



Wealth Creation and Socio-Economic Transformation

GOVERNMENT OF MAKUENI COUNTY

VISION 2025





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FOREWORD

The unveiling of the Makueni County Vision 2025 is a historic milestone in our county development pathway.

This long term development blue print for the County is aimed at socio-economic transformation by the year 2025. The vision aims at achieving accelerated and inclusive economic growth and development; improved access to quality water and health services, access to quality education, increased job creation, increased household incomes and sustainable food security.

Vision 2025 adopts a sectoral planning approach to facilitate allocation of resources to related activities in order to accelerate the desired growth by linking specific sectoral activities to outcomes.

These priorities have been aligned to well-defined programmes, corresponding outputs and targets for the planning period. This approach will provide a mechanism for feedback on the effectiveness and efficiency in the implementation of the programmes and projects.

The preparation of the Makueni Vision 2025 is anchored on the Sustainable Development Goals (SDGs) and the Kenya Vision 2030. The Vision 2025 will be actualized in two successive County Integrated Development Plans (CIDPs) and takes cognizance of the annual stepwise planning process that culminates into Annual Development Plans (ADPs).

The vision is a product of several consultative and participatory forums. Inputs from different groups including citizens, development partners, professionals and the elected leaders were sought and incorporated.

I thank you for your contributions and reiterate the commitment of my government to deliver the aspirations of this vision.



KIVUTHA KIBWANA
GOVERNOR, MAKUENI COUNTY



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ACRONYMS/ABBREVIATIONS

ADP	Annual Development Plan
AGPO	Access to Government Procurement Opportunities
ASDS	Agriculture Sector Development Strategy
ATC	Agriculture Training Centre
ARVs	Anti-Retrovirals
BROP	Budget Review and Outlook Paper
CAADP	Comprehensive Africa Agriculture Development Programme
CBEF	County Budget and Economic Forum
CFSP	County Fiscal Strategy Paper
CIDC	Constituency Industrial Development Centres
CIDP	County Intergraded Development Plan
CPSB	County Public Service Board
CSOs	Civil Society Organizations
CT	Computed Tomography
CTTI	County Technical Training Institute
DNOs	Data Network Operators
DPs	Development Partners
EAC	East African Community
ECDE	Early Childhood Development Education
FBOs	Faith-Based Organisations
FFS	Farmer Field Schools
GIS	Geo Informational System
HDU	High Dependence Unit
HIV/AIDS	Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome
IBGNOs	Internet Backbone Gateway Network Operators
IGAD	Intergovernmental Authority on Development
ISO	International Standards Organizations
ICT	Information, Communication and Technology
KARLO	Kenya Agricultural and Livestock Research Organization
KICD	Kenya Institute of Curriculum Development

Km	Kilometre
Km²	Square kilometre
KNBS	Kenya National Bureau of Statistics
M	Metres
M&E	Monitoring and Evaluation
MARP	Most at Risk Population
MDGs	Millennium Development Goals
MRI	Magnetic Resonance Imaging
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACC	National Aids Control Council
NCDs	Non Communicable Diseases
NEMA	National Environment Management Authority
NHIF	National Hospital Insurance Fund
NGOs	Non Governmental Organizations
OVC	Orphans and Vulnerable Children
PFMA	Public Finance Management Act
PHLs	Post-Harvest Losses
PLA	Participatory Learning and Action
PLWAs	People Living With AIDS
PPP	Public-Private Partnership
PRA	Participatory Rural Appraisal
PWD	Persons with Disability
SDGs	Sustainable Development Goals
SGR	Standard Gauge Railway
SMEs	Small and Medium Enterprises
TB	Tuberculosis
UNFCCC	United Nations Framework Convention on Climate Change
WASH	Water, Sanitation and Health
WEDF	Women Enterprise Development Fund
WHO	World Health Organization
WRUA	Water Resource Users Association
YEDF	Youth Enterprise Development Fund

EXECUTIVE SUMMARY

The Makueni County Vision 2025 provides the platform for wealth creation and socio-economic transformation in Makueni County by the year 2025. The County's vision statement is "A prosperous value based County with high quality of life" while the mission statement is "to transform the livelihoods of each household through accountable leadership that creates an enabling environment for inclusive, effective and efficient service delivery"

The Vision is anchored on the Kenya Vision 2030 and is also in line with Africa Union's Agenda 2063 and the United Nations Sustainable Development Goals (SDGs). Its development was based on realities and lessons learnt from the implementation of the Makueni County Integrated Development Plan (CIDP 2013-17). The Vision provides a platform for a long term development plan which transcends political regimes. It aims at transforming Makueni into a prosperous county with a high quality of life by 2025.

Addressed in this Vision are socio-economic development challenges that have bedevilled the county since independence leading to high levels of poverty and inequality. This is manifested by lack of access to quality drinking water, low agricultural productivity, low transition rates from primary to secondary school, inadequate school infrastructure, poor access to quality health care, dilapidated road-transport infrastructure, high unemployment rates and inadequate recreational facilities. The Vision recognizes environmental degradation, climate change and food security as emerging challenges whose mitigation will require multi-sectoral strategies.

The county is water scarce and the average distance to the nearest water point is estimated at eight kilometres. This is attributed to periodic cyclical droughts and shrinking water sources caused by encroachment on watersheds, degradation of water towers and uncontrolled sand harvesting. Other causes include limited resource allocation for water development, inadequate institutional capacity and limited awareness on water harvesting and management among the populace. The proportion of the population with access to improved sources of water is 35.7 per cent. Other challenges in this sector include environmental degradation, riverbank and water catchment destruction and reduced vegetation cover.

The challenges in the agricultural sector addressed by the vision include: low agricultural productivity, high post-harvest loses, poor market access and

infrastructure, low value addition, inadequate irrigation facilities, livestock diseases and pests, inadequate spatial planning and low coverage of title deeds, poor road infrastructure and undeveloped financial systems. Within the health sector the main challenges addressed include low staffing, access to primary health care, communicable diseases including HIV/AIDS, health infrastructure and financing. The energy, infrastructure and ICT sectors will address challenges related to poor roads infrastructure, low electricity coverage and low green energy production.

The delivery of the Vision is based on eight key foundational principles. These are: expansion of revenue base and fiscal discipline; good governance and planning; sustainable infrastructural development; energy generation and distribution; research and development; science; technology and innovation; sustainable land use; management and security; expanding water harvesting and storage for domestic and irrigation and efficient public service and development

The Vision identifies environment, natural resource management and climate change adaptation as critical emerging issues that will be mainstreamed in the implementation. The Vision is anchored on three main pillars namely economic affairs, social amenities and services and political and governance. Each pillar identifies specific flagship projects and programmes that will be implemented within a period of ten years. The economic pillar aims at improving the household income. The social amenities and services pillar aims at creating a just, all-inclusive and cohesive society enjoying equitable social development in a clean and secure environment while the political and governance pillar aims at ensuring a people-centred and accountable government.

To achieve the identified flagships and programmes the Vision identifies key policy reforms necessary to accelerate development. These will include:

- Review the design and service delivery structures;
- Reform policies aimed at increasing agricultural productivity, land reforms and urban development;
- Policy reforms aimed at accelerating generation and distribution of green energy;
- ICT master plan and policy to drive economic development through ICT innovations and development;
- Policy reforms aimed at accelerating commerce and industrial growth;
- Health services provision policy to deliver quality health care;

Our County, Our Future

- Water, environmental conservation and climate change mitigation policies; and
- Social protection, disability and development mainstreaming policy.

The Vision's interventions will be implemented through the five year County Integrated Development Plans (CIDP) and their corresponding Annual Development Plans (ADP). The Vision shall be financed by the state, non-state actors, development partners and the private sector through public-private partnership frameworks. Each party will have a distinct role to play in the implementation.

A Vision Delivery Unit shall be established to enable effective coordination of the delivery of the Vision and ensure adequate linkage between subsequent short term planning and budgeting with the Vision. The unit shall also be responsible for tracking the implementation of the identified flagship projects and programmes.

ACKNOWLEDGEMENTS

The Makueni Vision 2025 was prepared with the overall leadership and moral support of H.E Kivutha Kibwana, the Governor, H.E Adelina Mwau, the Deputy Governor, County Executive Committee Members and the County Secretary, Makueni County. Team, you provided leadership without which finalization of the document would not have been achieved. The preparation of this long term development blueprint was achieved through a consultative and highly participatory process that involved different stakeholders in the county.

Special acknowledgement goes to the Makueni County Budget and Economic Forum for their ideas and tireless efforts in supporting the preparation of the Vision. Specifically, I thank Mr. James Mbwika, Dr. Musyoka Philip, Dr. Urbanus Kioko and Mr. Peter Kiuluku all members of the County Budget and Economic Forum.

The overall coordination process was spearheaded by the Finance and Socio-Economic Planning Department led by Stephen Thiong'o (Ag Chief Officer) and Mutua Boniface (Director, Socio-Economic Planning). Further appreciation goes to the members of the task force who include Dr. Zipporah Wambua (Director Public Participation and Community Outreach), Dr. Daniel Ksee (Veterinary Officer), Maina G.C. (Senior Economist), Amos Bitok (Senior Economist), John Karanja (Senior Economist), Esther Kivindyo (Director, Cooperative Development), Maingi Mailu (Director, Technical Training), Jane Makau (Director, Gender), Elizabeth Katenge (Assistant Director, Water), Philip Ngila (ICT Network Administrator), Daudi Kyalo (Surveyor), Jonathan Kalwa (Health Information Officer), Eng. Martin Kitavi (Director, Transport) and Joseph Muindi (Ward Administrator). Your tireless effort in designing, shaping and finalizing this vision is appreciated. All Chief Officers, Directors, County Administrators and other technical officers led the coordination of the public participation. Your contribution was insightful and brought on board the Vision 2025, the insightful contributions of the citizens of Makueni County. Acknowledgements go to all the members of the Government of Makueni County family for the ideas shared and cooperation throughout the process.

Lastly, I acknowledge the constructive criticism, comments and valuable input from various consultative and participatory forums held during the process of drafting this document. Specifically, I thank the Makueni County elected leaders whose contributions were quite invaluable. I am also grateful to the Makueni County Professionals, Makueni County development partners, County Development Committees, the Makueni Business Community and the Makueni Faith Based Organizations for all your contributions.



MARY K. KIMANZI

EXECUTIVE COMMITTEE MEMBER – FINANCE & SOCIO-ECONOMIC PLANNING

VISION

A prosperous value based County with high quality of life.

MISSION

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

COUNTY VALUES

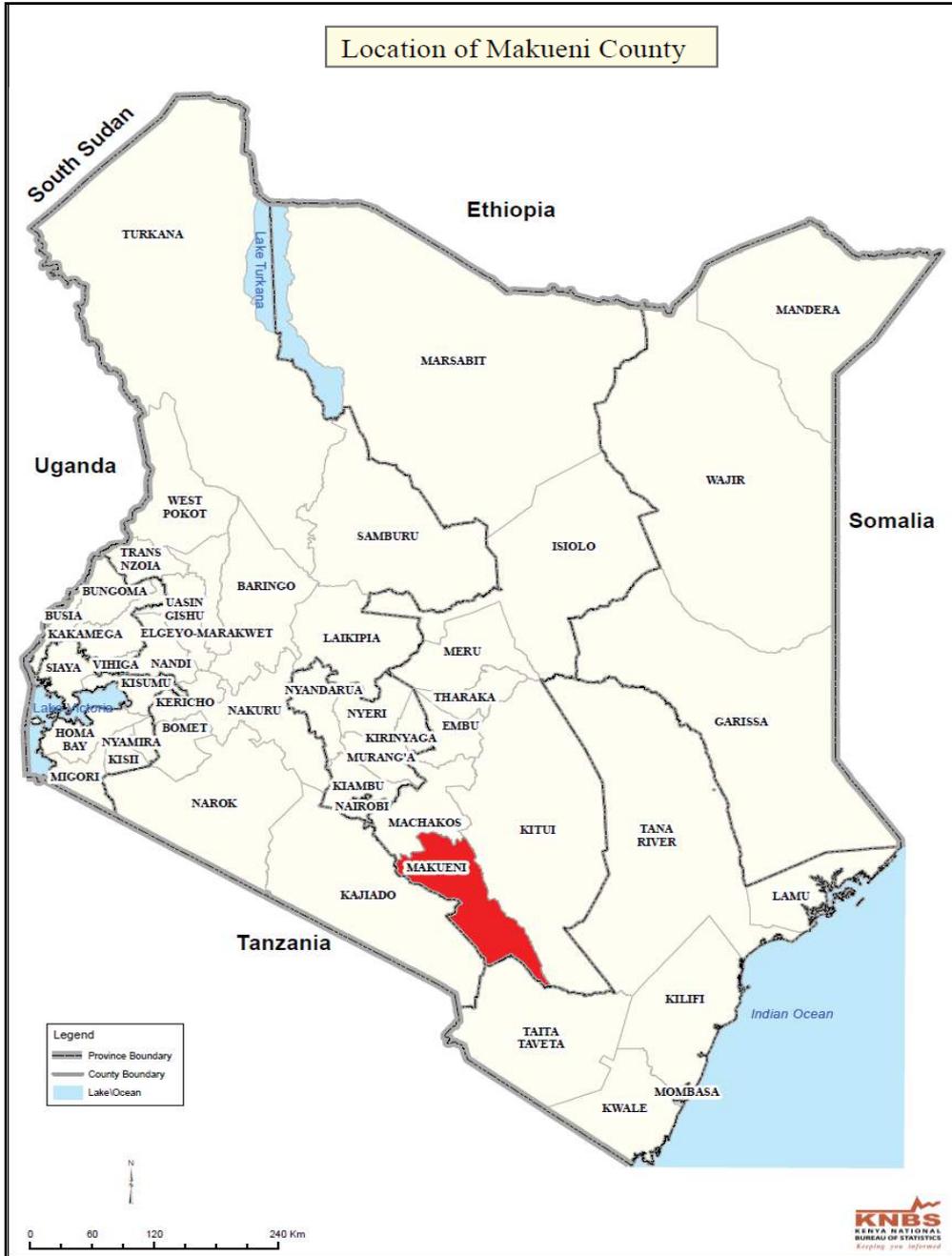
- i. Integrity and accountability.
- ii. Inclusiveness.
- iii. Equity and Fairness.
- iv. Patriotism.
- v. Responsiveness.
- vi. Hard work, Creativity and innovation.

RALLYING CALL

Our County, Our Future



MAP OF MAKUENI COUNTY



1

INTRODUCTION

1.1 Background

Makueni County, previously Makueni District, has seen unprecedented lag in economic development. This was occasioned by poor resource planning and ineffective strategic approaches to challenges bedevilling development. As a result, 60.6 per cent of its population lives below the poverty line. This is far above the national average of 45.2 per cent.

