



COUNTY GOVERNMENT OF MAKUENI

MAKUENI COUNTY CO-OPERATIVE DEVELOPMENT POLICY

2020

Submitted to the County Executive Committee by:-

Eng. Sebastian Kyoni Signature..... Date.....

APPROVAL

The Makueni County Co-operatives Development Policy is hereby approved by the County Executive Committee during the meeting held on

Signed Name

Governor/ Deputy Governor

FOREWARD

The launching of this first County Cooperative Development Policy marks an important milestone in the County Government's efforts to use Cooperatives in realizing its development agenda and enable them play a key role in the development of the County as spelt out in the Makueni County Integrated Development Plan 2018-22. The main objective of this policy is to promote a sustainable cooperative movement in Makueni County for improved socio-economic growth of its residents and to re-align the County cooperative sector to the changed Government management structures, legal, and regulatory framework.

This will entail improvement of performance in the existing cooperative societies, savings mobilization, access to affordable credit and revitalizing cooperative managed input supply systems in the agro-commodity based societies. It also intends to transform the County's cooperative sector into a vibrant economic engine, contributing significantly to the economic growth of the County. The County Government recognizes that an efficiently managed and economically sustainable cooperative sector requires a satisfactory and enabling legal and regulatory environment.

The County has in this policy domesticated the cooperative legal framework to re-align it with County specific needs and circumstances of cooperative societies as a devolved function. The County Cooperative Policy embraces various strategies needed to make the County Cooperatives efficient, effective, and competitive.

Successful implementation of this policy, calls for sufficient level of funding for cooperative programs, increased staffing and skills development at all levels. Other causes of inefficiencies and ineffectiveness of cooperatives in the County are the utilization of outdated agronomical practices and technologies, inadequate capital, limited product development and poor marketing of products and services. Inappropriate and inadequate cooperative education and information dissemination and delivery services has led to poor cooperative member awareness and preservation of the status-quo by emphasizing the bases of why people come together rather than key issues of business development and personal economic growth and investment.

This policy identifies the necessary legal, regulatory and governance reforms required to conform to the provisions of the new constitution, defines a paradigm shift towards a proactive engagement between the County Government, the cooperative movement and other stakeholders in addressing the above challenges. While the County Government retains the responsibility to provide an enabling environment for Cooperatives to grow, cooperative societies on the other hand ought to embrace the spirit of self-regulation in terms of improving their management capacity.

I therefore take this early opportunity to invite cooperatives and other stakeholders in the cooperative movement to support cooperatives in Makueni County to take an active role in pursuing the goals and objectives set out in this policy. Cooperatives bring people together. It is our intention to build a cooperative sector that is proficient in marshalling both human and financial resources for investment in order to improve the livelihoods of the residents of Makueni County for this is the central theme of the policy on cooperative development.

Eng. Sebastian Kyoni
COUNTY EXECUTIVE COMMITTEE MEMBER
Trade, Industry, Tourism, Marketing and Cooperative Development.

ACKNOWLEDGEMENT

Under the fourth schedule of the constitution 2010, cooperatives development is a fully devolved function and hence the Government of Makueni is mandated to develop a legal framework for the development of this critical sector of the economy. It is against this backdrop that the Department of Trade, Industry, Marketing, Tourism and Co-operative Development embarked on the development of this policy document.

Cooperatives have played a significant role in socio-economic development of nations for centuries and are a reminder to our county that it is possible to pursue both economic viability and social responsibility. With regard to Makueni County, the cooperative movement is an important vehicle for realizing the County's medium and long term social and economic development objectives as they have immense potential for wealth creation, employment creation and poverty alleviation. The objective of this policy is to promote sustainable and competitive cooperative societies for an enhanced role in industrialization and improved social economic development in Makueni County. It identifies the challenges facing the cooperative movement including legal framework, low market access, technology adoption and ever evolving governance issues.

