have been assigned unique functions based on their potential

specialization.
It is proposed that Physical Development Plans (PDPs) be prepared for all urban areas within the plan period although the urban areas within Tiers 1 and 2, as well as those along the A109 and B6 highway have been highlighted as priority areas for planning. Additional proposals include development control, upgrade services and land banking.

In implementing this strategy, the government has since established municipalities in Wote and Emali/Sultan Hamud. The county government in collaboration with national government and counties of Kajiado and Machakos, have also established the Konza Techno City Development Zone that will be under the city management. However, full implementation of this strategy continue to be slow due to lack of development framework for many urban centres in the county. Currently, there are 24 development plans of urban areas in the county out of a total of about 1168 centres, representing only 2 percent.

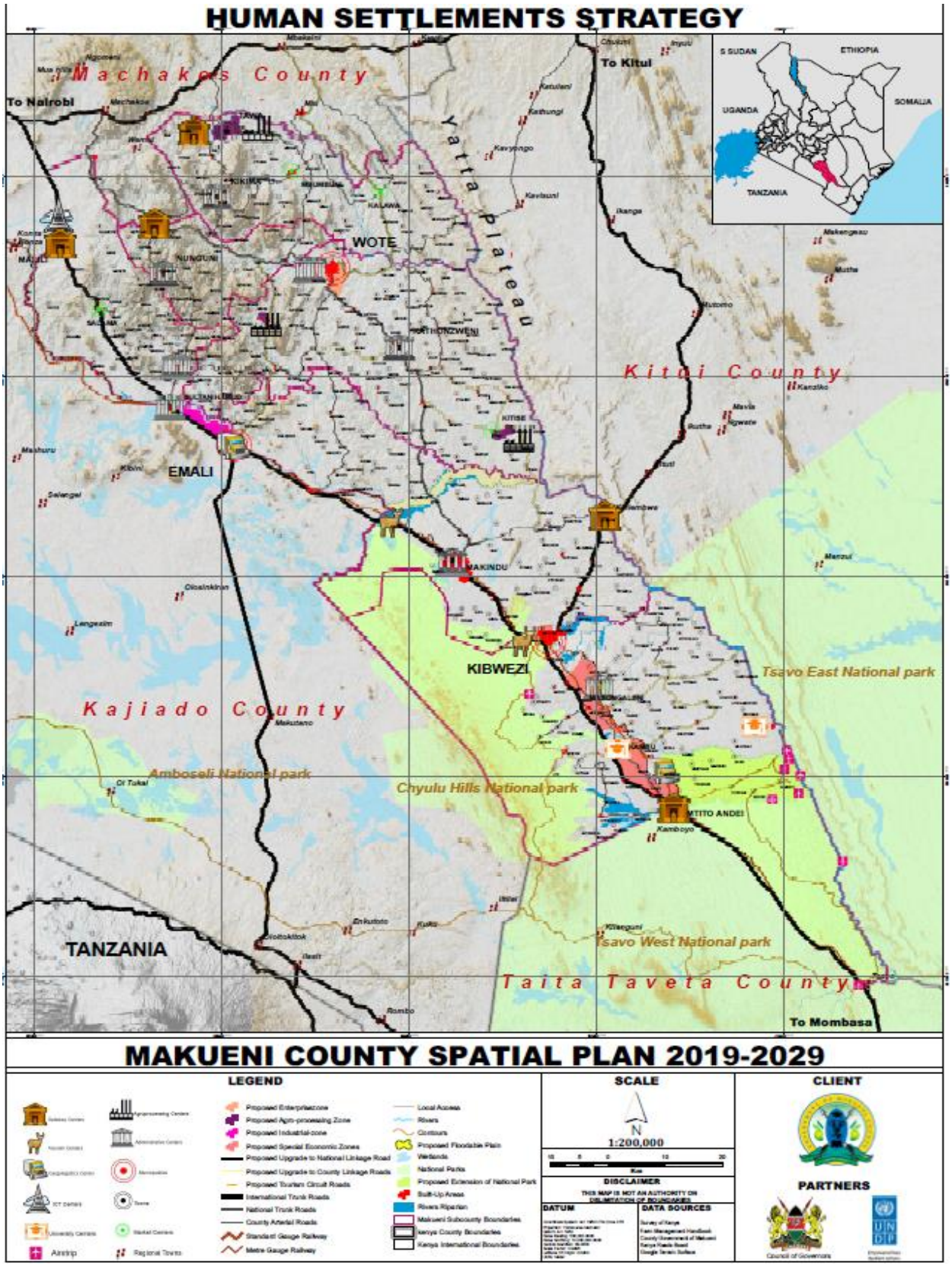

Figure 7: Human Settlement Strategy

3.3.4. Environmental Conservation and Management

The CSP prioritizes protection and conservation of the environment and natural resources in the county in a manner that aligns with national and county policies. The CSP proposes that the three natural components (landforms, drainage and ecology) be integrated into one system that will serve as a primary organizing element in a strategy of conserving the environment. The strategy entails delineating all the areas within the county that are prone to degradation (steep hill slopes, riparian), hazard prone areas (scarps, volcanic fields), and environmentally sensitive areas (wetlands, wildlife habitats).

These areas will then be conserved and managed through afforestation, agro-forestry, terracing, gabions, protection of springs and wetlands in the uplands, and sustainable crop cultivation practices in the midlands. Irrigation, controlled water abstraction, water pan construction, rainwater harvesting, pasture development, afforestation, and industrialization are proposed for the lowlands.

The conservation zones are categorized as the forestry areas in Mbooni and Kilungu hills. These areas are characterized by steep slopes and water sheds with numerous springs. The strategies proposed are afforestation, agro- forestry and low impact agriculture, protection of wetlands and promotion of sustainable farming practices. The government has implemented this strategy through a landscape restoration approach in areas such as Nzaui and Makuli hill. There are several initiatives across the county to promote forestry and tree growing to ensure ecologically sensitive areas are restored.

The CSP also proposes that riparian lands along major rivers in the county to undergo riparian buffer demarcation and gazzetement, water abstraction control and control of illicit sand harvesting. Ecological conservation and tourism promotion will be prioritized for the protected areas in Chyulu hills. In addition, settlement and agricultural activities will be abolished in wildlife and protected areas. The government in collaboration with development partners are installing electric fence in Tsavo East National Park, Chyulu National Park, and Kibwezi Forest to ensure that there is minimal human wildlife conflict as well protection of water towers. One of the main challenge in implementing this strategy is the occurrences of forest fires that are common in many parts of Makueni.

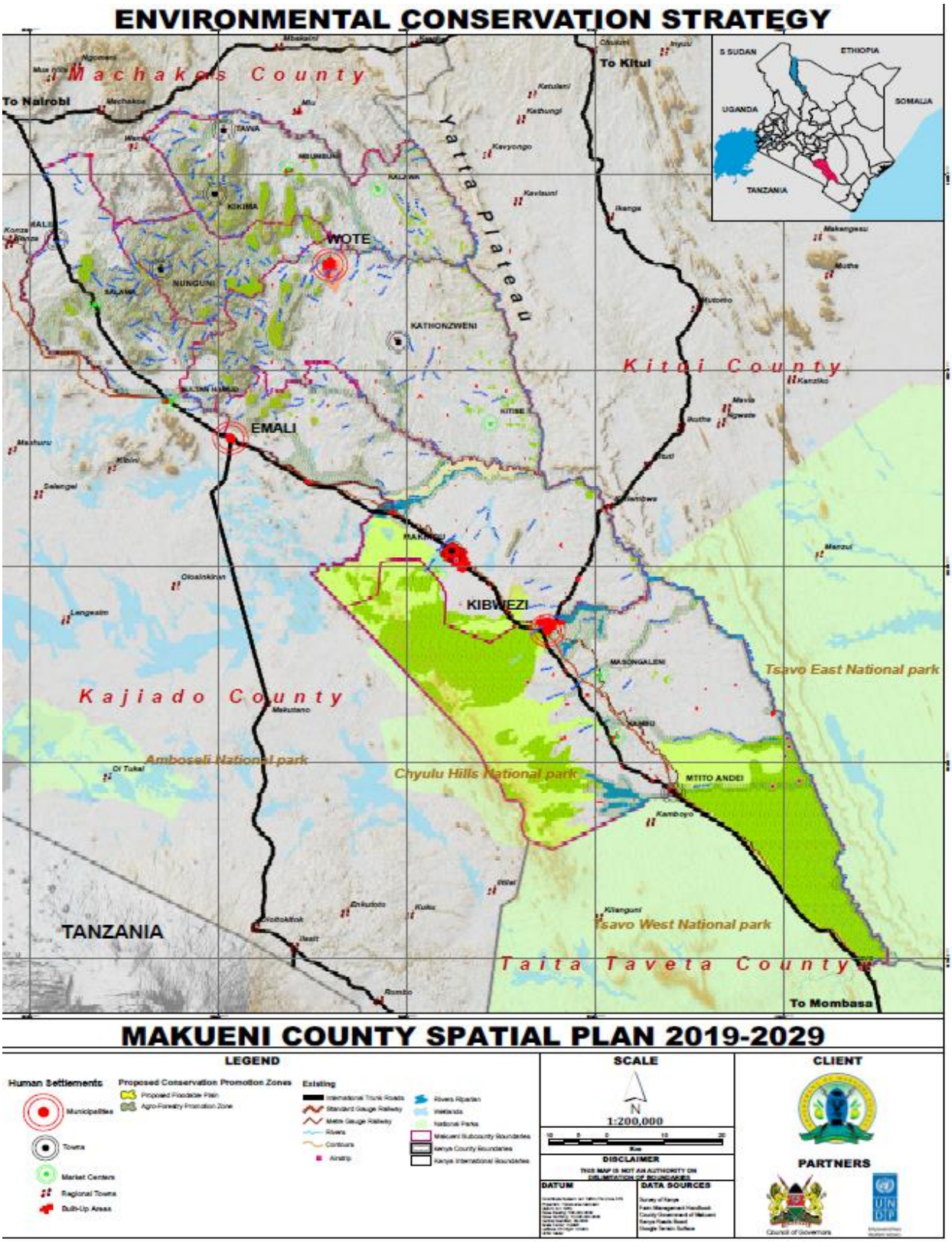

Figure 8: Environment Conservation Strategy

3.3.5. Transportation and Infrastructural Development

The CSP proposes improvement of intermodal connectivity between the Railroad Corridors, the airstrip and the regional connector highways. For improved transportation efficiency, the development of a logistics termini, reduction of stop overs through regularized settlement intervals, establishment of Disaster Management Centres and the upgrading of major interchanges have been proposed. Crucial road links such as the Emali-Kalamba-Ukia and the Wote-Katangini-Kalawa roads have been prioritized for tarmacking to elevate them to the level of regional connectors.

The Emali-Kalamba-Ukia road has since been partially tarmacked by the national government through the Kenya National Highways Authority (KeNHA). All the county arterials have been proposed for improvement to bitumen standards while county feeder roads have been proposed for gravelling to all-weather status. The rehabilitation of the Makindu airstrip has been proposed as a mode of awakening air transport in the county as well as linkage to the tourism sector within the county.

Implementation of this strategy continue to face bottlenecks such as land grabbing, encroachment on road reserves, and the uncoordinated urban services development such as electricity and water installation on the road centerlines.

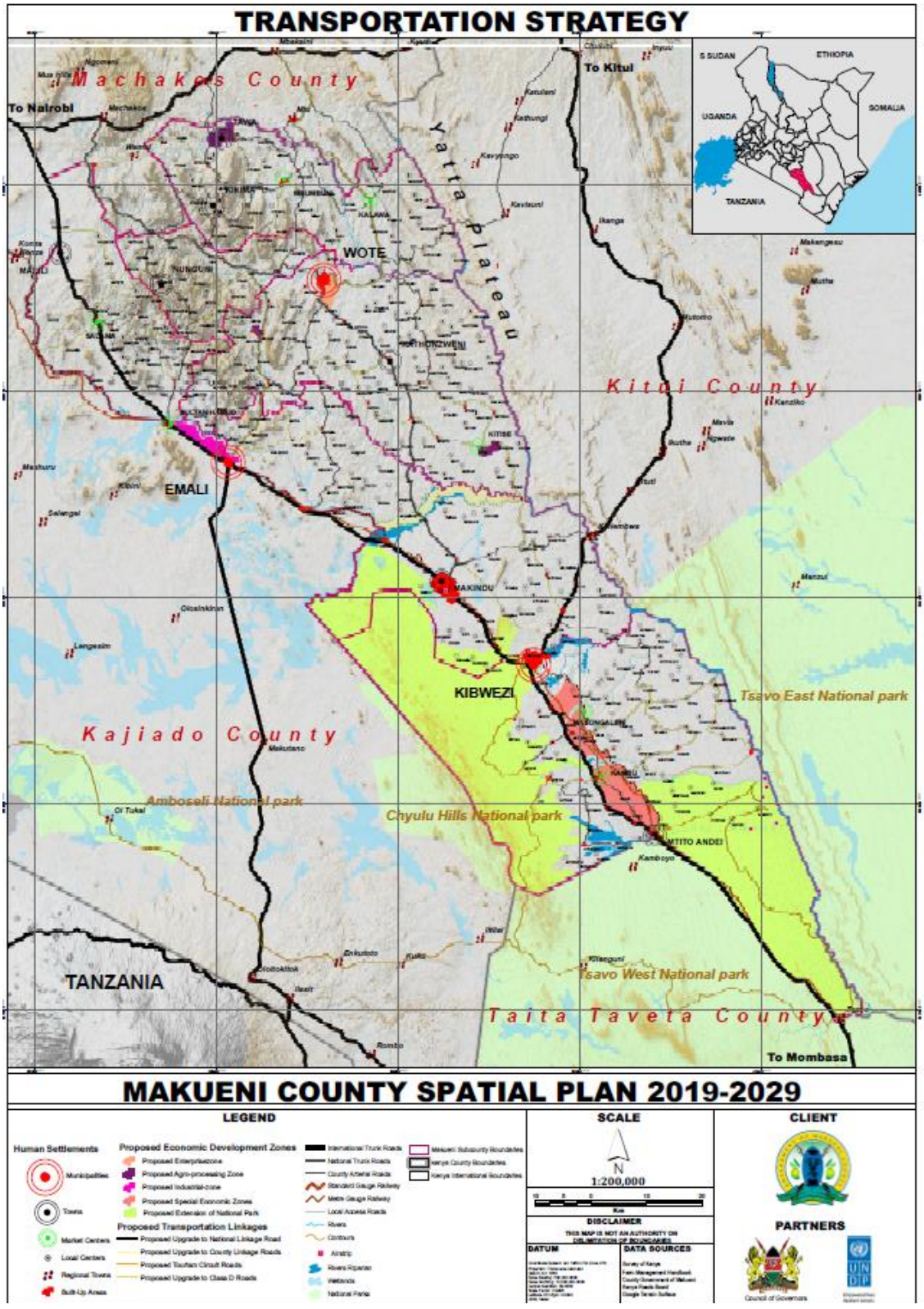

Figure 9: Transport Strategy

3.3.6. Social Infrastructure and Services Development

The CSP envision the provision of basic services such as water and sanitation, health, and waste management in urban areas and ICT to be essential development component. This is proposed to be realized through expanded access to social services (education, health, security, and administrative services), construction of sewer treatment plants and sporting stadia and recreational parks in large towns.

3.3.7. Cross Cutting Issues in the County Spatial Plan

The CSP highlights Climate Change and Disaster Risk Reduction, Special Interest Groups (aged, marginalized and elderly), and governance issues as the cross cutting issues that need to be mainstreamed in the above six strategies. Climate Change adaptation and mitigation solutions have been mainstreamed across the six sectors such as proposals for increasing carbon sinks, promotion of the use and generation of renewable energy, climate smart agriculture, community training and widespread mobile-based dissemination of relevant climate information. Reduced marginalization of vulnerable persons has been mainstreamed through proposals for establishment of special facilities (such as mental health units, elderly care centres, homes for orphans and a school for the visually, hearing or speech impaired children in the county), and the mandatory participation of such persons in county decision-making. Automation of county services and the strengthening of urban governance are proposals for people-centered governance.

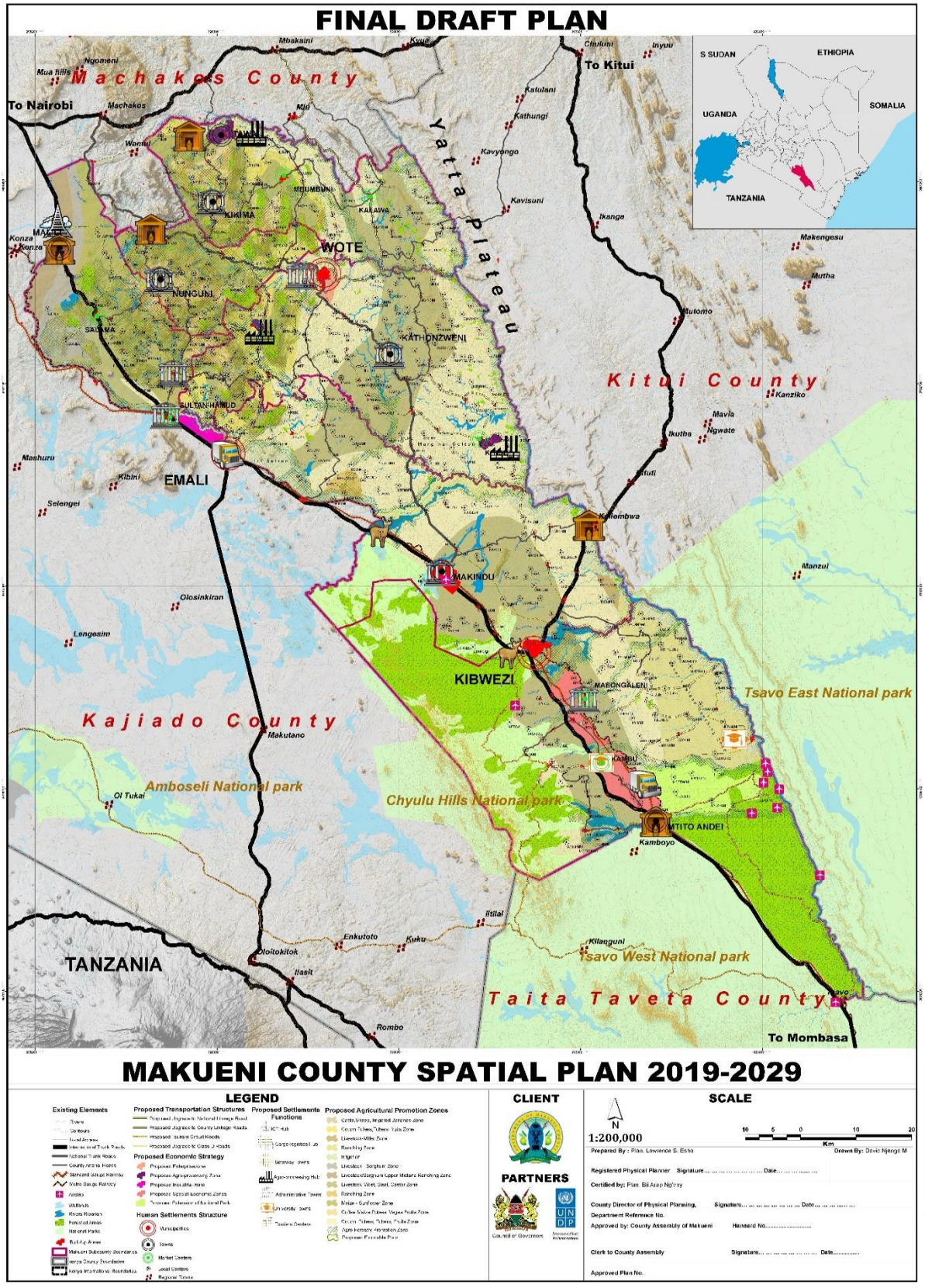

Figure 10: County Spatial Plan 2019-2029

CHAPTER 4: DEVELOPMENT PRIORITIES, STRATEGIES ANDPROGRAMMES

This chapter provides the sector development priorities, strategies, programmes, flagship projects, and cross-sectoral linkages.

4.1. Development Priorities and Strategies

The theme for this plan is "**A resilient economy for sustainable development**". It focusses on building the resilience of the community to survive both weather and economic shocks as they grow the economy. It is driven by eight sectors implemented with a lot of collaboration between the sectors, stakeholders and partners.

Access to water remains a challenge to a large proportion of the Makueni county population. Water is key to the development of sectors such as Agriculture, industrialization and urban development. In this plan, there is deliberate effort to rally stakeholders to invest in increasing access to water for domestic, livestock use, irrigation as well as industrial and urban development. This will be done through developing water infrastructure to harvest and distribute water, enhancing the water governance, conservation of water catchment areas and mobilization of more resources to invest in water development.

Agriculture is the main driver of the economy for Makueni county. During this plan period, agricultural production, productivity and commercialization will drive the economic development of the county. This will be done through investment in key agricultural value chains, support to the development of irrigation, revitalization of agricultural extension services based on value chains and strengthening the cooperative movement.

The General Economic and Commercial Affairs sector houses most of the non-farm economic activities in the county. They range from whole sale and retail businesses to the informal sectors popularly called "Jua kali". The sector is very dynamic and provides the highest number of jobs for urban population and very important linkage to the farm activities in the rural areas. It also the sector that promotes industrialization and tourism as alternative drivers of economic growth and employment creation. The plan provides strategies that help re-engineer the performance of the sector and its participation in the county economy.

Interventions in education, social protection and recreation will address early childhood development and education, vocational training focusing on the local market needs to ensure graduates are productive in the current local labor market. There are interventions to address Special Interest Groups such as OVCs, the elderly, MARPs and PWDs among others with a view to empowering them economically for social development in the spirit of leaving no one behind. The identification and development of talent is also key element of this plan.

The Health sector continues to make investments to ensure a healthy community that is able to play its part in economic activities. Key areas that is given priority include enhancing access to quality health services through development of selected facilities that are easily accessible and will offer 24hour services with adequate equipment and staff. Health care financing through insurance and partnerships is enhanced to reduce the burden of the healthcare on the county budget. In addition, the CIDP puts emphasis on preventive health services as opposed to curative health services.

The management of land as a key factor of production is given prominence to facilitate investment through increased security of land tenure that will creates access to credit. The CIDP deliberately focuses on urban development to spur economic transformation at the urban areas through adequate planning of urban centres and provision of utilities and amenities.

Infrastructure and ICT are key enablers to development through provision of road connectivity between rural and urban areas to enhance market access and access to services such as health and other government services. The provision of energy is a key component in this CIDP targeting green energy and rural electrification to light up rural area and urban centers for security and prolong business hours. ICT will drive the CIDP through automation of government services and provision of driven growth opportunities for youth.

The Devolution sector continues to play a coordinating role for the implementation of the CIDP with emphasis on public service transformation, growth of own source revenue and other partnerships that will support the implementation by provision of resources. For effective and efficiency delivery, results based monitoring and evaluation will be strengthened.

4.1.1. Water, Environment and Natural Resources Sector

Sector Composition

The sector consists of two sub-sectors: Water and Sanitation and Environment and Natural resources. It is mandated to implement the following functions as per the Fourth Schedule of the Constitution: water and sanitation services; implementation of specific national government policies on natural resources and environmental conservation including soil and water conservation and forestry; refuse removal, refuse dumps and solid waste disposal and control of air pollution, noise pollution, other public nuisances and outdoor advertising.

Sector Vision, Mission and Goals

Sector Vision

A people centered leadership in sustainable natural resource conservation, management and utilization.

Sector Mission

To efficiently, inclusively, and sustainably manage and utilize the county natural resources to build resilient households in an accountable manner.

Sector Goals

The overall goal of the sector is to ensure sustainable management, development and utilization of natural resources in a clean and secure environment.

The specific goals are to: -

1. Provide affordable quality water for household consumption and use in agricultural and industrial activities;
2. Promote sustainability of water resources for enhanced development in water and sanitation infrastructure;
3. Promote natural resources and environment catchment areas restoration, conservation, protection and management for sustainable development, posterity and community resilience;
4. Enhance natural resource management and sustainability for climate change resilience.

Sector Priorities and Strategies

The sector is committed to enhancing a resilient economy for sustainable development through increasing access to water and conservation and management of natural resources. This will be undertaken through the following key priority areas: increasing access to water; improving environmental and natural resources utilization and management; improvement of sanitation and waste management; increasing climate change resilience; strengthening the sector policy, legal and institutional frameworks and automation of its key services as explained in the table 15 below.

Table 15: Water, Environment and Natural Resources Sector Priorities and Strategies.

Sector Priorities	Strategy
Increase access to water	Investment in water infrastructure and management
Improve environmental and natural resources utilization and management	Environmental conservation and management
	Development and value addition of natural resources
Improve sanitation and waste management	Investment in proper waste management
Increase climate change resilience	Climate change governance
Strengthen policy, legal and institutional frameworks	Policy, legal and Institutional Framework
Improve on service delivery	Automation of services

Sector Programmes

Table 16 below explains the sector programmes to be implemented, the expected key outcomes and outputs, the performance indicators to be track, the linkage with SDGs, and the targets and costing per years.