The National Government through the former decentralized system had undertaken a series of poverty reduction interventions in the county covering the period 1999-2015. These interventions were aimed at eradicating poverty through participatory development.

Under these poverty reduction strategies, poverty levels declined from 71 per cent in 1999 to 64 per cent in 2013 and further, to the current 60.6 per cent in 2015. However, the poverty levels are still significantly high characterised by high income inequality within the county.

The vulnerable and poorest of the population suffer most in the event of

livelihood shocks such as droughts that result to low crop and livestock productivity, poor access to basic infrastructure such as roads, markets, health facilities and poor wealth accumulation.

The promulgation of the Constitution of Kenya (2010) heralded the formation of the county governments and devolution of government services to reach the majority of households across the country. County Governments, through the County Government Act of 2012, are mandated to plan for development and allocation of resources in an equitable manner within their jurisdiction.

In the spirit of development embodied in the County Governments Act, 2012, the Government of Makueni County initiated the formulation of this long-term development strategy the Makueni County Vision 2025, which embodies the social, economic and political segments of development.

The Makueni County Vision 2025 defines the development pathway for Makueni County in the next decade (10 years). It is a response to the development challenges facing the county and articulates

the opportunities available for exploitation with the objective of improving the standards of living for the residents of Makueni County. The document outlines the broad policies and strategies that will be implemented through the Annual Development Plans (ADPs) and County Integrated Development Plans (CIDPs). This is expected to steer the county into prosperous and sustainable development.

Motivated by the collective aspiration for a more inclusive, just and self-reliant society, the Makueni County Vision 2025 is anchored on the long-term national development blueprint, The Kenya Vision 2030. Like Kenya Vision 2030, the Makueni Vision 2025 aims at creating an enabling environment for socio-economic transformation of the people of Makueni. This will consequently reduce the poverty levels by the year 2025 through implementation of wealth creation strategies. The county government through this plan endeavours to avail to all its citizens, opportunities to live a quality life within a clean and secure environment as envisaged in the Kenya Vision 2030 and in line with the global goals spelt in United Nations Sustainable Development Goals (SDGs).

The theme for the Makueni County Vision 2025 is “Wealth creation and socio-economic transformation by 2025”. This Vision is cognizant of the county’s shared vision and mission and is aligned to the MTP II, The Vision 2030 and the UN SDGs.

The overriding theme of the Vision is to accelerate socio-economic transformation through efficient and effective mobilization and allocation of resources.

1.2 Integrating Vision 2025 with Kenya Vision 2030, Agenda 2063 and the SDGs

This section highlights how the Makueni County Vision 2025 links to the global and national development goals. The overarching framework of the Kenya Vision 2030 defines the national goals while Sustainable Development Goals (SDGs) define the global goals. The Makueni County Vision 2025 has also leveraged the development goals of regional bodies including the East African Community (EAC), Inter-Governmental Authority on Development (IGAD), Africa Union Agenda 2063 and running programs including the Comprehensive Africa Agriculture Development Programme (CAADP).

To ensure the gains of the Millennium Development Goals (MDGs) are improved and sustained into the future, the UN coordinated the adoption of new development targets in 2015 through the Sustainable Development Goals (SDGs). The County Vision embodies all the relevant components of the SDGs by committing to combat poverty, hunger and food insecurity, illiteracy, inequality and disparities, climatic degradation and social conflicts.

It also aspires to promote sustainable development and build social capital at local, national and international levels.

1. Introduction

CAADP is Africa's policy framework on agricultural transformation, wealth creation, food security and nutrition and prosperity for all and runs through 2025. In Kenya, the CAADP programme was adapted through the Agriculture Sector Development Strategy (ASDS).

To remain cognizant of the benefits from trade with the neighbouring countries due to food deficits, the formulation of the Makueni Vision 2025 incorporated the objectives and aspirations of the East African Community Development strategy that envisions deepened economic growth through competitiveness, value addition, and enhanced trade.

At national level, the Kenya Vision 2030 provides an overarching framework for the national development agenda and identifies agriculture as one of the driving sectors in a globally competitive economy culminating in high quality life. The implementation of Vision 2030 takes a stepwise approach through the five year through Medium Term Plans (MTPs) which incorporate lessons from the previous implementation phases.

The Makueni County Vision 2025 fits well with the Kenya Vision 2030, its supporting policies and implementation strategies. It takes into account the challenges that hinder development at the county level and provides strategies to resolve these challenges. The Vision strengthens the impetus envisioned by the National Environmental Policy 2013 by taking into consideration the emerging climatic issues to underscore the importance of environmental issues in people's livelihoods.

Our County, Our Future

This is because the County suffers environmental challenges that mirror those identified in the National Environmental policy 2013. These challenges relate to water management, overgrazing, deforestation, and soil erosion.

1.3 The Vision Planning Process

The process of developing Vision 2025 was initiated by the Government of Makueni County in the year 2015. The development was in accordance with section of 104 of the County Government Act, 2012, which mandates a County Government to plan for a County and requires all public funds to be appropriated within the development framework approved by the respective County Assembly. The development of the Vision was a consultative process as provided for in Article 201 of the Constitution of Kenya (2010) and section 115 of the County Government Act, 2012. The planning process incorporated inputs from the community, professional groups, County staff, Members of the County Assembly, Non-Governmental Organizations (NGOs), Private Sector, and the Civil Society Organizations (CSOs). The Vision recognizes the various state agencies and the non-state actor's efforts to complement the limited resources to execute the identified strategies. The partnerships are

expected to support the County initiatives for accelerating social economic transformation.

The Vision requires subsequent County planning to be aligned with it as provided for in Part XI of the County Government Act 2012 to achieve its objectives and those of the Kenya Vision 2030.

1.4 Objective(s) of the Makueni County Vision 2025

The overall objective of the Vision is to create an overarching framework for development that transcends political processes and creates an enabling environment for socio-economic transformation within Makueni County. The Vision will guide development between 2016 and 2025 by providing the development strategies and guiding principles within which successive governments should operate to realize socio-economic transformation.

Specifically, the Makueni County Vision 2025 will:

1. Act as an overarching County development framework for guiding socio-economic transformation through successive CIDPs, ADPs, and sectoral polices and plans.
2. Provide a local framework for actualizing the achievement of SDGs and the Kenya Vision 2030.
3. Reduce inequality through equitable distribution of resources across the sectors and geographical locations within the County.
4. Guide in programme design, targeting and implementation of high impact and sustainable programmes.
5. Create a firm foundation for socio-economic take-off through human resource and infrastructural development.
6. Enhance local resource mobilization and from other development partners and actors within and outside the County.
7. Provide a framework for continuous monitoring and systematic evaluation of development projects.



2 COUNTY SITUATIONAL ANALYSIS

2.1 County Profile

The promulgation of the Constitution of Kenya, 2010 ushered in a fundamental paradigm shift in development of the Country. It introduced devolution, which is a model of decentralization that saw the creation of the forty seven Counties. Consequently substantial power and authority on governance was vested on County Governments. This laid the foundation for a people centred and people driven development.

Makueni County is one of the forty seven Counties pursuant to Schedule One of the Constitution of Kenya (2010). The County is situated in the South Eastern part of the Country bordering Machakos County to the North, Kitui County to the East, Kajiado County to the West and Taita Taveta County to the South. Located between Latitude 1° 35' and 30 00 South, and Longitude 37°10' and 38° 30' East, Makueni County covers an area of 8,008.7 KM² which includes 153 KM² of gazetted forests (Mbooni, Kilungu, Kibwezi, Nthangu and Makuli).

2.1.1 Physical and Topographical Features

Makueni County lies within the arid and semi-arid zones of the Eastern region of Kenya. The land rises slightly below 600 metres above sea level in Tsavo at the Southern end of the County to 1900 m above sea level in Mbooni Hills. The Southern part of the County is low lying grassland, which receives little rainfall but has potential for livestock production, bee keeping and horticulture production along the river basins.

The Northern part of the County is hilly with medium rainfall and has potential for food crop production, dairy, horticulture and coffee production. This part of the County (mainly Kilungu, Kaiti, Kilome and Mbooni) has few indigenous and more exotic trees.

Major physical features in the County include: the volcanic Chyullu hills which lies along the South West border of the County; Mbooni Hills in Mbooni SubCounty; and Kilungu and Iuani Hills in Kaiti Sub County.

2.1.2 Natural Resources

Land is the major natural resource in Makueni County. However, due to poor, unpredictable and unreliable rainfall, the County is mainly semi-arid and the extent to which the prosperity of the County can be anchored on land productivity through agriculture is limited. In spite of this, the County co-hosts three of the world's renown wildlife habitats namely, Tsavo West, Tsavo East and the Chyullu National Parks. The Parks are home to diverse wildlife species which include the big five consisting of the lion, black rhino, leopard, elephant and buffalo. A great variety of bird life such as the black kite, crowned crane, love birds and the Sacred Ibis among others are inhabit the part too.

The County has fertile soils which if irrigated could address the perennial problem of food insecurity. The soils are in three main categories; red clay soils found in the hilly masses and some parts of the lowlands, sandy soils found in the Central parts of the County and volcanic soils found in the Southern parts of the County (Kibwezi, Makindu and Mtito Andei). Other natural resources include sand, topographical features and forests. Surface water is scarce in the County, but there is abundant underground water especially in the Southern parts of the County. The County has three permanent rivers: Athi, Kambu and Kiboko. Major seasonal rivers include Thwake, Tawa, Kiboko, Makindu, Muooni, Kaiti, Usi Unene, Kasikeu,

Kiangini, Kambu, Mtito Andei/Mangelete, Kibwezi and Thange. Most of these rivers and springs have been receding due to environmental degradation (occasioned by sand harvesting and deforestation). Chyullu and Nzaui hills stand out in the almost flat lowland terrain in the middle part of the county. These hills provide a high potential for strong winds that can be exploited to generate electricity and for wind surfing that can be a tourist attraction. In addition the County has abundant sunshine throughout the year that provides a high potential for solar power generation.

2.1.3 Climatic Conditions

Since Makueni County is mainly semi-arid, it is characterized by extreme rainfall variability resulting in prolonged droughts from time to time. There are two rain seasons in the County: the long rains stretching from March to May with a peak season experienced during March/April and the short rains occurring from October to December with the peak being November/December. The most reliable rains for crop production are the short rains. The topography of the County greatly influences the amount of precipitation in different parts of the County.

The hilly parts of the County (Mbooni and Kilungu) receive higher rainfall ranging from 800 to 1,200 mm per annum, the medium zone receives up to 750 mm and the very low lying zone has an average of 500 mm of rainfall per year.

The erratic rainfall pattern in the County is complicated by the fact that most typically good seasons are interspersed with extremely dry seasons and variations in the onset of rain seasons, thereby undermining food production. The net effect has been perennial food shortages that have become the hallmark of the County.

Temperature in the County ranges between 18°-24°C in the cold season and 24°-33°C during the hot season. The mean temperatures range from 20.2° to 24.6°C. The high temperatures in the low-lying areas cause high evaporation that limit plant growth and therefore lead to massive crop failure in most of the seasons.

The County has also been affected by adverse effects of climate change. The increasingly unpredictable and unreliable rainfall coupled with increased human activity has led to the drying of springs, streams and rivers across the County.

2.2 Population Sector

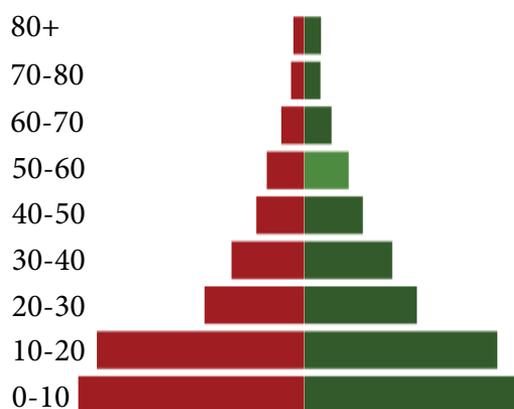
Makueni is a multi-ethnic County with the dominant community being the Akamba who form approximately 98.1 per cent of the population. According to the 2009 population census, the County had a total population of 884,253 persons which was projected at 961,738 persons by the year 2015. The County population composition is extremely youthful, with 43.8 per cent of the population aged between 0 and 14 years, and 5.1 per cent aged over 65 years.

Our County, Our Future

This means that over 51 per cent of the population is economically active.

The 2015 population projection is composed of 468,298 male and 493,442 female representing a male-female ratio of 1:1. The projection also includes 491,699 of the productive age group representing 51.1 per cent of the total population. The youths' projection stands at 250,427 representing 26 per cent of the total population. The County has an average population density of 120 persons /Km² with Mbooni Sub-County recording the highest population density of 216 persons /Km² and Kibwezi East Sub County recording the lowest of 52 persons /Km². The high potential areas of the County experience high population density that has caused high rate of land degradation due to vegetation clearance and high rate of soil erosion.

Figure 1.1 Makueni County Age Pyramid



Source: Kenya Open Data: ICI Authority (2009 Census)

2.2.1 Gender parity

The County has male to female ratio of 1:1 which shows a fair balance in terms of gender. Although women provide labour and manage development activities, they do not have control of the productive assets such as land and capital. They are therefore constrained by lack of authority to make decision on the utilization of assets. The National Government in 2015 gave a directive regarding employment of women, youth and people with disability towards meeting the constitutional requirement to have at least 30 per cent of the opportunities to either gender. Additionally, the Access to Government Procurement Opportunities (AGPO) provides a platform for empowering the same category of gender to access Government procurement opportunities. About 3.2 per cent of the persons in the County live with disability, those with sight challenges being the majority. This severely limits their opportunity to develop skills for effective participation in development activities.

2.2.2 Poverty Levels and Inequalities

The level of poverty in Makueni County stands at 60.6 per cent which is higher than the national average of 45.2 per cent (KNBS, 2015). The County is ranked 38 out of the 47 counties in terms of poverty levels. The high rates of poverty coupled with the youthful population in the country pose a major development challenge. The main causes of poverty in the County include: prolonged drought, undeveloped infrastructure, overreliance on rain-fed agriculture, limited employment opportunities, weak market systems, inaccessibility to credit facilities, continued environmental degradation and poor agricultural practices.

In terms of inequality, Makueni population is more unequal compared to the national level of inequality. The County has an inequality level (Gini Coefficient) of 0.38 compared to the national average inequality of 0.45 and is ranked number 22 in terms of inequality among the other Counties.