We therefore, take this opportunity to recognize the collaboration and support extended to the department of Trade, Industry, Marketing, Tourism and cooperatives during the journey of developing this policy. Great support came from the top leadership of the county led by H.E the Governor Prof. Kivutha Kibwana, H.E. the Deputy Governor Adelina Mwau and the entire County Executive Committee. Different units within the County Government which include; Legal department, Monitoring and Evaluation unit and the Service Delivery Unit also played a very key role during drafting of this policy. We recognize and appreciate their efforts. We recognize and appreciate the tireless efforts by the departmental staff led by the County Executive Committee Member for Trade in populating, reviewing and finalizing this policy.

Lastly, I take this opportunity to invite the stakeholder in the cooperatives sector to take advantage of the benefits and opportunities that come with this policy, to nurture a sustainable cooperative movement in the County.

Jonah Kyathe
Chief Officer
Trade, Industry, Marketing, Tourism and Co-Operative Development
MAKUENI COUNTY

TABLE OF CONTENTS

FOREWARD	iii
ACKNOWLEDGEMENT	v
ACRONYMS	ii
CHAPTER 1: BACKGROUND	1
1.1 Introduction	1
1.2 Rationale for the Policy	2
1.3 Guiding Principles	2
1.4 Policy Statement	3
1.5 Scope of the Policy	3
1.6 Policy Development Process	3
CHAPTER 2: SITUATIONAL ANALYSIS	4
2.1 Situational Analysis	4
2.1.2 Evolution of Co-operative movement in Kenya	4
2.1.3 Evolution of co-operative movement in Makueni County	6
2.2 Challenges in the cooperative movement:	7
CHAPTER 3: POLICY OBJECTIVES AND STRATEGIES	9
3.1 Introduction:	9
Policy Objectives and Strategies	9
3.1.1 Policy Objective 1	9
3.1.2 Policy Objective 2	10
3.1.3 Policy Objective 3	10
3.1.4 Policy Objective 4	11
3.1.5 Policy Objective 5	11
3.1.6 Policy Objective 6	12
3.1.7. Policy Objective 7	12
CHAPTER FOUR: IMPLEMENTATION FRAMEWORK	14
Monitoring and Evaluation	14
Progress Reports	14
Feedback Mechanisms and Stakeholder Consultation	14
Timelines for Policy Review	14
Implementation Matrix	15

ACRONYMS

Acronym	Meaning
ADP	Annual Development Plan
ADR	Alternative Dispute Resolution
BPO	Business Process Outsourcing
CIDP	County Integrated Development Plan
COK	Constitution of Kenya
DCI	Director Criminal Investigation
DPP	Director of Public Prosecution
EACC	Ethics & Anti-Corruption Commission
HIV/AIDS	Human Immuno-Deficiency Virus/ Acquired Immuno-Deficiency Syndrome
ICT	Information Communication Technology
ILO	International Labour Organization
M&E	Monitoring & Evaluation
MCCA	Makueni County Co-operative Act
NASCOP	National AIDS and STIs Control Programme
PPP	Public Private Partnerships
SACCO	Savings and Credit Co-operative
STI	Sexually Transmitted Infections
USA	United States of America
USSR	Union of Soviet Socialist Republics
KPCU	Kenya Planters Co-operative Union
KCC	Kenya Co-operative Creameries
SASRA	Sacco Societies Regulatory Authority
C.S	Co-operative Societies
F.C.S	Farmers' Co-operative Society
SAPs	Structural Adjustment Programs
E.E.C	European Economic Community
C.B.K	Cotton Board of Kenya

CHAPTER 1: BACKGROUND

1.1 Introduction

A cooperative society is an autonomous association of persons united voluntarily to meet common economic, social and cultural needs through a jointly owned and democratically controlled enterprise. They fall in two classifications; primary and secondary cooperatives. The main types of cooperatives are agricultural produce marketing, savings and credit (SACCOs), multipurpose, handicraft, housing and consumer cooperatives among others.