Table 16: Water, Environment and Natural Resources Sector Programmes

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Integrated Water Harvesting, Storage, Treatment & Distribution													
Objective: To increase access to improved water sources from 44.2 percent to 70 percent To reduce the average distance to improved water sources from 5 km to 2 km													
Outcome: Increased access to improved water sources													
Increased volumes of water Harvested/Stored, Distributed and Treated – (Water Dams Constructed/ Rehabilitated, Sand Dams/ Sumps, Boreholes, Water springs, Rock Catchment and Weirs)	No. of mega dams constructed of ≥ 200M M^3 complete with treatment system, distribution and irrigation infrastructure (*Thwake Multipurpose*)	6.1.1 3.9.2	1	38,000	-	-	-	-	-	-	-	-	38,000
	No. of large dams constructed of ≥ 750,000M^3 complete with treatment system, distribution and irrigation infrastructure		2	6,000	-	-	2	2,000	-	-			8,000
	No. of medium sized dams of 500,000M^3 constructed/ desilting/ expansion/ rehabilitated		1	350	1	350	2	700	1	350	1	350	2,100
	No. of small dams of 50,000M^3 & < 500,000M^3 constructed/ desilting/ expansion/ rehabilitated		15	225	20	300	30	450	30	450	30	450	1,875
	No. of sand dams/Weirs with Sumps constructed/ rehabilitated		10	50	10	50	10	50	10	50	10	50	250
	No. of Boreholes drilled & equipped		30	150	30	150	30	150	30	150	30	150	750
	No. of Rock Catchments constructed		-	-	2	10	-	1	5	-	1	5	20
	km of water pipeline completed with water kiosk/ water points		350 Km	-	350 Km	-	350 Km	-	350 Km	-	400 Km	-	

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of water treatment systems installed in unimproved water sources (CFU, Chlorine dosing units etc.)		1	4	1	4	1	4	2	8	1	4	24
	Proportion of rural households accessing piped water	6.1.1 3.9.2	30%		50%		60%		70%		80%		
	No. of urban households with access to piped water		9,420	3	10,920	5	12,420	6	13,920	7.5	15,420	8.5	30
	No. of urban centers/Markets connected with reliable piped water		40		100		160		250		300		
Programme Name: Urban and Rural Water Governance													
Objective: To improve urban and rural water governance													
Outcome: Increased access to improved and reliable water													
Reduced poor water governance reported incidences	No. of Water Service Providers meeting over 70% compliance as set out in the regulators' guidelines.	6.1.1 3.9.2	3	0.5M	3	0.5M	3	0.5M	3	0.5M	3	0.5M	2.5
	Proportion of community water schemes/ projects managed by Sustainability Management Committees meeting the set governance criteria as per the Water Act, 2020.		50%		60%		70%		80%		90%		
	No. of community water schemes/ projects sustainability management committees' capacity built on effective water management and sustainability.		100	1.5	150	2	200	2.5	250	3	300	3.5	10
Programme Name: Forest & Landscape Restoration and Management													
Objective: To conserve forest resources and protect water catchment areas To promote sustainable utilization of forest and non-forest products.													
Outcome: Sustainably managed and restored ecosystems													
Ecosystem Conserved and restored	No. of county forests mapped and surveyed	15.1.1 15.1.2	2	1.5	2	1.5	2	2	2	2	2	2	7
	Area (Ha) of county forests and	15.2.1	100	15	200	30	200	30	200	30	200	30	135

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	catchment areas restored	15.3.1											
	Area (Ha)of farmland under restoration		400	3	200	3	200	3	200	3	200	3	15
	Length (km) of riverine conserved and restored		5	1	5	1	10	2	5	1	5	1	6
	Area (Ha) of degraded wetlands restored		10	1.5	10	1.5	10	1.5	10	1.5	10	1.5	7.5
	No. of functional community forest associations/ organizations		1	3	2	4	3	5	3	1	3	1	14
Nature based enterprises established	No. of nature based enterprises established for conservation and management of forests		2	2	5	3	8	5	12	5	12	5	20
	No. of green spaces established (green parks, nature trails and arboretum)		-	-	1	100	-	-	-	-	-	-	100
Programme Name: Community Based Wildlife Conservation													
Objective: To enhance community based wildlife conservation and management													
Outcome: Enhanced community based wildlife conservation													
Wildlife conservation enhanced	No. of wildlife enterprises established	15.1.1 15.1.2 15.3.1 15.2.1	1	3	1	3	1	3	1	3	1	3	15
	No. of km of electric fence installed		20	30	20	30	20	30	20	30	20	30	150
	No. of wildlife incidences handled		1000	2	1000	2	1000	2	1000	2	1000	2	10
	Feasibility study for safari walk and orphanage		1	2	-	-	-	-	-	-	-	-	2
	No. of animal safari walk and orphanage established in partnership with KWS		-	-	-	-	1	20	-	-	1	20	40
Programme Name: Pollution Control and Management													
Objective: To reduce air, soil, noise and water pollution													
Outcome: Clean and safe environment													
Water, air and noise pollution reported incidences reduced	No. of environmental pollution incidents reported, investigated and managed	12.1.1	15	2	15	2.5	15	3	15	3.5	15	4	15
	No. of SEA, EIAs and Environmental Audits done		10	3	12	3.6	15	4.5	18	5.4	21	6.3	22.8

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of environmental inspection carried out		48	1.9	60	2.4	72	2.8	84	3.3	96	3.8	14.2
	No. of reports on soil, water and air quality analysis done		-	-	4	1.2	4	1.5	4	1.8	4	2	6.5
	No. of EIAs reviewed and comments given		24	0.5	24	0.7	24	1	24	1.3	24	1.5	5
	No. of baseline survey reports on pollution prone areas		-	-	1	0.2	2	0.3	3	0.4	4	0.5	1.4
	No. of county environment action plans prepared				1	5							5
Programme Name: Environmental Education, Advocacy and Research													
Objective: To promote environmental education, advocacy and research													
Outcome: Behavioral Change towards environment conservation and use of environmental good and services													
Community groups and institutions organized and capacity built on environmental conservation and access to benefit sharing	No. of farmer groups, conservation groups and institutions trained	12.3 12.4	5	1	5	1.5	8	2	10	2.5	15	3	9.5
	Environmental demonstration centers established						1	2					2
	No. of natural products developed and adopted (Value addition development of natural products)	4.7 13.1 13.2 13.3			1	1.5	1	1.5	1	1.5	1	1.5	7.5
	No. of Local Radio/TV show programmes conducted on environment conservation and Management and information education and communication /advocacy materials developed and disseminated (e.g. Environmental Manuals, Environmental Handbook, Brochures, flyers, banners, artwork, posters, adverts, billboards)	12.3 12.4	2	1.5	2	1.5	3	2	3	2.5	4	3	10.5
	No. of community capacity building forums on sand conservation and		60	6	60	6	60	6	60	6	60	6	30

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	utilization												
Programme Name: Sustainable Natural Resource Development													
Objective: To enhance sustainable natural resource harvesting/extraction and utilization													
Outcome: Enhanced sustainable natural resource harvesting/extraction and utilization													
Natural resource Sustainably developed	No. of mineral extraction sites approved		3	3	3	3	3	3	3	3	3	3	15
	No. of minerals mapped		1	10			1	10			1	10	30
	No. of mineral feasibility studies conducted		1	3			1	3			1	3	9
	No. of mineral processing plants established and operational				1	50			1	50			100
	No. of mining sites rehabilitated				1	5	1	5	1	5	1	5	20
	No. of sand conservation structures constructed (gabions sand dams)		10	120	10	120	10	120	10	120	10	120	600
	No. of sand stakeholders engagements undertaken		2	1	2	1	2	1	2	1	2	1	5
Programme Name: Natural Resources Value Addition and Value Chain Management													
Objective: To increase efficiency in utilization of natural resources													
Outcome: Increased efficiency in utilization of natural resources													
Natural resources being utilized	No. of natural resources value chains established and promoted	15.a.1 12.5.1	1	5	1	5	1	5	1	5	1	5	25
	No. of registered groups in natural resource management		1	2	1	2	1	2	1	2	1	2	10
	Feasibility study on sand value addition		1	5									5
Programme Name: Integrated Solid Waste Management													
Objective: To improve solid waste management in both rural and urban areas													
Outcome: Improved solid waste management in both rural and urban areas													
Sanitation services improved	No. of feasibility studies on solid waste value chain	12.1.1 12.5.1	1	5									5

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of solid waste value chains created and adopted				1	10	1	10			1	10	30
	No of buckles purchased and functional						1	10					10
	No. of sanitary landfills developed and maintained		1	30	-	-	1	30	-	-	1	30	90
	No. of functional waste transfer stations established		10	3.5	10	3.5	10	3.5	10	3.5	10	3.5	17.5
	No. of waste transport (skip loaders) acquired and operational		-	-	1	15	-	-	1	15	-	-	30
Programme Name: Integrated Liquid Waste Management													
Objective: To enhance access to improved sanitation in urban areas													
Outcome: Enhanced access to improved sanitation in urban areas													
Sanitation services improved	No. of urban centers with sewerage and waste management plan/ design	6.2.1 (a) 6.3.1 3.9.2 12.5.1	-	-	-	-	1	10	1	10	-	-	20
	No. of functional and maintained public sanitation facilities established (sewerage system/ DTF/containerized treatment)		1	15	-	-	-	-	1	15	-	-	30
	No. of purchased and maintained exhauster vehicles		-	-	-	-	1	15	-	-	-	-	15
Programme Name: Climate Change Mainstreaming													
Objective: To mainstream climate change initiatives													
Outcome: Enhanced climate change resilience													
Climate change resilience activities carried out	No. of sensitization forums on climate smart technologies held		3	2	3	2	3	2	3	2	3	2	10
	No. of climate information system developed		1	5	-	-	-	-	-	-	-	-	5
	No. of climate information recipients	13.2.1 13.3.1	100,000	1	150,000	1.5	200,000	2	250,000	2.5	300,000	3	10
	No. of forums held for climate change mainstreaming		5	10	5	10	5	10	5	10	5	10	50
	No. of Climate Risk Assessments done		1	20	-	-	-	-	-	-	-	-	20

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of developed climate action and response plans developed		1	5	-	-	-	-	-	-	-	-	5
	No. of community climate actions implemented		5	50	5	50	5	50	5	50	5	50	250
	No. of energy efficiency/ renewable energy technologies adopted		2000	10	2000	10	2000	10	2000	10	2000	10	50
Programme Name: Policy, Legal and Institutional Frameworks Development													
Objective: To strengthen the sectoral policy, legal and institutional frameworks													
Outcome: Strengthened governance													
Service delivery operations in the sector enhanced	No. of policies, legislatives and institutional frameworks developed, enacted and operationalized.		5	23	4	14	2	4	-	-	-	-	41
	No. of policies, legislatives and institutional frameworks reviewed.		1	3	1	2	-	-	-	-	-	-	5
	No. of functional institutional structures established		6	25	5	20	5	20	5	20	5	20	105

4.1.2. Agriculture and Rural Development

Sector Composition

The Agriculture and Rural Development sector is composed of Agriculture and Irrigation, Livestock production, Fisheries and Aquaculture, and Cooperative Development.

Sector Vision, Mission and Goal

Vision

A food secure, healthy and wealthy county for sustainable socio-economic development

Mission

To improve the livelihoods of the Makueni citizens through sustainable management of crop and livestock resources and prudent management of co-operatives.

Sector goal

To attain food and nutrition security, increased household income and vibrant cooperative movement

Agriculture and Rural Development Sector Priorities and Strategies

The sector will prioritize three areas namely; agricultural production and productivity, agricultural commercialization, and strengthening of cooperative movement to cause the desired growth in the agricultural sector. An increased agricultural production and productivity has remained evasive in the county arising from a range of causes and constraints many of which there exist tenable solution as described in table 17 below. The sector seeks to accelerate gains from the sector through agricultural commercialization which focuses on creating and enhancing entrepreneurship within the agro-enterprises. The co-operative movement forms the third priority area. The sector will improve cooperative leadership and governance by entrenching compliance and guiding investment in the sub sector.

The government will develop crop and livestock value chains for increased productivity and profitability and increase household incomes through; enhancing farmers access to farm inputs add machinery, facilitate structured and organized marketing of farm produce and; enhance value addition and product diversification. Additionally, the government will deepen agri-business economic base by unlocking dead capital in agricultural investments. The county lies in Arid and Semi-Arid Area and thus negatively affected by the impact of climate change. The county will promote adoption of climate smart approaches and sustainable agricultural production and environmental protection. The strategies and programmes to address the priorities are outlined in table17 and 18 below.

Table 17: Agriculture and Rural Development Sector Priorities and Strategies

Sector Priorities	Strategies
Agricultural production and productivity	1. Enhance agricultural extension services for effective technology transfer. 2. Promote zoning and value chain development. 3. Strengthen pest and disease control and post-harvest management. 4. Develop irrigation infrastructure. 5. Enhance soil and water conservation and range management. 6. Enhance access to affordable agricultural credit and farm

	inputs. 7. Promote compliance to sanitary and Phyto-sanitary standards. 8. Promote mechanized agriculture. 9. Diversify agriculture and livestock enterprises. 10. Enhance coordination and collaboration with other institutions (research institutions, learning institutions, Ministries, Departments and Agencies (MDAs), partners and other stakeholders) 11. Promote and facilitate involvement and mentorship of youth in agricultural production. 12. Promote adoption of climate change adaptation and resilience initiatives.
Commercialization of agriculture	1. Promote agro-processing, value addition and develop of agro processing related infrastructure. 2. Enhance market access through establishment of a commodity database and agri-business information center. 3. Promote Agric-entrepreneurial skills and commercialization incubation centers. 4. Strengthen value chain organization (management, access to inputs, aggregation, marketing) and encourage contract farming and creation of low disease prevalence zones. 5. Strengthen policy, legal and regulatory framework.
Strengthening co-operatives movement	1. Enhance compliance to cooperative legislation. 2. Strengthen organizational capacity and development in the cooperative movement. 3. Operationalize a co-operative development fund.

Agriculture and Rural Development Sector Programmes

The table 18 below explains the sector programmes to be implemented, the expected key outcome and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years.

Table 18: Agriculture and Rural Development Sector Programmes

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Agriculture Extension and Capacity Development Programme													
Objective: To Enhance agricultural extension services for effective knowledge, skill and technology transfer													
Outcome: Increased agricultural production and productivity													
Agricultural technologies adopted in the county.	No. of farmers adopting D.A technologies disaggregated by gender	2.3	77,400	220	87,100	220	96,800	230	106,400	230	116,100	230	1,130
	No. of farmers trained on integrated pest management in crop	2.a.	77,400		87,100		96,800		106,400		116,100		
	No. of farmers trained on range and grassland management	2.a.	1,423		1,650		2,200		3,000		3,500		
	No. of farmers trained in climate smart agriculture technologies		38,700		43,550		48,400		53,200		58,050		
	Proportion of farmers accessing automated agricultural extension services		77,400		87,100		96,800		106,400		116,100		
Programme Name: Value Chain Development Programme													
Objective: To increase production and productivity of various crops through zoning and development/ organization													
Outcome: Increased agricultural production and productivity													

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Fruit value chains production increased	MT produced disaggregated by value chains (mango, citrus, avocado)	1.4 2.3 8.3 13.1	500,938	300	525,939	300	552,418	300	580,158	300	599,020	300	1,500
	Acreage under farming disaggregated by value chains (Ha)		40,323		42,335		44,470		46,705		48,902		
	Value of produce disaggregated by value chains (Kshs)		7,119,815		7,473,901		7,852,254		8,247,249		8,617,340		
Makueni Fruit Processing plant operations enhanced	Quantity of puree produced by the fruit processing plant in (‘000) kgs	1.4 2.3 8.3 13.1	717.5	250	820	250	922.5	250	1,025	250	1,127.50	250	1,250
	Value of Puree produced in (‘000) Kshs		51,660		59,040		66,420		73,800		81,180		
	Quantity of ready to drink juice produced by the fruit processing plant in (‘000,000) Litres		717.5		820		922.5		1,025		1,127.50		
Vegetable production increased (Tomatoes, Kales, Cabbages, French beans)	MT of vegetables produced	1.4 2.3 8.3 13.1	70,265	30	74,191	40	78,627	50	82,775	50	86,072	50	220
	Area under vegetables farming Ha		459		550		673.5		459		1092.375		
	Values of vegetables produced (‘000 Kshs)		19,951,450		28920000		42,327,700		62358200		91,410,676		

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Industrial crop production increased (Coffee, Macadamia, Cotton, Castor oil seeds, sisal)	MT of industrial crops produced disaggregated into specific type	2.4	27,013	50	27,892	50	28,812	50	29,778	50	30,789	50	250
	Acreage (Ha) under industrial crop farming disaggregated into specific type		21,105		21,795		22,515		23,274		24,068		
	Values of industrial crops produced disaggregated into specific type (Kshs)		375,128		389,295		404,138		419,780		436,217		
	Mt processed coffee		250	40	260	50	260	50	270	60	300	60	260
Pulses production increased (Green grams, Cow peas, Pigeon pes, Beans,)	MT of pulses produced annually	1.4	212,237	60	222,805	60	233,924	60	245,620	60	257,916	60	300
	Annual acreage(Ha) under pulses	2.3	241,028		253,124		265,816		279,026		292,983		
	Value of pulses produced annually in Kshs Millions	8.3	7,885,442		8,279,715		693,700		9,128,386		9,584,805		
	MT of processed grains at MIGVAP	13.1	320	70	325	100	325	100	330	100	330	100	470
Cereal production increased (Maize, Sorghum, Millet)	MT of Cereals produced disaggregated by type annually	1.4 2.3 8.3 13.1	184,611	100	193,842	100	203,534	100	213,710	100	224,396	100	500
	Annual acreage (Ha) under cereals		142,956		150,104		157,609		165,490		173,764		
	Value of cereals produced annually in Kshs Millions		4,513,633		4,739,315		4,976,281		5,225,094		5,486,349		

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Cassava production Increased	MT of Cassava produced.	1.4.1 2.3.2 8.3.1 13.1.3	1,378	2.5	1,450	1.5	1,520	1.5	1,600	1.5	1685	1.5	8.5
	Annual acreage (Ha) under cereals		217		225		239		251		264		
	Value of Cassava produced annually in Kshs Millions		27.6		28.9		30.4		32		35		
Poultry production improved (Layers, Broilers & Indigenous chickens)	Annual Population of Poultry disaggregated into specific type	1.4 2.3 2.5 8.3 13.1	1,830,100	100	1,900,500	100	2,080,000	100	2,200,100	100	2,400,000	100	500
	Total number of trays of eggs produced annually		1,382,000		1,493,000		1,629,000		1,791,000		1,995,500		
	MT of poultry meat produced annually		5,994		6,593		7,319		8,419		10,030		
	MT of poultry meat processed					50	2,400	100	2,400	50	2,400	50	250
Dairy production increased	No. of farmers practicing dairy farming	1.4 2.5	10,000	150	10,600	150	11,100	150	11,700	150	12,300	150	750
	Population of dairy cattle in the county		31,700		33,200		34,900		36,700		38,500		
	Total milk produced annually in '000 litres		29,100		30,600		32,100		33,700		35,400		
	MT of processed milk		1,500	100	1,750	100	2,000	100	3,000	100	4,000	100	500
Beef cattle production increased	No. of farmers practicing Beef farming	1.4	86000	150	95000	150	104000	150	114000	150	126000	150	750
	Population of beef cattle in the county	2.5	230,000		239,000		249,000.00		259,000		269,000		

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	MT of beef from feedlot		2,000	50	2,100	100	2,500	100	3,000	100	3,500	100	450
	Total beef produced in (‘000 Kgs)		4,741		4,932		5,129		5,334		5,547		
	No. of turned Hides & Skins (‘000)		50	20	55	20	65	20	70	20	80	20	100
Chevon and Mutton production increased	No. of farmers practicing goat and sheep farming	1.4.	115,000	50	127000	50	139000	50	153000	50	168000	50	250
	Population of sheep and goat in the county	2.5.	900,000		954000		1011000		1071000		1139000		
	Total chevon and mutton produced in (MT)- feedlot		2,476	40	2,624	20	2,782	20	2,948	20	3,125	20	120
Pork production increased	No. of farmers practicing pig farming	1.4.1 2.5.1	101	4	130	4.5	160	5	200	5.2	250	5.5	24.2
	Pigs population in the county		3,450		4,350		5,400		6,750		8,200		
	Total pork (MT)		163		200		250		320		400		
Honey production increased	No. of farmers practicing bee keeping	1.4.	13,000	50	13,300	50	13,600	60	13,800	60	14,100	60	280
	MT of honey produced	2.4	635		660		686		714		742		
Aquaculture and fisheries production improved	No. of farmers practicing Aquaculture	1.4.	256	50	300	50	350	50	450	50	600	50	250
	Quantity of fish produced (Tons)	2.4.	9		10		11		14		16		
Programme Name: Agricultural Credit & Input Programme													
Objective: To enhance access to affordable agricultural credit and inputs													

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Outcome: Increased agricultural production and productivity													
Agriculture investment increased	Proportion of farmers' linked to agriculture financing organization for credit	2.3	30	5	40	5	50	5	60	5	70	5	25
	No. of farmers benefiting from subsidized farm inputs.		50,000	200	75,000	250	100,000	300	130,000	350	150,000	350	1,450
Programme Name: Agricultural Mechanization Programme													
Objective: To increase access to agricultural mechanization services													
Outcome: Increased agricultural production and productivity													
Mechanized agriculture enhanced	No of farmers accessing the AMS annually	2.3	10,000	100	10,500	100	11,000	-	11,500	-	12,000	-	200
	Amount of OSR collected from the AMS (M)	2.4	10		15		15		17		20		
Programme Name: Pest and Disease Control Programme													
Objective: To Strengthen pest and disease control and post-harvest management													
Outcome: Increased agricultural production and productivity													
Disease and pest incidences reduced	Proportion of incidences of notifiable pest and diseases reported and controlled	1.4	100%	20	100%	30	100%	30	100%	40	100%	40	160
	No. of livestock vaccinated	2.3	355,973	30	732, 200	50	878,640	50	1,054,368	50	12,665,242	50	230
	No. of farms certified as pest and disease free	3.d	10	2	15	5	20	10	25	15	30	20	52

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Post-harvest loss reduced	No. of cold storage facilities and warehouses operationalized			100		100	6	150	2	150	2	150	650
Programme Name: Irrigation Development Programme													
Objective: To promote irrigated agriculture													
Outcome: Increased agricultural production and productivity													
Area under irrigated agriculture along main river increased (Kiboko, Athi river, Mukaa, Kambu, Thwake etc.)	No. of irrigation schemes established/rehabilitated	2.4.	3	200	10	1000	10	1000	10	1000	10	1000	4,200
	Increase in total areas put under irrigation in Ha		72		72		72		72		72		
Programme Name: Soil and Water Conservation Programme													
Objective: To enhance soil and water conservation for proper utilization in agriculture													
Outcome: Increased agricultural production and productivity													
Land degradation halted	Length in km of soil and water conservation structures developed	1.4	400	120	500	120	600	120	700	120	800	120	600
	Area under soil and water conservations in Ha	2.4	1,500		2,950		3,760		5,000		6,500		
	No. of farmers adopting and benefitting from the programmes		4,500		8,850		11,250		15,000		19,500		
Programme Name: Rangeland Restoration Programme													
Objective: To promote rangeland restoration and management													
Outcome: Increased agricultural production and productivity													

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Rangeland productivity increased	Acreage of rangeland in hectares that has been rehabilitated or restoration	2.4 2.5	2,000	50	2,380	50	3,080	50	4,200	50	4,900	50	250
Programme Name: Climate Change Resilience Building Programme													
Objective: To enhance Climate change resilience initiatives in the agricultural activities													
Outcome: Increased agricultural production and productivity													
Farmers and agricultural enterprise Resilience improved	No of farmers engaged in New resilient agriculture & livestock enterprises	2.3 2.4	9,675	100	10,880	115	12,100	120	13,300	125	14,512	130	590
	No. of farmers undertaking insurance services for their agricultural ventures	2.5	6,000	5	7,500	5	9,375	5	12,180	5	15,850	5	25
Programme Name: Cooperative Development Programme													
Objective: To develop a vibrant and self-sustaining cooperative movement													
Outcome: Strengthening co-operatives movement													
Cooperative movement enhanced	No. of active cooperative	1.4.	30	250	12	250	12	250	12	250	12	250	1,250
	% compliance with the statutory requirements	2.c.	50		55		60		65		70		
	Annual turnover for cooperative societies (Kshs Millions)	2.3	189		230		300		470		520,000,00		
	Total Share Capital in the cooperatives		187		190		193		196		200		

Key Outcome/Outputs	Key Performance Indicators	Linkage to SDGs Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Cooperative Development Fund operationalized	No. of cooperatives accessing the operationalized Cooperative Development funds		20		30		40		50		60		
Programme name: Market Access Programme													
Objective: To improve market access and penetrate lucrative market for county agro-products													
Outcome: Improved market access and enhanced incomes													
Market access improved	No. of market data base established	2.a	1	15	1	20	1	20	1	20	1	20	95
	MT./Volumes of commodities marketed		3,000		3,500		5,000		1,000		1,000		
	No. market linkages established		3		5		6		6		6		
	No. multipurpose laboratory constructed						1	250					250
Programme Name: Institutional Capacity Development Programme													
Objective: To strengthen Policy, legal and institutional framework													
Outcome: Strengthened Policy, legal and institutional framework													
Coordination and service delivery enhanced	Proportion of Agriculture Sector Transformation Growth Strategy (ASTGS) Implemented	2.a.	10	15	15	15	30	15	50	15	60	15	75
	No. of policies, ACTs regulations reviewed/developed	2.a.	3		5		5		5		3		
Departmental organogram reviewed	No. of reviewed departmental organogram		1										

4.1.3. Transport, Infrastructure, Public Works, Energy and ICT

Sector Composition

The Infrastructure, Transport, Energy and ICT sector comprises of four sub-sectors namely Transport, Infrastructure (Roads, ICT and Storm water management), Public Works & Housing, and Energy. The sector's overall mandate is to provide efficient, affordable and reliable infrastructure and services for socio-economic transformation of the county. The specific mandate includes: development, maintenance and management of county road transport networks; development and maintenance of public building and public works infrastructure; regulation and management of built environment; enhancing access to competitive, reliable and sustainable supply of energy; and to providing access to ICT service.

Sector Vision, Mission and Goals

Sector Vision

Develop sustainable infrastructure to accelerate socio-economic development.

Sector Mission

To sustainably develop, maintain and manage infrastructure for socio economic development.

Sector Goal

Create an enabling infrastructure and support systems to spur socio-economic development.

Sector Priorities and Strategies

The sector focuses on improving road network connectivity to promote transport services within and outside the county through upgrading, rehabilitation and maintenance. In provision of transport in urban areas, the infrastructure will accommodate persons living with disabilities through provision of non-motorized walkways for easy mobility of wheelchairs. Additionally, in the approval of building plans, consideration will be made to encourage developers to provide ramps, lifts and other PWD friendly infrastructure. The roads constructed will have pedestrian crossings at reasonable distances apart to allow for easy mobility of persons with disability.

On the access to reliable and clean energy, the sector plans to collaborate with key development partners to increase energy resources development, improve rural and urban electrification, promote uptake of green energy sources and continuously maintain energy assets across the county. Public works infrastructure and social amenities a key area of interest in the implementation of this CIDP. The government targets to increase the development, management and regulation of the built environment and promotion of affordable housing initiatives. The plan also enhances access to ICT by improving ICT infrastructure development to increase connectivity, developing ICT systems that will support automation of key government services and processes, increasing ICT literacy and promotion of research and innovation.

The government is committed to provide quality and adequate infrastructure and it will partner with the national government departments and agencies to develop major bridges and motorable roads, expand electricity connectivity and ICT connectivity in all public institutions. The key sector strategies are highlighted in the table below.

Table 19: Transport, Infrastructure, Public Works, Energy and ICT Sector Priorities and Strategies

Sector Priorities	Strategies
Road network connectivity	1. Improve road network quality - extension, upgrading, rehabilitation, and maintenance of county road network. 2. Enhance road run-off water harvesting. 3. Enhance road safety and security. 4. Enhance Transport modal integration (Air, rail and pipeline).
Electricity connectivity	Enhance rural and urban electrification in the county.
Renewable Energy development and promotion	Enhance use of green energy uptake in the county.
Quality public works infrastructure development	Ensure quality public buildings and public works development and maintenance in the county.
Affordable housing	Promote appropriate building technologies to improve housing conditions in the county.
Access to ICT	1. Improve on systems development and automation of county government services. 2. Promote ICT literacy and uptake in the county. 3. Enhance ICT infrastructure development and maintenance.
Institutional framework and capacity development	1. Strengthen project implementation and management capacity (feasibility studies, contract management and M&E) 2. Enhance sector policy framework (Energy policy, Public works policy, housing policy and ICT policy).

Transport, Infrastructure, Public Works, Energy and ICT Sector Programmes

Table 20 below explains the sector programmes to be implemented, the expected key outcomes and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years.