Table 2.1: Makueni County Population Distribution

Sub County	Total Population (2009)	Total Population (2015)	Total Population (2017)	Number of Households (2015)	Area in Sq. Km	Population Density (2015)
Mbooni	177,832	193,303	198,753	38,661	895	216
Kilome	140,914	153,173	157,492	30,635	843	182
Kaiti	120,116	130,566	134,247	26,113	423	309
Makueni	200,590	218,040	224,188	43,608	1,601	136
Kibwezi West	165,929	180,364	185,450	36,073	1,716	105
Kibwezi East	132,196	143,696	147,748	28,739	2,733	53
Total County	884,253	961,476	988,586	160,246	8,007	120

Source: Kenya National Bureau of Statistics (KNBS) 2015; County Planning Unit

2.3 The Social Sector

2.3.1 Education

As devolved governance takes root in Kenya, the type and quality of education offered in each County will take a centre stage in socio-economic development. Education is the source of skilled and qualified human resource essential to drive socio-economic development. This means that every County's ability to meet its human resource needs and to make its rightful contribution to the national human resource base will depend on the strength of its education sector. Most of the functions in education are under the National Government, however, Early Childhood Development and Education (ECDE), Community Libraries and County Technical Training Institutes (CTTI) functions are devolved.

On its part, the Government of Makueni County has invested in construction of ECDE centres, recruitment of instructors and equipping of the Centres. Currently, the County has 1,500 ECDE centres, with a total enrolment of more than 45,000 pupils. The County Government has employed 43 percent or 884 of the 2,061 ECDE instructors within the County while parents employ the rest. This has resulted in an instructor to pupil ratio of 1:21 mirroring the acceptable standards of ECDE. However, the County lacks an updated ECDE and CTTI curriculum and policy.

There are 108 CTTIs with a total enrolment of 2,929 learners and 204

instructors. The CTTIs have an average of two instructors each. This is extremely low and is a major contributor to low quality training offered by the institutes. Moreover, most of the institutes are poorly equipped and have inadequately trained instructors giving rise to a high number of under trained graduates who fail to meet the current market demand. There are three community libraries in the County which are not adequately stocked.

Although primary and post-primary education is not devolved, the County has adopted a proactive role to support primary and post-primary education activities through improvement of infrastructure, water supply, social protection and bursary schemes.

The County has 982 primary schools with an enrolment of 282,866 students and 7,337 teachers. This provides a pupil teacher ratio of 38:1 which is within the accepted level in the Country. However, the distribution is not even within urban centres. Schools along the Mombasa Highway and the high potential regions of Kilungu and Mbooni Sub Counties have lower ratios. There are 381 secondary schools with an enrolment of 90,184 students and 2,702 teachers. The County has a teacher student ratio of 1:33 which is also within the national accepted level. The distribution of teachers is also uneven and needs refocusing to ensure all schools are properly staffed.

In terms of higher education, although the County lacks a full-fledged public university or a constituent college, it hosts to two university campuses of the South Eastern Kenya University (SEKU) at Wote and Mtito Andei. More over the University of Nairobi has a research centre at Kibwezi and an extra mural centre at Wote. The County also hosts one private University at Kibwezi; Lukenya University. There are a number of middle level colleges with campuses in the County. These include the two medical training colleges in Wote and Makindu towns, Kibwezi teachers training college and Riccatti College in Wote town. There is however inadequate Technical Vocational Education and Training Institutions (TVET) in the County. There is therefore need to establish centres of higher learning to equip the population with the desired skills for the implementation of the vision.

The education sector faces two main challenges relating to transition from primary to secondary school and these are:

The low transition rate from primary to secondary school is occasioned by high incidences of poverty, ignorance and limited number of secondary schools. Most of the pupils who do not transit to secondary do not join CTTIs hence leading to high population of idle youth with low or no skills. This contributes to increased dependency rates in the society with a likelihood of the unemployed especially the youth engaging in drug and

substance abuse and risky behaviours. Most of the schools are poorly equipped with books, library infrastructure and workshops. In most old schools, the infrastructure is dilapidated due to poor maintenance and repair. Some of the schools are yet to be connected to the electricity grid and this has affected their readiness to institute e-learning programmes;

- Unavailability of technical institutions to provide the population with skills that will lead to qualification for both formal and informal employment.

2.3.2 Health Services and Facilities

A healthy population is an essential ingredient of socio-economic development. Makueni County has 9 level four hospitals that include: Makindu and Makueni (which are modelled as referral hospitals); Mbooni; Tawa; Kilungu; Sultan Hamud; Matiliku; Kathonzweni and Kibwezi. The County also has 21 level three hospitals previously referred to as health Centres and 125 dispensaries. In total the County has 156 public health facilities. The county has 2 private hospitals, 36 clinics and 27 dispensaries that complement the efforts of the government. However, the healthcare facilities and services in the County are inadequate given its vastness. On Average, one has to travel a distance of 6 kilometres to dispensary/health centre. The current doctor to population

ratio is 1: 22,000 against the recommended standard 1:10,000. The nurse to patient ratio is 1:2,000 against the recommended standard of 1:1,000.

The County had low medical diagnostic and examination capacity and very minimal renal and cancer diagnostic capacity by the time of creation of the County Governments. However, during the 2015/2016 financial year the Government invested in building medical diagnostic and examination capacity by equipping health facilities with diagnostic machines and equipment.

The County Government established a renal and a High Dependency Unit (HDU) at the Makueni level-four hospital. The other level four hospitals were equipped with specialised equipment like X-ray and dental units.

Likewise the County Government initiated the establishment of a trauma centre at the Makindu level four hospital. To date, most of rural-health facilities lack adequate diagnostic equipment while level four hospitals lacks specialized personnel and equipment.

Non-communicable diseases such as cancer, diabetes, renal complications and blood pressure have become more prevalent among the population mostly due to lifestyle changes.

2.3.3 Social Protection, Culture and Recreation

The County has a significant population who are vulnerable. These include the elderly, orphaned and vulnerable children (OVCs), people living with disability (PLWDs), people living with HIV/AIDS, women headed households and the unemployed youth. OVCs under the age of 15 years account for 1.3 per cent (4,800) of the County's population. This is above the 1.2 per cent of the national average .

The elderly people (above 65 years of age) account for 5.2 per cent of the total County population. This implies high dependency rates and consequently contributes to increased poverty rate. The County has complementing social safety net programmes but lacks a working framework for targeting and supporting these programmes.

The existing sporting facilities are found within public learning institutions while the recreational facilities are undeveloped. The County does not have a modern sporting and recreation facility. The lack of clear policy guidelines perpetuates this state of affairs.

2.3.4 Water Development

Makueni County is generally dry and faced with acute water shortage that has a direct impact on economic development. It is estimated that the average distance to a water point is 8 kilometres. This is attributed to

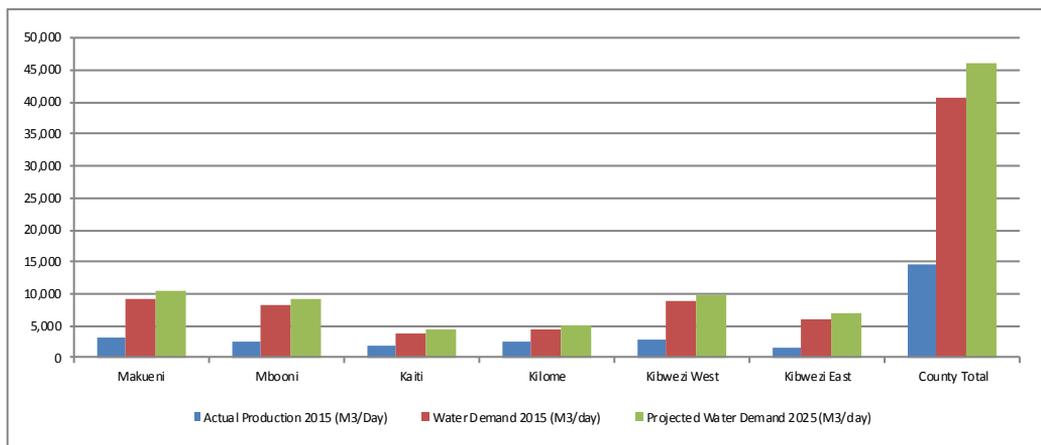
periodic cyclical droughts and shrinking water sources due to encroachment and degradation of water watersheds/towers, uncontrolled sand harvesting and, limited awareness on water harvesting and management among the populace. The County faces limited resource allocation for water development and inadequate institutional capacity to manage and explore the available water resource potential.

The main sources of water for the population are: seasonal and permanent rivers; springs; boreholes and wells; and dams and roof catchment. The current water production in the County is 14,489.911 m³/Day against a demand of 40,794.39 m³/Day leaving a water

deficit of 26,304.47 m³/Day (see Figure below). This translates to water coverage of 35.6 per cent against national water coverage of 52 per cent.

The projected water demand by 2025 will be 45,934 m³/Day. Inadequate investment in water resources is a major contributor to poor water access in the County. Even where springs and river water sources are available, the water is mainly harvested untreated and therefore considered unsafe source of water. 64.3 per cent of the population in the County rely on unimproved sources of water compared to a National average of 47.4 per cent. There is a high potential for roof water catchment with 86.6 per cent of the households having corrugated iron sheets roofing.

Figure 2.1 the Water Demand and Actual Production by Sub County



2.4 The Economic Sector

2.4.1 Agriculture, Rural and Urban Development

2.4.1.1 Crops, Livestock and Fisheries

Agriculture accounts for 78 per cent of the total household income. The sector is the most important driver of economic growth within the County. Sixty three per cent of the total land mass (482,040 Ha) is arable land characterized by good soils for agricultural production. Two farming systems are evident in Makueni: the small scale and large-scale. Large-scale farmers have an average of 30 Ha while small-scale farmers have an average of 3.4 Ha. Cash crops occupy 23,356 Ha (5 per cent of the arable land) while food crops occupy 65,453 Ha (13 per cent of the arable land). A large proportion of the population undertakes subsistence farming with few practicing commercial farming.

In terms of subsistence farming, the main crops are maize, beans, pigeon peas, millet, sorghum, sweet potatoes and cassava among others. The County produces limited number of cash crops which include cotton, coffee and sisal. The County has a high potential for horticulture crops, specializing in the commercial production of fruits (such as mangoes, avocados, oranges, pawpaws, bananas, watermelons and lemons among others), French beans, tomatoes, onions, capsicum, cabbages, Indian vegetables and other green vegetables. Fruit production is high in

the upper and middle parts of the County and is a significant source of income for the household.

The total livestock population in the County as estimated in 2014 comprise of 965,475 poultry, 675,085 goats, 285,634 beef cattle and 26,664 dairy cattle. Dairy farming is gaining prominence due to increased demand for milk and on-going Government interventions such as the subsidized artificial insemination services and milk collection and cooling centres. Dairy farming is undertaken both for subsistence and commercial purposes. However the potential in this sector is not fully exploited.

Under the economic stimulus programme, a number of fishponds were developed. By 2014, there were a total of 138 fish ponds developed of which only 38 were operational due to lack of water, low technical knowhow, high cost of feeds, lack of storage facilities and low local demand.

The sector lacks adequate policy, legal and institutional framework which have led to destruction, degradation, inequitable distribution and underutilization of arable land and inefficient utilization of water resource for agricultural production. Although most of the arable land is best suited for drought resistant crops, a significant area of cultivated land is put under maize. The average yield of maize is estimated at 0.8 tons/Ha against the national average of 2.0 tons/Ha.

The agricultural sector is characterized by low agricultural productivity associated with poor farming practices, low use of improved technologies, inadequate policies, poorly developed inputs and output markets and dependence on the erratic and poorly distributed rainfall.

Low adoption of improved production technologies: There is considerably low adoption of appropriate technologies including use of improved seed varieties, fertilizer use, animal feeds preservation, participation in the formal markets, uptake of improved cattle breeds, soil and water conservation, minimum tillage, terracing and extension services.

Specific causes of low productivity are:

Poor input access: The County has a good distribution network of agro-dealers. However, most of the inputs are expensive meaning most peasant farmers cannot access them. In addition, some of the inputs are of poor quality leading to ineffectiveness.

Post-harvest losses: Farmers incur high losses due to poor handling that include storage, transportation, marketing strategies and low value addition of their produce.

Poor market access: Farmers also lack knowledge of efficient marketing arrangements, including market information and linkages between producers and markets. Output marketing is also hindered by low

production volumes which do not translate to economies of scale either for marketing or value addition.

Low value addition: There is extremely low value addition to agricultural produce due to lack of appropriate skills and inadequate agro-processing facilities. Agricultural production in the County is also not commercially oriented to support agro processing activities.

Inadequate irrigation facilities: Despite the high potential for irrigation, the County has inadequate and/or poorly developed irrigation facilities. Lack of structured model for irrigation reduces the chances of expanding irrigation in the County.

Livestock pests and diseases: Livestock diseases remain a major challenge to livestock productivity by causing loss of production and even deaths. In the past five years, the County has experienced over five major disease outbreaks including Foot and Mouth disease, Lumpy Skin Disease, Contagious Caprine Pleuro Pneumonia among others. This leads to closure of markets and imposition of quarantines which restrict marketing of livestock from the County. Some of the diseases such as Rabies are endemic in the County leading to large costs incurred during treatment in case of dog bites. Other challenges facing livestock in the County include: Mastitis which poses a risk to the dairy industry and needs quick diagnosis and treatment when it occurs;

the consumption of uninspected food of animal origin poses a health risk to the people; and animal welfare especially the abuse of donkeys, dogs and improper transportation of livestock, particularly chicken.

2.4.1.2 Lands, Physical Planning and Urban Development

States which are highly urbanized have higher income levels and stronger institutions. This is achieved through integrated physical planning that leads to creation of commercial and industrial zones. Urbanization in the County is about 11.8 per cent compared to 32.3 per cent for the country. Urbanization is expected to be higher in future owing to the changing nature of livelihoods, income sources and education levels. Moreover, the completion of the Standard Gauge Railway is expected to accelerate the rate of urbanization tremendously.

Physical planning enhances delivery of basic services to the population and organizes urban development. The County has already completed the physical planning for some of the urban centres including Emali, Makindu, Mtito-Andei, Sultan-Hamud and Wote. A total of 35 urban centres have been planned and are awaiting approvals. However, the County is still characterized by poorly organized patterns of settlement in the urban and rural areas making service delivery costly.

The poor patterns of settlement are caused by lack of physical planning, titling and inadequate enforcement of

approved plans and encroachment of public land that has ensued since independence. The proportion of the population with title deeds in the County stand at 19.8 per cent compared with the national average of 39.4 per cent. This is low considering that majority of the citizens depend on agriculture for livelihood.

However, uncoordinated planning, inadequate land for expansion and inadequate infrastructural development have characterized urbanization in the County. Besides, investment within urban centres and towns is negatively affected by lack of titles that legally create ownership of land and thereby incentivizing investment.

The County has inadequate designated public land for development of public utilities, and establishment of industrial parks. This restricts urban development and poses a risk of exposing the people to outbreak of diseases due to poor waste disposal and sanitation.

Furthermore, lack of functional sewerage system makes private investment costly as each individual investor has to factor in sewerage and waste disposal. The County also lacks a land use and development policy to guide urban planning.