The cooperative movement in Kenya has registered tremendous growth over the years and by 2019 the number of registered cooperative societies in the country had reached 24,000. Cooperatives by their very nature contribute to the improvement of the living conditions of their members especially the low-income earning segments of the population. Cooperatives though voluntarily agreed associations are able to tap the energies of group effort and economies of scale for the benefit of their members. The benefits that can accrue from an autonomous mutually agreed self-help and self-controlled systems of carrying out income earning activities through a cooperative are many and varied.

Due to this ability to harness group energy that enables them to collect surpluses at grass root level for the benefit of members, they have been recognised as essential vehicles for economic growth and development of the national economy. In addition, cooperatives are social organizations as well. According to the International Labour Organisation, their role in development is threefold: economic, social and political. However, they fulfil the social and political functions by first bringing economic benefits to members. In short, cooperatives are “economic” before they are “social”. It is the economic benefits; which members derive that make it possible for social and political needs to be addressed.

With regard to Makueni County, the cooperative movement is an important vehicle for realizing the County’s medium and long term economic and social development objectives as they have immense potential for wealth creation, employment creation and poverty alleviation. Cooperatives continue to play a major role in the development of agriculture, financial services, trade, manufacturing and value addition among other sectors of the County’s economy. However, most of the co-operative societies in Makueni County are nascent having been

registered after devolution and the County is yet to tap the immense benefits of this sector. Therefore, this policy will create a framework for streamlining Makueni County cooperative sector to ensure that it continues to sustain its critical role in contributing to the socio-economic development of the community.

1.2 Rationale for the Policy

The cooperative sector of Makueni County presents great possibility of promoting socio - economic development through employment creation and poverty alleviation. However, the sector is faced with some challenges such as mismanagement of cooperative societies, poor infrastructure, low adoption to modern technology and practices , inadequate capital among others. These have severely hindered the growth of this sector and as such limited opportunities for socio - economic growth and improvement of the living standards of the residents. Therefore, this makes it necessary to find ways of strengthening the sector's capacity in order to fulfil the development objectives.

To this end, the Makueni County Cooperative Development Policy herein after referred to as the policy, seeks to translate and cascade the broad socio - economic development ideals by addressing the loopholes in policy, legal and regulatory framework. The policy will provide direction for enhancing the cooperative movement throughout the County by creating a framework for stakeholder engagement and strategic partnerships, proper management of cooperative societies, cooperative marketing and promotion of good governance among others. This will be done with the overall aim of enhancing wealth creation.

The policy will address Makueni County Government Vision 2025 strategic interventions for strengthening the cooperative sector and identifying the action areas for provision of inclusive development. The policy is intended to serve as a guiding document and provide a framework for action by all stakeholders. It is alive to the diverse nature of the County and hence engenders a sector wide approach in addressing the unique needs of the County.

1.3 Guiding Principles

Cooperative societies world-wide operate on the following generally agreed principles:-

- a) Voluntary and open membership.

- b) Democratic member control.
- c) Economic participation by members.
- d) Autonomy and independence.
- e) Promotion of education, training and information.
- f) Cooperation among cooperatives.
- g) Concern for the community.

1.4 Policy Statement

This policy endeavours to enhance the existing structure with a view to address the shortcomings, promote collaboration among cooperatives, achieve greater specialization and strengthen the cooperative movement whose impact will be widely spread in Makueni County. The policy will be reviewed on a medium-term basis to foster long term sustainability.

1.5 Scope of the Policy

The policy will guide the development and sustainability of the Makueni County cooperative sector to optimally contribute towards social and economic development .