Table 20: Transport, Infrastructure, Public Works, Energy and ICT Sector Programmes

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Road Infrastructure Improvement Programme													
Objective: To improve county road network quality													
Outcome: Improved connectivity and accessibility													
Motorable road access increased	Km. of road opened	9.1	20	12.71	10	6.36	10	6.36	10	6.36	10	6.36	38.15
	Km. of roads upgraded (bitumen/cabro paved)		20	500.00	50	500.00	75	500.00	75	1,000.0	80	1,000.00	3,500
	km. of roads rehabilitated to all weather (gravelling and drainage works)		150	187.92	225	281.88	300	375.84	300	375.84	300	375.84	1,597.32
	Km. of roads maintained (grading, spot improvement)		900	403.52	1500	689.2	2250	983.8	3000	1,178.4	3000	1,378.40	4,633.32
	No. of major drainage structures constructed (bridges, box culverts, drifts)				1	550			1	550			1,100
Construction material production plant constructed	No. of road / building construction materials production plants established.		0		0		1	1,800.00					1,800

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Green Roads for Water													
Objective: To improve county road network quality													
Outcome: Improved connectivity and accessibility													
Road- runoff water harvesting enhanced	KMs. of road-runoff water harvesting structures constructed	9.1	20	50	20	50	20	50	20	50	20	50	250
	Volume of road run-off water harvested (Cubic meters)		300		300		300		300		300		
Programme Name: Road Safety Programme													
Objective: To reduce road traffic accidents													
Outcome: Enhanced road safety													
Road traffic accidents reduced	% reduction in road traffic accidents	3.6, 11.2	20%	2	30%	2	50%	2	65%	2	75%	2	10
Programme Name: Public Transport Coordination And Integration Programme													
Objective: To improve quality of public transport services													
Outcome: Modernized public transport													
County Mechanical, Transport and Plant Services Workshop constructed .	No. of County Transport and Mechanical Services Workshops constructed and developed	9.1			1	200							200
Air transport services in the county developed	No. of airstrips renovated or constructed and operationalized in the county.	9.1			1	300			1	300			600
Rail transport services	No. of railways logistics	9.1	0		0		1	300			1	300	600

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
enhanced	termini/depots constructed in the county												
Programme Name: Rural Electrification													
Objective: To increase electricity development and connectivity													
Outcome: Enhanced access to reliable energy													
Electricity access increased	Proportion of HHs and public institutions connected to electricity	7.1	35%	50	45%	50	55%	50	65%	50	75%	50	500
Power Sub Station Constructed	No. of power sub-station constructed and energized	7.1					1	450			1	450.00	900
Programme Name: Green Energy Promotion													
Objective: To increase uptake of renewable energy													
Outcome: Enhanced green energy development and adoption													
Green energy uptake increased (wind, Solar, and Biogas)	Proportion of HHs and public institutions using Solar energy	7.2	50%	100	60%	100	65%	100	70%	100	75%	100	500
	Proportion of HHs and public institutions using clean cooking	7.2	30%		35%		40%		45%		50%		
Athi River Hydropower station constructed	No. of Hydropower stations constructed	7.2		-	1	500		800		-	2	1,500.00	2,800
	Total Mega-Watts of hydropower generated (Athi River Agricultural Economic Zone)		-		2.5		5		-		17.6		
Solar Energy plants constructed	No. of Solar Energy plant constructed	7.2		-	1	375		-	2	1,000.0	2	1,000.00	2,400.5
	Total Mega-Watts		-		2.5		-		30		35		

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	of solar energy generated												
Wind Power Plant Constructed	No. of wind plants constructed	7.2		-		-	1	50		-	1	50	100
	Total Mega-Watts of wind power generated		-		-		2.5		-		2.5		
County Energy Center established	No. County Energy Center established	7.3, (7.b)	-	-	-	-	1	50	-	-	-	-	50
Programme Name: Public Works Infrastructure Development and Built Environment Regulation Programme													
Objective: To improve the quality of public facilities and amenities													
Outcome: Enhanced access to safe public utilities													
Public facilities and Amenities structures improved (public buildings, green spaces, bus parks and lorry parks, storm water drainage systems etc.)	No. of public building, public works infrastructure and amenities developed	9.1	2	50	6	150	6	150	6	200	6	220	770
	Proportion of government departments with proper office space	11.1	50%	20	60%	20	75%	20	85%	20	100%	20	100
Programme Name: Low Cost Housing Promotion													
Objective: To increase access to affordable housing													
Outcome: Enhanced access to affordable and decent housing													
Increased access to proper housing (habitable dwelling)	Proportion of residents accessing decent housing (cement floor)	11.1	50%	5	55%	250	70%	250.00	80%		85%		505
	No. of Appropriate Technology Training Centers		-		1		-		-				

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	established (CTTIs)												
	No. of prototype low cost houses constructed				2		5		5		5		
	Proportion of affordable construction techniques uptake				60%		70%		80%		90%		
Programme Name: ICT Infrastructure Development													
Objective: To provide access to ICT													
Outcome: Enhanced ICT connectivity													
ICT infrastructure access Increased	No. of network security licenses purchased	9.c	566	12.95	617	13.95	568	17.45	570	22.45	570	22.45	89.25
	No. of surveillance systems (Cameras and NVRS deployed)	9.c	4	8.00	4	8.00	4	8.00	4	8.00	4	8.00	40.00
	No. of facilities connected with LAN complete with user support equipment and training	9.c	11	100.00	17	50.00	14	50.00	6	50.00	2	50.00	300.00
	No. of NoFBI termination sites lit / established/ upgraded	9.c	4	11.00	7	17.00	4	11.00	1	5.00	1	5.00	49.00
	No. of public Wi-Fi hotspots created within the county designated public spaces	9.c	3	9.00	4	12.00	4	12.00	5	15.00	4	12.00	60.00
	Number of sub-county service	9.c	1	18.00	2	36.00	1	18.00	1	18.00	1	18.00	108.00

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	delivery(*Huduma*) centres established												
	No. of data recovery sites Established/Upgraded	9.c	1	5.00	1	5.00	1	5.00	1	5.00	1	5.00	25.00
	Number of ICT workstations(computer hardware, software and peripherals established, maintained and insured	9.c	120	53.25	100	43.00	100	42.75	100	40.00	100	38.75	217.75
	Modernized and Automated teleconferencing facility in Wote social hall	9.c	1	6.00	1	2.00	1	0.50	1	0.50	1	0.50	9.50
E-Waste Management with aggregation centers established	No. of E-Waste management and aggregation centres established	9c	2	12.00	2	8.00	2	6.00		4.00		4.00	**36.00**
	No. of ICT equipment disposed through e-waste management	9.c	600		600		600		600		600		
Programme Name: Automation of Government Services ((Enterprise Resource Planning)													
Objective: To enhance government services automation for efficient service delivery													
Outcome: Improved service delivery													
Government services automated	Proportion of government services that have been automated disaggregated per	9.c	30%	307.50	50%	234.50	60%	100.00	65%	100.00	85%	100.00	842.00

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	department												
Programme Name: ICT Training and Innovation Promotion													
Objective: To enhance government services automation for efficient service delivery													
Outcome: Increased use ICT in the county													
ICT uptake increased	No. of new CIC and Village ICT hubs established in the county	9.c	3	33.00	3	33.70	3	33.85	3	33.90	3	33.90	168.35
	No. of ICT Programmes provided to county staff and community members trained in the CICs disaggregated by number, gender and age	9.a	2	20.00	2	20.00	2	20.00	2	20.00	2	20.00	100.00
	County ICT literacy level	9.4	33%		40%		45%		50%		60%		-
	Number of ICT innovation catalytic programmes	9.a	1.00	32.90	1	51.48	1	35.48	1	47.48	1	26.78	194.12
	No. of innovations and research works completed	9.a	2	10.00	2	10.00	2	10.00	2	10.00	2	10.00	50.00
Computer/digital skills among the ECDE pupils improved	No. of ECDE pupils benefiting from the digital learning programme		43,000	26.00	44,000	26.00	45,000	27.00	46,000	28.00	47,000	28.00	135.00
Programme Name: Institutional Strengthening													
Objective: To strengthen institutional frameworks and internal capacities													
Outcome: Improved service delivery													
Sector institutions	No. of bills and policies formulated	16.b	1	5.00	1	13.00	2	10.00	0	8.00			26.00

Key Outcome/Output	Key Performance Indicators	Linkages to SDG Targets*	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
operations enhanced	and enacted (energy, public works, housing, ICT)												
	No. of master plans developed and approved (ICT, Transport & energy, county safety action plan)				1		1		1				
	No. of feasibility studies and detailed designs conducted		2	5.00	2	6.00	2	8.00	2	8.00	2	10.00	37

4.1.4. Health Services Sector

Sector composition

The sector is composed of three directorates: Medical Services; Health Planning and Management; and Health Commodities and Technologies. Each of the directorates play complementing health services roles towards the provision of quality health care in the county.

Sector Vision, Mission, and Goal

Sector Vision

A healthy and productive county with high quality of life.

Sector Mission

To build a progressive, responsive and sustainable healthcare systems through provision of evidence-based quality services to Makueni residents.

Sector Goal

Attainment of Universal Health Coverage.

Sector Priorities and Strategies

The government will put in place measures to ensure equitable access to quality and affordable health care to all. The government is committed to deliver quality healthcare since it is essential for sustainable development. This will be achieved by;

- Equipping health facilities with drugs, equipment and personnel, focusing on communicable and non-communicable diseases
- Establishing model health facilities in each ward across the county
- Re-tooling and rationalizing existing human resources and strengthening the community health workers programme
- Establish an e-system to streamline the procurement function and ensuring prudent utilization of medical supplies
- Implementing referral strategy and align with National Health Insurance Fund (NHIF)

The government will enhance accessibility of health services by equipping the major hospitals with sign language interpreters. To meet the needs of the children with autism, sun screen for persons with albinism, the county will provide the necessary support. The sector priorities and strategies to help address the access to quality health are as shown in Table 21 below.

Table 21: Health Services Sector Priorities and Strategies

Sector Priority	Strategies
Eliminate Communicable Conditions	1. Enhance access to Essential Preventive services (Reproductive, Maternal, New-born, Child and Adolescent Health (RMNCAH), Nutrition interventions). 2. Strengthen community health strategy. 3. Strengthen Behavior Change Interventions (BCI) and advocacy. 4. Scale up school health, adolescent and young people (AYP) package of health care. 5. Improve human resources for health. 6. Strengthen Knowledge management.

Halt and reverse increasing burden of non-communicable conditions	1. Strengthen community health strategy. 2. Strengthen Behavior Change Interventions (BCI) and advocacy. 3. Scale up school health, adolescent and young people (package of health care. 4. Improve human resources for health.
Reduce the burden of violence & injuries	1. Enhance gender equity and gender mainstreaming in the health sector. 2. Strengthen rehabilitative services. 3. Reduce exposure to community and institutional risks. 4. Strengthen Mental Health management.
Provide essential medical services	1. Enhance access to essential and specialized clinical services. 2. Enhance diagnostic capacity. 3. Improve accessibility and affordability of health products and technologies. 4. Improve health infrastructure. 5. Operationalize e-health including tele-medicine. 6. Improve human resources for health. 7. Strengthen health management information system (HMIS). 8. Strengthen health leadership and governance. 9. Introduce the Community Pharmacies.
Minimize exposure to health risk factors	1. Scale up school health, adolescent and young people package of health care. 2. Enhance access to essential preventive services (RMNCAH, Nutrition interventions, screening services etc.) 3. Strengthen community health strategy. 4. Strengthen Behavior Change Interventions (BCI) and advocacy.
Strengthen Partnership and collaboration with health-related sectors and Stakeholders	1. Explore and scale up innovative financing and co-financing. mechanisms such as Domestic resource mobilization. 2. Enhance advocacy on NHIF uptake among the community members. 3. Strengthen the Makueni Care Health scheme. 4. Adopt a result based financing model.

Health Services Sector Programmes

Table 22 below explains the sector programmes to be implemented, the expected key outputs, the performance indicators to track, the linkage with SDGs and the targets and costing per years.

Table 22: Health Services Sector Programmes

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programmes: Preventive & Promotive services													
Objective: Increase access to essential primary healthcare													
Outcome : Reduced Maternal, Infant and Child Mortality													
Improved access to essential primary health care services	Proportion of pregnant women attending ANC receiving Iron and Folic Acid Supplement	3	90	50.00	100	50.00	100	50.00	100	50.00	100	50.00	250.00
	Percentage of mothers attending at least 4 ANC	3	65%	20.00	70%	20.00	73%	20.00	76%	20.00	80%	20.00	100.00
	Skilled birth attendance rate	3	88%	5.00	90%	5.00	92%	5.00	93%	5.00	94%	5.00	25.00
	Proportion of birth taking place in health facilities		92%	5.00	100	5.00	100	5.00	100	5.00	100	5.00	25.00
	Proportion of infants exclusively breast fed for the first 6 months	3	62%	3.00	66%	3.00	70%	3.00	75%	3.00	80%	3.00	15.00
	No. of children under 5 years attending growth monitoring in ECDE & day care centers	3	5375	20.00	6000	20.00	7000	20.00	15000	20.00	20000	20.00	100.00
	Proportion of school age children dewormed	3	92%	10.00	94%	10.00	95%	10.00	98	10.00	100	10.00	50.00
	Proportion of children under one	3	95%	20.00	98%	30.00	98%	35.00	98%	40.00	100%	50.00	175.00

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Fully immunized												
	No. of CHVs trained on nutrition	3	1500	1.00	2000	1.50	3000	2.00	4000	3.00	5000	4.00	11.50
	Proportion of Health Workers trained on baby friendly community initiative and baby friendly Hospital initiatives		500	2.00	700	2.50	800	3.00	900	4.00	1000	5.00	16.50
	Proportion of Health Workers trained Integrated Management of newborn and childhood illnesses		70%	2.00	85%	2.00	100%	3.00	100%	-	100%	-	7.00
	Proportion of health workers trained on KEPI operational level	3	52%	1.00	55%	2.00	60%	2.50	100	3.00	100	3.00	11.50
Improved uptake of RMNCAH	No. of service providers trained on family planning	3	100	50.00	200	50.00	300	50.00	400	50.00	500	50.00	250
	No. of adolescents 10-19 years accessing family planning and sexual education services	3	2450		3000		3500		5151		6000		
	No. of schools visited to create awareness on family planning	3	100		150		200		250		350		
	Proportion of health workers trained on RMNCAH service delivery skills and policies	3	20%		25%		30%		35%		40%		
Strengthened	No. of active CHUs		4700	300.00	5625	300.00	6000	300.00	6500	300.00	6500	300.00	1,500.00

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Community Health Services	in the county												
	No. of CHUs retrained on basic and technical modules	3	0	-	239	200.00	0	-	0	-	0	-	200.00
	PCN concept operationalized		238	10.00	238	20.00	238	20.00	238	20.00	238	20.00	90.00
	No. of CHVs with the minimum packages for the CHV took kit	3	6,000	21.00	0	-	0	-	0	-	0	-	21.00
	No. of households mapped under CHUs	1	244,000	5.00	0	-	0	-	0	-	0	-	5.00
Reduced disease burden of Communicable Diseases (CDs) and Non-Communicable Diseases (NCDs)	Proportion of PLHIV on care	3	95%	250.00	100%	300.00	100%	350.00	100%	400.00	100%	450.00	1,750.00
	Proportion of expectant women LWHIV who are currently on ART	3	93	7.00	94%	8.00	95%	9.00	100%	10.00	100%	10.00	44.00
	No. women of Reproductive age screened for Cervical cancers	3	1000	10.00	1500	10.00	2000	10.00	3000	10.00	4000	10.00	50.00
	% of new outpatients with mental health conditions attended	3	4.5	10.00	5%	10.00	6%	10.00	7%	10.00	8%	10.00	50.00
	Number of outpatients screened of high blood pressure	3	20,000	5.00	50,000	6.00	100,000	8.00	300,000	10.00	400,000	20.00	49.00
	Number of patients screened of diabetes	3	15000	8.00	30,000	1.00	45,000	15.00	50000	20.00	75000	2.50	46.50
Improved WASH and Community Led Total sanitation (CLTS)	Proportion of schools with required sanitation & hygiene standards	3	24	5.00	30	5.00	35	5.00	40	5.00	50	5.00	25.00
	No. of villages declared ODF	3	1000	2.00	1500	3.00	2000	3.50	4000	0.40	4500	4.50	13.40

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of Community awareness campaigns conducted on WASH	3	20,000	10.00	30,000	10.00	40,000	10.00	50,000	10.00	60,000	10.00	50.00
Improved mental health among community	% of new outpatients with mental health conditions attended	3	4.5	10.00	5%	10.00	6%	10.00	7%	10.00	8%	10.00	50.00
	No. of clients counselled at facility level	3	25000	-	30000	-	30000	-	50000	-	60000	-	-
	No. of community mental outreaches conducted	3	15000	5.00	20000	5.00	40000	5.00	50000	5.00	60000	5.00	25.00
	No. of counseling spaces availed	3	3	5.00	7	5.00	10	5.00	13	5.00	15	5.00	25.00
	No. of psychosocial support and mentorship to drug addicts	3	-	-	10	5.00	20	5.00	30	5.00	40	5.00	20.00
	No. of Rehabilitation center established	3	2	60.00	-	-	1	30.00	-	-	1	30.00	120.00
Programmes: Curative and Rehabilitative													
Objective: Improve efficiency and effectiveness of health services													
Outcome : Improved efficiency in provision of health services													
Improved health service delivery	Average length of stay in hospital	3	7.0 days	100.00	6.2 days	100.00	6.0days	100.00	5.5 days	100.00	5 days	100.00	500.00
Improved rehabilitative services	No. of patients undergoing physiotherapy services	3	7000		8000		9000		10000		12000		
	No. of patients receiving orthopedic appliances	3	3,000		3,500		4,000		4,500		5,000		
	No. of patients undergoing	3	6000		6500		100000		12000		15000		

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	occupational therapy												
Enhanced EMMS security	% of time out of stock for Essential Medicines and Medical Supplies (EMMS) –	3	45%	500.00	35%	538.00	30%	521.00	25%	514.00	20%	554.00	2,627.00
	No. of joint activities addressing one health concept including AMR		1		20		25		30		35		
	No. of facilities with community pharmacies		0		1		3		3		0		
Programmes: Planning and Administration Programme													
Objective: Improve efficiency and effectiveness of health services													
Outcome: Improved access to health services													
Reduced distance to health facilities	No. of Model Sub county Hospitals established	3	3	50	3	50	3	50	3	50	3	50	250.00
	No. of Model Ward Health facilities established	3	8	250	22	750							1,000.00
	No. of facilities with specialized clinics	3	1	10	1	10	1	10	1	10	1	10	50.00
	No. of facilities mainstreaming PWDs issues	3	238	4	238	4	238	4	238	4	238	4	20.00
	No. of facilities with functional theatres	3	10	30	10	30	10	30	10	30	10	30	150.00
Enhanced specialized clinical services	No. of inpatient Psychiatrist unit established	3	1	10	1	10	1	10	1	10	1	10	50
	A model cancer care unit at MCRH	3	-	-	1	100.00	-	-	-	-	-	-	100.00
	No. of facilities with	3	6	-	3	21.00	6	21.00	6	-	6	-	42.00

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	amenity wards												
	No. of functional ICU beds	3	4	8.00	8	8.00	12	8.00	12	-	12	-	24.00
Improved diagnostic services	Establishment of laparoscopy tower at MCRH	3	1	-	1	25.00	1	-	1	-	1	-	25.00
	No. of labs accredited in quality assurance schemes	3	2	5.00	2	-	2	-	2	-	2	-	5.00
	Percentage of facilities with sample referral networks	3	0.25	10.00	0.5	15.00	0.5	5.00	0.5	5.00	0.5	5.00	40.00
	No. of hospital labs with back up machines for hematology and chemistry tests	3	6	-	3	6.00	6	6.00	6	-	6	-	12.00
	Model laboratory established at MCRH	3	1	-	1	40.00	1	-	1	-	1	-	40.00
Reduced response time	Number of functional ambulances in the fleet	3	6	60	6	60	6	60	6	60	6	60	300.00
	No. of facilities with functional casualties	3	6	10	6	10	6	10	6	10	6	10	50.00
	No. of functional EOCs				1	50.00							50.00
Enhanced leadership and governance in Health facilities	No. of policies developed	3			3	3.00							3.00
	No. of functional health facility committees in place	3	223	5.00	223	-	223	-	223	6.00	223	-	11.00
	No. of functional hospital boards	3	15	1.00	15	-	15	-	15	-	15	-	1.00
Strengthened health	No. of functional community health	3	240	-	240	5.00	240	-	240	-	240	-	5.00

Key Outcome/ Outputs	Performance indicators	Link to SDGs Target	Planned Targets and Indicative Budget (Kshs. M)										Total Budget
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
workforce	committees												
	Doctor to Patient ratio	3	1/12000	40.00	1/10000	40.00	1/10000	40.00	1/10000	40.00	1/10000	40.00	200.00
	Nurse to Patient ratio	3	0.0004	10.00	0.0005	10.00	0.0005	10.00	0.0005	10.00	0.005	10.00	50.00
	No. of core health staff recruited	3	11.5	24.00	15.6	24.00	15.6	24.00	15.6	24.00	15.6	24.00	120.00
	No. of specialized staff per cadre	3	57	20	60	20	70	20	80	20	80	20	100.00
Increased health care financing	Proportion of residents under NHIF programme	3	20	200.00	30	250.00	35	300.00	40	300.00	45	300.00	1,350.00
	No. of service providers empaneled to NHIF	3	238		238		238		238		238		
	No. of residents under Makueni UHC programme	3	15,000		30,000		60,000		100,000		150,000		
Improved efficiency through Automation of health services	No. of DRM meetings held	3	12	0.02	12	0.02	12	0.02	12	0.02	12	0.02	0.10
	Percentage of health modules incorporated in health management information system (HMIS)		12	50.00	6	60.00	9	100.00	12	100.00	12	100.00	410.00

4.1.5. Social Protection, Education, Culture and Recreation Sector

Sector Composition

The comprise of seven devolved Sub-Sectors namely; Early Childhood Development and Education, Library Services, Youth Polytechnic (County Technical Training Institutions), Sporting Talent, Youth Development and Empowerment, Gender and Social services, and Internship, Mentorship and volunteerism (IMV).

The Sector Vision, Mission and Goal

Sector Vision

Inclusive social protection and education for sustainable development in the county.

Sector Mission

To provide, promote and co-ordinate quality transformative education, learning and support interventions for resilience and inclusive social security.

Sector Goal

Empowered society for sustainable livelihoods.

Sector Priorities and Strategies

The sector development agenda seeks to promote access to quality education and training, youth empowerment through talent development, training and skill development, and enhancing employment opportunities through sports and recreation. The social protection aspect is aimed at cushioning the vulnerable and MARPs to effectively contribute towards the realization of inclusive sustainable development. The sector also strives to strengthen policy, research and legal frameworks to inform decision making, planning and programming in accordance to relevant legislations.

Human capital development emphasizes on the quality of skills acquired over time in order to meet the dictums of social and economic development. In this regard, the sector place emphasis on three key priority areas; quality education, youth empowerment and socio economic empowerment of the vulnerable. The education infrastructure developed by the county will provide for reasonable accommodation of PWDs in its design. The ECDE and CTTI institutions will be equipped to accommodate learners with disabilities through provision of lifts, ramps and other facilitative infrastructure.

The government recognizes that inclusive and quality education is a key pillar to achieve sustainable development. In enhancing access to quality education, the government will; all children have access to inclusive and quality education at ECDE and all levels; develop and equip model ECDE centres and train the teachers; partner with national government to improve the learning environment and ICT adoption in the schools.

The government will promote and mainstream creative economy including theatres, music halls, art gallery in the county programming to promote the youth and talents. This will be through established artists and brand ambassadors. This will be supported by the necessary policy and legal framework to promote talent development. Table 23 below presents the sector priorities and strategies for the county for the plan period;

Table 23: Social Protection, Education, Culture and Recreation Sector Priorities and Strategies

Sector Priorities	Strategies
Quality education and training.	1. Enhance quality education and training.
Youth empowerment	1. Create employment opportunities for youth.
Socio-economic empowerment of the vulnerable.	1. Promote social protection and resilience for the vulnerable. 2. Build technical capacity of vulnerable households, SIGs (PWD, Elderly, Women) and institutions to diversify their livelihood. 3. Strengthen collaborations and partnerships. 4. Gender-Based Violence prevention and mitigation.
Strengthen policy, research and legal frameworks	1. Develop and operationalize policies.

Social Protection, Education, Culture and Recreation Sector Programmes

Table 24 below shows the sector programmes to be implemented, the expected key outcome and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years

Table 24: Social Protection, Education, Culture and Recreation Sector Programmes

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Technical and Vocational Training													
Objective: To enhance access and equity to quality education and training													
Outcome: Improved access to quality technical and vocational training													
CTTI Infrastructure Improved for conducive learning/training environment	No. of CTTIs upgraded to Model Status	4.a.1 4.3.1 4.4.1	1	20	2	40	2	40	2	40	1	20	160
	No. of operational CTTIs upgraded		2	20	2	2	2	20	2	20	2	20	100
	Proportion of PWD user friendly facilities		60%		80%		100%		100%		100%		
	Proportion of CTTIs with ICT infrastructures for training		50%		70%		100%		100%		100%		
Enrolment and retention enhanced	No. of trainees enrolled in CTTIs		4500	67.5	5000	75	6500	97.5	8000	120	10000	150	510
	Retention levels in CTTI		75%		80%		90%		95%		99%		
	No. of trainees under capitation		4,500		5,000		6,500		8,000		10,000		
Instructors training capacity enhanced	No. of instructors receiving programmed/specialized training	4.c.1	30	15	60	25	-	-	50	20	-	-	60
	Instructor/ Trainee ratio		1:32		1:30		1:28		1:25		1:20		
Appropriate Curriculum Implemented	No. of market-driven training programmes developed and	4.c.1 4.3.1 4.4.1	5	5	5	5	5	5	5	5	5	5	25

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	implemented												
	Proportion of quality Assurance audit recommendations implemented		100%		100%		100%		100%		100%		
	No. of youth trained on ICT related applications		1000	5.0	1500	5.0	2500	5.5	4500	6.0	6000	6.0	27.5
CTTI A-in-A improved	Proportion. of CTTIs with established IGAs	4.b.1	70%	1	80%	20M	100%	1	100%	1	100%	1	24
	No. of innovations developed		1		1		1		1		1		
	Amount of A-in-A realized		1.5		3.0		5.0		7.0		10.0		
	No. of Trade Fairs/Exhibition participated		1		1		1		1		1		
Programme Name: Early Childhood Development													
Objective: To enhance access to quality education													
Outcome: Improved access to quality Early Childhood Development and Education													
ECDE infrastructure improved for conducive learning environment	No. of ECDE Centres upgraded to Model status	4.a.1 4.2.1 4.2.2	6	48	6	48	6	48	6	48	6	48	240
	No. of new ECDE centres developed		20	80	20	100	20	80	20	100	20	100	460.00
	No. of pupils enrolled		43000		45000		47000		50000		53000		
	No. of Day Care Centres established (Wote, Emali, Malili)		-		1		-		1		1		
Staff development improved	Proportion of staff capacity build		90%	3.6	100%	1.5	100%	1.0	100%	1.0	100%	1.0	8.1
	Teacher/Pupil ratio	4.c.1	1:45		1:45		1:40		1:40		1:40		

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Compliance enhanced	Proportion of quality assurance audit recommendations implemented	4.1 4.2	100%	10	100%	10	100%	10	100%	10	100%	10	100
Access and retention in ECDE enhanced	No. of ECDE children targeted in school feeding programme	4.1 4.2	43,000	50	45,000	50	47,000	60	50,000	60	53,000	70	290
	No. of ECDE children under capitation		43,000		45,000		47,000		50,000		53,000		
	Health and nutrition programmes conducted		1		1		1		1		1		
	Retention levels in ECDEs		90%		95%		95%		95%		95%		
Programme Name: Community Library and Resource Centre Services													
Objective: To promote an environment for information mining, learning and sharing													
Outcome: Improved literacy and skill levels for the community													
Community Libraries and Resource Centres established	No. of community library and Resource Centres established	4.4.1 4.6.1	-	-	1	35.0	1	35.0	0	-	0	-	70
	No. of citizens accessing community library and Resource Centre services	9.c	-		5,000		8000		10,000		25,000		
	Proportion of automated services in libraries and Resource Centres		100%	6	100%	6	100%	6	100%	6	100%	6	30
	Proportion of e-library content developed		40%		100%		0		0		0		
	No. of e-libraries established		-	-	1	10	-	-	-	-	-	-	10
Programme Name: County Bursary and Scholarship Programme													
Objective: To enhance access, retention and transition													

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Outcome: Increased retention and transition													
Retention and transition improved	No. of beneficiaries accessing education and training under bursary fund	4.c.1 4.1 4.2	3,000	24	3,000	24.00	3,000	24.00	3,000	24.00	3,000	24.00	120.00
	No. of beneficiaries accessing education and training under scholarship fund		720	40.0	720	40.0	720	40.0	720	40.0	720	40.0	200.00
	Proportion of scholarship beneficiaries recruited for mentorship/volunteerism		50%	3.0	80%	5.0	90%	5.0	95%	5.0	100%	5.0	23.0
Programme Name: Recreation, Sports and Talent Development													
Objective: To develop sporting talent and recreation													
Outcome: Enhanced sporting and recreation development													
Sporting infrastructures developed	No. of model sporting and recreation infrastructure developed	10.1 &10.2	1	50	1	50	1	50	1	50	1	50	250
	Completion rate of Ngakaa and Makutano Talent Academies		30%	60	60%	50	100%	30	0	0	0	0	140
Talents nurtured	No. of talents nurtured and developed		60	5	60	5	60	5	60	5	60	5	25
Makueni Sport Fund established	No. of Sport Fund established	10.1 &10.2,17.1, 1.2 & 1a, b	1										
Programme Name: Youth Enterprise Development													
Objective: To empower youth to participate in and contribute to socio-economic development													
Outcome: Empowered youth for Socioeconomic Development													