2.4.2 Trade, Labour, Cooperatives, Mining and Industry

Makueni County has a number of tradable commodities including crop produce, livestock and natural resources.

Crop produce include cereals, pulses and legumes and horticulture produce (fruits and vegetables). The County is a major supplier of poultry, goats and cattle to Nairobi and other surrounding urban areas. Most of the trading takes place at the farm gate and at the open air markets which are not well developed and lack basic facilities.

There are approximately 1,332 retail traders and 243 wholesale businesses spread all over the County dealing in a range of products. Most tradable goods include building materials and household products. The Mombasa-Nairobi highway and improvement of Wote-Makindu road has positively enhanced the income from trade due to ease of transportation and market access.

Natural resources in the County include sand, natural forests, springs, rivers and streams while minerals include limestone, granite, gypsum and quartz in Kibwezi West Sub County. Natural resources traded in the County include sand, charcoal, timber and ballast. Trade in these natural resources is largely unregulated and leads to major environmental degradation.

The County has a high proportion of an economically inactive population at 37.5 per cent of the total labour force against the national proportion of 22.9 per cent. This proportion is the highest in the region with neighbouring Counties of Machakos, Kitui, Kajiado and Taita Taveta recording 29.3, 30.4,

29.4 and 24.9 per cent respectively. Participation in economic activities is an important indicator of the degree to which the working age population actively drives an economy. A higher proportion of male population (70.9 per cent) participates in economic activities compared to the proportion of the female population (54.7 per cent).

This gender participation is below the national proportions of 81.8 per cent and 71.8 per cent respectively. In industrial development, the County has invested in agro-processing facilities focusing on fruit processing (Kalamba) and dairy in Kikima. Additional areas of agro-processing potential include cereals and legumes cleaning, grading and packaging and meat processing.

There are 141 cooperative societies of which only 35.5 percent (50) are active. This presents huge challenge in operationalizing the dormant societies. The Cooperative movement has faced many challenges including poor market linkages and systems, high post-harvest losses and trading of raw agricultural products as well poor management of Savings and Credit Cooperative Societies (SACCOs).

The following challenges have prohibited commercial and industrial development in the County;

- Weak enforcement of regulations on trade, exploitation of natural resources, consumer protection and labour utilization.

- Lack of good road network and electricity supply in the interior of the County has limited business establishments. In the main urban centres, supermarkets, hardware stores, entertainment spots, hotels and restaurants and shops and kiosks are some of the major business enterprises. Poor electricity connectivity is also limiting the development and expansion of ICT services and other micro-businesses including welding and barbershops. Along the Mombasa highway there is potential for establishment of fully equipped eateries for travellers;
- Underdeveloped financial systems: A significant proportion of the population is still unbanked while insurance penetration remains low. Access to credit is still a problem to many people in the County;
- Lack of land for industrial promotion: the County lacks land set aside for industrial development.

2.4.3 Tourism and Culture

The County has high potential for tourism and hospitality industry because it hosts Tsavo West National park while parts of Tsavo East and Chyullu National Parks are within the County.

Chyullu hills consist of several hundred lava flows and cones and the Leviathan cave, one of the longest lava tubes in the world. The Parks are known for bird life and for their large mammals like the black rhino, Cape buffalo, elephant, leopard, hippo and Maasai lion.

Other smaller animals that can be spotted in the parks include the bush baby, hartebeest, lesser kudu and Maasai giraffe. The parks are home to a great variety of bird life such as the black kite, crowned crane, love birds and the Sacred Ibis among others. Hunters Lodge in Kiboko along Mombasa-Nairobi highway is a bird sanctuary.

The Mombasa-Nairobi highway also straddles the County and this gives it a vantage position to exploit tourism potential as tourists (both domestic and foreign) who travel between Nairobi and Mombasa. There are very few hotels along the highway that can be used to promote tourism in the County. This shows there is great opportunity to invest in hospitality industry especially around Mtito Andei and Emali which is a gate town to Tanzania through Oloitokitok and the Amboseli National Park. Well-developed hospitality facilities will enable tourists to access Tsavo and Chyullu national parks.

The Kamba have a rich cultural heritage which can be exploited through promotion of eco-tourism. The County has potential to establish cultural centres in specific areas that will act as tourist attractions. These will include the following key location;

- The completion of the Standard Gauge Railway and development of the Konza Techno City in Malili is expected to enhance the potential of tourism in the County through development of the hotels and hospitality industry.

- The proposed Thwake Dam has potential for boat riding, competition and sport fishing for both the local and foreign tourist;
- Makongo Valley provides excellent opportunities for setting up tourist attraction sites for wind surfing, and development of cable cars/cabins for sightseeing and nature trail.

2.4.4 Roads Networks and Transport

Road transport is the main mode of transport in Makueni County. The County has a fairly good road network with most of the roads being earth roads which are rendered impassable during the rainy seasons. The current road coverage is estimated at 3,203.5 Kms of which 453.8 Kms are of bitumen standards, 555 Kms gravel and 2,198.6 Kms surface roads.

The tarmac roads in the County include a section of the Nairobi- Mombasa highway which traverses the County from Malili to Tsavo River, Katumani- Wote- Makindu road, the Salama- Mukaa-Nunguni-Kikoko road and Itangini- Tawa- Kikima road, which remains incomplete. There are efforts to open up more rural roads to improve access to local markets and public utilities. The construction of the Standard Gauge Railway will open up the County due to fast connection to major markets in Nairobi and Mombasa. The County hosts two major stations in Mtito Andei and Emali that are used for the storage of the materials for the construction of the railway.

The stations are strategically positioned and the infrastructure can be developed into factories to produce supplies for the railway with spares and other consumables.

2.4.5 Energy and Information Communication Technology

2.4.5.1 Energy

Makueni County has poor distribution and connectivity to electricity leading to households' dependency on unsustainable use of energy sources such as firewood and charcoal. Only 5.7 per cent of households in the County use electricity for lighting compared to a national average of 22.9 per cent. The main source of lighting in the County is kerosene, accounting for 88.8 per cent, electricity at 5.7 per cent and solar energy at 3.8 per cent. The distribution of population by mode of lighting is lantern 63.3%, tin lamp 25.3%, electricity 5.7 per cent and solar 3.8 per cent.

There is untapped potential for green energy generation including biogas and solar. The County receives good solar insolation all year round coupled with moderate to high temperatures estimated at 4-6 kWh/M²/day. The increasing number of dairy farmers practicing zero grazing in the County has huge potential for biogas generation. However, the County also lacks policy on green energy generation and distribution.

The presence of the Kenya Pipeline Company's pump stations in Emali and Mito Andei presents an excellent opportunity for the County to promote petroleum distribution points/depots. These distribution points can serve the County as well as Northern Tanzania opening up employment opportunities and spurring urbanization and economic growth.

2.4.5.2 Information Communication Technology

Information Technology (IT) has become an important tool in communication and day-to-day operations of Governments, business enterprises and even households. There is an increasing use of social media in communication because a large proportion of population has access to the Internet.

ICT development can drive growth in agriculture, agribusiness, education, procurement and commerce and revenue collection and reduce cost of doing business in the County. Nationally, there are several Internet Backbone Gateway Network Operators (IBGNs) and Public Data Network Operators (DNOS) who are registered by the Communication Authority of Kenya (CAK).

Moreover, Makueni has good high points such as hills that host quite a number of communication towers such as base stations (BTNS) for Microwave, Wimax and Wi-Fi stations. The fibre optic cables along Mombasa highway, have also served the County to Wote and Tawa

urban centres and wait switching on.

The proposed Konza Techno City at Malili provides great opportunity for the County for development of ICT. It will spur economic growth by increasing productivity and transform people's lives through creation of 200,000 job opportunities, an innovation research hub, office park and other social amenities.

Despite these ICT opportunities, the penetration of ICT in the County remains low. The low penetration of ICT, which constraints access to information and communication materials, stems from lack of knowledge, information and skills, limited funding, lack of infrastructural facilities such as ICT equipment in most private institutions and inadequate public private investment in ICT within the County.

2.5 Environmental Conservation and Management

The County experiences environmental degradation due to unsustainable sand harvesting, charcoal burning, over grazing, riverbank destruction, water catchment destruction and reduced vegetative cover. Environmental degradation has negatively influenced the water supply levels. The fact that Kenya is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC) and has ratified the Kyoto protocol, presents an opportunity through which the County can tap resources for climate change adaptation.

2. County Situational Analysis

The County Government has adopted NEMA guidelines on environmental management and conservation. The County has further enacted the Makueni Sand Utilization Act, 2014 and established the Sand Authority that is responsible for the management of sustainable utilization of sand and other natural resources.

The County has additionally enacted climate change adaption regulations to guide building resilience capacity

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amongst the community. The absence of an environmental policy and regulations has constrained the efforts against wanton destruction of forests, invasion of wetlands, water catchment towers and wetlands in the County. The on-going construction of Standard Gauge Railway has affected the environment negatively through pollution, unsustainable exploitation of natural resources such as sand and ballast.



3 FOUNDATIONS FOR SOCIO-ECONOMIC TRANSFORMATION

3.1 Foundations

To achieve socio-economic transformation, Vision 2025 is built on several foundations:

1. Expansion of revenue base and financial discipline;
2. Good governance and planning;
3. Sustainable infrastructural development;
4. Energy generation and distribution;
5. Research and development, science, technology and innovation;
6. Sustainable land use, management and security;
7. Expanding water harvesting and storage for domestic use and irrigation; and
8. Efficient public service and development.

3.1.1 Expansion of Revenue Base and Financial Discipline

The biggest risk facing the implementation of this plan is a shortfall in resources. This may lead to unfunded budget deficits at the end of the Vision period. The County Government commits to manage resources as an investment that must yield returns in the near future.

Expenditures will focus on sectors that yield high returns to investment. These include: irrigation, education, environmental conservation and value chain development. To consolidate and continuously sustain increase in resource mobilization, investment in infrastructure will be an important venture. The County will focus on streamlining and reforming revenue collection and will institutionalize strategies to attract and retain external funding sources and investments.

Financial prudence, accountability and responsibility are fundamental public finance management principles as provided for in chapter twelve of the constitution. Part four of the Public Finance Management Act, 2012 (PFMA, 2012) outlines responsibilities of the County Government with respect to the management and control of public finance. It sets out the fiscal responsibility principles to be enforced by County Treasuries. To ensure compliance with statutory requirements on management of public funds, the County Government will adhere to strict spending measures. In addition, the Government will apply cost-cutting and waste reduction

3. Foundations For Socio-Economic Transformation

strategies aimed at increasing resources for development.

To ensure openness and accountability in management of the funds, the County Government will adhere to principles and framework of public finance as provided for in chapter twelve of the Constitution of Kenya (2010). The County Government shall ensure adherence to the ratio of development to recurrent of at least 30:70 as set out in the PFMA, 2012. The Government of Makueni County will strengthen the procurement and audit systems by continuously building the capacities of officers involved in procurement of goods and services and audit processes.

3.1.2 Good Governance and Planning

The Makueni County Vision 2025 envisages sustainable development of the County to be achieved through sustained governance reforms that are founded on integrity, transparency and accountability. It focuses on the provision of overall policy development, institutional strengthening and leadership direction of the County on matters pertaining to management of Government, legislation, planning, and financing and public resource management.

The Government commits to facilitate a favourable environment for doing business through formulation and implementation of sustainable policies. This will be guided by issue based leadership, transparency and accountability in management of public

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resources, full participation and effective representation of the public as envisaged in Article 10 of the Constitution of Kenya, (2010).

3.1.3 Sustainable Infrastructural Development

Social transformation by 2025 will be achieved if infrastructure relating to roads, water, health, energy, education and ICT are sustainably developed. A well-developed infrastructure has a higher multiplier effect to economic growth and development. Through this Vision, the County Government pays a keen interest in development of infrastructure that cuts across the development sectors.

3.1.4 Energy Generation and Distribution

The Vision recognizes energy as a critical enabler for socio-economic transformation. Access to electricity in the County is at 5.9 per cent against a national average of 22.9 per cent. This Vision identifies a number of strategies to be pursued to sustain energy access and distribution. This will complement the initiatives by the national Government to light all public schools and upscale electricity access through the Rural Electrification Programme. The strategies to be pursued include: green energy generation (solar and wind) through public private partnerships, promotion of the use of green energy (solar, wind and biogas) at household level and lighting of markets and streets.

3.1.5 Research and Development, Science, Technology and Innovation

Livelihood sustainability in Makueni County is threatened by a complex and interrelated range of social, economic, political, and environmental changes that present significant challenges to researchers, policy makers, and, above all, rural land users.

The need for home-grown solutions in dry land production systems based on sound proven and acceptable technologies holds the key to sustainable land use practices and innovations; hence enhanced community-based resilience to droughts and the long-term sustainable livelihoods of the rural populations.

Research, skilled human capacity, and knowledge transfer are therefore required to explore and enhance probability of success of how, planning, investment, and development strategies as well as other socioeconomic changes can aid and assist livelihoods become more resilient and robust at a time of growing climatic risk, variability, deepened droughts and uncertainty.

A strong foundation in research and development ensures that decisions on investment are based on empirical information. Statistical data and research will be critical in identifying existing and emerging issues to inform policy formulation. As such, the County Government will pay considerable attention to development and use of factual statistical data to guide planning and development.

3. Foundations For Socio-Economic Transformation

The Government will invest in establishing a County statistical system, integrating the components of ICT services to improve efficiency, drive down cost in data collection, analysis and decision making. The Vision recognizes the importance of innovation in service delivery to spur economic growth.

3.1.6 Sustainable Land Use, Management and Security

The Vision recognizes that climate change and environmental degradation remains a challenge to land resource exploitation. The County Government will formulate and implement environmental management policies that will ensure sustainable exploitation of natural resources.

The County Government will facilitate development of adequate land use policies that aim at promoting investment and securing permanent ownership tenures and facilitating sustainable urban development. Some of the strategies to ensure sustainable land use will include collaborating with the national Government to fast track land titling and economic zoning.

3.1.7 Expanding Water Harvesting and Storage for Domestic use and Irrigation

Water is a basic human need and right as enshrined in the Constitution of Kenya (2010). The accessibility of water is a foundational basis in enhancing agricultural productivity in the County. Makueni has been classified as an ASAL

3. Foundations For Socio-Economic Transformation

region with two rain seasons. It receives an average of 1000 mm per annum in the hilly parts and an average of 500 mm in the low lands.

The County has one permanent river and several seasonal rivers which flow downstream to the lower part. The county enjoys a compact soil formation that minimises percolation and seepage. The topography is generally flat.