1.6 Policy Development Process

This policy has been developed through a consultative process involving various departments of the Makueni County Government, the State Department of Cooperatives and the Cooperative University of Kenya.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Situational Analysis

2.1.1. Global overview

The origins of the modern cooperative movement can be traced to the city of Rochdale, England, at the beginning of the Industrial Revolution. In 1844, a group of industrial trade unionists, tired of the poor quality and high prices of goods sold through the company store, set out to make things better. From the outset, the group's purpose was simply selling quality, affordable provisions and clothing but as they progressed the need to build houses for the members and the formation of worker cooperatives to help the unemployed; the purchase of land for common cultivation; and the promotion of education and sobriety came in handy. The co-operative movement played a significant role towards the industrial revolution especially in the developed countries such as USA, South America's Brazil and Argentina, the United Kingdom, the former USSR which are global leaders of cooperative movement. Cooperatives have also contributed significantly towards poverty alleviation in some countries especially in the developed world. In most African countries "modern" cooperatives were introduced by colonial powers who sought to replicate their domestic cooperative structures throughout their colonies and protectorates.

2.1.2 Evolution of Co-operative movement in Kenya

The Cooperative movement in Kenya may be traced back to 1908 before the country's independence when the first dairy cooperative society was established in Kipkelion (Lumbwa Co-operative Society). The first Ministry of Cooperative Development in Kenya under colonial rule was formed in 1914. Some of the first marketing cooperatives were Kenya Planters Cooperative Union (KPCU) and Kenya Cooperative Creameries (KCC) which were formed in 1923 and 1925 respectively and later incorporated as companies.

The first post-independence development strategy 1963-1987 included cooperatives and led to enactment of the first co-operative Act CAP 490 of 1966. In 1967, the cooperative college of Kenya was founded with the main mandate of offering training services to cooperative movement. The first government cooperative development policy document, sessional paper no.8 of 1970 was developed later. This led to rapid growth in the cooperative movement. However, the gains realized were short-lived due to introduction of Structural Adjustment

Programs (SAPs) in early 1980's, which advocated for liberalization and private sector driven economy. As a result, the cooperative movement performance declined significantly. In 1997, the government through sessional paper no. 6 reviewed its involvement in the cooperative movement through provision of legislative framework and enacted the cooperative societies Act no. 12 of 1997 removing the government involvement in cooperative affairs. This resulted into near collapse of the cooperative movement occasioned by unregulated mergers and splits of cooperatives.

In the year 2004, an amendment to the Co-operative Societies Act no.12 of 1997 was done to give way to the Co-operative Societies Act, 2004 and the rules thereby that revamped the role of Co-operative Tribunal to clear backlog of cases involving cooperatives. This led to significant revival of the co-operative movement. Later on, in 2008 the SACCOs in the country became vibrant, therefore attracting regulator's interest in protecting the public deposits. This led to development of SACCO Societies Act, 2008 which gave birth to SACCO Societies Regulatory Authority (SASRA).

To date, there are over 24,000 registered co-operative societies countrywide. The co-operative movement membership is over 14 million and has mobilized domestic savings estimated at over Ksh 600 billion and assets valued at more Ksh 1.68 trillion. Cooperatives have employed over 300,000 people. Indeed, a significant number of Kenyans, approximately 63% draw their livelihood either directly or indirectly from cooperative-based enterprises. Kenya's cooperative movement is ranked number one in Africa and seventh in the world.

According to the Constitution of Kenya 2010, Fourth schedule Section 7, cooperatives function has been fully devolved recognizing it as an aspect of trade development and regulation. The County Government of Makueni Vision 2025 as well as the CIDP 2018-2022 recognizes cooperatives as key economic enablers, financial intermediaries and vehicles for financial inclusion. Therefore, the foregoing provides the County with a compelling reason to have in place a policy direction on matters cooperatives.

2.1.3 Evolution of cooperative movement in Makueni County

The cooperative movement in Makueni County started in the 1950s with the first cooperatives being registered as early as 1957. During this time Makueni was part of the larger Machakos District. The first cooperatives to be registered were agricultural based producer co-operative societies. These included coffee societies i.e. Kikima F. C. S. Ltd, Kithumani F. C. S. Ltd and Kithangathini F. C. S. Ltd which are located in the highland regions of Makueni. In early 1960s ranching co-operative societies started to emerge with the purpose of purchasing land from white settlers among them were Mbooni Ranching and Dairy C. S. Ltd, Konza Ranching C. S. Ltd and Nguu Ranching C. S. Ltd. In the late 1960s dairy cooperative societies started to emerge. Between 1974 and 1982, cotton co-operative societies were started in the semi-arid areas. They include Ngwata F. C. S. Ltd, Lower Mbitini F. C. S. Ltd, Kikumbulyu F. C. S. Ltd, Kiteta F. C. S. Ltd, Kisau F. C. S. Ltd and Mavindini M. C. S. Ltd among others. During this period the cotton cooperatives received a lot of support from European Economic Community and they were progressing on well.