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Youth Enterprises established and operational	No. of Youth Enterprises established and operationalized	1.2 & 1a, b 10.1 &10.2	30	12.50	10	20.50	10	30.75	10	46	10	61.25	171.00
	No. of youth under Ujuzi ***teke-teke*** Programme		100		150		300		450		600		
Youth empowerment enhanced	No. of youth empowerment centres developed and operationalized		1	12.00	1	13.50	1	13.50	1	13.50	1	13.50	66.00
	No. of youth group businesses incubated		3		5		5		5		5		
Programme Name: Internship, Mentorship and Volunteerism													
Objective: To engage, mentor and capacity build interns, attaches and volunteers for socioeconomic transformation													
Outcome: Enhanced human resource development													
Mentorship enhanced (Interns, apprenticeship and Attaches)	No. of youth engaged in mentorship programmes	8 & 10	300	25	350	25	400	25	450	25	500	25	125
	No. of youth engaged in internship programmes		90		90		90		90		90		
	No. of youth engaged in attachment programmes												
	No. of volunteers engaged		500		500		500		500		500		
Programme Name: Social Protection Programme													
Objective: To reduce vulnerability and improve wellbeing of the vulnerable													
Outcome: Enhanced socioeconomic empowerment of the vulnerable													
Socio-economic empowerment enhanced	No. of IGAs targeting vulnerable groups established	1.1,1.2, 1.3.1, 1.4.1	60	16.00	60	18.50	60	11.00	60	11.00	60	11.00	67.50
	Proportion HHs with IGA activities		10%		25%		40%		70%		80%		

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of vulnerable groups accessing the empowerment fund	1.2. 1.3.1, 1.4.1	200		250		300		350		400		
	No. of MARPs under counselling and capacity building programmes	1.b.1, 1.3.1, 1.4.1	50		50		50		50		50		
	No. of advocacy forums on birth registration rights held	16.9.1	6		6		6		6		6		
Resilient and self-reliant PWDs	No. of PWDs supported with assorted assistive devices	1.3, 10.4 3.8	50	3.80	75	5.10	100	6.40	125	7.70	150	9.00	32.00
	No. of PWDs supported with food aid and other non-food items		200		300		400		500		600		
	No. of PWDs supported for a medical cover (NHIF or Makueni Care)		300		350		400		450		500		
Wote PWD Center (Wote PWD Vocational Training Centre) fully operational	No. of PWDs who have received specialized training	4.a, 10.4	70	1.70	100	2.20	150	3.20	200	4.20	250	6.20	17.50
	No. of sign language interpreters engaged		2		0		0		0		0		
Senior Citizenry supported	No. of senior citizens supported with food aid and other non-food items	1.1, 1.2, 1.3.1 3.8.1	3000	33.00	3500	38.50	4000	44.00	4500	49.50	5000	55.00	220.00
	No. of Senior citizens supported for medical		3000		3500		4000		4500		5000		

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	cover (NHIF or Makueni Care)												
	No. of safe centres established for the elderly deprived of housing	1.b.1, 1.3.1, 1.4.	1	10.00	1	10.00	1	10.00	1	10.00	1	10.00	50.00
Makueni Child Protection and Development Centre operationalized	Fully established and operationalized Centre	1.1. 1.2. 1.3.	1	35.0	0	10.0	0	10	0	10	0	10	75.00
	No. of rescued street children enrolled at the Centre		50		75		100		100		100		
Community-based child protection structures enhanced	No. of child protection structures established	5.2, 16.1, 16.2	60	4.05	60	4.85	60	5.65	60	6.60	60	7.40	28.55
	No. of child safe spaces established		90		90		90		90		90		
	No. of under 18 counselled on age appropriate health services		1500		2000		2500		3000		3500		
	No. of teen mothers in support groups mentored		90		150		210		300		360		
Boys and Girls issued with dignity packs	No. of boys and girls issued with dignity packs	4.1, 5.6, 5.c	3000	9.00	3000	9.00	3000	9.00	3000	9.00	3000	9.00	45.00
Programme Name: Gender and Diversity Mainstreaming													
Objective: To promote gender equality, inclusion and meaningful participation in development													
Outcome: Enhanced inclusivity													
Inclusive development and governance	Proportion of women elected/appointed/recruited in governance and top leadership	5.1 5.5. 5.c	30	6.6	30	7.1	30	7.6	30	8.1	30	8.6	38

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	No. of awareness creation forums on gender and diversity mainstreaming		2		2		2		2		2		
	Proportion of county budget allocated to SIGs related activities		15		20		25		30		35		
	No. of sign language interpreters engaged		6		0		0		0		0		
Programme Name: GBV Prevention and Management													
Objective: To strengthen coordination, response and prevention of Gender Based Violence													
Outcome: An equitable society free from discrimination from all forms of gender-based violence													
GBV Incidences in the county reduced	No. of GBV recovery centres established in the Sub County Head quarters	5.2 16.1 16.2	1	5.00	1	25.0	1	5.00	1	5.00	1	5.00	45.00
	No. of emergency safe-shelters established		0		1		0		0		0		
	No. of sensitization and advocacy forums held	5.1 5.6	300	4.40	300	4.70	300	5.20	300	5.20	300	5.20	24.70
	No. of community anti-GBV champions trained	5.1 5.6	120		120		120		120		120		
	No. of gender desks established in police stations	5.5. 5.1	20		30		40		60		80		
GBV survivors supported	No. of survivor support groups supported and engaging in IGAs	1.3	20	0.40	20	0.40	20	0.40	20	0.40	20	0.40	2.00
Programme Name: Governance, Research and Strategic partnerships programme													
Objective: To strengthen policy and legal frameworks, research and strategic partnerships													
Outcome: Improved socio economic empowerment of vulnerable groups													

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Strategic partnerships established	No. of Multi Sectoral Collaboration Frameworks developed	5.1 5.c		0.20	1	0.70		0.20		0.20		0.20	1.50
	No. of MOUs signed and operationalized		2		5		5		5		5		
Developed and approved policies (Mental Health policy, PWD policy, Day-Care Centres, The Makueni County SGBV Bill	No. of policies developed and approved	5.1	2	11.00	0	7.00	0	3.00	0	3.00	0		24.00
	No. of policies disseminated and operationalized		5		5		0		0		0		
Policies and legal frameworks reviewed and operationalized (Bursary, Children, Education, BOG, Social protection, SGBV, Gender)	No. Policies and legal frameworks reviewed and operationalized		2		2		2		2		0		
	Total			**1,018.10**		**811.95**		**898.8**		**977.8**		**1,077.65**	**4,784.3**

4.1.6. General Economic and Commercial Affairs Sector

Sector Composition

The sector comprises of two sub-sectors namely: Trade, Marketing and Industrial Development; and Tourism, Culture, Music and Arts. The role of Trade, Marketing and Industrial Development sub-sector is to: Promoting and re-engineering MSMEs; promoting fair trade practices; enhancing industrial growth and development; and value addition, branding and marketing of Makueni county and her produce, products and services. The Tourism, Culture, Music and Arts sub-sector is charged with developing and promoting sustainable tourism, culture, music and arts.

Sector Vision, Mission and Goal

Vision

A leader in facilitating sustainable wealth creation.

Mission

To promote, coordinate and implement integrated economic policies and programmes for sustainable wealth creation.

Sector Goal

To promote wealth creation for economic growth and development.

Sector Priorities and Strategies

The sectors vision is to create sustainable wealth. This will be done through three sector priorities: Trade development and industrialization; market access for county products and produce; and tourism development. Under trade development and industrialization, the sector plans to support entrepreneurship, fair trade practices and provision of decent trade infrastructure. A deliberate effort will be made to create a conducive and attractive environment for investment towards an industrialized county. Marketing and market access for county products and produce is one of the major challenges facing the county which is basically agricultural. The sector interventions are aimed at promoting increased access to county product and produce to both the local and international markets.

Key investments in trade and industry development, the government will pursue export development and promotion by developing specific county export promotion by linking local producers and traders with the export market. To attain this, there will be targeted capacity building of the local MSMEs on the export market requirements and standards. The government will support traders to participate in trade and investment expo and promote uptake of modern and appropriate technology. Other interventions are; improving worksite and infrastructure including electricity, waste management and internet connection; promoting fair trade and consumer protection to ensure there is no unfair competition manifested by counterfeiting and dumping; continually capacity building and promoting financial inclusion and development of credit guarantee scheme.

The government will promote provision of accessible and affordable loans to traders as well as PWDs in business, agriculture and in cooperative movement. To improve the ease of doing business, the government will promote reduction of the fees and requirements to set up business especially by the youth, women and PWDs. Promotion of local tourism and positioning Makueni

as tourism destination of choice is a key mandate for the sector. This will be achieved through conservation and promotion of culture and heritage, developing existing and new tourism potential sites and supporting creative and performing arts.

Table 25: General Economic and Commercial Affairs Sector Priorities and Strategies

Sector Priorities	Strategies
Trade Development and Industrialization	Enhance Trade promotion
	Enhance industrialization
Market access for county products and produce	Increase market access for county products
Tourism Development	Enhance Tourism Development

General Economic and Commercial Affairs Sector Programmes

Table 26 below explains the sector programmes to be implemented, the expected key outcomes and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years**.**

Table 26: General Economic and Commercial Affairs Sector Programmes

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Trade Development and Promotion													
Objective: To enhance both farm and nonfarm trade activities in the county													
Outcome: Improved income from trade activities													
Sub Programme 1: Business Re-Engineering													
Business resilience enhanced	No. of entrepreneurs trained to enhance entrepreneurial skills	8.3	150	27	210	33	220	33.7	250	34.4	300	29.5	157.6
	No. of enterprises accessing business finance	8.3	100		150		200		250		300		
	%. of businesses attaining 1st business year anniversary	8.3	30%		40%		45%		50%		50%		
Sub Programme 2: Consumer Protection													
Objective: To Strengthen fair trade practices in the county													
outcome: Increased compliance with the trade fair practices													
Unfair trade practices reported incidences reduced	Proportion of businesses complying with the weights and measures act cap 503 and Trade descriptions Act Cap 505 laws of Kenya	8.3	70	4.5	75	5.7	80	7.2	85	8.4	90	10	35
Mass Standard Workshop established	Mass standards workshop/Quality Assurance Laboratory	8.3			1	65							65
Sub Programme 3: Trade Infrastructure Development													
Objective: To provide adequate and decent trade infrastructure													
Outcome: Conducive business environment													

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Decent trade infrastructures constructed	No. of traders benefiting from the developed infrastructure	9.1	2500	62	2700	62	3000	64	3100	68	3150	73	329
	No. of market centres with solid waste management services	6.3	165		170		175		180		190		
	No. of market centres with governance committees	17.1,17.16, 17.17	20		20		10		10		10		
Sub Programme 4: Private Sector Organizations Partnership													
Objective: To create synergy in implementing the government business development agenda													
Outcome: Improved business development in the county													
Partnerships and private sector collaboration enhanced	Amount in Millions of funding realized from collaborations	17.1, 17.3,17.11, 17.16, 17.17	20M	3	25M	5	25M	3	30M	3	30M	3	17
	Trade regulation guidelines developed for SEKEB	17.16, 17.17			1								
Programme Name: Industrial Development and Promotion													
Objective: To promote cottage industries development in the county													
Outcome: Increased decent job opportunities													
Value addition processes and innovations increased	No. of cottage industries promoted	9.3, 9.5	10	6	10	6	10	6.5	10	6.5	10	6.5	31
	No. of business innovations supported	9.3	4	4	3	3.2	3	3.5	5	5	5	6	21.7
Wote Jua Kali Park constructed	Establishment of a juakali park (Wote) with a Common Manufacturing facility	8.1, 8.2, 9.1, 9.3	-	-	1	85		50	-	-	-	-	135
Investment environment enhanced	No. of investor profiles developed	8.3, 17.17	10	3	10	3	10	4	10	4	10	4	18
	No. of investment forums held	17.16, 17.17	1	10	1	10	1	10	1	10	1	10	50
	Amount of investments	17.16,	50	-	70	-	80	-	100	-	150	-	-

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	realized	17.17											
Industrial park and SEZ established	No. of industrial parks and SEZ established	8.1 ,8.2, 9.1,9.4	-	-	1	500	1	700	-	-	-	-	1,200
	No. of new jobs created	8.3	-	-	100	-	250	-	400	-	800	-	-
Programme Name: Marketing													
Objective: To enhance county products visibility and market access													
Outcome: Enhanced market access to county products													
Sales volumes of the county products increased	No. of flash panels /signage installed at strategic points	8.1, 8.2	3	10	3	10	2	5	-	-	-	-	10
	No. of trade fairs & exhibitions held/participated	8.1, 8.2, 8.3	2	10	2	10	2	10	3	12	3	12	54
	An operational e-commerce platform (Soko Makueni)	17.11	1	3	-	1	-	1	-	1	-	1	7
	No. of new market linkages and networks established	8.1, 8.2, 8.3	5	2	5	2	5	3	5	3.5	5	3.5	2.8
	No. of products acquiring of market standards for target products	8.2,8.3	10	3	10	3	15	4	15	4	15	5	20
	No. of products accessing international markets	17.11	10	3	10	3	10	3	10	3	10	3	15
Programme Name: Tourism Development and Promotion													
Objective: To increase earnings through enhanced tourism activities in the county													
Outcome: Increased earnings from tourism													
Tourism activities enhanced	No. of operational tourist circuits	8.9 & 11.4, 15.1	2	10	2	10	1	5	-	-	-	-	25
	No. of conservancies and sanctuaries established	8.9, 11.4, 15.4, 15.5	-	-	1	20	-	-	1	20	-	-	40
	No. of innovative tourist attraction high value niche products developed (sports and eco- tourism activities)	8.9, 11.4 12.2	1	5	1	5	1	5	1	5	1	5	25
Stakeholders partnerships	Amounts realized from established partnerships	17.1,17.3, 17.16	2 M	0.5	3M	0.7	2M	0.8	-	-	-	-	2

Key Outcome/ Output	Key Performance Indicators	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
enhanced	No. of community based tourism enterprises established	17.1,17.3, 17.16	2	2	1	1	1	0.5	1	0.5	1	0.5	5.5
Programme Name: Art and Creative Industries and Culture Development and Promotion													
Objective: To increase earnings from Art and Creative Industries and Culture in the county													
Outcome: Enhanced income generation and society cohesion													
Cultural attractions and activities increased	No. of cultural centres and traditional medicine men mapped and documented	8.9, 11.4, 12.2	1	2	1	2		-	-	-			4
	No. of heritage cultural & centers developed and operationalized	8.9, 11.4, 12.2	1	10	-	-	1	10	-	-			20
	No. of cultural heritage and arts promotion events held (cultural events, Research on Kamba traditional dress, music festivals)	8.9,11.4	5	15	5	15	4	12	4	15	4	12	69
	No. of digital documentaries developed	8.9,11.4	2	3.5	1	2	-	-	-	-	-	-	5.5
Intellectual property protection enhanced	No. of products patented and trademarks acquired	8.2 , 17.11	5	3	2	1.5	3	2	2	1.5	2	1.5	9.5
Music and creative arts enhanced	No. of artists graduating professional industry	8.6	2	2	2	2.2	3	3	3	3	2	2	12.2
	Enhanced Makueni recording studios	8.6	1	2	-	2	-	2	-	2	-	2	10

4.1.7. Lands and Urban Development

Makueni county occupies an area of 8,167 KM^2 of which 50.0% is arable land, 0.5% water bodies, 1% accounts for urban areas, 5.5% under forest cover, shrub land covering 34.0% of the land, grassland with 9% of the land (ROAM 2018). Makueni county land ownership falls majorly in two categories namely; Freehold and Leasehold. Privately owned land is approximately 87% and the balance is owned publicly by public schools, urban centres, hospitals, water bodies and their associated riparian lands, roads, and government institutions.

Land is a key factor of production in Makueni were majority practice small scale agricultural farming and livestock rearing. The average land holding size in the county is approximated to be on average, five Acres with the upper zone covering Mbooni and Kaiti being one Acre, middle zone covering Makueni, Kibwezi West and Kilome being five Acres and the lower zone covering Kibwezi East being 10 Acres.

Sector composition

The sector is composed of two sub-sectors; Lands, and Urban planning and Development. The sub-sectors complement in handling county land surveys, Land administration and management, physical and land use planning and, urban development programmes.

Sector Vision and Mission and Goal

Vision

A people centered leadership in equitable access and optimal utilization of land resource.

Mission

To ensure well planned settlements with security of tenure and resilient infrastructure for improved livelihoods.

Goal

The overall goal of the sector is to promote urban and rural development through optimal and sustainable land use.

Sector Priorities and Strategies

The sector faces majorly two development issues namely security of tenure and poor urban livability. This is caused by many factors among them; lack of land use plans and inadequate basic amenities and development infrastructure. The sector has thus developed the following sector priorities to guide development in the next five years: Enhancing security of land tenure; promoting land use planning and management; and promoting urban development (both institutions and infrastructure). The table below summarizes the sector priorities and the proposed strategies.

Table 27: Land and Urban Development Sector Priorities and Strategies

Sector Priorities	Strategies
Increase land security of tenure	1. Enhance land adjudication and settlement. 2. Promote land survey, mapping and titling. 3. Support land succession.

Improve land administration and management	1. Create and strengthen Makueni Alternative justice system (AJS). 2. Enhance land information management system. 3. Promote use of GIS for development, planning and decision making processes. 4. Develop Makueni County Public land inventory. 5. Digitize land records. 6. Institutionalize County Land Conference and Ward land clinics.
Improve land use planning and development control	1. Promote county spatial and land use planning. 2. Enhance use of Local Physical and Land Use Plans for urban areas. 3. Develop county zoning regulations. 4. Formulate county development control.
Strengthen Urban institutions and governance	1. Establish and operationalize Municipalities, Towns and Markets as per UACA, 2011. 2. Institutionalize Physical and Land Use Planning Liaison Committees. 3. Develop Town and Market Committees' Management Framework. 4. Automate land based revenue sources and processes. 5. Enhance the Makueni County Valuation Roll.
Improve urban infrastructure	1. Promote infrastructure land banking schemes. 2. Develop and upgrade of urban road networks. 3. Improve on security features in urban areas. 4. Develop transportation plan for urban areas. 5. Increase availability of Public spaces/ green parks in urban areas. 6. Develop basic social amenities in urban areas.

Lands and Urban Development Sector Programmes

Table 28 below explains the sector programmes to be implemented, the expected key outcomes and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years**.**

Table 28: Lands and Urban Development Sector Programmes

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Land Adjudication and Settlement													
Objective: To improve security of Land tenure from 31% in 2022 to 50% in 2027													
Outcome: Improved security of land tenure													
Land adjudicated	No of Settlements adjudicated	1.4 5a	1	15	1	17.5	1	17.5	1	17.5	1	17.5	85.00
	No of Beneficiaries in adjudication sections and settlements schemes	1.4, 5a	2,000		3,000		3,000		3,000		3,000		
Programme Name: Land Survey, Mapping and Titling													
Objective: To improve security of Land tenure from 31% in 2022 to 50% in 2027													
Outcome: Improved security of land tenure													
Land Surveyed and Titled	No. of land parcels surveyed	1.4 5a	5,000	50	5,000	50	5,000	50	5,000	50	5,000	50	250
	No. of Title Deeds issued	1.4 5a	4,000		4,000		4,000		4,000		4,000		
Programme Name: Support to Land Succession													
Objective: To improve security of Land tenure from 31% in 2022 to 50% in 2027													
Outcome: Improved security of land tenure													
Land succession enhanced	No. of letters of administration processed	1.4.2 5a	1,000	15	1,000	15	2,000	20	2,000	20	2,000	20	90
	Proportion of Special Interest Groups issued with Land ownership Documents	1.4.2 5a	5%		7%		10%		12%		15%		

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Public Land Inventory and Database													
Objective: To improve security for public land													
Outcome: Improved security of tenure													
Land for public uses secured	Proportion of public utilities with title Deeds	1b,2a, 7a 10b,17.5	40	50	50	250	60	50	70	25	80	50	425
	No. of parcels of land acquired for public strategic development projects (land Banking)	1b, 2a, 7a 10b, 17.5	2		5		2		1		2		
Programme Name: Land Alternative Justice System													
Objective: To improve on land administration and management													
Outcome: Improved security of land tenure													
Alternative justice systems (AJS) institutionalized	No. of cases addressed through AJS	1.4 16.1 16.3	200	9	300	21	400	23	200	19	100	18	90
	No. of land clinics and conferences held	1.4 16.1 16.3	5		15		15		15		15		
	Proportion of land disputes solved through the Land Clinics, AJS, and land conferences	1.4 16.1 16.3	5%		7%		10%		12%		20%		
Programme Name: Land Information Management Systems													
Objective: To improve on land administration and management													
Outcome: Improved security of land tenure													
Land information management system enhanced	Proportion of land services and processes being digitalized/digitized	9.5 12a 17.7	10%	10	20%	10	40%	20	50%	10	60%	10	60
	No. of users accessing	9.5	1,000		1,500		2,000		2,500		3,000		

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	land services via digital platforms	12a 17.7											
Land based revenue improved	Proportion of land based revenue streams automated	9.5 12a 17.7	10%	16	20%	66	40%	26	50%	16	60%	16	140
	Proportion of ratable properties in Valuation Roll being rated	15a, b 17.1	10%		20%		40%		50%		80%		
	Proportion of revenue generated from land based services & processes against the set target	15a, b 17.1	50%		60%		70%		80%		90%		
	Percentage increase on land based revenue (Kshs)	15a, b 17.1	10%		10%		10%		10%		10%		
Programme Name: Physical and Land Use Development Planning													
Objective: To promote sustainable land use planning													
Outcome: Well-planned settlements and urban areas													
Settlement and urban areas planned	No. of LP&LUDP Prepared and approved	11.3,11.4 11.7 11a,b,c	1	10	10	100	10	100	5	50	5	50	310
	No. of LP & LUDP implemented	11.3,11.4 11.7,11a,b,c	1	50	5	250	5	250	2	100	1	50	700
	No. of inter-county Spatial development plans prepared for SEKEB	1b 9.1 11a	-	-	1	20	1	20	-	-	-	-	40
Programme Name: GIS for Planning and Development													
Objective: To promote sustainable land use planning													
Outcome: Optimized use of resources													

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Spatial distribution of resources enhanced	No. of GI technologies being adopted in the GIS lab	9.5 12a 17.7	2	10	2	10	5	20	2	10	-	-	50
	No. of county projects supported by GIS	9.5 12a 17.7 17.8	10	20	15	30	20	40	15	30	10	20	140
Programme Name: Municipalities and Town Establishment													
Objective: To promote urbanization through provision of urban institutions													
Outcome: Improved urban quality of life													
Municipalities, Towns and Markets established	No. of established municipalities, towns and markets	SDG 11	1	30	1	30	1	30	1	30	1	30	150
	Proportion of municipal, Town and Market functions transferred and operationalized	9.1-9.5 9a-c 11.1-11.7 11a-11c	10%		10%		30%		40%		50%		
Programme Name: Urban Infrastructure Development													
Objective: To promote urbanization through provision of urban infrastructure													
Outcome: Improved urban quality of life													
Urban areas livability enhanced	KMs of roads under tarmac in urban areas,	9.1 11.2	5%	50	5%	50	5%	50	5%	50	5%	50	250
	KMs of roads cabro paved	9.1 11.2	5%	40	5%	40	5%	40	5%	40	5%	40	200
	Length of Non Motorable Transport (NMT) road networks in urban areas	11.2 11.7	1	80	1	80	2	160	1	80	-	-	400
	Storm water management system designed and	11.1 11.2 11.4	1	50	1	50	2	100	3	150	1	50	400

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	implemented												
	No. of security masts installed across urban areas	11.1 11.2 11.7	30	60	30	60	50	100	5	10	5	10	240
	No. of roads and streets named	11.2	100	2	100	2	100	2	50	2	50	2	10
Programme Name: Urban Basic Amenities Development													
Objective: To promote urbanization through provision of urban basic amenities													
Outcome: Improved urban quality of life													
Urban infrastructure developed	No. of green public spaces established	11.7	1	106	1	1,354		2,554	1	130			4,144
	No. of sport facilities	11.7	1		1				1				
	No. of sewerage systems developed	11.1			1		2						
	No. of Cemeteries in urban areas established	11.1			2		2		1				
Programme Name: Physical and Land Use Planning Liaison Committee													
Objective: To strengthen urban development control													
Outcome: Well-planned urban areas													
Physical and Land Use Planning Liaison Committees operationalized	No. of development control cases addressed, prosecuted by the Liaison committee.	11.3 11.4 11.5 11.b	10	15	15	20	15	20	15	20	10	20	95
	No. of building developments processed and approved	11.3 11.4 11.5 11.b	300		400		500		500		500		
Programme Name: Policy and Institutional Framework													
Objective: To strengthen sector service delivery through policy and institutional framework													
Outcome: Strengthen governance													

Key Outcome/ Output	Key Performance Indicators (KPI)	Linkages to SDG Targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs. M)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Service delivery operations in the sector enhanced	No. of policies, regulations and bills developed, enacted and operationalized. (Zoning Regulations, Development control regulations, Land use and development policy, GIS Policy)	11.3 11.4 11.6 11.b 11.c	1	5	1	5	2	10	1	5	-	-	**25**

4.1.8. Devolution Sector

Sector Composition

The sector comprises of Human Resource Management and Development, Governance and Public Financial Management sub-sectors organized through the Office of the Governor, Finance and Socio-Economic Planning, Devolution, Public service and County Administration, County Assembly and County Public Service Board. The Kenya National Bureau of Statistics (KNBS), State Department of Planning, the National Treasury, Council of Governors and the Kenya Institute of Public Policy and Analysis (KIPPRA) are key stakeholder institutions to the sector linking the national and county planning framework and providing the requisite data and policy guidelines.

Sector Vision, Mission and Goals

Vision

A people-centered county

Mission

To ensure good governance in service delivery.

Sector Goal

'A transformed public service'

Sector Priorities and strategies

In the plan period 20S3-2027, the sector will be pivotal in ensuring the achievement of the development outcomes envisaged in the CIDP for all the sectors. The sector will reengineer the public service for results by undertaking public service human reforms all aimed at promoting integrated service delivery, decentralization and enhancing employee productivity and satisfaction. This will also ensure national value and ethics are promoted in public service. The sector will ensure government services are automated to ensure efficiency and effectiveness in programme and project planning, implementation and tracking. Additionally, the sector will enhance resource mobilization strategies targeting both own source generated revenues and externally generated revenues.

Developing strategic partnerships for development will be a key priority in the medium term. The sector will also implement programmes aimed at enhancing fiscal responsibility and accountability, strengthening county governance, coordination and management and promoting effective citizen engagement. Measures will be put in place to ensure meaningful participation of PWDs in planning and policy designs and implementation across the sector. The government will establish and operationalize a County Disaster Risk Management Centre to coordinate disaster management. To achieve the desired outcomes in the medium term, the sector will implement the following development strategies.

Table 29: Devolution Sector Priorities and Strategies

Sector Priorities	Strategies
Enhanced resource mobilization	1. Review, strengthen legal and institutional frameworks for county own source revenue and external resource mobilization (PPP frameworks, county courts). 2. Enhance external resource mobilization (PPPs and Donors). 3. Build and strengthen strategic partnerships with development partners. 4. Integrate revenue systems to enhance accountability and reporting/full automation.