The above factors provide a huge potential for run-off water harvesting along the rivers for domestic and irrigation use. This will be done through construction of surface and sub-surface dams. The County Government recognises the key role played by water development in socio-economic transformation. There will be deliberate efforts to invest in modern and appropriate technology in water harvesting, distribution and irrigation. Further, these efforts will contribute in enhancing food security, improving health standards and increasing household income.

3.1.8 Efficient Public Service and Development

Public service plays a key role in socio-economic transformation as it is at the heart of service delivery. The County public service manifests diversity of public servants drawn from different backgrounds namely the defunct Local Authorities, the devolved staff and staff recruited by the County Public Service Board. Human resource management and development will be enhanced by

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creating a conducive environment for career growth and advancement and harmonization of the terms for the County public service.

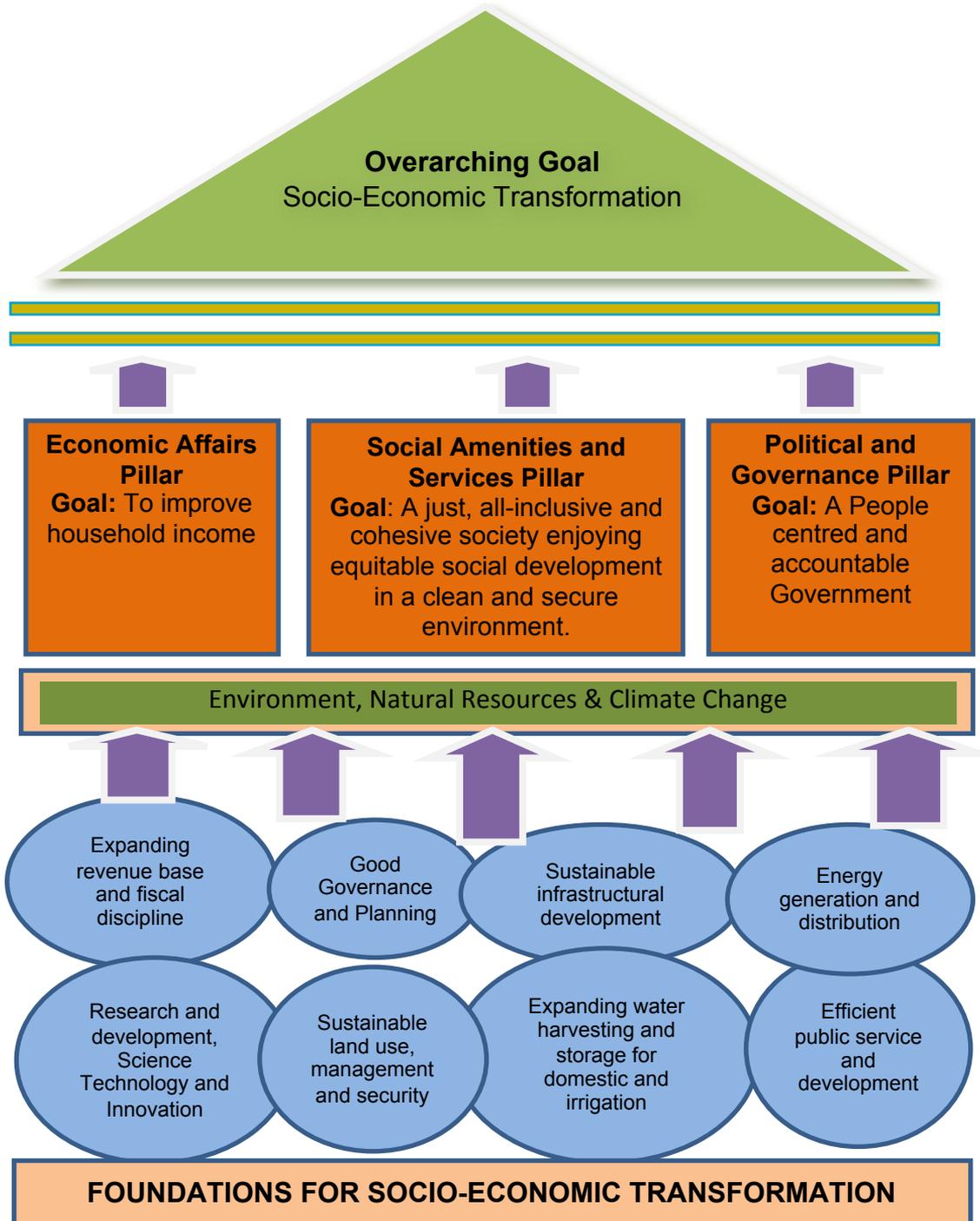
The Vision is cognizant of the need for capacity development and its linkage with efficient service delivery. The County Government will therefore initiate public service transformation and reforms to improve service delivery. The reforms will include improving performance through institutionalizing results based management in the County public service.

3.2 Vision Pillars

The Makueni County Vision 2025 is anchored on three broad pillars: Economic Affairs, Social Amenities and Services, and the Political and Governance Pillar. The Vision has adopted the Medium Term Expenditure Framework (MTEF) sectoral planning approach to facilitate alignment with the national development framework. This will also help direct resources to related activities in order to accelerate the desired sectoral growth. The approach ensures efficiency in delivery of services by linking specific sectoral resources to outcomes.

The Vision presents the Government's strategic priorities per pillar. These priorities have been aligned to sectoral specific objectives and the expected outcomes at the end of the plan period. The Vision has identified pillar-specific flagship projects to enable achieve the desired accelerated socio-economic transformation by 2025.

Figure 3.1 Makueni Vision 2025 Pillars



MAKUENI COUNTY



**VISION
2025**
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4 STRATEGIC APPROACHES TO ECONOMIC TRANSFORMATION

4.0 Introduction

This chapter covers the strategic approaches for economic transformation. The economic affairs pillar is a major source of employment opportunities in the County. The strategic development for economic transformation will be achieved through three key sectors: Agriculture, Rural and Urban Development; General Economic and Commercial Affairs; and Energy, Infrastructure and ICT.

It is estimated that 78 per cent of the total household income in Makueni is from agricultural related activities while 22 per cent is from non-agricultural employment consisting of wage employment (10 per cent), urban self-employment (4 per cent) and rural self-employment (8 per cent). Thus, the development of the pillar is expected to stimulate economic growth through creation of income generating opportunities driven through the four sectors.

4.1 Agriculture, Rural and Urban Development

In the County, the sector comprises the following departments: Agriculture, Livestock and Fisheries, Lands, Mining and Physical Planning, Urban development and Mining departments. Agriculture is the driver of economic growth in the County. The sub-sector employs a significant population in its forward and backward linkages, provides food for the population and is the main source of livelihood. Despite its importance, the sector faces several challenges that include inadequate policy, legal and institutional frameworks, low adoption of improved production technologies, poor input access, poor market access, post-harvest loss, inadequate irrigation facilities coupled with high reliance on rainfall for production, low value addition and livestock pests and diseases. Agriculture is a priority subsector in enhancing economic development of the population of Makueni County. This calls for prioritization of the sector to spur growth. To address the above

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mentioned challenges and sustain development in the agricultural sector, the County Government proposes employment of the following strategies for a period of 10 years.

4.1.1. Increase Crop and Livestock Production and Productivity

Increasing crop and livestock productivity will be important in driving the County's economic growth. Therefore, the County Government will seek to implement the following strategies to expand the production:

Strategic Intervention 1: Zoning and Value Chain Approach

In order to promote agricultural production in a sustainable way, the government will zone the County based on agro-ecological suitability. Particular attention will be given to the value chains that have a big potential to drive

4. Strategic Approaches to Economic Transformation

the growth of the household incomes.

The incorporation of the youth into farming will be promoted. The main value chains to be supported are: grains (green grams, sorghum), horticulture (fruits and vegetables), dairy and poultry. Others are: industrial crops (cotton, coffee, macadamia and sisal), small stock (goats, sheep), bee-keeping and root crops. The County will be zoned for the production of both crops and livestock as outlined in table 4.1 below:

Strategic Intervention 2: Intensify Extension Services for Increased Technology Uptake

The current extension staff to farmer ratio prohibits effective promotion and adoption of appropriate technologies leading to low production against increased use of resources. Crop and livestock production has remained below potential due to low adoption

Table 4.1: Recommended Agriculture Production Per Zone

Zone/ Production System	Fruits	Vegetables	Grains	Root Tubers	Industrial Crops	Livestock Production
Upper	Avocado & Passion	Tomatoes, Leafy Vegetables, Peas, French beans	—	Arrow Roots	Coffee, Macademia	Dairy & Poultry
Middle	Mangoes, Citrus, Paw Paw, Melon	Asian Vegetables, French Beans	Green Grams, Sorghum, milley, Pigeon Peas, Cow Peas	Cassava, Sweet Potatoes	Cotton, Sisal	Dairy, Poultry, Pasture Development
Lower	Mangoes, Water Melon, Paw Paws	Asian vegetables	Green Grams, Sorghum, Millet, Pigeon Peas, Cow Peas	Cassava, Sweet Potatoes	Cotton, sisal	Dairy, poultry, pasture development and fattening

by farmers of appropriate production technologies in crops and livestock farming. To intensify extension services and promote uptake of appropriate technology the County Government will continuously:

- Strengthen extension and other service delivery structures to promote the adoption and use of improved and appropriate technology including the use of climate smart technologies. It will also increase staff to farmer ratio, make the village the unit of extension and decentralize resources to the village level;
- Promote adoption of improved agricultural production technologies including climate smart technologies through media programmes, training of farmers on relevant improved technologies and agronomic practices, establishment of farmer field schools (FFS), farmer exchange visits (to National Research stations, attendance to important events including World Food Day, Environment Day, World Water Day and Trade shows among others) and facilitation of extension officers to reach out to farmers. In addition, the County Government will build an ICT platform to deliver extension services;
- Facilitate the establishment of the Makueni Trade Fair.

Strategic Intervention 3: Promote Irrigation

To enhance productivity, continued dependence on rain fed agriculture will not be a viable option. The County Government will:

- Develop an irrigation master plan to guide investment in irrigation. To enhance production of crops under irrigation, the County Government will develop an “irrigation model that integrates land banking and marketing”.
- Continuously promote run off water harvesting by creating awareness on the importance of irrigation to supplement rainfall especially where rains cease earlier than normal. Irrigation will be incorporated in the design and development of dams to open up more areas for irrigation in the County.
- Develop new irrigation infrastructure and rehabilitate the existing ones as a priority in order to enhance productivity. This will support large-scale irrigation along rivers. In addition, the County Government will promote the use of kitchen gardens and small-scale irrigation at household level using harvested water through farm ponds and water storage tanks.
- The County Government will work with the National Government to develop irrigation infrastructure around envisaged major dams including the proposed Thwake dam.

Strategic Intervention 4: Post-Harvest Losses (PHLs) Management

To reduce post-harvest losses, the County Government will build the capacity of farmers on post-harvest management through facilitating storage, handling, grading, packaging, transportation and pest control. It will also promote value addition to increase product shelf life including development of food processing infrastructure.

Strategic Intervention 5: Improving Access to Inputs and Services

The cost of inputs is prohibitively high and in many cases inputs and services are of poor quality, especially fertilizers, seeds, livestock feeds and veterinary services.

- The County Government will streamline the input supply chain to ensure farmers get quality and affordable inputs and services. Moreover, it will develop and operationalize an Agriculture Development Fund policy framework to avail affordable inputs and credit to farmers.
- To ensure that farmers get improved access to quality inputs, the County Government will work in collaboration with relevant National Government regulatory bodies.
- Promotion of farmer service centres/clinics will be done to support the supply of inputs and provision of expert services.

4. Strategic Approaches to Economic Transformation

- Provision of incentives to companies to produce home grown certified seed locally. This will ensure quality of the seed and improved productivity.

Strategic Intervention 6: Promote Value Addition and marketing

In order to promote agricultural production in a sustainable way, the County Government will zone the County based on agro-ecological suitability. Particular attention will be given to the value chains that have a big potential to drive the growth of household incomes. The potential value chains to be supported include: grains (green grams, sorghum), horticulture (fruits and vegetables), dairy, hides and skins and honey and poultry. Important components of the value chains include production, processing, standards and grading, packaging, branding and marketing of the value added products. The County Government shall undertake the following;

- Support fruit processing through completion and operationalization of the Kalamba Fruit Processing Plant. Ownership and management structures will be established in line with Public-private partnerships (PPP).
- Provide incentives to private investors interested in investing in the food processing industries using the local inputs.
- Support dairy aggregation and processing across the county.

4. Strategic Approaches to Economic Transformation

- Complete and operationalize the Wote tannery through PPP to add value to hides and skins.
- Promote value addition in agricultural produce through a business development services initiative aimed at building farmers' capacity on commercializing agriculture.
- Promote group marketing by organizing farmers into marketing cooperatives which will lead to bulk marketing, negotiated contract farming and adoption of grades and standards concept.
- In collaboration with the National Government establish wholesale and feeder markets as channels for organized marketing for the farm produce.

To support grain value addition, the Government of Makueni County will operationalize a grain incubation centre in Mukuyuni. The centre will be equipped with drying, sorting, packaging and labelling facilities to assist small scale farmers brand their grain produce. In addition, the centre will offer an organized collective marketing outlet for the grains. The equipping will be actualized through collaboration with all stakeholders in the sector.

Strategic Intervention 7: Improve Access to Farm Mechanization

To facilitate development of the agriculture sub-sector, the Government of Makueni County will establish an agricultural mechanization unit where

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individual farmers can access farm machineries to enhance farm mechanization. In addition, the County Government will establish a farm mechanization framework to guide leasing of the services from the unit.

Strategic Intervention 8: Soil and water Conservation, Range Rehabilitation and Pasture Development.

Overgrazing, charcoal burning and land sub-division for settlement has led to destruction of rangeland that makes it unproductive. There is great potential for restoration and sustainable exploitation of rangeland to support pasture development for livestock. During the plan period, the County Government will:

- Support range rehabilitation and pasture development and conservation to promote livestock production activities including dairy farming, ranching and fattening. A total of 50,000 hectares will be rehabilitated and put under pasture for livestock development.
- Construct public livestock watering points in strategic areas to support livestock production activities.
- Work with farmers to rehabilitate gullies and denuded areas especially of Mbooni, Kilungu, Nzai, Kibwezi West and Kilome that have undergone erosion. In addition, farmers will be trained on how to make soil and water conserving structures at farm level to reduce soil erosion and increase water retention.

Kalamba Fruit Processing Plant



Box 1: Flagship Projects to Increase Crop and Livestock Productivity**i) MARKET DRIVEN IRRIGATION SYSTEM LINKING UP RURAL PRODUCTION AND URBAN FOOD DEMAND**

The County Government will enhance irrigation through the following initiatives;

- Development of the irrigation master plan;
- 15,000 new hectares put under irrigation through developing new irrigation schemes along major rivers with irrigation potential such as Athi, Muooni, Kambu, Kiboko, Kaiti, Thwake and Mtito Andei to reduce reliance on rain fed agriculture; and
- New irrigation technologies that conserve water will be promoted.