In the late 1980s horticultural cooperative societies began to emerge to cater for other needs. In 1990, the European Economic Community pulled out their support to Kenya and this led to collapse of the cotton industry and employees were laid off. This had a serious impact on Makueni co-operative movement since the cotton ginnery was located in Makueni. Later on most of the cotton cooperatives collapsed. The ginnery in Makueni was auctioned by the Cotton Board of Kenya to offset co-operative debts.

In the recent past, there has been remarkable growth in the cooperative movement especially in the SACCO sub-sector. With devolution, the number of cooperative societies has been on a steady increase with numbers rising from 89 co-operative societies in 2013 to 241 as at December 2019. New areas of co-operation have also emerged including: Boda Boda riders, livestock traders, hawkers, vendors and pool table players among others.

Makueni County's co-operative sector has a rich historical background, which fact is attributable to the 1993 registration of Makueni District Co-operative Union; an umbrella body with 34 affiliate primary societies following the creation of Makueni District from the larger Machakos District. The cooperative sector has gradually grown to include:- cotton, coffee , ranching and

dairy societies. Savings and Credit co-operative Societies also began to emerge and were initially formed to provide credit to the farmers. New opportunities were identified and prompted commercialization in the non-traditional sectors such as livestock, horticulture , rural Saccos and housing among others. There is remarkable involvement of youth and women in the co-operative movement in Makueni County as well as notable inclusion in leadership.

As at December 2019, Makueni County had a total membership of 55,247, and turnover estimated at Kshs. 231 million with a share capital of Kshs. 129 million and members deposits amounting to Kshs. 275 million. Total loans granted in the sector amount to Ksh. 314 million. This has progressively contributed to the economic growth of the community impacting directly and indirectly on livelihoods.

The cooperative movement in Makueni County can be categorised as follows:- 129 Saccos, 78 produce marketing cooperatives, 13 housing cooperatives, 1 cooperative union, 3 ranches and 11 others which totals to 242.

To spur growth in the cooperative movement the Makueni County Government supported enactment of Makueni County Co-operative Act, 2017 to bridge the gaps in the legislative and institutional framework with the aim of:

- a) Promoting trade and development of cooperative societies as per the Constitution of Kenya, 2010.
- b) Formation, registration and licensing of cooperative societies
- c) Promotion of cooperation between the National and County governments on matters relating to cooperative societies
- d) Promotion of corporate governance of cooperative societies

2.2 Challenges in the cooperative movement:

The cooperative sector in Makueni faces the following challenges:-

- 1) Inadequate legal and regulatory framework.
- 2) Low production, aggregation, value addition, marketing and strategic partnerships
- 3) Low adoption of modern technology and practices.
- 4) Inadequate capital and finance for investment.
- 5) Low capacity and skills in cooperatives movement operations.

- 6) Weak governance and enforcement
- 7) Low mainstreaming of cross-cutting issues

CHAPTER 3: POLICY OBJECTIVES AND STRATEGIES

3.1 Introduction:

The establishment of appropriate mechanisms for tackling the identified challenges is critical for the successful implementation of the policy objectives. In this regard, this chapter outlines the policy objectives, directions and strategies for addressing the issues identified in the first two Chapters in relation to the goal of enhancing the productivity of the co-operative sector in the County. These objectives, directions and strategies provide more specific guidance on how the overall goals and statements of this policy will be attained.