	5. Enhance revenue forecasting and targeting. 6. Strengthen revenue administration and management.
Enhance Disaster Risk mitigation and Preparedness	1. Enhance community awareness on disaster preparedness, mitigation, response and risk reduction. 2. Enhance partnerships in disaster awareness and emergency response. 3. Integrate disaster risk reduction principles in all county plans, programs and projects. 4. Establish and operationalize the disaster management structures across the county (fire stations, units). 5. Develop DRM information database and hazard and risk mapping in the county. 6. Prepare and disseminate tools for preparedness and early warning approaches to ensure timely and accurate access to disaster risk information to communities at risk.
Enhance Result-Based Management	1. Enhance evidence-based decision making for socioeconomic development. 2. Enhance systems for tracking the implementation of development policies, strategies, programmes and projects. 3. Strengthen county statistics function & GIS based planning. 4. Implement CIMES guidelines and operationalize county monitoring and evaluation policy and guidelines. 5. Develop an automated result-based management system.
Improve Performance , service delivery and Productivity	1. Undertake public service reforms and transformation. 2. Enhance institutional and human resource capacity for quality delivery of services. 3. Institutionalize and strengthen performance management system. 4. Implement the quality management system. 5. Automate Government services. 6. Strengthen research, innovativeness and sustainability for development.
Enhance Governance, Accountability, Leadership Enhanced citizen engagement	1. Promote constitutionalism, values and principles of public service. 2. Promote effective citizen engagement. 3. Strengthen governance structures. 4. Enhance Policy, Legal and Regulatory Framework. 5. Institutionalize open governance. 6. Enhance legislation, representation and oversight. 7. Enhance County Government Visibility. 8. Eradicate corruption. 9. Enhance intra and inter-governmental relations. 10. Enhance enforcement and Compliance. 11. Enhance liquor licensing and controls 12. Enhance Grievances Redress Mechanism 13. Strengthen community feedback mechanism 14. Enhance ownership and sustainability of programmes and projects 15. Establish and operationalize development committee structures

Enhance fiscal responsibility and accountability	1. Increase the reliability, stability and soundness of the public finance management. 2. Establish accountability mechanisms. 3. Operationalize the enterprise risk management policy. 4. Institutionalize open contracting. 5. Eradicate corruption. 6. Strengthening the PFM procedures in line with the Public Finance and Management Act (PFM Act) and Public Procurement and Asset Disposal Act (Planning, Revenue, Budgeting, Expenditure, Procurement, Auditing and reporting). 7. Enhance linkage between planning and budgeting. 8. Strengthen project conceptualization and implementation. 9. Strengthen collaboration and synergies within partners, National Government Agencies for timely funds disbursement. 10. Enterprise risk management.
Strengthen Human Resource Management and Development	1. Enhance employee productivity. 2. Enhance employee satisfaction. 3. Develop human resource plan/policies, scheme of service and guidelines. 4. Develop and operationalize research and knowledge management policy and guidelines. 5. Operationalize county research , documentation and knowledge management

Devolution Sector Programmes

Table 30 below explains the sector programmes to be implemented, the expected key 0utcome and outputs, the performance indicators to be track, the linkage with SDGs and the targets and costing per years**.**

Table 30: Devolution Sector Programmes

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme Name: Public Service Performance Management and Delivery Services													
Objective: Improve Performance, service delivery and efficiency													
Outcome: Efficient and effective service delivery to the citizenry													
Customer satisfaction surveys done	% level of satisfaction with service delivery/ customer satisfaction	16.6	60	6.00	65	6.00	70	6.00	75	6.00	80	6.00	30.00
	% of the population satisfied with their last experience of public services		60		70		80		80		80		
Service delivery enhanced	Average turnaround time for key processes and requests (Mins)	16.6	120	5.00	1	5.00	30	5.00	15	5.00	5	5.00	25.00
	Public service productivity index %		60		75		80		80		85		
	ISO certification done		1	8.00		2.00		2.00		2.00		2.00	16.00
	No. of ISO Audit reports done				1		1		1		1		
Performance management frameworks developed	% of public servants meeting 70% of performance appraisal targets	16.6	80	4.00	90	4.00	100	4.00	100	4.00	100	4.00	20.00
	Percentage of Performance Evaluations Completed on time		100		100		100		100		100		
	No. of county performance management framework established		1	3.00		-		-		-		-	3.00
	Budget absorption rate	16.6	70	-	80	-	90	-	95	-	95	-	-
Executive office block constructed	No. of office blocks constructed	16.6			1	70.00	1	70.00		-		-	140.00
Programme Name: County Leadership, Governance and Coordination													
Objective: To ensure effective and efficient running of the county affairs as provided for by the constitution													
Outcome: Strengthened county governance, coordination and management of county services													

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Governance and service delivery enhanced	Number of Cabinet memos generated and implemented	16.6	52	1.00	52	1.00	52	1.00	52	1.00	52	1.00	5.00
	Executive circulars issued and implemented		4	1.00	4	1.00	4	1.00	4	1.00	4	1.00	5.00
	No. of village councils established		377	10.00		2.00		2.00		2.00		2.00	18.00
	Proportion of county services decentralized		50	5.00	70	5.00	80	5.00	90	5.00	95	5.00	25.00
	No. of decentralized committees established		377	1.00		1.00		-		-		-	2.00
Decentralized office blocks constructed	No. of decentralized Sub County offices established	16.6	1	13.00	1	13.00	1	13.00	-	-	-	-	39.00
	No. of decentralized Ward offices established		6	44.4	6	44.4	6	44.4	6	44.4	6	44.4	222.0
	No. of County Enforcement Inspectorate Office Block established		1	25.0									25.00
County branding and visibility improved	No. of communication strategy developed and implemented	16.6	1	5.00	1	2.00							7.00
Transparency and accountability enhanced	% Compliance with national values and principles of public service	16.6	50	15.00	55	15.00	60	15.00	65	15.00	70	15.00	75.00
	Level of awareness on national values and ethics		50		60		70		80		90		
	Government Transparency Index		60		70		80		90		90		
	Report on promotion of values and principles		1		1		1		1		1		
	Proportion of staff trained on national values and principles		30	1.50	50	3.00	70	3.00	80	3.00	100	3.00	13.50
Transformative Value Based Leadership adoption and enhanced	Proportion of staff trained on transformative leadership and value based skills	16.6.	5	1.50	10	3.00	20	3.00	30	3.00	50	3.00	13.50
Reviewed policy, legal and institutional	No of Policy, legal and institutional frameworks drafted and approved	16.6.	2	4.00	2	4.00	2	4.00	2	4.00	2	4.00	20.00

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
framework	Number of legal compliance audits		1		1		1		1		1		
Strategic Partnerships developed	No. of non-state actors engaged in county development	10.b	5	17.00	10	17.00	15	17.00	20	17.00	30	17.00	85.00
	Number of MoUs signed and implemented		2		4		5		6		10		
	Value of projects funded by development partners (M)		200		400		600		800		1000		
Programme Name: Resource Mobilization													
Objective: Enhance resource management and utilization													
Outcome: Increased resources for sustainable development													
Enhanced County base resource	% of OSR funding budget	10.b 17.1 17.1	5	23.00	10	23.00	20	22.00	20	22.00	30	22.00	112.00
	Externally mobilized resources as % of fiscal gap				60		70		80		90		
	No. of OSR streams mapped and assessed		10		35								
	Proportion of capital investments in the CIDP funded by development partners		10		15		20		25		30		
	Amount of private capital mobilized (M)		200		300		400		500		500		
Programme Name: Public Finance Management													
Objective: Transparent and accountable management of public resources													
Outcome: Enhanced fiscal responsibility and accountability													
Improved public expenditure and financial accountability	No. of statutory documents prepared and published	16.6 16.6 17.1	20	55.00	20	50.00	20	56.00	20	50.00	20	55.00	266.00
	No. of enterprise risks assessed		1		1		1		1		1		
	% of development budget in the total county budget.		31		35		35		35		35		
	% deviation of budget implemented from the original budget/budget virement.		10		5		5		5		5		
	% of procurement undertaken through e-procurement		100		100		100		100		100		
	% of procurement adhering to open contracting criteria		100		100		100		100		100		
	No. of PER reports prepared and published		1				1				1		

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	% No. of appraised programmes and projects in the budget		100		100		100		100		100		
Essential services funding	Proportion of total government spending on essential services (education, health and social protection)	16.6 17.1	40		40		40		40		40		
Plans and budgets Linkage improved	Proportion of programmes in plans budgeted and implemented	16.6 17.1	70		80		80		90		90		
Programme Name: Result Based Monitoring and Evaluation													
Objective: To strengthen use of data for planning and tracking of implementation of development policies, strategies, programmes and projects													
Outcome: Enhanced Evidence-Based Decision Making for Socio-Economic Development													
Statistics reports prepared	No. of CSAs published	17.19 17.18		5.00	1	5.00	1	5.00	1	5.00	1	5.00	25.00
	No. of Indicator Handbook prepared		1										
Resources GIS Mapped	% of resources mapped with GIS		70	5.00	80	5.00	100	5.00		-		-	15.00
Progress review reports prepared	No. of Periodic progress reports prepared and disseminated		4	4.00	4	4.00	4	9.00	4	9.00	4	9.00	35.00
	No. of programme review reports done		1		1		1		1		1		
	No. of ward profiles prepared and disseminated						30				30		
	CIDP midterm review report								1				
Programme Name: Human Resource Management and Development													
Objective: To enhance human resource management systems and structures													
Outcome: Improved human resource productivity													
Employee performance and productivity enhanced	No. of employee satisfaction surveys done	16.6	1	3.00	1	3.00	1	3.00	1	3.00	1	3.00	15.00
	% of schemes of service prepared and validated		50	2.00	50	2.00		-		-		-	4.00
	Percentage of Positions Filled Internally		60	-	70	-	80	-	100	-	100	-	-
	No. of Capacity assessment and rationalization report prepared and implemented		1	10.00		-		-		-		-	10.00

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Succession management strategy developed and rolled out		1	5.00		-		-		-		-	5.00
KM system in place, integrated and open access	Integrated KM system in place	16.6	1	20.00									20.00
	No of Knowledge sharing platforms established		1										
	No. of database of existing and new knowledge developed		1										
Programme Name: Disaster Risk Mitigation and Preparedness													
Objective: To ensure efficient and effective Disaster Preparedness, Mitigation, Response and Management and Mainstreaming													
Outcome: Reduced disaster incidences, impact and response time													
Drought management and coordination strengthened	No. of Disaster Risk Units established and equipped	11.b,1.5.4 13.1					3	150.00		-		-	150.00
	No. of DRM frameworks developed	11.b 1.5.4 13.1	1	11.00		4.00		4.00		4.00		4.00	27.00
	Proportion of county developments with Risk Identification and Management Plans.		50		70		80		90		90		
	No. of DRM information database developed		1										
	No. of drought contingency plans prepared		1		1		1		1		1		
Improved early information accessible to stakeholders	No. of early warning information reports	11.b 1.5 13.3	4	1.00	4	1.00	4	1.00	4	1.00	4	1.00	5.00
	% of county expenditure allocated to disaster mitigation and prevention		2		2		2		2		2		
Programme Name: Legislation and Oversight													
Objective: To enact implementable laws & policies, undertake objective oversight and represent the interests of the public													
Outcome: Quality and enforceable legislative and improve oversight for accountability and good governance													
Improved legislation and oversight for accountability and good governance	No. of approved implementable Bills, Policies and Regulations.	16.6	5	10.00	5	10.00	5	10.00	5	10.00	5	10.00	50.00
	No. of Budgets, plans processed and approved		6	42.00	7	49.00	8	56.00	10	70.00	12	84.00	301.00
	Publication of Hansard Reports, Committee Reports, resolutions			10.00		20.00		30.00		40.00		50.00	150.00

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	and Speakers Directives												
	Review and Publication of the County Assembly Standing Orders, Speakers Rules and procedure Manuals.			10.00		20.00		30.00		40.00		50.00	150.00
	No. of Oversights and Enquiries undertaken, and reports processed and approved.		14	140.00	16	160.00	18	180.00	20	200.00	23	230.00	910.00
	No. of Public Participation and Civic education activities undertaken		6	60.00	7	70.00	8	80.00	10	100.00	12	120.00	430.00
	No. of Open Days held		2	8.00	2	8.00	2	8.00	2	8.00	2	8.00	40.00
	No. Bunge Mashinani activities held		2	10.00	2	10.00	2	10.00	2	10.00	2	10.00	50.00
	No. of parcels of land acquired to construct Ward offices		6	32.00	6	32.00	6	32.00	6	32.00	6	32.00	160.00
	No. of ward offices constructed		6		6		6		6		6		
	No. of County Assembly Offices constructed and equipped				2	80	1	20	1	20.00		-	120.00
Programme Name: Participatory Development and Civic Education													
Objective: To empower the citizenry in achieving meaningful participation in development activities.													
Outcome: Effective citizen engagement													
Community knowledgeable in development matters	% of population who believe decision making is inclusive responsive by sex, age, disability and population group	5.c 16.7 16.7	50	4.00	60	4.00	70	4.00	80	4.00	90	4.00	20.00
	Reduction in rate of county project vandalism		60		50		40		30.00		20		
Participatory development enhanced	% of population involved in participatory and representative decision making	5.c 16.7 16.7	15	11.00	20	11.00	25	11.00	30	11.00	40	11.00	55.00
	% of Special Interest Groups involved in participatory development		15		20		30		35		40		
	No. of development committees established and operationalized		8	10.00	8	10.00	8	10.00	8	10.00	8	10.00	50.00
	Value of community contribution in development		50M	5.00	100M	20.00	200M	20.00	200M	20.00	200M	20.00	85.00

Key Outcome/Output	Key Performance Indicators	SDG linkage targets	Planned Targets and Indicative Budget (Kshs. M)										Total Budget (Kshs)*
			Year 1		Year 2		Year 3		Year 4		Year 5		
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	project												
	No. of community action plans developed and implemented		246	5.00	246	20.00	246	20.00	246	20.00	246	20.00	85.00
	Social safeguard reports done and implemented		1	5.00	1	5.00	1	5.00	1	5.00	1	5.00	25.00
	Innovation and Sustainability report		1	5.00	1	5.00	1	5.00	1	5.00	1	5.00	25.00
Civic education improved	No. of civic and feedback forums held	5.c 16.7	246	15.00	246	15.00	246	15.00	246	15.00	246	15.00	75.00
	No. of resource materials developed and shared with the citizens	16.7	5		5		5		5		5		
	No. of civic education curriculum developed and disseminated		1		1		1		1		1		
Centre for Devolution and Participatory Development (Community led development school) established	Community Led Development School developed and operationalized	5.c 16.7	1	20.00	1	20.00		-		-		-	40.00
	Research , documentation and knowledge management unit operationalized		1	5.00	1	5.00	1	5.00	1	5.00	1	5.00	25.00
	Total			**1,018.50**	**5,377.20**	**984.50**	**5,850.30**	**916.50**	**6,061.90**	**927.50**	**6,305.30**	**1,024.50**	**4,871.50**

4.1.9. Flagship Programmes and Projects

This section summarizes all county flagship programmes and projects to be implemented by both the levels of government and development partners in the county.

1. County Ward Model Health Centres	
Project Name:	**County Ward Model Health Centers**
Project Background	**Context:** The County Government plans to develop 30 Model Health Facilities, one in each ward to offer a 24hr comprehensive health care services. Medical care specialists will be attached to these health facilities to drive universal access to medical care. **Rationale:** The government has a total of 238 health facilities most of which are based in the wards. The dispensaries often have one deployed nurse and high numbers of patients attending for services in the lower level facilities. It is therefore imperative that more specialist care services are decentralized to the ward level and the proposed facilities supported to access other facilitative infrastructure. The location of the facilities will be the center for integrated development by all sectors to ensure it is attractive to growth and development of other complementary services offered by the private sector to wholesomely package decentralization of services and overall sustainable development. The Model Health Centres will have complete outpatient, inpatient, and laboratory among other key amenities to provide comprehensive health care services. **Linkage with Other Plans:** This initiative will foster achievement of Universal Health Coverage as proposed in the County Vision 2025, the Kenya Vision 2030, and the MTP IV. **Expected Impact:** The expected impacts include; decongestion of county level 4 and 5 facilities; enhanced referral services and; improved access to 24-hour comprehensive healthcare.
Objective:	Enhance 24Hr access to essential healthcare
Outcome:	Increased access to universal healthcare
Location:	All Wards (1 Per Ward)
Description of key activities:	i. Modern infrastructure providing comprehensive health care ii. Provision of requisite motorable roads, water, ICT infrastructure and security. iii. Adequate staffing iv. Financing of the health facilities v. Linkage of the Community Health Volunteers with the ECDE schools – nutrition and WASH programme
Key Outputs:	i. 30 Model Health Centres ii. Adequate medical personnel in the facilities
Key Performance Indicators:	i. No. of operational Model Health Centres providing essential medical care ii. Medical drugs refill rate in the facilities.
Timeframe:	2023-2027
Estimated Cost (Kshs.):	1billion
Source(s) of funds:	Government of Makueni County; National Government and Development partners
Lead Sector(s):	Health Services
Interlinking/Supporting Sectors	Transport, Infrastructure, Public Works and Energy, Water, Sanitation, Environment & Natural Resources, Social Protection, Education, Culture & Recreation and Devolution Sector

2. Automation of Government processes and Services	
Project Name:	**Automation of Government processes and Services**
Project Background	**Context:** The County Government intends to digitize her processes and automate several services to enhance efficiency of service delivery. The County Government will increase development of count ICT infrastructure involving installation of Local Area Networks (LAN) in the county offices and service delivery points, extension of optic cable, establishment and activation of NoFBI termination sites, establish public WIFI facilities in strategic areas for public use and upgrade the County Information Center to enhance its capacity. The government will also acquire/ develop and enterprise resource planning system that will integrate all county modules to facilitate service automation. The government further will establish support facilities to enable the citizens access ICT services and carry out training programmes to increase ICT uptake and foster innovations that will develop a creative economy. **Rationale:** The county ICT access remain low at 10% with most services and processes performed manually. This has cultivated eroded good public service culture of integrity, transparence and accountability. There has been notable wastage of resources aggravated by the inefficiency of key government services and processes. Makueni E- government project will play a critical role in enabling the government to make tremendous achievement in all the other key sectors such as Health, Agriculture, trade and marketing, Financing as well in enhancing revenue collection via automation of revenue collection systems. It will ameliorate challenges related to information asymmetry in market access and risk management. Provision of Enterprise Resource Planning (ERP) system will go a long way to achieve public service reforms by promoting efficiency in service delivery. The key components that will drive the ERP is ensuring incorporation of Government to citizen (G2C), Government to Government (G2G), Government to Employees (G2E) and Government to Business (G2B) components that will enhance a whole government approach to automation services. **Linkage with Other Plans:** This project will strengthen open governance which is a key political pillar for ensuring political stability and good governance as outlined in the County Vision 2025 and the Kenya Vision 2030. **Expected impact:** The project is expected to tremendously increase service delivery through transforming the public service. The project will also improve resource mobilization and management by promoting data driven planning and budgeting and minimizing resource mismanagement and wastages. Further, increased ICT uptake will promote creativity in the economy thus alleviating poverty within the county.
Objective:	To enhance uptake of ICT and access to e-government services
Outcome:	Efficient service delivery
Location:	Countywide
Description of key activities:	i. Acquisition of County Enterprise Resource Planning System (ERP) / County Integrated Management Information system ii. Automation and integration of government services • County e-Citizen portal module • County business intelligence and decision support module • Records Management module • Integrated Human Resource Management and performance contracting module • Fleet management module. • County call center module • Client and Staff Ticketing system

	• E- Commerce (Makueni Soko) System • Audit management Module • Integrated Agricultural Management Module • Innovation Hub Information System • Customer Relationship Management Information module • Asset Management System • Enhancement of Lands Information Management Module • Enhancement of GIS Project Management module • Education Management Information module. • Financial management and reporting module (budgeting, requisition, vote book, open data portal, project dashboard) • Water management system (billing, metering, water kiosks) • Integrated Health Management Information module iii. Network installations (LAN, and NoFBI cable) iv. Training v. System upgrading and maintenance
Key Outputs:	Automated County Government Services
Key Performance Indicators:	Proportion of automated government services
Timeframe:	2023-2027
Estimated Cost (Kshs.):	2.2 Billion
Source(s) of funds:	Makueni County Government; National Government and Development partners
Lead Sector(s):	Transport, Infrastructure, Public Works and Energy
Interlinking/Supporting Sectors	All County Sectors
3. Makueni County Urbanization Agenda (MCUA) - 30 by 30	
Project Name:	**Makueni County Urbanization Agenda (MCUA) -30 by 30**
Project Background	**Rationale**: As at 2023, 56% of the world population live in urban areas and it is projected that 70% of the world population will be living in urban areas by 2050. The urban population in Kenya stands at 29% and it's projected that 38% by 2030. The rapid growth of the urban population in Kenya is the direct result of a shift in the balance between the urban and rural economies. This shift is closely linked to economic growth and to the changing patterns of demand for, and supply of, employment among other factors. Makueni County which is located within key national structuring elements wishes to strategically plan for urbanization in the next five years by creating functional urban centers with availability of basic urban services, infrastructure, amenities and utilities in order to attract investment, sustainably host the increasing population as well as increase economic growth. **Context:** The County Government has so far established two municipalities with key mandates being to spur urban development through structured urban governance and service delivery. However, the municipalities have inherited urban centers that have inadequate basic services and infrastructure. As a results, the county lags below national average rates in terms of urbanization and investment attractiveness. The government therefore aims to promote urbanization and economic development through the municipalities by providing favorable investment environment with all basic services, utilities, amenities, and infrastructure and secure governance systems. This will be done in spatially coordinated approach to place infrastructure at strategic locations, while providing services and amenities to the urban population within all urban centers in the established municipalities. The government will exploit its strategic location in the national context to maximize on

	connectivity, investment, service delivery and development. **Linkages to other plans:** 1. **SDG Goal 11:** Developing Makueni to have urban areas that are inclusive, safe, resilient and sustainable for socio-economic development and environment conservation especially for the ever growing urban population. **2. New Urban Agenda (NUA):** Promoting county's development through well thought urbanization processes which include well planned urban areas. **3. Africa Agenda 2063**: Promoting inclusiveness in urban areas for sustainable development especially through tourism, industrial development, manufacturing, and innovation. **4. Makueni County Spatial Plan:** The concept of HUBS AND SPOKES which refers to specialized, well-planned and well-serviced urban nodes connected by a proper system of transport development corridors to the rural hinterland and external markets to open up Makueni as an attractive economic zone. **Impact:** This project is expected to open urban areas in Makueni county to be nationally competitive for strategic investment. In addition, the project will result to improved quality of life in urban areas as a result of availability of services, amenities and employment opportunities.
Objective:	i. To Enhanced access to services, infrastructure, utilities and amenities in urban areas/towns through dedicated institutions (municipalities). ii. Enhance Makueni County Investment attractiveness at national level. iii. To spur county economic development through provision of favorable investment environment.
Outcome:	Improved quality of life in urban areas
Location:	Wote and Emali-Sultan Hamud Municipalities
Description of key activities:	i. Establishment and operationalization of Municipalities ii. Planning, survey and processing of title deeds for urban areas iii. Development of urban infrastructure iv. Developing municipal investment attractiveness plan v. Land banking for strategic investment vi. Development of investment corridors vii. Water and sanitation services provision in all urban areas viii. Development of safe green spaces and recreational centres in Urban areas ix. Road and electricity infrastructure development x. Social services and amenities (day care centres, elderly homes, Cemeteries,)
Key Outputs:	i. Planned urban areas ii. Title deeds iii. Municipalities iv. Upgraded urban infrastructures v. Established investments hubs, industrial parks and incubation centres. vi. Urban amenities vii. Improved revenue
Key Performance Indicators:	i. No of urban areas with approved development plans ii. Municipal development plans developed and approved iii. No of strategic investments being started within the urban areas

	iv. Percentage increase in revenue base within the urban centers v. Net-in migration of urban population vi. Proportion increase in Local Development Index (LPI)
Timeframe:	2023-2027
Estimated Cost (Kshs.):	2 billion
Source(s) of funds:	County Government of Makueni; National Government; Development Partners (Kenya Integrated Devolution and Urban Support Programme; Food and Agriculture Organization and UN-HABITAT, SEKEB).
Lead Sector(s):	Lands and Urban Development
Interlinking/Supporting Sectors	Transport, Infrastructure, Public Works and Energy, Water, Sanitation, Environment &Natural Resources, Social Protection, Education, Culture & Recreation, Devolution and General Economic and Commercial Affairs.
4. Water Development	
Project Name:	**Water Development**
Project Background	**Context:** Water access is a key component driving growth across all county sectors including Agricultural irrigation, Sanitation and Healthcare. Over the years, the county has continued to invest in water provision in a bid to drive productivity in agriculture through supplementing rain fed farming. Having adequate water whole year round calls for huge investments in water harvesting and storage facilities by Government as well as getting households to invest in household water harvesting. **Rationale:** The County current water coverage stands at approximately 45.4% with the estimated average distance to the nearest source of 4 km. This means communities travel long distances and take much time waiting in queues to access water. The County's focus is investing in bulk reservoirs with key interest in provision of safe water. The current sources are mostly unreliable due to their small capacities and changing climatic conditions. The proposed bulk harvesting and storage infrastructure include development of large, medium and small sized dams with treatment and distribution components to enhance its coverage. **Linkage with Other Plans:** This initiative will foster achievement of County vision 2025, water for all as envisioned in Kenya Vision 2030 and SDG Goals No. 1,2,3 and 6. **Expected impact:** The expected impact will have improved livelihoods and wellbeing as a result of increased access to water; increased food production from irrigation and Universal water access.
Objective:	Increase access to water
Outcome:	Universal access to water.
Location:	All Sub-Counties
Description of key activities:	i. Water harvesting, storage, treatment and distribution ii. Water Governance iii. Conservation of the environment iv. Feasibility studies and mapping for Mega dams
Key Outputs:	i. Large dams by National Government and 2 by County Government ii. Medium and small dams iii. Operational Water Fund
Key Performance Indicators:	i. Proportion of households accessing safe water. ii. Proportion of county water demand coverage

Timeframe:	2023-2027
Estimated Cost (Kshs.):	4.8 Billion
Source(s) of funds:	Makueni County Government; National Government (TANATHI Water Works Development Agency) and Development partners.
Lead Sector(s):	Water, Sanitation, Environment & Natural Resources
Interlinking/Supporting Sectors	Agriculture and Rural Development; Transport, Infrastructure, Public Works and Energy; and Devolution.
5. Public Service Re-engineering	
Project Name:	**Public Service Re-engineering**
Project Background	**Context:** The County has a total workforce of over 3,000 distributed across the county's sectors. Staff productivity is dependent on the environment and welfare in which the staff works in matched with the skills earned through experience or training. Keeping a huge workforce motivated to achieve results is therefore a key priority to push efficient and effective service delivery in the county. **Rationale:** Devolution of services to counties brought in play the need to harmonize staff benefits and duties undertaken as well as strengthening teamwork among the devolved staff, former local authority staff and those employed by the County Public Service Board. Management of key components of human resource and automation of key services in HR will enhance staff morale and productivity. Promotion of staff or career progression and access to competitive training opportunities has remained low with fears of skilled staff exits and exits by natural attrition and retirement denying the county benefits from maintaining optimum staffing levels. The county, therefore, intends to undertake wide ranging reforms to improve public service delivery through a results based growth framework. **Linkage with Other Plans:** Human resources form a key facilitator of all other resources within a government system in coordinating and managing achievement of planned targets. The key components of training and skill development form an important part of achieving the Kenya Vision 2030 and the County Vision 2025. **Expected Impact:** Improved service delivery and increased staff productivity.
Objective:	To improve Performance, service delivery and efficiency
Outcome:	Efficient and Effective Service Delivery to the citizenry
Location:	County Wide
Description of key activities:	i. Decentralization of services ii. Establishment of service centres iii. Schemes of service development iv. Staff rationalization v. Performance management system vi. Strengthening integrated service delivery. vii. Automation of Human Resource processes iii. Promote constitutionalism, values and principles of public service
Key Outputs:	i. Operational Quality Management Systems. ii. Operational performance management framework
Key Performance Indicators:	i. % level of satisfaction with service delivery/ customer satisfaction ii. Average turnaround time for key processes and requests (Mins) iii. % of the population satisfied with their last experience of public services

	iv. % of public servants meeting 70% of performance appraisal targets v. % no of Government services automated vi. No. of service delivery centers established
Timeframe:	2023-2027
Estimated Cost (Kshs.):	234 Million
Source(s) of funds:	Makueni County Government ;National Government and Development partners
Lead Sector(s):	Devolution Sector
Interlinking/Supporting Sectors	All Sectors
6. Industrialization Development	
Project Name:	**Industrialization Development**
Project Background	**Context:** The County Government plans to establish Special Economic Zones hosting industrial parks and Export Processing Zones to help stimulate investments in potential industrial parts of the county. The parks will have infrastructure like agro-processing facilities, quality assurance laboratory and warehouses in addition to development of facilitative infrastructure and utilities. **Rationale:** The county government is working towards meeting the Vision 2030 industrialization goal of transforming Kenya into medium industrialized country by 2030. The county hosts a few privately owned medium industries which are scattered across various parts of the county. The investors in this sector miss out on economies of scale which arise from locating industries close to one another. The county government through the County Spatial Plan 2019-2029 identifies areas for establishing industrial parks and Special Economic Zone to stimulate guided industrial investment. **Linkage with Other Plans;** This initiative will foster achievement of County Spatial Plan 2019-2029, the County Vision 2025 and the Kenya Vision 2030. **Expected Impact;** The expected impacts include; creation of employment, growth of support industries and supporting infrastructure, optimum exploitation of available raw materials, as well as emergency of satellite towns around the industrial parks.
Objective:	To improve industrial investments within the county
Outcome:	Improved investment in the county.
Location:	Wote and Nguumo
Description of key activities:	i. Develop utilities and amenities within the industrial parks and processing zones ii. Marketing and branding
Key Outputs:	i. Industrial Parks ii. Incubation centres iii. Export Processing Zone iv. Special Economic Zones v. Agro- processing and other industries
Key Performance Indicators:	i. % of completion of industrial parks developed ii. No. of businesses operating in the industrial park iii. No. of operational industrial parks and special economic zones iv. No. of employment opportunities created
Timeframe:	2023-2027