To facilitate adoption and expansion of irrigation systems, the County Government will facilitate implementation of market driven irrigation model that motivates households to put more land under irrigation and produce more crops in a smaller area of land. The vision of increased production under irrigation is based on the completion of Thwake dam and other small water holding dams and availability of land for irrigation. As such, the County Government will seek to acquire land for lease for irrigation especially downstream of Thwake Dam where water can be supplied under gravitational flow to reduce the cost of production.

Households who own land within the downstream of Thwake Dam will be incentivized to lease their land to the County Government upon which irrigation structure will be built. Land for irrigation will be owned under rental system where households willing to cultivate under irrigation will rent at least one acre and will pay rent to a managing Water Users Association (Synonymous with a County Irrigation Board). The County Irrigation Board will be tasked by the County Government to manage the irrigation infrastructure and assist the county in establishing markets and marketing systems

Further, it is anticipated that the County Government will facilitate market linkages to ensure that all those who undertake irrigation have access to market for their products. To create a market place for the irrigation products especially fresh vegetables and fruits, the County Government will acquire plots of land within the growing urban areas –where there is demand for these products. These plots will act as designated “market places” for Makueni County Branded Fresh Products.

It is expected that the County will draw some revenue from the land rent and proportions of taxes from sales within the “Market Places”. However, these taxes will be reinvested to the management of the irrigation infrastructure with the surplus being redistributed through social support or alternative infrastructural development within the county.

ii) DAIRY DEVELOPMENT

Dairy farming is not anymore a preserve of the agriculturally high potential areas. Farmers in the arid and semi-arid areas are increasingly undertaking dairy farming and Makueni County is no exception. Already, Kikima Dairy has proved that there is potential for dairy farming in the County. There is an increasing trend of milk and milk products consumption in the country in general and Makueni County needs to take advantage of this opportunity.

As a major project for dairy development, the County Government will make dairy a countywide programme to increase farmer incomes through milk production while supporting marketing through value addition and marketing. The Government will continue to support artificial insemination and invest in livestock disease control to support the dairy industry. The proportion of dairy cattle to the total cattle population will increase from 8 per cent to 18 per cent with daily milk production rising from about 46,000 litres per day in 2014 to over 100,000 litres per day in 2025. Of the produced milk, over 50 per cent will be brought to the formal marketing channels through processing, packaging and branding.

Key projects to support dairy development will be:

- Artificial insemination – Over 100,000 inseminations will be done using high quality semen sourced both locally and internationally;
- Value addition and processing – milk processing and packaging targeting over 50 per cent of the milk produced in the County. New dairy products will be developed (Butter, cheese, yoghurt, fermented milk, ghee and ice cream);
- Integrated group dairy production and development (consortium concept); and
- Development of laboratory for disease control and food quality assurance

iii) KALAMBA FRUIT PROCESSING PLANT

The County will invest in developing niche fruit zones that will spur increased production for variety of fruits. This will support the fruit processing factory at Kalamba for value addition. The County will invest in an incubation centre within the fruit processing plant providing an opportunity for entrepreneurs to process and package and add value to their products. Other fruits such as avocado, melons and passion fruits among others will be targeted in the production.

iv) GRAIN VALUE CHAIN DEVELOPMENT

The County Government will promote Mukuyuni grain handling facility and transform it to an incubation centre for grain and livestock products through purchase and installation of requisite equipment and investment in appropriate technology. This will spur the growth of cottage industries and job creation in the agricultural sector. Private investors will be encouraged to build cereal stores to make the region a bread basket for the entire South Eastern Kenya.

v) POULTRY DEVELOPMENT

The County Government will promote poultry farming as an activity targeting women and youth. This will be by provision of improved breeds that are fast maturing and also supporting poultry disease control by providing vaccines at village level. Farmers will also be trained on appropriate husbandry practices. In addition, the County will support value addition and branding to enhance income from poultry farming.

Strategic Intervention 9: Strengthening Livestock Pests and Disease Control

The County Government will put in place measures to tackle livestock diseases to enable uninterrupted livestock production and marketing. These measures will be implemented through:

- Adoption and implementation/enforcement of relevant animal health laws and policies.
- Establishing a livestock disease surveillance system.
- Establishment of veterinary referral system and laboratory to support diagnosis.
- Embracing the one health concept to address zoonotic disease such as rabies.
- Strengthening the veterinary public health function to ensure food quality and safety.
- Rehabilitation/development of diseases and pest control infrastructure such as vaccination centres.
- Engage neighbouring Counties in development and implementation of an inter-County livestock disease control strategy.
- Develop research centres for livestock disease control and vaccine development in the County.

4.1.2. Policies and Legal Frameworks, Institutional Arrangements for Agricultural Development

Strategic Intervention 1: Developing and Domesticating Agricultural and Complementary Policy and Legal Frameworks

The Government of Makueni County will endeavour to enhance the policy, legal and institutional frameworks that support agricultural development in the County. Specifically, the County Government will customize existing national policies and formulate new ones where none exists to deliberately target agriculture as the key economic driver for the County. There will be a four-fold approach to improving the legal, policy and institutional arrangements in line with the existing national frameworks:

- In crops development, the County Government will develop several policies that concretize and complement crops development in the County. The crops development policies will include a general crop development policy, industrial crop development policy, and agribusiness/agriculture commercialization policy. The County Government will develop specific value chains policies such as green grams, sorghum, cotton, vegetables and fruits;

4. Strategic Approaches to Economic Transformation

- Both livestock and crops development require inputs to increase productivity. The County Government will develop an inputs policy, crop, and livestock extension policies, to facilitate access to inputs from the local markets and access to extension services;
 - To support livestock development and commercialization of livestock products, the County Government will develop and implement livestock development policies including veterinary, animal welfare policy, livestock disease control policy, fish development policy, leather development policy, dairy policy, and poultry policy and;
 - In terms of agricultural institutional development, the County Government will establish several important institutions and authorities that govern specific important processes in agriculture and have an important bearing in agricultural development.
- (i) The County Government will develop Kwa Kathoka Agriculture Training Centre (ATC) into a modern farmer-training centre of excellence with real time demonstrations and facilities for residential training with a focus on dry land farming and development of a County agricultural information resource centre.
- (ii) The County Government will seek to enhance the collaboration between the ATC, Kenya Agricultural and Livestock Research Organization (KALRO), universities, international research organizations and other

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stakeholders to develop, promote and upscale adoption of new technologies.

- (iii) Moreover, the County will establish the Makueni County Food Security Authority to source for and guide investment in food production.

TITLE DEEDS PROVIDED TO THE PEOPLE OF MAKUENI



4.1.3. Improving Land Use Systems and Physical Planning for Better Rural and Urban Development

Land is the most important resource for development. Yet in the County, land use systems and patterns are poorly planned and therefore fail in facilitating and sustaining urban and rural development especially with access to basic social amenities. To create a foundation for future and sustainable rural and urban development and meet the challenges that bedevil physical planning, housing and urban development the County Government will implement the following interventions:

Strategic Intervention 1: Improve Land Use Systems, Planning and Legislation

The County has adequate potential for agricultural and livestock production. However, land use patterns and management are poor and have resulted to degradation of land through soil erosion and leaching. Soil degradation and poor land management practices have led to decrease in fertility and consequently a decrease in crop and pasture productivity.

Gradual change in climate has driven households to change livelihoods and, in many cases, led to overexploitation of land. These changes in livelihood have not been well captured in the development agenda of the County. Lack of land title deeds limits access to resources such as loans, consequently limiting investment on land.

To streamline land use and management, the County Government will:

- Update the agro-ecological zoning map and develop an agricultural land use policy, plan and legislation based on the updated agro-economic zones;
- Put in place measures to enhance sustainable use of land resources including fertility enhancement, soil erosion control, range rehabilitation and management and land profiling to delineate for conservation of the wet lands, river-banks and water catchments areas; and
- Formulate a County urbanization policy.

Strategic Intervention 2: Enhanced Urban Planning and Infrastructural Development

The County Government will:

- Seek to enhance efficiency and effectiveness in physical planning, development control services to ensure that all urban areas are planned, and that development plans are approved for implementation. Where the plans have already been approved, the County Government will continue to implement those.
- Develop the roads within urban centres, parking zones; develop a water and sewage system and install lighting to increase hours of trading.
- Develop a sewerage master plan.
- Earmark public land for development of public utilities, and establishment of industrial parks.

- Prioritize the towns housing the SGRs stations for urban infrastructural development: Mtito Andei, Kibwezi, Makindu, Emali, Sultan Hamud and Malili

Strategic Intervention 3: Titling of Land, Mapping and Digitization in Urban and Rural Areas

Land is a key factor of production and hence any measures aimed at improving the security of tenure will greatly enhance production in the County. The current land tenure situation and uncompleted land adjudication has constrained land accessibility and development for production. The County Government will collaborate with the National Government and other relevant partners and stakeholders to ensure;

- Completion of survey of public land for titling in all urban areas where surveying and mapping is incomplete.
- Completion of land adjudication in rural areas.
- Meet target to have 90 per cent titling in the 10 year plan period.
- Develop and digitize land records including digitization of development plan, registry index maps, survey plans and part development plans. Digitization will enhance efficiency in land management in the County support the titling of land.

Strategic Intervention 4: County Housing Development

The County Government proposes to collaborate with relevant departments to develop the housing function. The roof structure is used as proxy indicator of the welfare status of a household. The current data indicates that 86.6 per cent of the households in Makueni have corrugated iron sheets as roof against the national average of 73.5 per cent.

There are houses constructed by the National Government which are not inhabited and the County Government will pursue mechanisms of completion. The County will provide an enabling environment for the private sector to invest in constructing appropriate low cost housing. In collaboration with National Housing Corporation (NHC) and other stakeholders the County Government will seek to provide low cost housing units.

Box 2: Flagship Project For Urban Development

i) PLANNING, ECONOMIC ZONING AND URBAN INFRASTRUCTURE DEVELOPMENT

The County will tap the benefits associated with increasing urbanization. Urbanization creates demand for food and non-food items and through its backward linkages, stimulates agricultural development in rural areas. Urbanization increases demand for housing, water and sewer systems and ICT. Through the strategy period, the County Government will zone six viable economic zones that are expected to trigger the general economic growth of the County. These zones are anchored on existence of an economic activity/opportunity in a leading sector with high potential for forward linkages. The proposed economic zones are:

- Administrative zone around Wote town;
- Education and Hospitality zone around Mtito Andei town;
- Cultural zone around Makindu town;
- Industrial zone around Emali and Sultan Hamud towns;
- ICT hub around the Konza Techno city in Malili and
- Agro-processing around Kikima and Kalamba.

The Government will acquire land in the proposed economic zones that will be availed to investors who will be willing to invest in these towns

ii) TOWN AND URBAN INFRASTRUCTURE DEVELOPMENT

Over the Vision period, infrastructure in the five major towns will be developed and enhanced to ensure that the towns have the requisite infrastructure development to support the urbanization. The development will include:

- Construction of sewer systems for Wote, Mtito Andei, Emali and Sultan Hamud towns
- Construction of dump sites for Emali/Sultan Hamud
- County sewerage master plan; and
- County urban transport master plan

Box 3: Flagship Projects On Green Energy Production

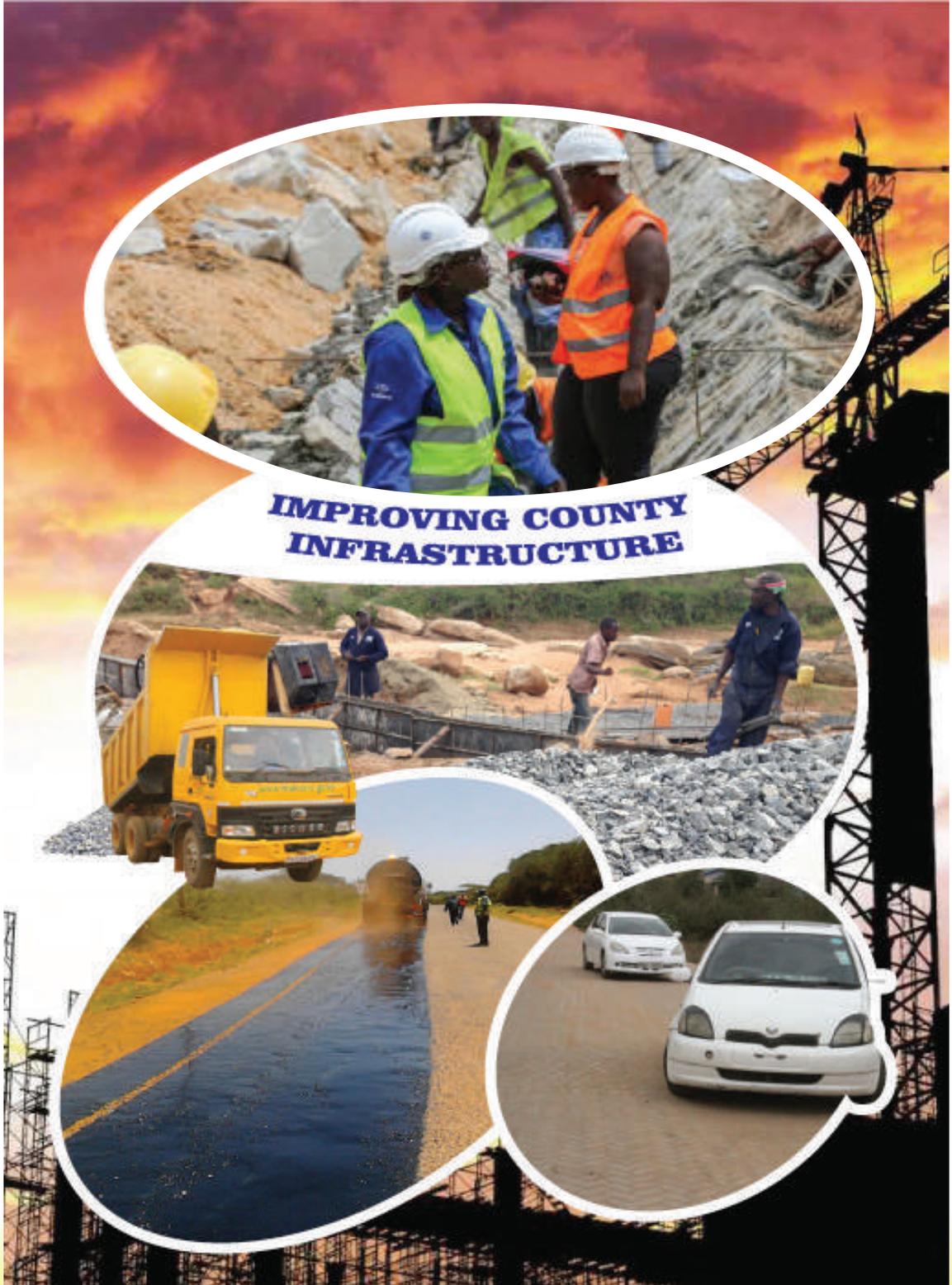
GREEN ENERGY PRODUCTION

The Government intervention and investment in energy is intended to increase the current access of electricity by households from 5.9 per cent to 40 per cent. The County receives good solar insolation all year round coupled with moderate to high temperatures estimated at 4-6kWh/m²/day. The energy production will be undertaken as a flagship project through public/ private sector partnership with private Independent Power Producers. It is envisaged that 20 MW will be produced from solar.