3.1.1 Policy Objective 1

To strengthen the legal and regulatory framework on cooperatives

This policy recognises that the establishment of a policy, legal and regulatory framework to guide the cooperative sector is fundamental in enhancing its development. The framework should address issues on good governance such as code of ethics, indemnity declaration, performance appraisal, strategic plans and human resource policies. Procurement, enhancement of cooperatives autonomy and sound financial management, among others, will also be promoted and enforced. The framework will also ensure that cooperatives include environmental conservation mechanisms in their strategic plans and objectives.

Policy Direction

The County Government of Makueni shall put in place the necessary policy, legislative and regulatory framework to create a facilitative environment for the development of the co-operative sector.

Strategies

To implement this policy, the County Government of Makueni will:-

- a) Review the existing *Makueni County Co-operative Societies Act, 2017*; and
- b) Review Makueni County Cooperative Regulations, 2019.

3.1.2 Policy Objective 2

To promote production, value addition, marketing and strategic partnerships

Cooperative marketing is essential for effective development of this sector since availability of markets for products produced means that the societies will be able to sell their products and boost the economic well-being of members and residents of Makueni County.

Policy Direction

The County Government of Makueni will provide market linkages for marketing societies and promote ways of complying with market requirements, certifications and standards to enable these societies to compete effectively with other players in the industry.

Strategies

- a) Revive and support weak but critical agro based cooperatives;
- b) Promote aggregation mechanisms;
- c) Provide a platform for market information sharing and market linkages in the cooperative sector;
- d) Promote compliance to quality standards in the relevant production sector;
- e) Link cooperatives to online marketing platforms;
- f) Support cooperatives in engaging with Public Private Partnerships (PPPs) and Business Process Out-sourcing (BPO);
- g) Promote cooperatives to engage in production, value addition and marketing of their products/services;
- h) Map out relevant stakeholders; and
- i) Develop communication strategies for effective out-reach.

3.1.3 Policy Objective 3

To enhance adoption of modern technology and practices

This objective will ensure that cooperative societies embrace technology for effective service delivery.

Policy Direction

The County Government of Makueni will put in place relevant measures to promote appropriate adoption of ICT.

Strategies

- a) Support and develop capacity of cooperatives to embrace modern technology and ICT;
- b) Promote investment in ICT; and
- c) Promote development of risk management policies.

3.1.4 Policy Objective 4

To promote cooperative financing

Financing of cooperatives is necessary in alleviating the weak capital base and expanding the scope of operations for enhanced benefits to the members.

Policy Direction

The County Government will establish a Cooperatives Fund to facilitate capitation of co-operative societies in the County.

Strategies

- a) Establishment of a County Co-operative Development Fund;
- b) Develop guidelines for Makueni County Cooperative Fund;
- c) Develop and implement guidelines for regulating cooperative borrowing;
- d) Promote creation and affiliation to credit schemes and revolving funds; and
- e) Develop guideline on incentives for housing cooperatives to participate in provision of decent and affordable houses.

3.1.5 Policy Objective 5

To strengthen capacity and skills in co-operative societies operations

This policy is cognisant of the need for knowledge empowerment of the members of co-operative societies within the County.

Policy Direction

The County Government will facilitate and catalyse provision of information, sensitization, education and training.

Strategies

- a) Map out accredit institutions or persons qualified to offer training on cooperative issues;
- b) Facilitate linkages between research institutions, professional associations and cooperatives to commercialize research innovations;
- c) Collaborate with development partners and other relevant institutions to support training on co-operative issues;
- d) Promote development of a standard curriculum for training of the cooperative movement in the County; and
- e) Establishment of a cooperative societies database.

3.1.6 Policy Objective 6

To strengthen good governance and practices in the cooperative movement

Strategies

- a) Sensitize cooperatives on good governance and practises;
- b) Collaborate with regulatory institutions to effectively promote and enforce ethics and governance in cooperative organisations;
- c) Collaborate with the Judiciary on dispensation of justice to co-operators;
- d) To promote professionalism in cooperatives; and
- e) Promote application of alternative dispute resolution mechanisms in cooperatives.