Estimated Cost (Kshs.):	2 Billion
Source(s) of funds:	County Government of Makueni; National Government and Development partners
Lead Sector(s):	General Economic and Commercial Affairs
Interlinking/Supporting Sectors	Lands and Urban Development; Transport, Infrastructure, Public Works and Energy; Water, Sanitation, Environment & Natural Resources; and Devolution

7. Agricultural Value Chains Development

Project Name:	**Agricultural Value Chains Development**
Project Background	**Context:** Makueni county sprawls across 3 agro-ecological zones. The sector will support development of value chain in the zones where they have comparative advantage. In the value chain development process, we shall seek to optimize production and productivity by supporting inputs system, provision of requisite technologies and skills, organization of producers, aggregation process, value addition through grading/sorting and actual processing to products demanded by various market segments; and support the marketing process. **Rationale:** The government seeks to maximize agricultural production in each zones. The agriculture is key economic activity and source of food and nutrition security. **Linkage with Other Plans:** The value chain approach is advocated by Agriculture Sector Transformation and Growth Strategy (ASTGS), the Vision 2030, the Big 4 Agenda, the Makueni Vision 2025 and Makueni Spatial Plan 2019-2029. **Expected Impacts:** The expected impacts are secured food and nutrition security, enhanced economic and trade activities and spurred agro-industries and increased incomes.
Objective:	To Increase agricultural production and productivity
Outcome:	Improved household income
Location:	County Wide
Description of key activities:	i. Farmer organization to producer groups ii. Development of value chain transformation plans iii. Provision of value chain themed extension services iv. Linkages for input and credit access v. Farmer trainings and advocacy vi. Market access and linkages to agro- products vii. Operationalization of aggregation and post-harvest facilities including artificial ripening chambers, cold storage, dairies, warehouses, viii. Enhancing agro-processing for horticulture (Dried mango processing machine and water treatment for whole mangoes export), grains, coffee, milk, meats, hides & skins. ix. Value chain themed cooperatives support
Key Outputs:	Developed Fruit, Grain, Poultry, Dairy, and Industrial Crops Value Chains
Key Performance Indicators:	i. Metric Tonnes (MT) of produce disaggregated by value chain ii. Metric Tonnes (MT) of processed products disaggregated by value chain
Timeframe:	2023-2027
Estimated Cost (Kshs.):	2.289 Billion
Source(s) of funds:	County Government of Makueni; National Government- National Agriculture Value Chain Development Project, and Development Partners

Lead Sector(s):	Agriculture and Rural Development
Interlinking/Supporting Sectors	General Economic and Commercial Affairs; Water, Sanitation, Environment &Natural Resources and Transport, Infrastructure, Public Works and Energy

8. Social Protection and Inclusive Development

Project Name:	**Social Protection and Inclusive Development**
Project Background	**Context:** The overarching goal of social protection in Kenya is to ensure that all Kenyans (men and women of different ages and diversities) live in dignity and utilize their human capabilities for their own social and economic development. The Government of Makueni County is committed to support vulnerable groups in order to cushion them from economic shocks and vulnerability. **Rationale:** The county has a significant population who are vulnerable. These include the elderly, orphaned and vulnerable children (OVCs), People with Disability (PWDs), people with chronic illnesses, Women-Headed Households, street families, food-insecure households, unemployed youths and marginalized populations. More often, the Most at Risk Populations that include commercial sex workers both men and women, drug addicts and LGBTIs are rarely targeted in development initiatives and key decision-making processes. Social protection is an investment that contributes to inclusive economic development and promotes pro-poor growth while directly reducing poverty. It not only tackles income insecurity and poverty but also provides an effective, tangible and direct means to enhance human development objectives including better outcomes in: nutrition, education, gender-equality, equity and, health. Social protection also cushions persons who are vulnerable to climate-related shocks or other natural and man-induced disasters. **Linkage with Other Plans:** This is in line with the County Vision 2025 and Vision 2030 of ensuring all its citizens have an opportunity to live a decent life. It is also in line with the UN Sustainable Development Goals 2015 Goal 1,5, 10 which is to eradicate poverty in all its form, gender equality and reduced inequalities. **Expected Impacts:** Reduced levels of food poverty, enhanced access to social protection services and reduction in the poverty levels in the County.
Objective:	To build resilience and enhance inclusivity of the vulnerable and most at risk populations for socio economic development.
Outcome:	Improved social protection and empowerment of Special Interest Groups (SIGs)
Location:	Countywide
Description of key activities:	i. Advocacy, social education and rehabilitation for Most at Risk Populations (MARPs) ii. Gender mainstreaming of SIGs and MARPs iii. Financial Inclusion through enhanced access to credit in the county through the *Tetheka* empowerment fund iv. Men and Women Empowerment: Community Development through Material Support v. Child Protection and Development vi. Children/OVC support vii. Elderly support viii. PWD Empowerment ix. Integrated Gender-Based Violence Prevention & Management x. Establishing and strengthening child protection structures
Key Outputs:	i. Enhanced socio-economic empowerment ii. Resilient and self-reliant vulnerable groups and MARPs

	iii. Enabled and Healthy Senior Citizens iv. Enhanced budget allocation to various SIGs activities; v. Inclusive participation of all citizens in development and governance vi. Enhanced Makueni County Youth, Men, Women, Persons with Disabilities and Table Banking Groups Empowerment Fund (*Tetheka Fund*); vii. Enhanced Behavioral Change among the MARPs groups viii. Operationalization of Makueni Child Protection and Development Centre; ix. Enhanced community-based child protection structures; x. Informed citizenry on matters of gender and diversity mainstreaming;
Key Performance Indicators:	i. No. of IGAs targeting vulnerable groups and MARPs established ii. % HHs with IGA activities iii. No. of Child Protection and Development Centres established operationalized iv. No. of vulnerable groups accessing the empowerment fund v. No. of MARPs under counselling and capacity building programmes vi. No. of Senior citizens and PWDs supported for medical cover (NHIF or Makueni Care) vii. No. of GBV recovery centres established and operational viii. Proportion of county budget which is gender responsive
Timeframe:	2023-2027
Estimated Cost (Kshs.):	535 Billion
Source(s) of funds:	County Government of Makueni; National Government and Development partners
Lead Sector(s):	Social Protection, Education, & Recreation
Interlinking/Supporting Sectors	Agriculture and Rural Development; Devolution; Water, Sanitation, Environment &Natural Resources; Health Services and General Economic and Commercial Affairs
9. County Resource Mobilization (External and Own Source Revenues)	
Project Name:	**County Resource Mobilization *(External and Own Source Revenues)***
Project Background	**Context:** The Makueni county is among the rural counties in the country with low presence high value private investments. This means there are fewer and low yielding revenue streams that may not adequately provide the required resources to adequately cover the planned county priorities. **Rationale:** The county Own Source Revenue (OSR) in the FY 2022/23 accounts for nine percent of the total county budget. Over the medium term, the government aspires to cover at least 13% of the total county budget using locally mobilized revenues. To bridge financing gaps, the government has enhanced the expansion of its roles to include management of strategic partnerships. The government will also strengthen External Resource Mobilization unit in the County Treasury to support the county sectors in undertaking resource mobilization from development partners and Public Private Partnerships. **Linkage with other Plans:** Resource mobilization is a key element of any development. Enhanced resource mobilization will improve realization of government priorities set out in the county development plans. **Expected Impacts:** The county will benefit from improved financing of government priorities.
Objective:	To increase resource for financing government priorities

Outcome:	Enhanced financing of the county development priorities.
Location:	County Wide
Description of key activities:	i. Automation of revenue collection systems ii. Strengthening strategic partnerships and development partner's coordination iii. Revenue administration and management iv. Broadening revenue streams v. Unified billing vi. Optimization of land based revenue vii. Revamping county inspectorate services viii. Review, Strengthen legal and institutional frameworks
Key Outputs:	i. County resource mobilization strategy ii. Strengthened external resource mobilization unit iii. Increase in county revenues
Key Performance Indicators:	i. % of Own Source Revenue (OSR) funding in the county budget ii. External resources mobilized as % of fiscal gap iii. No. of OSR streams mapped and assessed iv. % of capital investments in the CIDP funded by development partners v. % Increase in revenue mobilized vi. No. of Revenue modules automated in the County ERP system
Timeframe:	2023-2027
Estimated Cost (Kshs.):	200 Million
Source(s) of funds:	County Government of Makueni; National Government and Development Partners
Lead Sector(s):	Devolution
Interlinking/Supporting Sectors	All County Sectors
10. Green Energy Development and Promotion	
Project Name:	**Green energy development and promotion**
Project Background	**Context:** The County Government plans to develop 3 solar plants in collaboration with the private development partners to increase its power resources. The energy development will go a long way to solve the issues of access to clean and reliable energy in Makueni which currently stand at 25%. The plants are also strategically located to serve transportation power needs along Mombasa -Nairobi highway with the emerging electric powered vehicles. **Rationale:** The county has a high potential for solar power generation with an average county-wide insolation of 4.2-4.4kwh/kwp. However, solar energy utilization in the county is low at 3.8%. Kitonyoni rural market in the county for example, operates an off-grid 13.5kWp photovoltaic solar plant that benefits more than 3,000 residents from Kitonyoni Sub County. Kithuki solar power mini grid project benefits about 100 households in Kithuki sub-location. The solar plants will increase power generation and reticulation in the county with a potential of increasing household power connectivity to over 75% and increase power for industrialization and transportation needs. This project will be undertaken through collaboration with national government and Public – Private Partnership initiatives **Linkage with Other Plans:** Solar energy development will increase access to clean and reliable energy to over 40% as envisioned in the Makueni County Vision 2025 and the Kenya Vision 2030.

	Expected Impact: The expected impacts include; Enhanced clean power connectivity, improved social wellbeing of citizens, environmental conservation and improved urbanization and industrialization.
Objective:	To increase production and access to clean energy
Outcome:	Enhanced clean power connectivity
Location:	All wards
Description of key activities:	1. Hydro power development (Energizing the Athi river agricultural economic zone) 2. Thwake dam – 17.6 M Watts 3. Solar energy development a) 35Mwats - Makindu solar plant b) 30Mwatts – Mtito Andei solar plant c) 2.5MWatt – Ndua farm solar plant d) 2.5MWatts - Kavumbu in Kalawa ward e) 5MWatt- Kivyalu in Kikumbulyu south- Kivyalu 4. Construction of power sub-stations and power reticulation 5. Maintenance of energy infrastructure 6. Development of energy center 7. Sensitization on green energy uptake
Key Outputs:	i. Solar power plants in the county ii. Hydro-Power plants along Athi-River in Thwake iii. Completion of Thwake Dam Hydro - power production section
Key Performance Indicators:	i. Power generated from the plants in watts ii. No. of households, farms and cold storage facilities connected to power generated from the plants
Timeframe:	2023-2027
Estimated Cost (Kshs.):	10 Billion
Source(s) of funds:	Government of Makueni County; Rural Electrification and Renewable Energy Corporation and Development Partners through PPPs
Lead Sector(s):	Transport, Infrastructure, Public Works and Energy and Rural Electrification and Renewable Energy Corporation
Interlinking/Supporting Sectors	Water, Sanitation, Environment &Natural Resources, Social Protection, Education, Culture & Recreation

4.2. CIDP Linkages with Others Development Frameworks

The Makueni CIDP III (2023-2027) considers the International, Regional and National development frameworks as set out in the Sustainable Development Goals (SDGs), Africa Agenda 2063, East Africa Agenda 2050, and Kenya Vision 2030. Additionally, the CIDP has ensured the priorities are in line with the county long term blue print Makueni Vision 2025 and the approved County Spatial Plan. The CIDP will be implemented by five Annual Development Plans (ADP) and their respective Annual Budgets. Figure 11, presents the linkage between the CIDP and other International, National and county development plans and budgets.

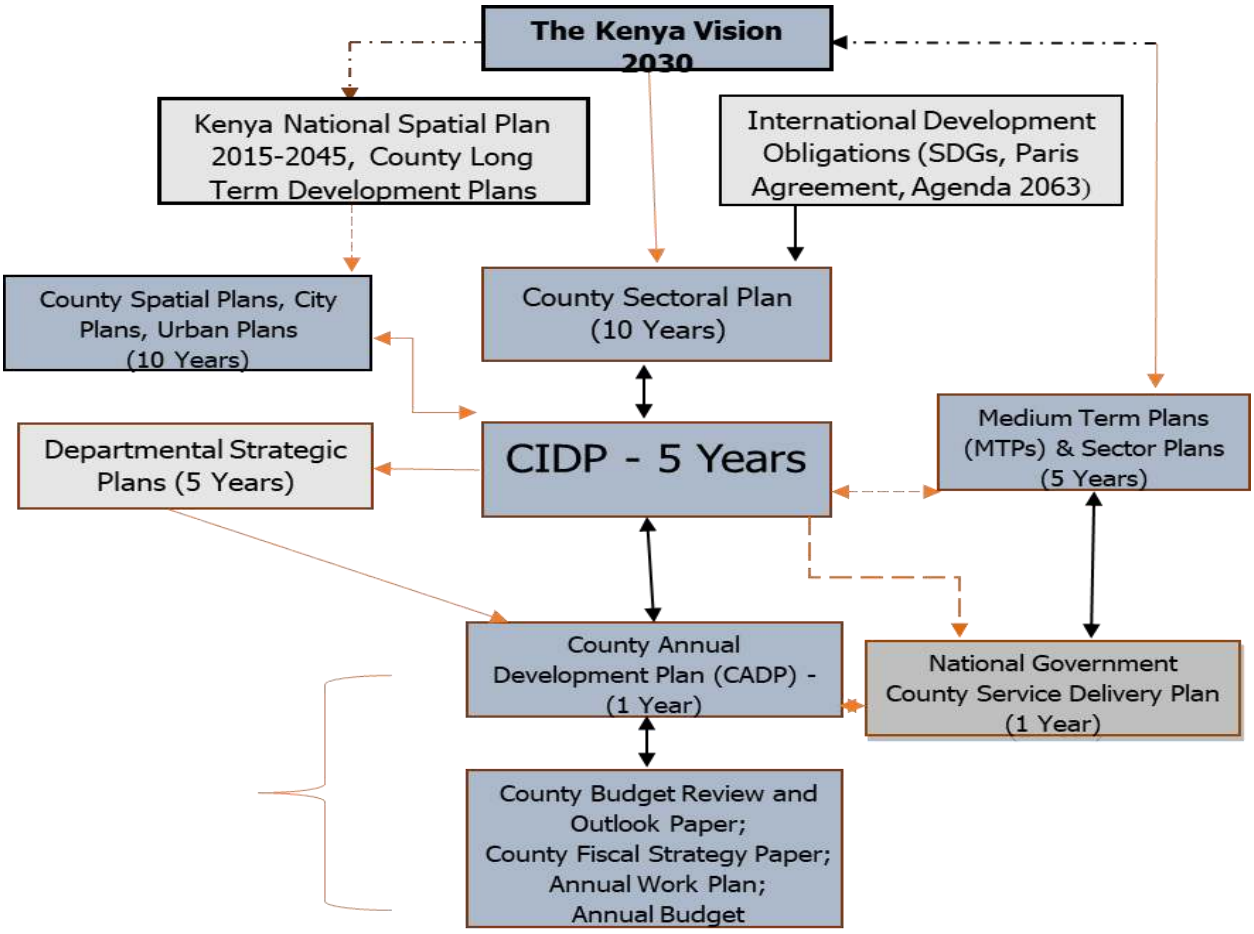

Figure 11: CIDP Linkages with other Planning Framework

Table 31: Linkage with Kenya Vision 2030, Other Plans and International Obligations

Development Frameworks and International Obligations	Aspirations/Goals	County Government contributions/Interventions
Kenya Vision 2030/Medium Term Plan IV	**Economic Pillar**: To maintain a sustained economic growth of 10% p.a. for most of the next 20 years.	• Increasing agricultural production, productivity and profitability. • Improving security of land tenure • Promoting sustainable urban planning and development • Enhancing accessibility and interconnectivity of road and ICT network • Promoting trade and industrial development
	Social Pillar: A just cohesive society enjoying equitable social development in a clean and secure environment	• Promote urban wellbeing through provision of social amenities and infrastructure • Increasing access to clean, safe and reliable energy • Enhancing Universal Health Coverage. • Increase access to adequate potable water • Enhance environmental and natural resource management • Enhance access, retention, transition, relevance, quality and equity in education. • Reduce gender based violence
	Political Pillar: An issue-based, people-centered, result-oriented and accountable democratic political system.	• Promote public participation in governance, planning, budgeting, implementation and monitoring of county plans and policies • Enhance result based management • Enhance governance, accountability and leadership
SDGs	Goal 1: No poverty Goal 2: Zero hunger	• Increase agricultural production, productivity and profitability
	Goal 3: Good health and wellbeing	• Eliminate communicable conditions • Halt and revers increasing burden of non-communicable conditions • Reduce the burden of violence & injuries • Provision of essential medical services
	Goal 4: Quality Education	• Enhance access to relevant and quality education
	Goal 5:Gender equality	• Increase access to social protection services • Eliminate instances of Gender based Violence
	Goal 6: Clean water and sanitation	• Increase access to potable water • Improve access to sanitation
	Goal 7: Affordable and clean energy	• Promotion of clean, safe and reliable energy
	Goal 8: Decent work and economic growth	• Develop youth enterprises and create employment opportunities & linkages
	Goal 9: Industry, innovation and infrastructure	• Promote trade and industrial development
	Goal 11: Sustainable cities and communities	• Enhance sustainable urban planning and development
	Goal 13: Take urgent action to combat climate change and its impacts	• Increase Community Climate Change resilience
	Goal 15: Life on land	• Enhance forest, riparian and landscape restoration.

Development Frameworks and International Obligations	Aspirations/Goals	County Government contributions/Interventions
	Goal 16: Peace, justice and strong institutions	• Promote public participation in governance. • Enhance governance, accountability and leadership.
	Goal 17: Partnerships for the goals	• Enhance resource mobilization.
Agenda 2063	**Aspiration 1**: A prosperous Africa based on inclusive growth and sustainable development.	• Increasing agricultural production, productivity and profitability. • Promoting sustainable urban planning and development. • Enhancing accessibility and interconnectivity of road and ICT network. • Increasing access to clean, safe and reliable energy. • Promoting trade and industrial development. • Enhancing Universal Health Coverage.
	Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics.	• Promoting cultural and creative industries. • Development of heritage and performing arts infrastructure. • Enhancing heritage development preservation, promotion and protection.
	Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth and caring for the children.	• Promote public participation in governance, planning, budgeting, implementation and monitoring of county plans and policies. • Establishment of a center for devolved governance. • Establishment of service delivery centres in sub counties. • Enhance socio-economic empowerment, secure livelihoods and resilience for the marginalized population.
EAC Vision 2050	**Pillar 1**: Infrastructure development	• Enhancing accessibility and interconnectivity of road and ICT network. • Increasing access to clean, safe and reliable energy.
	Pillar 2: Agriculture, food security and rural development	• Increasing agricultural production, productivity and profitability. • Increase access to adequate improved (potable) water.
	Pillar 3: Industrialization	• Promote industrial development.
	Pillar 4: Natural resources and environment management	• Enhance Forest, Riparian and landscape restoration. • Enhance Environmental Compliance and safeguards.
	Pillar 5: Tourism, trade and services development	• Promote tourism products and infrastructure development. • Promote trade development.
	Pillar 6: Human capital Development	• Enhance access to relevant and quality education.
ICPD25 Kenya Commitments	Essential reproductive health package interventions and universal health coverage.	• Scale up school health, adolescent and young people package of health care. • Accelerate attainment of Universal Health Coverage.
	Creating financing momentum.	• Explore and scale up innovative financing and co-financing mechanisms such as domestic resource mobilization. • Increase access to social protection services.
	Demographic diversity and	• Enhance access to relevant and quality education.

Development Frameworks and International Obligations	Aspirations/Goals	County Government contributions/Interventions
	sustainable development.	• Increase access to youth empowerment opportunities.
	Gender-based violence and harmful practices.	• Eliminate instances of Gender-Based Violence. • Enhancing gender equality and gender mainstreaming in health sector.
Sendai Framework for Disaster Risk Reduction 2015-2030	**Priority 3**: Investing in disaster risk reduction for resilience and **Priority 4**: Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction.	• Improved Disaster Risk mitigation and Preparedness.
Paris Agreement on Climate Change, 2015	Article 5 & 6: Implementing initiatives towards reducing of greenhouse gases emissions.	• Enhance environmental and natural resource management. • Enhance forest, riparian and landscape restoration. • Enhance environmental compliance and safeguards.

4.3. Cross-Sectoral Linkages

The County government will adopt a whole of government approach in delivery of the development priorities by ensuring a cross-sectoral approach in the implementation of county projects and programmes. This offers opportunities for sectors and departments to improve coordination and enhance cooperation for efficient service delivery. The cross-sectoral impacts and the mitigation measures should be presented in the format indicated in Table 20.

Table 32: Cross-Sectoral Linkages

Programme	Linked Sector	Cross-sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Road Improvement Programme & Roads for water programme	Water, Sanitation, Environment &Natural Resources	• Road reserve water service installation • Water as a construction material • Environmental conservation and management (construction material mining)	• Dams overflow destroy roads infrastructure • Pollution	• Proper overflow channels design • Climate smart infrastructure • Adherence to NEMA guidelines on environment management
	Agriculture and Rural Development	• Roads water harvesting	• Road damage	• Proper design and development of roads water harvesting structured
	Lands and Urban Development	• Spatial land planning • Land acquisition procedures for infrastructure development	• Encroachment of road reserves	• Prior survey and mapping of boundaries for project.
	Devolution	• Public participation and sensitization for project sustainability • Policy enforcement • Monitoring and evaluation of project status/progress.	• Delayed implementation • Lack of ownership of projects	• Continuous community engagement at all levels of project cycle
	Health Services	• Sensitization and awareness on drug and substance abuse and HIV/AIDs	• Slow response to pandemics that affects sector work force	• Awareness creation to be part of project scope.
Transport master plan development	Devolution	• Enforcement of transport policies • Coordination with other key stakeholders	• Inefficient public transport system	• Enhance coordination of key stakeholders in the sector
	General Economic and Commercial Affairs	• Sacco registration & licensing	• Lack of order in management of transport Sacco's	• Promote automation of registration, licensing and regulation of transport Sacco's
	Health services	• Provision of emergency medical services for accidents	• Loss of life due to road accidents	• Strengthening emergency preparedness and response
	Water, Sanitation, Environment &Natural Resources	• Pollution control	• Increased air pollution	• Enforce relevant emissions regulations
Public infrastructure development &	Lands and physical planning	• Physical planning and development Plans approvals	• Uncontrolled development	• Enhance the planning process

Affordable housing development and promotion	Water, Sanitation, Environment &Natural Resources	• Water supply • Waste water management and treatment	• Lack of offsite wastewater treatment plants	• Encourage onsite treatment methods
	Health services	• Occupation safety and health regulation • Sanitation and sensitization on hygiene	• Prevalence of water borne diseases • Increased incidence of injuries and accidents	• Improved mainstreaming of the health code in infrastructural development
	Devolution	• Formulation, enactment and enforcement of housing policies	• Proliferation of uncontrolled housing development and slums	• Collaboration with key stakeholders to promote controlled development and enforcement.
	Social Protection, Education, Culture & Recreation	• Research and innovation	• Low technology uptake	• Sensitization of stakeholders
Green energy promotion & Rural electrification	General Economic and Commercial Affairs	• Registration and licensing of energy proprietors	• Delayed payment • Delayed approvals	• Streamline in payment processes and methods
	Devolution	• Policy enforcement	• Poor enforcement strategies	• Proper coordination among the stakeholders
	Social Protection, Education & Recreation	• Research and innovation	• Low technology uptake	• Sensitization of stakeholders
ICT promotion and Development	Devolution	• Resource mobilization and allocation	• Low allocation of ICT services by other sectors	• Partnerships with other stakeholders for funding
		• Enforcement of policies	• Resistance from end users	• Continuous sensitization of ICT and technological matters
Water harvesting, storage, treatment, distribution & management	Agriculture & Rural Development	• Development of irrigation infrastructure along the water sources to increase agricultural production • Fisheries development (stocking water reservoirs with fingerlings)	• Environmental destruction/ degradation in the construction of dams • Flooding and displacement of homes from water dams overflowing • Water pollution	• Construction of climate proof water reservoirs • Establishment & operationalization of County water fund • Water towers protection, restoration & conservation
	Health services	• Improve nutrition status • Improve public health	• Increased incidences of water borne diseases	• Increasing access to potable water through water treatment
	Transport, Infrastructure, Public Works & Energy	• Storm Water management • Adoption of green energy in water pumping	• Impassable roads • Water logging in farm lands	• Harvesting of storm water
	Lands & Urban development	• Security of tenure for land with water investments	• Encroachment of riparian & water infrastructure land • Land conflicts	• Surveying, titling and land administration
	Social protection, Education & Recreation	• Provision of basic amenities to the special interest groups	• Marginalization • Resistance	• Adherence to the established legal provisions
	Devolution	• Water governance	• Mismanagement of water projects resources	• Enforcement • Community sensitization

			• Vandalism	
Environmental and catchment areas restoration, conservation, protection and management	All sectors	• Ecosystem conservation, protection & restoration	• Loss of biodiversity • Encroachment	• Community-based conservation initiatives • Compliance to environmental social safe guards
Development and value addition of natural resources	General Economic & Commercial Affairs & Devolution	• Income / revenue for natural resources value chain	• Over exploitation of natural resources	• Mapping & management of natural resources • Development, enactment and operationalization of County Mining policy and framework
Sanitation and waste management	Health services	• Health facilities waste management	• Water pollution	• Construction of sewerage systems/ DTF in urban areas • Development, enactment and operationalization of legislation on waste management
	General Economic & Commercial Affairs & Devolution	• Solid waste management in trading centres • Income from solid waste value chains	• Air pollution • Land degradation	
Climate change resilience	All sectors	• Resilient economy for sustainable development through implementation of climate smart technologies and alternative livelihoods	• Loss of life	• Mainstreaming climate change
Public Service Performance Management and Delivery Services	All sectors	• Capacity building the existing human resource in the various sectors • Enhancing integrated service delivery across all sectors • Automating delivery of services • Project appraisal/ conceptualization through sectors	• High wage bill • High operating costs	• Automation of service delivery
County leadership, Governance and coordination			• High cost of operating costs	• Automation of service delivery
Public Finance Management			• Low budget absorption	• Enhance project conceptualization • Enhance resource mobilization • Strengthen the result based management • Strengthen performance management
Resource mobilization			• Pending bills • Budgetary deficits	• Enhance strategic partnerships • Automate revenue mobilization
Human Resource Management and Development			• High wage bill • High operating costs	• Automation of service delivery • Enhance own source revenue
Result based monitoring and evaluation		• Development of an automated project and policies tracking system for all sectors	• Low budget absorption	• Enhance and automate result based management
Citizen engagement		• Increased participation in governance, development and leadership mechanism	• Lack of Community ownership and sustainability of projects	• Increase civic awareness on their role in development