Figure 4.1: Proposed Solar Farming in the County



IMPROVING INFRASTRUCTURE



4.2 Energy, Infrastructure and ICT

4.2.1 Developing and Enhancing Energy Generation and Distribution

Energy, Infrastructure and ICT are key drivers of development. Reliable and affordable energy is an important driver of industrial growth which creates employment. Moreover, reliable energy has benefits including lighting of homes, facilitating learning and a 24-hour economy through street and business lighting. It also plays a critical role in facilitating a 24-hour economy through street lighting to enhance security, which in turn supports industrial growth and employment creation. Infrastructural development supports movements of goods, development of urban centres, facilitation of marketing and access to services such as hospitals, learning institutions, markets and social amenities. ICT is vital for efficient communication, transactions and information flow.

The challenges facing energy and ICT in the County are numerous and include

- Disparities in electricity connectivity, frequent power outages and low electricity coverage as a result of low population density. The County lacks a policy on green energy generation and distribution. There is high and untapped energy generation potential in solar, biogas and wind energy.
- In terms of cooking, about 96 per cent of the households depend on wood based sources of fuel, mainly firewood and charcoal. This

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contributes to the County forest degradation which is a major contributor to erratic rainfall patterns, harsh climatic conditions and reduced water attachment.

- The penetration of ICT in the County remains low and this constrains access to information and linking County producers to effective demands.

The County Government will undertake the following interventions to address the challenges in the sector and to exploit the opportunities presented:

Strategic Intervention 1: Improving Energy Distribution and Coverage

The strategies for increasing distribution will include, investment in new connectivity lines in which the County Government will partner with the National Agencies responsible for electricity distribution.

The County Government will purchase transformers that would extend the coverage of the national grid to cover more households, all public institutions and market centres. It will promote use of other forms of energy especially solar and wind power in street lighting, homes, lighting of markets and public institutions in the remotest areas where connectivity to national grid is uneconomical. This is aimed at reducing the cost of lighting streets, institutions and markets in sparsely populated areas. The County Government will target to increase the electricity coverage from 5.9 per cent to 40 per cent over the plan period.

The initiative will also target to connect 30,000 households with solar energy through subsidies and collaboration with other energy sector stakeholders. Moreover, Makueni County Government will invest in the promotion of alternative sources of energy for cooking namely gas, fuel efficient stoves and biogas. Biogas will be promoted in public institutions and households where dairy cattle keeping under zero grazing technology are being promoted. The target is to half reduce the number of households using wood based fuel from 96 per cent to 60 per cent over the plan period. The County Government will target to have all public institutions using biogas, fuel saving jikos and LPG gas by 2025.

Strategic Intervention 2: Energy Sector Development and Distribution Policy

The County Government will develop an energy generation and distribution policy to guide the process of developing the energy sector. The focus on energy generation will be on green energy and distribution. The policy shall demonstrate how the County shall harness solar and wind energy harvesting and distribution.

Strategic intervention 3: Green Energy Generation in the County

As a strategic focus, the County Government will exploit the potential opportunities for green energy generation from wind, solar, biogas and hydropower. The Thwake Dam is expected to generate 17.6 megawatts of electricity when completed. Although this is a

national project it has implications for the energy sector in the County. The County Government will partner with private sector to explore and develop potential energy sources which will result in generation of 20 MW of power from both solar and wind sources in the plan period. Development of biogas will be promoted especially in areas where dairy industry is being promoted and in public institutions.

To finance some of the investment costs in energy development, the County Government will tap on UN green energy fund and other international funding promoting utilization of green energy. In addition, it will establish a fund to support activities for green energy development.

Strategic Intervention 4: Exploiting Kenya Pipeline Potential for Oil Distribution in Makueni

The Kenya Pipeline Company has three pump stations in Makueni County at: Malili, Emali and Mtito Andei. Of the three, Malili is the only pump station with an oil distribution facility. The County Government will therefore promote the establishment of distribution facility at Mtito Andei and Emali through private public partnership initiatives. This will create distribution points to the entire Makueni County, Kajiado, Northern Tanzania and Kitui County. It will also create employment opportunities as well as reduce the cost of petroleum products within the County.

4.2.2 Building Competitive Transport Infrastructure

Although under the current devolved functions most of the key roads are the responsibility of the National Government Agencies, the County has a fairly good road network. Most of the roads are earth-roads and some are however rendered impassable during the rainy season. Therefore the County Government seeks to improve the roads network across the County through the following strategies;

Strategic Intervention 1: Development of Transport Master Plan

The development of the transport master plan will position the County competitively in the country. The proximity to the transnational highway (Mombasa – South Sudan) and the Standard Gauge railway will open frontiers for economic development by spurring growth in other sectors such as manufacturing and industry. The transport master plan will ensure that the transport infrastructure is consistent with other policies and linked to the national 50 year integrated national transport master plan envisaged in Vision 2030.

Strategic Intervention 2: Enhance Roads Access in the County

To enhance roads connections in the County, the County Government will continuously collaborate and work together with the national roads agencies to identify and maintain and upgrade

4. Strategic Approaches to Economic Transformation

roads within the County. It will develop a maintenance schedule with national agencies for the classified roads. The focus will be to upgrade classified roads and urban roads to bitumen standards covering an additional 500 Kms (50 Kms each year over the 10 year plan period).

The main roads in addition to the key economic zones will include;

Ukia – Emali road (45 Kms), Sultan Hamud-Kasikeu-Upete-Kilome road (30Kms) and Kasikeu-Kyambeke-Kyuasini road (20Kms), Kambu-Nthongoni road (12Kms), Mukaatini-Kikima-Kyambalasi (20Kms), Mtito Andei-Oloitoktok (50Kms), Kimutwa-Kalawani road (15Kms), Wote-Kalawa-Wamunyu road (45Kms), Ukia-Kikoko road (20Kms), Machinery-Ulilinsi-Athi (30Kms), Ngaaka-Masimba (20Kms), Makindu-Kimoini-Kimboo primary (10Kms), Mbuvo-Kitise road (15Kms) and Itangini-Kakuswi road (20Km)

Bridges and drifts will be constructed in key areas to enhance connectivity and access; major development will be construction of Thwake Bridge in Thwake River – Mbooni Sub County. The County Government will upgrade rural roads and open new areas to cover an additional 12,000kms (1,200kms each year for 10 year plan period).

MAKUENI SOCIO-ECONOMIC TRANSFORMATION



Strategic Intervention 3: Enhancing Air Transport

The County Government will work with the Kenya Airports Authority to rehabilitate and upgrade the Makindu Airstrip. The airstrip will facilitate the access to the proposed Makindu trauma referral centre by Kenyans from all corners of the nation.

The airstrip will have a cargo handling centre offering direct cargo services and warehousing from all over the world. This will reduce the time taken to import raw materials into the country's industrial areas given the efficiency associated with specialization and proximity to the main cities of Nairobi and Mombasa.

Additionally, the airstrip will supplement the Emali and Mtito Andei SGR stations and open a link to the neighbouring countries like Tanzania.

4.2.3 Improving Information Communication and Telecommunication to Facilitate Development

ICT provides a great opportunity to transform service delivery in the County by both the public and private sector. At the public sector level, it is an important tool for ensuring cost effectiveness and efficiency in service delivery through automation of Government services. Kenya is one of the fastest economies in terms of IT adoption and the pioneer in

money transfer technology. The presence of multinational IT companies in Kenya affirms the favourable environment and the enormous opportunities. The advancement in mobile technology has revolutionized ICT access with internet enabled mobile phones providing easier access to internet. The proportion of households that own mobile phones is at 62.5 per cent in the County which provide the impetus for increased ICT connectivity.

Strategic Intervention 1: Development of an ICT Master Plan.

The County Government will develop an ICT master plan that will help to create an enabling environment for the utilization of ICT services. This will guide the development of its services, enable and scale ICT innovation and foster economic growth through development of ICT related businesses and create employment opportunities in the County. The master plan shall guide investments in the ICT sector through public private partnerships.

The Konza City in the County will contribute immensely to the provision of ICT services, create employment and revolutionize the economy through innovation. The County Government proposes to develop innovations in ICT.

Strategic Intervention 2: Development of an ICT Policy

The County Government will develop an ICT policy to guide the development

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and use of ICT in the County. Specific focus will be on the use of ICT in the delivery of County services and extension of ICT infrastructure in the County. The fibre optic cable network will be extended to all sub counties and wards. . The process will be undertaken in a consultative manner to ensure that the policy addresses all the key areas of development in the County and recommended actions are implemented.

Strategic Intervention 3: Automation of County Service Delivery

To improve on service delivery, the County Government will initiate e-Government services. This shall be through the provision of 60 per cent of public services online, automating work functions with a major target on revenue automation, fleet management, procurement, financial system, asset management, record digitization, project monitoring and management. All this will be aimed at reducing paper work, enhancing service delivery and open engagement of Government.

In addition, the County Government will strengthen and upgrade the existing community information centres to be centres of service delivery and innovation hubs at the Ward level. This will act as points for providing digital content and e-products/marketing and enhancing innovation.

4. Strategic Approaches to Economic Transformation

Strategic Intervention 4: ICT Human Capacity Development

Whereas the County Government and the private sector has been investing in development of the hardware component of the ICT sector, there has been inadequate investment in the human resources required to design, develop and operate these infrastructure and the associated e-applications. With the changing technology, the County Government will invest in developing high end skills to match the dynamics of the ICT sector.

4.3 General Economic and Commercial Affairs

Strategies formulated in this sector aim at creation of a conducive environment for businesses development and employment creation. This will enhance the growth of SMEs, boost entrepreneurship skills and ensure market linkages for County products through creating programmes geared towards developing commerce, industrialization and increasing the level of private investment.

This is expected to create employment opportunities that will address the high levels of unemployment among youth population in the County.

The County Government will set aside serviced industrial parks to attract both local and foreign investors. Initially, the County will seek to have 2,000 hectares of land in a suitable location, within inputs and output market access.

4.3.1 Facilitating Tourism and Development of Tourism Infrastructure

Makueni County has several tourist attraction points including the famous Tsavo (Tsavo East and West and Chyullu National Parks). Tsavo West is one of the world's biodiversity strongholds and has several attraction sites including swamps, Lake Jipe and the Mzima Springs. The parks are home to diverse wildlife species. A two pronged intervention approach targeting the infrastructure development policy and marketing will be important to exploit the economic benefits inherent in the tourism sector:



Strategic Intervention 1: Enhancing Tourism Infrastructure Development

The County Government will promote improvement of existing tourism supporting infrastructure and development of new ones where appropriate through public private partnership. Viable tourist sites as identified during tourism mapping will be developed through public private partnerships.

Strategic Intervention 2: Regulation, Coordination and Marketing of Tourism

The County Government will;

- Develop and implement a County tourism promotion policy in line with the National policy. The policy will target aggressive marketing of tourist sites including branding and advertising campaigns to inform potential tourists about the existing products and facilities in order to increase the patronage.
- Since Makueni County is positioned within the southern tourist circuit in the country, efforts will be made to promote tourism, develop niche tourism products and collaborate with national Government agencies and the neighbouring counties to strategically fit within the southern tourist circuit.



- Makindu town has been zoned as a cultural town and the County will have deliberate efforts to promote the rich Akamba culture.

Invest in appropriate technologies to enhance the process of doing business. The County Government will integrate business licensing and permitting with land rates and plan approvals to reduce time and money spent on application of business licenses.

Strategic Intervention 3: Increase the Consumer Protection Capacity

In order to protect the producers and consumers, the County Government will strengthen consumer protection unit to ensure fair play for both the entrepreneurs and consumers. The unit will ensure right measures and weights; prices and packaging materials are used.

Strategic Intervention 4: Promotion of County Financial Infrastructure

The County Government will encourage development of a credit and financial systems and services network across all the major urban areas. To enhance financial intermediation the County will promote establishment of County microfinance, community financial institutions including table banking, village banks, financial service associations, community savings and credit groups.

MAKUENI WATER DEVELOPMENT AGENDA



5

STRATEGIC APPROACHES TO SOCIAL TRANSFORMATION

The pillar consists of the following sectors: Education, Health, social protection, culture and recreation, water and environment sectors. The pillar is geared towards promotion of a healthy human resource, improved access to health services, potable water, sustainable environment conservation and equity. The pillar also ensures inclusivity in the transformational agenda of the County. The pillar facilitates the development actualization and a just, all-inclusive and cohesive society enjoying equitable social development in a clean and secure environment.

5.1 Health



Health is one of the devolved functions under the fourth schedule of the Constitution of Kenya 2010). The specific devolved health functions are County health facilities and pharmacies, ambulance services, promotion of primary health care, licensing and control of undertakings that sell food to the public, cemeteries, funeral parlours and crematoria and refuse removal, refuse dumps and solid waste disposal. The County will be responsible for ensuring adequate infrastructure, facilities, and personnel for the entire County based hospitals, health centres and dispensaries.

The ratio of health personnel to population remains low leading to programmed operation of some health centres and rotation of specialized doctors.

In addition, the distance to the nearest health facility remains high at 6 km. During the plan period the County Government's investment in the health sector will be geared towards reducing the doctor and nurse to population ratios to 1:10,000 and 1:1,000 from

the ratios of 1: 22,000 and 1:2,000 respectively while improving the health infrastructure. This will be coupled with investment in specialized equipment and personnel to address the challenges related to weak referral system, low access to primary health care, HIV/AIDS and the emerging trends of NCDs, TB and renal health problems. The Government will also invest in mother and child health to half the current maternal mortality rates of 360/100,000.

Strategic Intervention 1: Implementation of Preventive Measures towards Non-Communicable Diseases (NCDs)

In Makueni, there has been a general increase in non-communicable diseases amongst the adult population. The County Government will spearhead development and implementation of a NCDs policy framework. The framework will:

- Focus on management strategies of non-communicable diseases.
- Prioritize the most cost-effective interventions for NCDs.
- Raising awareness on NCDs at the lowest level of the society.
- Ensure that all parts of Government and society respond to the challenges of NCDs as health gains can be achieved much more readily by influencing public policies in sectors beyond health than by making changes in health policy alone.