3.1.7. Policy Objective 7

To mainstream cross-cutting issues in cooperatives movement

Strategies:

- a) Support cooperatives to adopt environmental conservation through adoption of green energy concepts and adherence to environmental conservation programmes;
- b) Build capacity of cooperatives on waste management;
- c) Support youth and women initiatives to participate in the leadership of co-operative societies;
- d) To promote gender inclusivity in the cooperative membership, leadership and equity in employment opportunities; and
- e) Create awareness on HIV/AIDs and non-communicable diseases.

CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

This chapter outlines the framework for actualising the policy objectives identified herein.

Monitoring and Evaluation

The monitoring and evaluation (M&E) framework is intended to measure the progress in the implementation of this Policy. The framework (*Table 3*) reflects the Policy's overarching objectives as well as objectively verifiable indicators, actors and timelines within which each strategy is to be achieved.

Progress Reports

The Directorate of Cooperative Development in Makueni County will prepare quarterly and annual M&E reports on implementation of the Policy. The County Government M&E directorate will measure outcomes and impacts of the Policy and inform its review. The reports will be validated by the relevant stakeholders.

Feedback Mechanisms and Stakeholder Consultation

The Directorate of Cooperative Development will hold a County Cooperative Conference annually in order to monitor progress in implementation of the Policy and receive feedback from the County Government and other stakeholders.

Timelines for Policy Review

The policy will be operational for a period of five years and shall be subjected to a midterm review.

Implementation Matrix

Table 1: Policy Implementation Framework

Objectives	Strategies	Indicators	Actors	Timelines
+ To strengthen the legal and regulatory framework on cooperatives	a. Review the existing <i>Makueni County Co-operative Societies Act, 2017</i>	•Reviewed and gazetted MCCA,2017	•County Executive Committee •Makueni Co-operative movement •County Assembly	To be reviewed and approved within 2 years after adoption of the policy.
	b) Review Makueni County Co-operative Societies Regulations, 2019.	•Reviewed and approved Makueni County Co-operative Societies Regulation,2019		
Objective 2: To promote production, aggregation, value addition, marketing and strategic partnerships	a) Revive and support weak but critical agro based cooperatives;	•No. of revived/supported agro based cooperatives	•County Executive Committee •Makueni Co-operative movement •Private sector players	To be implemented within 3 years after adoption of the policy.
	b) Promote aggregation mechanisms	•No. of operational aggregation centres •Volumes of produce aggregated		
	c) Provide a platform for market information sharing and market linkages in the co-operative sector;	•Type of platform provided and number of cooperatives using the marketing platform		
	d) Promote compliance to quality standards in the relevant production sector;	•No. of Societies sensitized on quality standards		
	e) Link cooperatives to online marketing platforms;	•No. of cooperatives linked to online marketing platforms		

	f)Support cooperatives in engaging with Public Private Partnerships (PPPs) and Business Process Outsourcing (BPO);	<ul style="list-style-type: none"> •No. of executed agreements •No. of cooperatives engaging with PPPs and BPO 		
	g)Promote cooperatives to engage in production, value addition and marketing of their products/services;	<ul style="list-style-type: none"> •No. of cooperatives which have adopted value addition technologies. 		
	h) Map out the relevant stakeholders.	<ul style="list-style-type: none"> •Database for relevant stakeholders 		
	i) Develop communication strategies for effective outreach.	<ul style="list-style-type: none"> •Communication strategies developed 		
Objective 3: To enhance adoption of modern technology and practices	a)Support and develop capacity of cooperatives to embrace modern technology and ICT;	<ul style="list-style-type: none"> •No. of Cooperatives trained on modern technology adoption. 	<ul style="list-style-type: none"> •County Executive Committee •Makueni Co-operative movement •Private sector players 	To be Implemented within 3 years after adoption of the policy.
	b) promote investment in ICT by the Cooperatives	<ul style="list-style-type: none"> •No. of cooperatives who have invested and adopted modern technology. 		
	c)Promote development of risk management policies	<ul style="list-style-type: none"> •No. of cooperatives with risk management policies 		
Objective 4: To promote cooperatives	a) Establishment of a Makueni County Co-	<ul style="list-style-type: none"> •A functional County Co-operative 	<ul style="list-style-type: none"> •County Executive Committee 	To be implemented within 3