Disaster risk mitigation and preparedness		• Mainstreaming disaster risk management in all county government programmes	• Climate change effect	• Enhance strategic partnerships for funding to various projects and programmes • Enhance county disaster risk preparedness
Legislation and oversight		• Increased adherence to legislative and legal frameworks	• Litigations and legal conflicts	• Periodic review of policies and legal frameworks • Enforcement of existing policies
Land tenure regularization	Devolution	• Processing court documentation and land legal processes Development control enforcement	• Conflicts and disputes, court cases • Court cases by aggrieved parties	• Explore alternative dispute resolution mechanism • Awareness through land clinics Comply and enforce Physical and Land Use Planning Act and regulations
Physical and Land use planning	General Economic & Commercial Affairs &	• Planned markets for trading activities	• Demolition of structures	• Stakeholder engagement and public participation.
	Transport, Infrastructure, Public Works & Energy	• Opening of Roads	• Pulling down of structures • on road reserve	• Resettlement for the affected to planned areas.
	Water, Sanitation, Environment &Natural Resources	• Conservation and protection of ecologically sensitive areas •	• Pulling down of structures • on riparian reserve	• Comply and enforce NEMA • guidelines
	Devolution	• Intergovernmental relations and collaboration in planning	• Boundary disputes and conflicts	• Explore alternative dispute resolution mechanism • Explore legal processes
Land administration and management	General Economic & Commercial Affairs & Devolution	• Verification of plot owners	• Loss of trading spaces and plots	• Sensitization through land clinics
	Transport, Infrastructure, Public Works & Energy	• Automation of land processes	• Resistance to change • Legal battles related to land processes	• Compliance to set regulations and laws
	Devolution	• Improvement on Revenue collection	• Over taxation of people	• Sensitization through land clinics
Urban Development	Devolution	• Transfer of services and functions to urban institutions	• Resistance to change by urban residents	• Compliance to set laws and policies
	Transport, Infrastructure, Public Works & Energy	• Development of infrastructure and amenities	• Displacement of people	• Compliance to approved plans
	Water, Sanitation, Environment &Natural Resources	• Conservation of ecologically sensitive areas	• Pollution, loss of biodiversity	• Comply and enforce NEMA • Guidelines
	General Economic & Commercial Affairs	• Development of investment attractive zones	• Political interference	• Pursue political goodwill
Trade promotion	Devolution	• Enforcement of compliance to weights	• Violence from non-	• Proper sensitization to traders before

		and measures act and trade descriptions act Development of legal framework for SEKEB	compliant traders • Conflicting trade tariffs and regulations for member counties	commencement of exercise • Fast-tracking the development of legal framework
	Transport, Infrastructure, Public Works & Energy	• Development of designs and BQs	• Development of non-compliant infrastructure	• Proper collection of data
	Water Sanitation, environment & Natural Resources	• Management and disposal of solid waste	• Improper waste disposal and management	• Training of garbage collectors and identifying disposal areas
	Social protection, Education & recreation	• Provision of affordable business finance to traders	• Business closure due to lack of working capital	• Fast-track loan processing procedures
Industrial Development	Devolution	• Organizing for investors forums and resource mobilization • Development of investment profiles	• Lack of bankable investment profiles	• Formation of interdepartmental working team
	Transport, Infrastructure, Public Works & Energy	• Development of designs and BQs	• Development of non-compliant infrastructure	• Proper collection of data
Marketing	Transport, Infrastructure, Public Works & Energy	• Operationalization of e-commerce portal	• Lack of proper project implementation	• Hold conceptualization meeting with ICT officers before implementation
	Agriculture and Rural Development	• Development of marketing strategies for agro-based value chains	• Low market penetration for agro- produce • Non- profitable agro-enterprises	• Early identification of value chains for market linkage
	Devolution	• County branding	• Lack of county brand	• Consensus building of appropriate branding
Tourism Promotion and development	Water Sanitation, environment & Natural Resources	• Conservation of natural forests and rivers for tourism activities	• Deterioration of potential tourist sites	• Development of guidelines on community-based enterprises in forests and rivers
Promotion of culture , arts and Music	Devolution	• Identification of cultural sites and traditional medicine men for mapping	• Some data may be left out during mapping	• Proper co-ordination of the exercise
	Social protection, Education & recreation	• Promotion of youths in creative and performing arts	• Some potential youths may be left out	• Development of proper identification guidelines for participants
Vocational and Technical Training Development	Transport, Infrastructure, Public Works and Energy	• Collaboration in infrastructure development projects • Development of access roads • Industrial attachment opportunities for trainees/trainers • Collaboration in innovations • Provision of skilled labor by CTTIs during infrastructure development • Development of ICT infrastructure and Automation of services • ICT innovation programmes for CTTIs	• Poor project designing and costing • Delayed or stalled projects • Construction of PWD user unfriendly structures • Low quality/inferior infrastructure • Internet insecurity • Misuse of technology by youth	• Training of PMCs on management of project implementations • Joint conceptualization and implementation of projects • Upskilling of technical staff to enhance quality in infrastructure development • Enforce laws related to infrastructure development • Provision of ICT training in CTTIs • Joint innovation ventures

	Agriculture and Rural Development	• Implementation of food safety and security interventions in CTTIs • Training opportunities in agribusiness for trainees • Provision of industrial attachment opportunities for trainees/trainers • Joint innovation ventures	• Extreme hunger leading to malnutrition and other types of diseases • Inadequate resources to implement programmes/projects • Transfer of obsolete technology to trainees	• Sensitize teachers and the community on food production, storage, and preparation • Assist schools establish kitchen gardens • Joint resource mobilization drives • Development of tailor-made training programmes that transfer relevant technologies
	Water, Sanitation, Environment and Natural resources	• Provision of potable and safe water to training institutions • Awareness creation on climate change • Implementation of joint climate change interventions • Attachment/internship/employment opportunities for youth in CTTIs during implementation of water related projects	• Water related diseases • Global warming effect	• Embrace roof water harvesting in schools • Enhance water treatment • Tree planting in schools to mitigate climate change • Provide training to CTTI staff and trainees • Protection of riparian land
	Lands and Urban Development	• Titling of institutional land • Land dispute resolutions	• Land grabbing • Land fragmentation • Delay in processing of land ownership documents	• Awareness/sensitization on land ownership, management and transfer processes • Enforcement of land use laws to avoid unnecessary fragmentation
	Health Services	• Promotion of Occupational Health and Safety • Awareness creation on emerging disease trends among the youth • Provision of psychosocial support to staff and trainees • Provision of youth friendly safe spaces	• Misuse of contraception by youth in schools • Approval of unsafe houses for occupation • Drug and substance abuse among the youth	• Consistent monitoring and recording of growth and development • Provision of supplements and de-wormers • Sensitize teachers and the community on proper nutrition, malnutrition related diseases as well as sanitation and hygiene. • Rehabilitation opportunities for addicts
	Devolution	• Financial literacy • Promotion of sound financial practices • Linkages to credit facilities for startups	• Financial malpractices • Delayed disbursement of finances • Loan defaulting • Unfriendly credit terms	• Development and approval of pacts • Promotion of Own Source Revenue in CTTIs • Training opportunities for startups

	General Economic and Commercial Affairs	• Development of business concepts • Promotion of innovations • Market linkages • Promotion of quality and standards in products	• Failure to meet market standards • Flooding markets with poor quality products	• Joint planning and development of business ideas • Development of PPPs in innovation • Promotion of SACCOs for artisans
Early Childhood Development	Health Services	• Growth monitoring and promotion • Mitigation of Childhood diseases • Awareness creation • Promotion of Occupational Health and Safety in schools • Training opportunities for ECDE teachers and caregivers in day care centres	• Child morbidity and malnutrition • Approval of unsafe houses for occupation • Provision of substandard health care	• Consistent monitoring and recording of growth and development • Provision of supplements and de-wormers • Sensitize teachers and the community on proper nutrition, malnutrition related diseases as well as sanitation and hygiene.
	Agriculture and Rural Development	• Food safety and security interventions (Kitchen gardens in ECDEs) • Training opportunities for ECDE and Care givers in Day Care Centres	• Extreme hunger leading to malnutrition and other types of diseases • Challenges caused by climate change	• Sensitize teachers and the community on food production, storage, and preparation • Assist schools establish kitchen gardens
	Water, Sanitation, Environment and Natural resources	• Provision of potable and safe water to ECDE Day Care Centres • Awareness creation on effects of climate change and its mitigations • Promotion of roof water harvesting • Provision of water infrastructure in schools	• Water related diseases • Global warming effect	• Embrace roof water harvesting in schools • Enhance water treatment • Tree planting in schools to mitigate climate change • Provide training opportunities to staff • Protection of riparian land
	Lands and Urban Development	• Titling of institutional land • Land dispute resolutions	• Land grabbing • Land fragmentation • Delay in processing of land ownership documents	• Awareness/sensitization on land ownership, management and transfer processes • Enforcement of land use laws to avoid unnecessary fragmentation
	Transport, Infrastructure, Public Works and Energy	• Collaboration in infrastructure development projects • Development of access roads • Development of ICT infrastructure and Automation of services • Development of ICT programmes for	• Poor project designing and costing • Delayed or stalled projects • Construction of PWD user unfriendly structures • Low quality/inferior	• Training of PMCs on management of project/programme implementations • ICT training opportunities for ECDE teachers and Day care Centres

		use in teaching	infrastructure • Internet insecurity	
	Lands and Urban Development	• Titling of institutional land • Land dispute resolutions	• Land grabbing • Land fragmentation • Delay in processing of land ownership documents	• Awareness/sensitization on land ownership, management and transfer processes • Enforcement of land use laws to avoid unnecessary fragmentation
Library and Resource Centre Services	Lands and Urban Development	• Titling of institutional land • Land dispute resolutions	• Land grabbing • Land fragmentation • Delay in processing of land ownership documents	• Awareness/sensitization on land ownership, management and transfer processes • Enforcement of land use laws to avoid unnecessary fragmentation
	Transport, Infrastructure, Public Works and Energy	• Collaboration in infrastructure development projects • Development of access roads • Development of ICT infrastructure and Automation of services • Establishment of e-libraries	• Poor project designing and costing • Delayed or stalled projects • Construction of PWD user unfriendly structures • Low quality/inferior infrastructure • Cyber bullying and internet insecurity	• Provide training on cyber security and internet crime intervention • Development of e-content • Provide ICTs maintenance services
County Bursary and Scholarships	Transport, Infrastructure, Public Works and Energy	• Automation of bursary and scholarship services	• Cyber bullying and internet insecurity	• Training of staff on the automated services
	Devolution	• Promotion of sound financial practices • Resource mobilization	• Financial malpractices • Delayed disbursement of finances	• Development and approval of pacts • Proper record keeping • Development of a revolving fund
Youth Enterprise, Sports and Talent Development	Health Services	• Awareness/Sensitization programme on Anti-Drug and Substance Abuse • Prevention of doping in sports • Provision of health care and insurance to youth and sportsmen	• Addiction • Inequalities in provision of medical care & treatment • Doping in sports	• Referral for rehabilitation • Multi sectoral approach in youth health planning and implementation • Anti-doping campaigns to promote fair play in sports
	Transport, Infrastructure, Public Works and Energy	• Collaboration in sporting infrastructure development projects • Development of access roads • Mentorship and employment opportunities • Collaboration in innovations • Provision of skilled labor by youth	• Poor project designing and costing • Delayed or stalled projects • Construction of PWD user unfriendly sporting structures • Low quality/inferior	• Inclusion of youth in management of project implementations • Provision of ICT trainings to youth • Joint innovation ventures

		during infrastructure development ● Development of ICT infrastructure and Automation of services ● ICT innovation programmes for youth	infrastructure ● Cyber bullying and Internet insecurity ● Misuse of technology by youth	
	Agriculture and Rural Development	● Training opportunities in agribusiness for youth ● Provision of industrial attachment opportunities for youth under training ● Joint innovation ventures ● Development of youth friendly training programmes in agriculture ● Promotion of "Youth in Agriculture" initiative	● Extreme hunger leading to malnutrition and other types of diseases ● Inadequate resources to implement youth programmes/projects in agriculture ● Transfer of obsolete technology to youth	● Sensitization of youth and the community on food production, storage, and preparation ● Joint resource mobilization drives ● Development of tailor-made training programmes that transfer relevant technologies in agriculture ● Market linkages for produce ● Provision of collaterals for access to credit ● Subsidize inputs to promote youth in agriculture ● Youth affirmative action in employment and access to farm inputs
	Lands and Urban Development	● Titling of institutional land ● Land dispute resolutions ● Enforcement of succession laws to ensure youth own land	● Land grabbing ● Land fragmentation ● Delay in processing of land ownership documents	● Awareness/sensitization on land ownership, management and transfer processes ● Enforcement of land use laws to avoid succession disputes
	Devolution	● Financial literacy ● Promotion of sound financial practices ● Linkages to credit facilities for start-ups	● Financial malpractices ● Delayed disbursement of finances ● Loan defaulting ● Unfriendly credit terms	● Development and approval of pacts ● Promotion of Own Source Revenue in CTTIs ● Training opportunities for start-ups
	General Economic and Commercial Affairs	● Development of business concepts ● Promotion of innovations ● Market linkages ● Promotion of quality and standards in products	● Failure to meet market standards ● Flooding markets with poor quality products	● Joint planning and development of business ideas ● Development of PPPs in innovation ● Promotion of SACCOs for artisans
Social Protection	Health Services	● Rescue & referrals of GBV survivors ● Psychosocial support to GBV survivors and teen mothers ● Medical treatment, care and support of	● Increased incidences of SGBV cases ● Health related complications ● Inadequate information on	● Enhance SGBV awareness creation ● Formation of GBV and teen-mothers' survivor support groups ● Provision of reporting mechanisms

		GBV Survivors ● Coordination of GBV Recovery Centres and emergency Safe Shelter for GBV survivors ● Provision of youth friendly spaces for accessing reproductive health services ● Assessment of PWDs and specialized care & treatment ● Provision of medical care for the elderly and other MARPs	use of contraceptives ● Increased mental health related cases ●	on SGBV ● Provision of youth friendly spaces ● PWDs mainstreaming in health facilities ● Improvise GBV Units /centres ● Increase funding for anti-GBV activities
	Lands and Urban Development	● Processing of title deeds and availing land for construction of development structures ● Support and processing of title deeds for the elderly and vulnerable persons ● Awareness creation on succession laws and property rights and writing of wills.	● Unavailability of land ● Increased eviction cases and disputes particularly targeting the elderly and OVCs and other vulnerable persons ● Increased street families ● Proliferation of informal settlements	● Consideration for land during urban planning and surveys ● Support and processing of title deeds for the elderly and vulnerable persons ● Awareness creation on succession laws and property rights and writing of wills.
	Agriculture and Rural Development	● Social Groups empowerment on crop and livestock development ● Provision of extension services to all farmers ● Education and awareness on use of modern technologies ● Promotion of value addition in agriculture ● Affirmative action on agriculture value chain	● Double targeting of beneficiaries/Duplication of services ● Post-harvest losses ● Traditional farming technologies ● Malnutrition	● Multi sectoral approach in planning and implementation ● Provide extension services and appropriate information to all farmers and particularly women ● Assist schools, households and OVC institutions establish kitchen gardens
	Transport, Infrastructure, Public Works and Energy	● Establishment of user friendly and quality structures ● Mainstream PWDs in all infrastructural works and designs	● Delayed project implementation ● Poor quality structures ● Increased no. of PWDs	● Mainstreaming of women, children, elderly, PWDs and youth in sector programmes
	Water, Sanitation, Environment and Natural resources	● Social Groups empowerment on water harvesting techniques and agribusiness	● Double targeting of beneficiaries/Duplication of services	● Multi sectoral approach in planning and implementation
	Devolution	● Support gender and disability mainstreaming programmes	● Less participation of vulnerable groups in development activities	● Mainstreaming of women, PWDs and youth in sector programmes

Gender and Diversity Mainstreaming	Health Services	• Mainstreaming SIGs in provision of services	• Inequalities in provision of medical care & treatment	• Multi sectoral approach in planning and implementation
	Devolution	• Develop gender sensitive/responsive budgets and plans • Engender public participation • Inclusion of SIGs and MARPs in development and decision-making processes	• Inadequate budget provision for SIGs • Unequal development • Discrimination of SIGs and MARPs in decision making processes	• Gender responsive budgeting and planning • Multi sectoral approach in planning and implementation • Leave No One Behind in development planning
Gender Based Violence Prevention and Management	Health Services	• Rescue and referrals of GBV survivors • Psychosocial support to GBV survivors and teen mothers • Medical treatment, care and support of GBV Survivors • Coordination of GBV Recovery Centres and emergency Safe • Shelter for GBV survivors • Provision of youth friendly spaces for accessing reproductive health services	• Increased incidences of SGBV cases • Health related complications • Inadequate information on use of contraceptives • Increased mental health related cases	• Enhance SGBV awareness creation • Formation of GBV and teen-mothers' survivor support groups • Provision of reporting mechanisms on SGBV • Provision of youth friendly spaces • PWDs mainstreaming in health facilities • Improvise GBV Units /centres • Increase funding for anti-GBV activities
Agriculture extension programmes	Devolution	• Increased participation in economic activities by youths and women • Community mobilization activities • Compliance to acts and regulations • Reduced dependency rates • Increased participation in governance and leadership mechanism. • Increased participation in economic activities by youths and women	• Low employment rates among the rural	• Mainstreaming youth, women to agricultural production
Soil and water harvesting programme	Water, Sanitation, Environment and Natural resources	• Development of irrigation infrastructure along the water sources to increase agricultural production • Environmental conservation (tree planting) along the water catchment areas and water infrastructure • Range restoration activities • Fisheries development (stocking water dams with fingerlings) • Improved food security through	• Flooding and displacement of homes from water dams overflowing • Environmental destruction in the construction of dams •	• Promote conservation agriculture • Enforcement of the existing laws and regulations governing agriculture • Climate proof water dams • Establishment of water conservation structures •

		increased agricultural production		
Soil and water conservation programme	Transport, Infrastructure, Public Works and Energy Water, Sanitation, Environment and Natural resources	• Improved access to market for fresh produce • Water harvesting to farms for agricultural production (roads for water) • Opening up of previously inaccessible areas	• Environmental degradation due to expanding land for agricultural production • Farming along river line and water catchment areas • Flooding and displacement of homes from water dams overflowing • Washing off farms, and gulley erosion	• Promote conservation agriculture • Enforcement of the existing laws and regulations governing agriculture
Range conservation programme	Water, Sanitation, Environment and Natural resources	• Water harvesting to rangelands (roads for water) • Sensitization and public awareness on range ecology • Community participatory planning • Disseminating appropriate (climate smart technologies)	• Environmental degradation due to inappropriate land for agricultural production • Farming along river line and water catchment areas	• Promote range rehabilitation and conservation technologies • Enforcement of the existing laws and regulations governing agriculture
Climate change and resilient programme		• Sensitization and public awareness • Community participatory planning • Disseminating appropriate (climate smart technologies)	• Environmental degradation due from expanding land for agricultural production	• Heavy grading of county roads • Watering roads after grading •
Value chain programme, Agro processing plants (MFPP and MIGVAP)	Lands and urban development General Economic and Commercial Affairs Water, Sanitation, Environment and Natural resources	• Increased industrialization • Increased employment opportunities • Enhanced industrialization (cottage industries/agro-processing) • Disposal of industrial waste	• Leakage of waste	• Develop urbanization policy and master plan • Designated disposal sites and avenues
Economic empowerment programme Youth, Women and PWD empowerment	Social protection, Education & recreation	• Increased participation in economic activities by youths and women • Reduced dependency rates • Increased participation in governance and leadership mechanism	• Increased urban population exerting pressure on the limited social amenities	• Mainstreaming youth, women and disability into county development
Environmental conservation and climate change adaptation	Water, Sanitation, Environment and Natural resources	• Increased forest cover • Resilient livelihoods and increased adaptive capacity	• Loss of livelihoods from the people depending on forest products for a living	• Mainstreaming climate change and environment into county development
Pest and disease control programme	Health Services	• Quality control in human health • Appropriate use of human and livestock antimicrobials • Appropriate use of agrochemicals • Joint planning and advocacy on antimicrobial resistance	• Increased incidences of zoonotic diseases • Increased incidences of human, livestock and fish poisoning • Environmental	• Mainstream one health concept in agriculture, health, water and environment • Step up integrated pest management practices

			contamination • Reduced biodiversity	
Health Services Sector	Social protection, Education & recreation	• Sexual gender based violence identification and management • Rehabilitation of SGBV survivors • Community advocacy.	• Uncoordinated social networks	• Community sensitization and advocacy.
	Agriculture and Rural Development	• Enhance food and nutrition security. • Food handling safety and control • Pre and post-harvest management • Prevent zoonotic diseases	• Poor mental and physical development. • Poor health and nutrition status (stunted growth) • Increased post-harvest losses	• One health approach in health management • Community sensitization on window period after immunization or treatment of animals.
	Social protection, Education & recreation	• Adolescent health management • Access to youth friendly services • Menstrual hygiene management • Provision of counselling services to youth on drugs	• Increase in teenage pregnancies • Increase in STIs among the youth. • Increase in drug and substance abuse	• Enhance behavior change advocacy • Enhance counselling services in schools • Rehabilitation services for drug and substance abuse survivors
	Devolution	• Community sensitization and civic education	• Low community awareness	• Enhance community sensitization through civic education.
	Water, Sanitation, Environment and Natural resources	• Provision of potable water to health facilities • Water safety and quality control • Water Sanitation and Hygiene (WASH)	Increase in water borne diseases	Increase access to potable water to all health facilities.
	Social protection ,Education & recreation	• School health programs • Promotion of school meals Program • Micronutrient supplementation and deworming	Poor health and nutrition status	Health and nutrition education in schools
	Water, Sanitation, Environment and Natural resources	• Promotion of hygiene and sanitation programs in community and health facilities • Proper solid and liquid waste management	Disease outbreaks	Environmental conservation and sustainability
	Transport, Infrastructure, Public Works and Energy	• Develop motorable roads to all health facilities • Enhance access to clean energy in all county health facilities	Increase in road accidents Poor health diagnostic capacities	Enhance development and design of good quality road network Enhance access to electricity in health facilities.

4.4. Cross- Cutting Themes

1. Youth Mainstreaming in County Development

The youth (18-35 years) constitute 23% of the total population in the county. This presents a huge opportunity for investment in the age group toward realization of the desired outcomes of this plan. The objective of the youth empowerment is to enhance their participation in the economic activities; to contribute and benefit from the county development. It takes into account the needs, priorities and opinions of both women and men within the youth bracket. The government commits to ensuring that youths are reflected in policy, programmes, projects and initiatives and that there are specific projects addressing youths' needs across all the sectors. The government will seek to ensure that youth benefit from social change and economic growth, and that gender inequalities are eliminated. This transformation will be attained through skills development and creation of employment opportunities, leadership and participation in development, talent identification and development in all sector, eradication of crime, elimination of new HIV/AIDs and management of already HIV/AIDs patients, and elimination drug and substance abuse.

2. Climate change and Environmental degradation

Climate change is one of the defining issues in development for our times and it affects all sectors. Makueni county's economic development is largely dependent on sectors like agriculture, water and tourism among others which are sensitive to climate change. The county is among the most vulnerable counties in Kenya as a result of climate change due to its low adaptive capacity and growing dependence on resources prone to changes in climate. The communities in the county depend majorly on rain-fed agriculture, natural resources and livestock rearing both for subsistence and income. Water stress and scarcity is predicted to increase in the county which will in turn pose a threat to household food security.

Over the years and due to the effects of changing climatic conditions, severe droughts have been witnessed and continue to be witnessed in the area; this has been coupled with crop failures as high as 90% resulting to extreme poverty, destitution and high dependency on natural resources. This trend has led to unsustainable use of natural resources leading to severe degradation of the natural resource base triggering vicious circle of poverty.

In order to address the climate change, the government will; promote farming of drought resistant crops, adoption of climate smart agriculture practices, and climate proofed infrastructure. With other stakeholders, put in place the necessary mechanisms to develop and implement community resilience and readiness programmes. These will include mitigating, adapting and positioning the county and community institutions to progressively access climate finance. The climate information systems will be strengthened to equip communities with appropriate climate information on a timely manner to inform decision making. Innovative farmer friendly (weather indexed) insurance schemes will be pursued to cushion and assist farmers against climate risks. Social protection programmes will be developed to further support vulnerable households during climate shocks like drought, floods and impacts of other climate hazards.

3. Gender

Gender is a social construction which depend on time and culture. The gender roles, therefore are neither universal nor unchangable although there is gender imbalance in favour of men. This can be demonstrated through unequal allocation of resources between women and men, prioritizing programmes and policies that are not addressing women's and men's issues equally, and gender-blind policies and programmes that might in some cases, unintentionally maintain or reinforce gender inequalities or indirect discrimination.

For any country and county to make any meaningful developement, it is necessary to include gender planning in development interventions that would ensure the role of women and men are fully utilised in both social and economic activities. Makueni county population depends mainly on rural small-scale farming and livestock rearing for their livelihood. The women comprise of 51.3% of the population. About 80 percent of these activities are managed and carried out by women. But the position that they hold in the family set up and, in the community, has had negative effect to growth of this sector. Women provide labour and manage development activities despite not having control of the productive assets such as land and capital. Most of the women are also excluded in the marketing decisions of the farm produce and products.

Women, again, are mostly excluded from decision making process including formulation of development programmes, their implementation, monitoring and evaluation. Most of plans and designs rarely take into consideration gender roles and responsibilities. Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources (land, capital); participation in decision making and early/child marriages. Other factors include consequences of poor health which are more among women than men.

The county government will strengthen and develop strategies to address this inequality. Some of the strategies are initiation of ease to access credit for development of economic activities with bias target to women enterprises, universal health care to address access to health care and ensuring equal employment opportunity. The county government will stick to directive regarding gender in employment of at least 30 percent of the total vacancies in the public service and committees in the county as enshrined in the constitution.

4. Persons with Disability

The Persons with Disability constitute about 3.9 percent of the total population of the county. They have not been well represented in the decision-making processes in the various spheres of socio-economic development. At household level, they are stigmatized and still in some cases viewed as a curse to the family and community. This severely limits the opportunity for persons with disability to acquire skills to effectively participate in development activities.

Concerns of the physically challenged have not been adequately addressed nor taken into account when planning for the county. For instance, some buildings or transport facilities in the county, whether public or private have not taken into consideration the needs of the physically challenged, thus limiting their access to the requisite services.

The government will put in place measures to ensure equal participation of persons with disability in all decision making processes. Such will be done through their umbrella body in the county. There are also committees which will be capacity build to take care of interests of the disabled persons from the village level up to the county level. The county government will also initiate inclusion of the PWDs in all development committees to facilitate inclusion of the physically challenged in decision making organs in the county and recruitments in public service. There will also be set aside kitty for the PWDs in all county social safety nets funds including bursary allocations to deal with the special needs of the group. The Wote PWD Training Centre will be supported to continue offering marketable courses to all recruits to enhance skill development and upskilling among the PWDs.

5. HIV/AIDS Mainstreaming

HIV/AIDs remains a key factor affecting achievement of the county's development agenda. The relationship between poverty and the pandemic is clearly explained by those infected and affected by the disease. According to Kenya HIV county profiles 2016, prevalence in the county was estimated at 5.1% in 2015 which was lower than the national average of 5.9%. The prevalence among women in the county is higher (6.9%) compared to men (3%) indicating vulnerability of women to HIV infection. The most affected age group in the county is between 15 to 49 years which is the economically active population. The impact of HIV/AIDS management is the financing burden associated with treatment and care of the infected persons which consume a lot of resources that would have been used in other productive sectors in the county. It also reduces the productivity of the workforce affected or infected which has negative effects to the economy.

The government therefore needs to initiate measures that will deter the emerging trend of investment in HIV/AIDs financing. At policy level, a framework for increased resource mobilization should be developed to reduce the burden to the county resources. A legal framework that targets infection prevention control as a primary goal of achieving zero infections should be institutionalised. Development of a county HIV/AIDS and Non-Communicable Diseases fund will provide the financing that will reduce the burden on Universal Health Care programme.

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.1 Overview

This chapter provides the implementation framework to be adopted in implementing this plan. It provides the means through which the government will manage to attain the set goals in an organized and coordinated manner. The chapter also provides the specific roles of stakeholders and the means through which the government and Development Partners will provide resources for implementation of the plan. Management of the county assets and identification of imminent risks and their mitigation measures are also discussed.

5.2 Institutional Framework

The government will leverage on existing institutional framework in implementing this CIDP. The engagement with National Government institutions and non-state actors will be enhanced to promote better approaches in integrated planning and implementation. Directorate of Strategic Partnerships will provide a fulcrum for managing the partnerships towards improve financing and implementation of the programmes and projects identified in this plan. The government will also enhance coordination of its activities and engagement with the legislative arm by ensuring adequate consultation on key issues in the government functions and operations.

Table 33, provides the role of various institutions within the county in the implementation of this plan.