financing	operative Development Fund.	Development Fund.	•Makueni Co-operative movement	years after adoption of the policy.
	b. Develop guidelines for Makueni County Co-operative Development Fund.	•Guidelines developed and approved.	•Private sector partners •State department of cooperatives	
	c. Develop and implement guidelines for regulating co-operative borrowing.	•Guidelines for regulating Cooperatives borrowing developed and implemented.		
	d. Promote creation and affiliation to credit schemes and revolving funds	•Volume of loans acquired by the cooperatives.		
	e. Develop guidelines on incentives for housing Cooperatives to participate in provision of decent and affordable houses;	•Guidelines on incentives for housing Cooperatives developed and approved		
Objective 5: To strengthen capacity and skills in co-operative society operations	a. Map out accredited institutions or persons qualified to offer training on cooperative issues.	•Database of accredited persons/institutions.	•County Executive Committee •Makueni Co-operative movement	To be implemented within 3 years after adoption of the policy.
	b. Facilitate linkages between research institutions, professional associations and cooperatives to commercialize research innovations.	•No. of research institutions engaged •No. and types of research undertaken and disseminated •No. of innovations realized and	•Private sector partners •State department of cooperatives •Institutions of higher	

		adopted.	learning •General public	
	c. Collaborate with development partners and other relevant institutions to support training on co-operative issues.	•No. of executed agreements and No. of trainings undertaken.		
	d. Promote development of a standard curriculum for training of the cooperative movement in the county	•Standard curriculum for cooperative training developed and executed.		
	e. Establishment of Makueni county cooperative Societies database.	•Develop and maintain a co-operative societies database		
Objective 6: To strengthen good governance and practices in co-operative movement	a) To Sensitize cooperatives on good governance and practices	•No. of Cooperatives sensitized	•County Executive Committee •Makueni Co-operative movement •Private sector partners •State department of cooperatives •Judiciary •Institutions of higher learning •EACC •Office of the DCI •Office of	To be implemented within 3 years after adoption of the policy.
	b) Collaborate with regulatory institutions to effectively promote and enforce ethics and governance in co-operative organizations;	•No. of regulatory institutions engaged.		
	c) Collaborate with the Judiciary on the dispensation of justice to co-operators;	•No. of engagements and cases determined.		
	d) To promote professional	•No. of co-operative officers affiliated to		

	ism in cooperatives ;	the Kenya Society of Professional co-operators(KSPC).	the DPP	
	e) Promote application of alternative dispute resolution (ADR) mechanisms in cooperatives	•Types of ADR mechanisms adopted and No. of cases resolved		
Objective 7: To mainstream cross-cutting issues in cooperatives movement.	a)Support cooperatives to adopt environmental conservation through adoption of green energy concepts and adherence to environmental conservation programmes;	•No. of societies sensitized and have adopted environmental conservation measures.	<ul style="list-style-type: none"> •County Executive Committee •Makueni Co-operative movement •Private sector partners •State department of cooperatives •Institutions of higher learning •NASCO 	To be implemented within 3 years after adoption of the policy.
	b)Build capacity of cooperatives on waste management;	•No. of societies trained on waste management		
	c) Support youth and women initiatives to participate in the leadership of co-operative societies;	<ul style="list-style-type: none"> •No. of societies sensitized on youth and women integration •No. of cooperatives with youth and women leadership. 		
	d) To promote gender inclusivity in co-operative membership, leadership and equity in employment opportunities	•Ratio of segregated data in terms of gender		

	e) create awareness on HIV/AIDs and non-communicable diseases	•No. of sensitization forums held		
--	---	-----------------------------------	--	--