Table 33: Institutional Arrangement

Nos.	Institution	Role in Implementation of the CIDP
1.	County Executive Committee	1. Enhancing self-governance for communities in the management of development programmes and projects. 2. Promoting strategies that improve social and economic development within the county. 3. Ensuring equitable sharing of available resources across the county.
2.	County Assembly	1. Approving budgets and expenditure of the county government in accordance with Article 207 of the constitution, the legislation contemplated in the Article 220(2) of the constitution, guided by Articles 201 and 203 of the constitution. 2. Approving county development plans. 3. Oversight on implementation of the government policies, programmes and projects.
3.	County Government Departments	1. Implementation of the prioritized county programmes and projects. 2. Participation in periodic planning and monitoring and evaluation meetings through Sector Working Groups.
4.	County Planning Unit	1. Coordinating and ensuring integrated development planning within the county.

		2. Ensuring linkages between county plans, national planning and other international development frameworks. 3. Coordinating public participation for plans development .
5.	Office of the County Commissioner	1. Overseeing the development of programmes/ projects for the national government. 2. Enhancing and coordinating the implementation and Monitoring of national government development programmes and projects at the county level.
6.	National Planning Office at the county	1. Coordinating the development and implementation of National Development Plans and areas of synergies with the county governments. 2. Supporting County Sector Working Groups members in the National Government. 3. Building capacity of county governments on guidelines for preparation of plans and monitoring and evaluation. 4. Providing linkage between the county M&E and national M&E systems.
7.	National Government Department and Agencies at the county	1. Participating in County Sector Working Groups activities towards preparation of Integrated Plans. 2. Providing information necessary for planning, monitoring and evaluation of national and county government programmes and projects. 3. Promoting joint planning with county departments and agencies along the areas of common interest.
8.	Development Partners	1. Financing of some programmes and projects of interest in the county plans. 2. Participating in government activities and joint work planning with sectors. 3. Creating awareness/sensitizing and encouraging citizen engagement in the planning, implementation and monitoring process. 4. Ensuring the county government make the planning process participatory and open as required by the constitution and county legislation.
9.	Private Sector	1. Participating in the county development initiatives through corporate social responsibility activities. 2. Complementing government efforts in implementing the CIDP programmes and projects at the private sector level. 3. Adhering to county government policies and statutes in running of their activities.
10.	Makueni County Citizenry	1. Participating in formulation of government development programmes and projects 2. Ensuring sustainability of community projects. 3. Paying the required government taxes and fees to finance county priorities. 4. Contributing toward community development initiatives.

The County Executive will implement Programmes and projects through county departments guided by the county government structure and ensure synergies with each other in their operations. The Sector Working Groups approach will be adopted to bring into play the roles of partners across departments and agencies in both the county and national government. Both levels of government will promote joint and collaborative working through the Sector Working Groups for technical officers and the county leadership coordination led by H.E. the Governor and the County Commissioner.

5.3 Resource Mobilization and Management Framework

This section provides the projected resource requirements by sector, revenue projections, estimated resource gap and measures of addressing the resource gaps.

5.3.1 Resource Requirements by Sector

The total county resource requirement to fund the CIDP III is Kshs 92.3bn. The Transport, Infrastructure, Public Works and Energy sector has the highest requirement followed Agriculture and Rural Development sector and Water, Sanitation, Environment & Natural Resources sector at 27%, 22% and 16% respectively. This demonstrates the governments priority to improve the infrastructure and road connectivity in the county, revamp agricultural development and enhance access.

Table 34: Summary of Sector Financial Resource Requirements

Sector	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total	% of Total
Water Sanitation, Environment and Natural Resources	7,220.40	1,400.6	3,819.60	1,449.70	1,439.10	15,329.40	16%
Agriculture and rural development	3,098.50	4,131.00	4,471.50	4,251.70	4,262.00	20,214.70	22%
Transport, Infrastructure, Energy and ICT	2,055.75	4,614.07	6,353.03	5,255.93	6,894.98	25,173.76	27%
Health Services	2,223.27	3,117.12	2,749.62	2,375.45	2,270.13	12,735.59	14%
Education, Social Protection and Recreation	702.75	808.55	752.90	775.40	797.75	3,837.35	4%
General Economic and Commercial Affairs	205.50	868.30	948.20	209.80	189.50	2,421.30	3%
Lands and Urban Development	693.00	2,530.50	3,702.50	864.50	503.50	8,294.00	9%
Devolution	721.40	869.40	1,001.40	831.40	900.40	4,324.00	5%
Total	**16,920.00**	**18,339.54**	**23,798.75**	**16,013.88**	**17,257.36**	**92,330.10**	

5.3.2 Revenue Projections

In the five years, the county government will directly mobilize Kshs 54bn to fund the various programmes in the CIDP through the annual budgets. The greatest contribution of the resources will be from equitable share at 77% and Own Source Revenues at 13%. The funding from Public Private Partnerships, conditional allocations, loans and grants will contribute 10% of the projected revenues in the plan period.

Table 35: Revenue Projections

Revenue source	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Ratio
		FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28		
Equitable share from National Government	8,132.78	8,214.11	8,376.77	8,376.77	8,376.77	8,376.77	41,721.18	77%
Conditional Grants (GOK)	110.64	110.64	110.64	-	-	-	221.28	1%
Conditional Grants (Development Partners)	-	-	-	-	-	-	-	0%
Conditional Allocations from loans and grants (GOK)	-	-	-	-	-	-	-	0%
Conditional Allocations from loans and grants (Development Partners)	739.36	150.00	300.00	300.00	300.00	300.00	1,350.00	2%
Own Source Revenue	850.00	1,244.15	1,327.15	1,385.50	1,485.50	1,585.50	7,027.80	13%
Public Private Partnership (PPP)	-	200.00	200.00	800.00	800.00	900.00	2,900.00	5%
Other Sources	-	-	-	-	500.00	500.00	1,000.00	2%
Total	**9,832.78**	**9,918.90**	**10,314.5**	**10,862.2**	**11,462.2**	**11,662.27**	**54,220.2**	

5.3.3 Estimated Resource Gap

The full implementation of CIDP III will require a budget of Kshs 93bn. The county government has a direct projected revenues amounting to Kshs 54bn. The revenue gap of Kshs 38bn will be mobilized through the initiatives explained in the resource mobilization section below.

Table 36: Resource Gaps

	Resource Requirement (Kshs. M)	Estimated Revenue (Kshs. M)	Variance (Kshs. M)
FY 2023/24	16,920.51	9,918.90	7,001.67
FY 2024/25	18,339.54	10,314.56	8,024.98
FY 2025/26	23,798.75	10,862.27	12,936.48
FY 2026/27	16,013.88	11,462.27	4,551.61
FY 2027/28	17,257.36	11,662.27	5,595.09
Total	**92,330.10**	**54,220.26**	**38,109.84**

5.3.4 Resource Mobilization and Management Strategies

The county's resource mobilization strategy will involve both internal and external mobilization.

The internal strategy will focus on enhancing the county's Own Source Revenue while the external strategy will involve engaging external partners to finance implementation of the CIDP programmes. The government will ensure deepened engagement with Bilateral and Multilateral agencies, Public Private Partnerships, Private Foundations and Diaspora Engagement Forums.

1. Own Sources Resource Mobilization

The growth in OSR is expected to be consistent. The government will implement the following strategies;

a. Establish a dedicated Enforcement and Compliance Unit that is appropriately trained to handle all revenue matters.
b. Enhance the engagement of Community Revenue Champions at each of the 377 village clusters. The champions will assist the government in sensitizing communities on the need to pay fees and charges.
c. Establish a Performance Reward System for individuals, markets and wards which have been consistently paying their revenue within set deadlines in each calendar year. This will be through initiatives like special funding for programmes and projects in specific areas.
d. Restructure the billing regime to ensure all related businesses activities for a single client are billed once. This will enhance efficiency in billing and help to consolidate all expected revenues from businesses and establishments within the county.
e. Utilize the potential of the county's natural resources by look into possibilities of generating more revenue from the county's natural resources such as minerals, sand and soil. Through collaboration with the national government mining sub-sector, the government will enhance revenue collection from natural resource extraction structures.
f. Establish a county court to handle cases of non-compliance: This will improve enforcement of county finance bill as well an avenue for a more effective utilization of the county enforcement team.
g. Enhance county revenue collection staff trainings: Officers involved in revenue collection will be trained on client handling mechanisms that will promote cohesive performance of their duties. Negotiation skills on how to handle their customers will also be encouraged targeting non-aggressive but firm means of revenue mobilization.
h. Leverage on the Valuation roll to enhance collection of land based Revenues. The government will fully implement the valuation roll to tap into the revenue in the land stream. A team of officers comprising of staff from the County Treasury and Department of Lands, Physical Planning, Mining and Environment will be charged with collection of revenues from this stream.
i. Institute measures to recover outstanding debts owed in respect of plot rent from all defaulters. The government will enter into agreements with defaulters to develop mutually beneficial strategies to encourage payment and debt collection. Incentives that promote payment by defaulters will be sought to eliminate outstanding debts.
j. Enhance policy and legislative frameworks for revenue administration: This will be done through a legislative review of all laws related to revenue collection, enforcement and compliance to address any legislative and policy gap. The

government will also analyze the National Policy to Support Enhancement of County Own-Source Revenue to identify key action areas for implementation

k. Strengthen whole government approach in Own Source Revenue mobilization: The government will promote participation across departments in Own Source Revenue mobilization. The performance contracts will include ways in which departments are supporting resource mobilization. Incentives will be developed to encourage resource mobilization at departmental and agency levels.
l. Leveraging on Technology: The government will synchronize revenue collection and audit systems to improve governance in resource mobilization. Integration of county systems (interoperability) will be enhanced for ease of harmonizing revenue information. This will include adoption of mobile technology systems to augment the automated revenue systems.

2. External Resource Mobilization

The county government is committed to increasing the revenue base to achieve the envisaged socio-economic transformation in the CIDP 2023-2027 and the Makueni Vision 2025. In this regard, the government will enhance engagements with Development Partners to reduce the over-reliance on national government transfers. The strategies to be employed include:

a. Enhancing strategic partnership with the national government. The Makueni CIDP III has integrated the national government development agenda outlined in the Medium Term Plan IV and the Kenya Kwanza Manifesto. The government will enhance its collaboration with the National Government Departments and Agencies to fund the key priority interventions namely; developing various agriculture value chains, establishing of Industrial parks, increasing access to water, improving road infrastructure, green energy and affordable housing.
b. Strengthening the External Resource Mobilization Unit and Strategic Partnerships Directorate to improve donor funding through the Request for Proposals (RFP) and responses to Competitive Grants Programmes.
c. Seeking for loans in the medium term leveraging on the positive rating by Global Credit Rating (GCR). The rating assessed the county capacity to meet its financial commitments based on the financial performance. With the rating, the county is stable enough to repay loans both locally and externally.
d. Establishing County Public Private Partnership unit and promote the participation of the private sector in the county development.
e. Ensuring continuous mapping (identifying and profiling), analysis and sharing of potential funding sources information with relevant government departments in order to improve targeted potential investors.
f. Training and equipping a critical mass of staff with knowledge and skills on external resource mobilization including grants and Private Public Partnerships.
g. Maintaining an active public awareness campaign to sell and promote governments competitive advantages among Development Partners, citizens and investors.
h. Leveraging on the South Eastern Kenya Economic Bloc (SEKEB), the enactment of the SEKEB Act in 2022, to attract regional funding and investment opportunities for Makueni county and across the other two counties of Machakos and Kitui.

i. Dedicating a Marketing Officer to promote the interests of the county under the Diaspora Community.
j. Improving the regulatory frameworks for external resource mobilization including policies and guidelines on Partner Engagements and Private-Public Partnerships. In the meantime, the government will continue using the Private Public Partnership (PPP) Framework (PPP ACT and Regulations) for the national government at the National Treasury to attract investments from the business community.
k. Seeking support from Private Business Advisors to identify, screen and prepare bankable proposals.
l. Operationalizing the Makueni Investment Council, the body that will steer private investments.
m. Community contribution: Enhancing citizen engagement by ensuring communities are active participants in development. This will ensure communities contribute directly towards implementing the prioritized development objectives.

5.4 Asset Management

Prudent asset management will play a fundamental role in realization of the strategic objectives visualized in CIDP 2023-2027. In order to draw the desired economic benefits from asset management during the implementation period (2023-2027), the county government will adopt a systematic approach in acquisition, upgrading, maintaining and disposing of assets in a cost-effective manner taking into account risks, expenses and performance trends. The measures that will be employed includes:

a. Assets Planning: The government will enhance asset planning to ensure better use of assets in the delivery of services and ongoing compatibility among the composition of its assets portfolio. It will also incorporate planning mechanism and processes to guarantee availability of resources, recognize excess or under-performing assets and ensure maintenance. The successive annual budgeting shall allocate at least 7% of the total asset value for maintenance purposes.

b. Legal and Institutional Framework: The government will finalize the Draft Asset Management Framework and strengthen assets administration through skills and competency development across the entire county staff. The County Treasury will develop guidelines to guide all accounting officers to facilitate updating of Quarterly Assets Returns in line with the existing legal frameworks. Capacity building of all workforce handling county assets will be undertaken to guarantee proper handling and management of assets. Over the plan period, the government will enhance adoption of cost-effective methods of handling high value equipment with shorter life spans and those with rapidly changing technologies.

c. Automation: The government will put in place an Asset Management Information System that will facilitate inter-departmental utilization of assets to ensure optimal use of county assets in a shared platform. This focus will be to curbing wastages, under-utilization as well as monitoring the efficiency of assets. A complementing Fleet Management System will be enhanced to incorporate token fuel cards linked with vehicle mileage to inform fuel management and servicing.

5.5 Risk Management

The government recognizes the vital role played by risk management in assuring the residents of quality and certainty in service delivery. Over the plan period, the government will implement a Risk Management Framework that will guide the county towards efficient and effective attainment of priorities set out in the plan. Table 25, provides the anticipated risks that may hinder the implementation of this plan, potential risk implications, the level of risk impact, and proposed mitigation measures to enhance implementation of the plan toward sustainable development.

Table 25: Risk, Implication, Level and Mitigation Measures

Risk Category	Risk	Risk Implication	Risk Level	Mitigation measures
Financial	• Inadequate financial resources • Late disbursement of funds • Inefficient utilization of resources	• Stalled and incomplete projects • Rise in pending bills • Low budget absorption • Inadequate allocation of resources	Medium	• Enhance strategic partnerships and stakeholder engagement. • Strengthen external and Own Source Revenue mobilization. • Include resource utilization in department annual performance contract.
Technological	• Cyber security • Rapid technological changes • High costs of upgrading technologies.	• Breach/loss of valuable information • Low productivity levels • Time wasted in social media during working hours. • Continued use of outdated technologies	High	• Investment in cyber security risk management. • Develop disaster recovery plan. • Develop competent internal IT support personnel. • Management of social media participation during working hours. • Continuously scan for new technologies in the market
Exogenous Risks	• Climate change • Court cases and Litigations	• Loss of livelihoods • Delays in implementation of	High	• Promote climate change resilience and

	• Political influence	government priorities		adaptation. • Invest in alternative dispute resolution mechanisms. • Foster positive relationships between the political leaders across the national and county governments.
Organizational/ Institutional	• Inadequate human resource capacity. • Inadequate governance structures • Lack of political goodwill • Weak grievance redress mechanism framework • Non-compliance with regulatory framework • Corruption • Weak county assets management • Aging work force • High staff turnover • Absorptive risks	• Inefficiency in service delivery • Conflicts with stakeholders • Loss and inefficient utilization of county assets • Resistance to change	Medium	• Timely recruitment of competent staff. • Succession planning. • Establish and operationalize clear governance structures in the county. • Institutionalize open governance. • Ensure compliance with legal framework. • Strengthen internal control policies. • Enhance knowledge management and succession management. • Capacity building and right placement of staff. • Improve work environment and staff welfare. • Outsourcing of expertise and equipment.

CHAPTER SIX: MONITORING, EVALUATION AND LEARNING

6.1 Overview

The purpose of Monitoring &Evaluation (M&E) system is to provide information on progress, challenges, lessons learnt and emerging issues in the process of implementing the county departmental/agencies programmes and projects. The system ensures that the essential data required for systematic and continuous assessment of programme and project implementation, performance and progress towards the set objectives is routinely collected, analyzed and reported. The M&E process assists in; identifying and addressing implementation gaps, providing information about programmes and project activities to key stakeholders, and assessing the achievements of the set development targets in the plan. This facilitates effective, evidence-based decision making towards county goals and aspirations.

The CIDP 2023-27 will adopt the existing M&E system as guided by CIMES guidelines and the Makueni Monitoring and Evaluation Policy, 2021. The two provides the framework and institutional arrangements for effective performance reporting and learning.

6.2 County Monitoring and Evaluation Structure

The CIMES guidelines and the Makueni County Monitoring and Evaluation Policy, 2021 outlines key institutions in the county M&E Structure. The institutions include;

a. Monitoring and Evaluation Directorate responsible for coordinating the M&E function in the county.
b. The County Monitoring and Evaluation Committee (CoMEC) charged with ensuring that the county has the quality information needed to make decisions, lead and direct county M&E initiatives, oversees overall county compliance and analyze results of programmes and projects implementation and service delivery in the Sectoral Plans, CIDPs and ADPs.
c. The Sector Monitoring and Evaluation Committees (SMEC) responsible developing sector indicators, undertaking sector monitoring and evaluations, and preparing and presenting the Sector M&E reports to the relevant authority.
d. Sub-County Monitoring and Evaluation Committee (SCoMEC) charged with preparing Sub-County M&E reports at sub-county level.
e. Ward Monitoring and Evaluation Committee (MEC) charged with preparing Ward M&E reports at the ward level.

6.3 Monitoring and Evaluation Capacity

The M&E structure in the county will be equipped with the necessary human resource capacity. Currently, the Directorate has Director in charge of Monitoring and Evaluation, Sub-county M&E officers and Departmental M&E focal persons. The officers have been capacity built on Project Planning and Management and Result Based Monitoring and Evaluation. The Directorate has also a designated budget allocation specifically for monitoring and evaluation activities.

To further strengthen the county M&E capacity, the M&E Directorate will regularly assess the M&E capacity and devise strategies to address emerging gaps through, among others, leveraging

on ongoing national government and Development Partners-led M&E capacity building initiatives and the existing partnerships and collaborations for M&E activities. The Directorate will also partner with Directorate of Strategic Partnership and External Resource Mobilization Unit to mobilize more resources for the various M&E initiatives.

6.4 Monitoring and Evaluation Outcome Indicators

This section presents programme outcome indicators by sector as captured in Chapter Four.

Table 37: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Water Sanitation, Environment and Natural Resources							
Integrated Water harvesting, Storage, Treatment & Distribution	Increased access to improved water sources	Proportion of HH accessing safe water	44.2%	2021	57%	70%	Department of Water and Sanitation
		Average distance to water source	5kms	2021	3kms	2kms	Department of Water and Sanitation
Forest & landscape restoration and management	Sustainably managed and restored ecosystems	% increase of land under forest and tree cover	5.5%	2018	8%	10%	Department of Land, environments and urban planning
Agriculture and Rural Development							
Agriculture value chain development programme	Increased agricultural production and productivity	Annual pulses production in MT	172007	2021	233,924	257,916	Department of Agriculture, livestock and fisheries
		Annual cereals production in MT	96,560	2021	203,534	224,396	Department of Agriculture, livestock and fisheries
		Annual fruit production in MT	481,135	2021	552,418	599,020	Department of Agriculture, livestock and

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
							fisheries
		Annual vegetable production in MT	72,749	2021	78,627	86,072	Department of Agriculture, livestock and fisheries
		Annual industrial crops production in MT	18,781	2021	28,812	30,789	Department of Agriculture, livestock and fisheries
		Milk production in '000 Litres	27,757	2021	32,100	35,400	Department of Agriculture, livestock and fisheries
		Beef production in '000 kgs	4559	2021	5,129	5,547	Department of Agriculture, livestock and fisheries
		Chevron and Mutton production in '000 kgs	2,509	2021	2782	3125	Department of Agriculture, livestock and fisheries
		Chicken meat production in '000 kgs	5,550	2021	7,319	10,030	Department of Agriculture, livestock and fisheries
		Proportion of farmers adopting new technologies	50%	2021	65	75	Department of Agriculture, livestock and fisheries
Irrigation	Increased agricultural	Hectares of irrigated	7,376	2021	7520	7664	Department of

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
Development Programme	production and productivity	land					Agriculture, livestock and fisheries
Cooperative Development Programme	Strengthening co-operatives movement	Annual turnover for cooperative societies (Kshs Millions)	189	2021	300	470	Department of Agriculture, livestock and fisheries
Transport, Infrastructure, Public Works and Energy							
Road Infrastructure Improvement Programme	Improved connectivity and accessibility	Kilometers of road with tarmac	933.1	2021			Department of Roads, Transport and Infrastructure
		Kilometers of earth roads upgraded to all weather	1324.2	2021	2149.2	3424.2	Department of Roads, Transport and Infrastructure
		Kilometers of new roads opened	1900	2021	1960	2020	Department of Roads, Transport and Infrastructure
Road safety programme	Enhanced road safety	% reduction in road traffic accidents	20%	2022	50%	75%	Department of Roads, Transport and Infrastructure
Rural Electrification	Enhanced access to reliable energy	% Proportion of HHs connected to electricity	35%	2022	55%	75%	Department of Roads, Transport and Infrastructure
Green energy promotion	Enhanced green energy development and adoption	Proportion of HHs using solar energy	50%	2023	65%	75%	Department of Roads,

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
							Transport and Infrastructure
low cost housing promotion	Enhanced access to affordable and decent housing	Proportion of residents accessing decent housing (cement floor)	50%	2023	70%	85%	Department of Roads, Transport and Infrastructure
Automation of Government Services	Improved service delivery	Proportion of automated government services (%)	30%	2023	60%	85%	Department of Education, ICT and Internship
Health Sector							
Preventive & Promotive services	Improved access to essential PHC services including mental health	Maternal mortality rate	362/100,000	2021	321/100,000	250/100,000	Chief Officer Health
		Infant mortality rate	39	2021	30	25	Chief Officer Health
		HIV prevalence rate (%)	3.5	2021	3.1	2.7	Chief Officer Health
		TB Treatment success rate	95	2022	97	99	Chief Officer Health
Curative and Rehabilitative	Improved efficiency in provision of health services	Doctor to population ratio	1:12000	2023	1:10000	1:10000	Department of Health services
		Nurse to population ratio	1:2500	2023	1:2000	1:200	Department of Health services
Education, Social Protection and Recreation							
Technical and Vocational Training	Improved access to quality technical and vocational training	Enrollment in County Technical Training Institutes	4,841	2021	6,500	10,000	Department of Education, CT and Internship
		Instructor-student ration	1:31	2021	1:28	1:25	Department of Education, CT and Internship

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
Early Childhood Development	Improved Access to Quality Early Childhood Development and Education	Gross enrollment rate in ECDE Centres	92	2021	100%	100%	Department of Education, CT and Internship
		Teacher-pupil ratio	1:48	2021	1:40	1:40	Department of Education, ICT and Internship
		ECDE Transition rate (%)	97%	2022	100%	100%	Department of Education, ICT and Internship
Recreation, Sports and Talent Development	Enhanced sporting and recreation development	No. of youths earning livelihood from sporting activities	20	2022	5	10	Department of Education, ICT and Internship
Youth Enterprise Development	Empowered youth for Socioeconomic Development	Amount allocated to youth enterprise development fund					Department of Education, ICT and Internship
Social Protection Programme	Enhanced socioeconomic empowerment of the vulnerable	% of eligible HHs with vulnerable under social protection programmes					Department of Education, ICT and Internship
GBV prevention and management	An equitable society free from discrimination from all forms of gender-based violence	% reduction in gender-based violence incidences	20	2022	30	40	Department of Education, ICT and Internship
General Economic Affairs							
Trade Development and Promotion	Improved income from trade activities	%. of Businesses Attaining 1st business year anniversary. (Business incubation)	30%	2022	45%	50%	Department of Trade

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
	Increased compliance with the trade fair practices	Proportion (%) of businesses complying with the weights and measures act cap 503 and Trade descriptions Act Cap 505 laws of Kenya	70	2022	80	90	Department of Trade
Lands and Urban Development							
Land survey, mapping and Titling	improved security of land tenure	% of households with title deeds	31%	2022	40.5%	50%	Department of Lands
Physical and Land Use Development Planning	Well-planned settlements and urban areas	Proportion of urban centers with approved plans	2%	2022	3.8%	4.7%	Department of lands
Devolution							
Public Service Performance Management and Delivery Services	Efficient and Effective Service Delivery to the citizenry	Customer satisfaction index	60	2023	70	80	Department of Devolution, Participatory Development and Public Service
Resource mobilization	Increased resources for sustainable development	%increase in own source revenue	43.8	2021	84.9	111.6	County Treasury
		Amount of external revenue mobilized from loans, grants and PPP (millions)	739.36	350	1,100	1,200	County Treasury
Human Resource	Improved human resource productivity	Employee satisfaction index	70%	2021	80	85	Office of County

Programme	Outcome	Outcome Indicator	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
Management and Development							Secretary

6.5 Data Collection, Analysis and Reporting

The M&E Directorate will prepare the requisite data collection tools guided by the County M&E Plan in collaboration with the various Sector Working Groups and Departments. Appropriate data collection methods will be employed depending on the data needs.

The Directorate will also seek to utilize technology in tracking the implementation of programmes and projects. This will involve GIS system, updating of the county web-based project management system, and utilization of Electronic County Integrated Monitoring and Evaluation System (e-CIMES). The various M&E committees will prepare and submit quarterly implementation reports in line with prescribed reporting standards and formats.

At the end of each fiscal year, the M&E directorate will prepare the County Annual Progress report (CAPR) in collaboration with County Sector Working Groups (CSWGs) for onward submission to County M&E Committee (CoMEC) and County Executive Committee (CEC). This will pave way for approval and onward submission to the County Assembly. The government will also produce other reports like the Public Expenditure Reports (PER) and Public Participation Reports which are supplement CAPR in assessing the overall county performance.

6.6 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

The government will make M&E information available to stakeholders to ensure evidence-based decision making. This information will be disseminated through the State of County Address, oral presentations in stakeholder meetings, written reports, fact sheets, press releases, posters, flyers, social media platforms, county websites, devolution conferences, peer-to-peer events, webinars, and live events.

Further, the government will strengthen the citizen feedback mechanisms through direct citizen engagement forums, installed suggestion boxes, bulk SMS platform, and digital platforms. The aim is to create channels for receiving and responding to citizen concerns on implementation of plan. Every programme and project will have a citizen Project Management Committee which will oversees its implementation. All progress reports will be uploaded in the county website and on the e-CIMES for real time sharing of information and feedback.

6.7 Evaluation Plan

The government will develop comprehensive plans for continuous monitoring of the implementation of CIDP programmes and tracking of outcome indicators. Evaluations will be conducted for policies, plans, programmes and projects and will be done by both internal and external technical officers with stakeholders participating in all phases of implementation (pre-implementation, implementation, and post-implementation) as outlined in the Makueni Monitoring and Evaluation Policy, 2021. The evaluation findings will be shared with all the relevant stakeholders.

Table 27: Evaluation Plan

No	Policy /Programme/ Project	Evaluation Title (specify the type	Outcome(s)	Use of evaluation findings	Commissioning agency/partners	Anticipated evaluation start date	Anticipate evaluation end date	Evaluative budget (Kshs)	Source of funding
1.	ADP	APR	Improved performance of sector implementation.	Improve design and implementation of the CIDP.	CEC Finance And Socio-Economic Planning	July 2023, 2024, 2025, 2026 and 2027	August 2023, 2024, 2025, 2026 and 2027	15M	GoMC, GoK/ Partners
2.	CIDP	Mid-term review of CIDP III	Improved performance of sector implementation.	Improve CIDP implementation.	CEC Finance And Socio-Economic Planning	August 2025	Sept 2025	10M	G0MC, GoK/ Partners
3.	CIDP	End term review of CIDP III	Improved performance of sector implementation.	Inform drafting of CIDP IV.	CEC Finance And Socio-Economic Planning	April 2027	June 2027	15M	GoMC, GoK, Partners

ANNEX 1: COUNTY FACTSHEET

(The County Factsheet should be aligned to the County Statistical Abstract)