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- Provide an avenue for linking the promotion of NCD prevention and control with other Government programmes especially in education, labour and urban development.
- Advocacy on benefits of traditional high value crops such as arrow roots, yams, sweet potatoes, sorghum, pumpkins and green grams as opposed to highly processed foods.

Strategic Intervention 2: Implementation of Preventive Measures towards Communicable Diseases

Communicable diseases are infectious and easily transmitted from person to person by direct contact or by a vector. The Makueni populace spend a considerable proportion of their income in treating communicable diseases. These diseases include malaria, Flu, Tuberculosis, rabies, hepatitis B, measles, STDs and HIV/AIDs, Chicken pox, and diseases of the respiratory system.

The County Government will invest to increase its diagnostic capacity. This will help timely investigations and treatment for these ailments. The County Government will construct and operationalize medical laboratories in health facilities.

The County will also support increased availability of ARVs for those currently infected. Programmes targeting OVCs and caregivers will also be supported. The County will also invest in training of community based care givers for people living with HIV/AIDS and orphaned children.

Strategic Intervention 3: Improving Access to Primary Healthcare

Primary health care includes immunizations, healthy lifestyles, working and living in risk-free environments. Primary health seeks to prevent disease or delay its onset. During the plan period the County Government will;

- Shift its focus to primary health by increasing investment in primary health care.
- Intensify the WASH and Nutrition training programmes by strengthening the community health strategy.
- Structure the community health units around the County administrative units.
- Undertake vigorous public health education campaigns on sanitation and basic health care in ensuring effective preventive services are accessed by all in the communities (CLTS: Community Led Total Sanitation).
- Intensify community awareness programmes on ensuring full immunization and support to nutrition programmes to reduce the levels of child and infant mortality rates.
- Support initiatives that improve health seeking behaviour for expected mothers so as to reduce maternal mortality rates.
- Invest in programmes aimed at creating awareness, good nutrition and lifestyle changes. Investment in sporting activities to encourage

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people to live healthy lives will also be supported.

Strategic Intervention 4: Improved Staffing Levels for Health Care Services

For effective provision of healthcare services, the ratios of health staffing levels compared to population needs will be addressed through additional recruitments, redistribution of existing staff and use of e-health services. The table 5.1 shows the current staffing levels of various cadres of health staff against the optimal numbers desired.

Table 5.1: County Health Staffing Level

Specialists Medical Doctors	Number Available	Desired Number	Gap
Medical Officers	48	90	42
Lab. Technologists	31	80	49
Nurses	514	1000	486

Source: Makueni County Department of Health Services

Additional measures include collaboration with training institutions (Medical training colleges and universities) for attachment opportunities for students. The setting up of a tele-medical centre will facilitate access to specialized medical services for patients in remote areas where there are no specialized doctors.

Strategic Intervention 5: Improving Health Infrastructure

Provision of integrated healthcare services is heavily dependent on the

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health infrastructure put in place.



Adequate health infrastructure and equipment determines the quality of health services offered in a health facility. Use of modern technology can facilitate provision of specialized medical services without the patient having to travel from local medical centres to specialized medical facilities. Therefore, the County Government will;

- Invest in diagnostic infrastructure, technology and equipment to facilitate thorough investigation and screening at all health facilities. This investment will include specialized diagnostic equipment such as X-ray, Ultrasound CT scan, MRI and other equipment and ensuring sustainable and uninterrupted power supply to health facilities.
- Fast track completion and operationalize the Trauma Centre at Makindu, and establishment of a mental/psychiatric unit at Makueni.
- Invest in developing an orthopaedic care centre at Kibwezi. These facilities will cater for special groups in need of specialized care in medical institutions.

5. Strategic Approaches To Social Transformation

- To improve access to a wide variety of expertise in the medical field, the County will develop a doctor's plaza concept at Makindu and Makueni level 4 hospitals. During the Plan period the County Government will strengthen the referral system by upgrading Makueni and Makindu hospitals to act as centres of excellence in the provision of health care in these fields and make the hospitals referral centres for the Country.
- Other lower level health facilities will be upgraded to levels that can offer integrated services in a bid to improve healthcare service delivery and efficiency.

Strategic Intervention 6: Enhanced Healthcare Financing

The cost of healthcare in Kenya has been on a steady rise. At individual level, there are a number of health's financing schemes including the NHIF and private medical covers. This is however only available to those who can afford, leaving the poor exposed. The National Government has also provided for free maternity health care. The County Government will enhance health care access for the over 65 per cent of the population by facilitating enrolment in to the NHIF scheme. It will also undertake to work with NHIF and its health department to popularize subscription to the scheme and further provide care to vulnerable communities through outreach programmes. In addition the County Government will

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sensitize Makueni citizens living outside the County to promote insurance purchase through NHIF for relatives back home. Other interventions include:

- Promote group health financing through community groups, associations and cooperatives and;
- Work with partners and actors in health care in the County to close the financial gap and enhance resource mobilization.

Strategic Intervention 7: Improving Healthcare Information Management

Efficient health service delivery is critical in ensuring that citizens get quality services, costs are managed and diagnosis time is minimized. To achieve this, the County Government will;

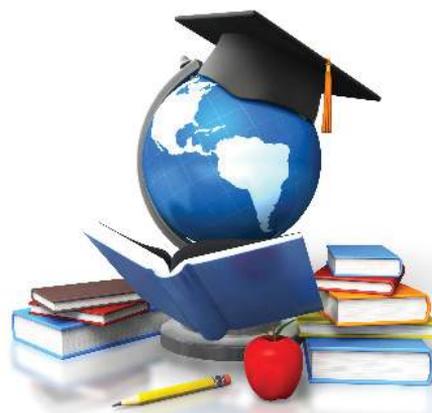
- Strengthen the “health information data management system” leading to better data collection, storage retrieval and reporting in the health sector (public and private).
- Establish a medical portal and a domesticated medical application which reduces time of accessing medical services.
- Fast track full implementation of the County medical records automation to ensure that health service provision is fast and efficient.
- Establish a “telecenter” complete with requisite infrastructure in one of the referral hospitals to offer diagnostic services to patients located in remote locations. The Centre will house specialized doctors and will be equipped with ICT technology for providing distant

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diagnostic services.

- Collaboration with other specialised hospitals from outside the country to offer exchange of medical ideas and undertake complicated treatment and surgery through video conference.
- Ensure that the health management information data system is configured to support management of drugs and equipment supplies in all the medical facilities in the County. This will result in optimal supply and stock levels.

5.2 Education



The County Government is committed to providing quality education and training in line with schedule 4 of Kenya constitution 2010. The devolved functions in education are; Early Childhood Development Education, County Technical Training Institutes (CTTIs)

formerly village polytechnics, community libraries and home craft centres.

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The County recognizes the importance of education as an important aspect in human resource development which is key in driving the overall goal of socio-economic transformation.

During the Plan period the County Government will improve education standards and human resource development in the County; Staffing, Infrastructure, Curriculum and Policy. The policy will be focused on EDCE and CTTIs development and will be modelled along the National Policies to exploit opportunities and realize the full potential of the sector:

Strategic Intervention 1: Strengthening Staffing Levels

Currently there are 1,500 ECDE centres that require 3,000 teachers against the current 2,061 indicating a shortfall of 959 teachers. The County Government will bridge the gap in the ECDE teachers by recruiting additional teachers and improving the management of ECDEs through strengthening quality assurance mechanisms. It will ensure optimal staffing levels for all the ECDE centres. In addition, it will establish a programme to engage volunteer teachers and interns in the ECDE education.

There are 108 CTTIs with 204 instructors which imply about two instructors per CCTI. This number is too low to handle administration and a wide range of technical courses. Recruitment of additional instructors for CTTIs will be based on skill levels, course requirements

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for each CTTI centre and market driven curriculum.

Primary and Secondary School education is not devolved, but the County has a responsibility to ensure that achieve quality education is offered at all levels. Staffing in primary and secondary schools has been affected by the free primary and secondary education programmes which have led to increased levels of enrolments without matching teachers levels. The result has been a low teacher to learner ratio thus affecting education performance in both primary and secondary schools.

To address this problem the County Government will collaborate with the National Government to ensure improved teacher to learner ratio in all schools, either through additional recruitment and/ or redistribution of the existing teachers to ensure equity.

Strategic Intervention 2: Development and Upgrading of Education Infrastructure

Infrastructure plays a key role in delivery of education sector functions. Most CTTIs in the County have poor or inadequate infrastructure in terms of classrooms and equipment. On the other hand most ECDEs are housed in churches and primary schools with poor infrastructure that does not provide a conducive learning environment for young children. In terms of equipment and learning/ instruction materials, most centres are lacking in quality

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and relevant equipment and materials to offer relevant education.

The County Government will undertake an assessment of the current status of ECDE and CTTI infrastructure in line with current and future demands to inform investment in new and upgrading of the existing infrastructure. It will ensure that the institutions are well equipped with modern and appropriate learning equipment and materials.

In addition, the County Government plans to construct one model ECDE in each of the 30 Wards. The ECDEs will be integrated to accommodate children with disability in the infrastructure development and recruitment of skilled staff to handle children with disabilities.

Strategic Intervention 3: Implementation of Appropriate CTTI Curriculum

Curriculum development, standards and assessment is a National function and vested in the Kenya Institute of Curriculum Development (KICD). The County Government will adopt appropriate courses for its supported institutions based on market demand. Currently the CTTIs have recorded very low enrolment rates which have been attributed to the obsolete courses offered. It will undertake an assessment of the job market requirements to inform courses selection for its CTTIs. This will ensure that relevant courses are given priority. In addition, the CTTIs will be provided with necessary equipment for offering the selected courses. To ensure quality technical

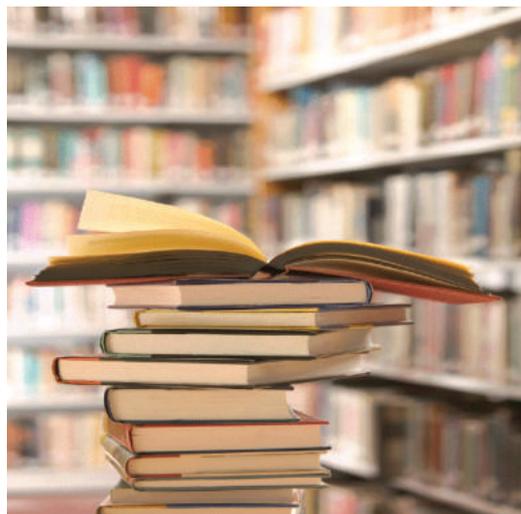
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skills and maximize on the economies of scale, the County will approve specialized courses for the model CTTIs.

Strategic Intervention 4: Domestication of the ECDE Policy

To lay successful foundation for the primary school education, the County Government will adopt and implement the national ECDE policy. This will ensure that management of the ECDEs and issues of curriculum are well anchored to the National aspirations. The policy will outline the collaboration strategies that will guide the different actors in ECDE education development.

Strategic Intervention 5: Establishing County Libraries



The County Government will expand the current public libraries coverage from three (Kinyambu, Itaava and Mutyambua) to five with additional model libraries in Wote and Mtito Andei.

The County will have reference materials equipped in all community information

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centres and aligned to the service delivery centres. The Libraries will also act as custodians of the County documents, e.g. CIDPs, ADPs, and research reports done in the County. Moreover, the County Government will also invest in e-education targeting the devolved functions, by ensuring the key institutions are connected to the internet and equipped with computer laboratories.

Strategic Intervention 6: Establishment of Model CTTIs

The County Government will establish 6 CTTIs which will be designated as model CCTIs offering specialized curriculum/training skills. The earmarked CTTIs for upgrading into model status include Enzai in Kilome Sub County, Kisingo in Kibwezi West Sub County, Nduluku in Mbooni Sub County, Ngwata in Kibwezi East Sub County, Nziu in Makueni Sub County and Ukia in Kaiti Sub County. The CTTIs will also offer demand driven skills and collaborate with other education institutions to offer short term courses. The upgrading and curriculum choice will mainstream gender and disability issues to give the special groups fair and equal opportunities to access technical training.

Strategic Intervention 7: Establishment of Makueni University

The County Government will collaborate with the National Government to establish a public university which will have the mandate to build capacity

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through combined research and training for improved community based resilience to drought and climate change adaptation.

The established university will facilitate capacity building through action research and training on climate resilient dryland resource management.

Strategic Intervention 8: Investment in Higher Education Development

Makueni County has several institutions of higher learning both public and private. The County has invested in establishing Gigiri Teachers College in Makueni Sub County. Under this Vision, the County Government has earmarked Mtito Andei as an educational zone. It will therefore collaborate with both SEKU and University of Nairobi to ensure that the existing campuses are upgraded to University Colleges with eventual issuance of charter to full university status.

In addition, the County Government has earmarked Wote Technical Training Institute for upgrading into a national polytechnic and upgrading of a County CTTI to a Technical Training Institute.

Strategic Intervention 9: Support Increased Student Retention and Transition Rates

One of the key factors affecting transition levels from primary to secondary and from secondary to university or other institutions of higher learning is poverty which is high in the County. Many students in the County are unable to

transit to the next level of education because the parents/ guardians cannot afford. The County Government will establish and support a revolving education fund and guiding regulations on how the fund will be administered. The fund will target students in secondary, technical institutes and universities and will be aimed at improving retention and transition.

Strategic Intervention 10: investment in Technical and Vocational Training Institute

Technical Trainings have over the past been turned into university collages leaving those who do not qualify for university degrees with no collages of the middle level to attend. For the Vision 2025 to be achieved, this County require technicians who will be the engine for development. The County plans to collaborate with the National Government to establish a TVET that will offer Diplomas and certificates courses tailor made to the need of the implementation of the Vision.

Box 4: Flagship projects in each Education Establishment of institutions of Higher learning

(i) MAKUENI UNIVERSITY

The County Government in conjunction with the National Government and partners will establish a specialised university to offer courses that are unique to the needs of the County and other parts of the world that experience same conditions. The University will have campuses in different parts of the County based on the practical training required and the available resources available in those areas.

The university will specialize in Research, Training and Innovation in community based resilience to drought and climate change adaptation.

(ii) TEACHERS TRAINING COLLEGE (TTC)

The County Government will ensure the establishment of a Teacher Training Collage in the County to provide required staff for the schools in the county and other areas of the Country. This will improve the staffing levels and ensure that the schools are staffed with qualified teachers who provide high quality education to the population of the County.

(iii) COUNTY TRAINING AND TECHNICAL INSTITUTES (CTTIs)

For the Vision 2025 to be achieved, this County require technicians who will be the engine for development. The County Government will establish six model CTTIs offering specialised and market oriented courses. The proposed model CTTI are Enzai in Kilome Sub County, Kisingo in Kibwezi West Sub County, Nduluku in Mbooni Sub County, Ngwata in Kibwezi East Sub County, Nziu in Makueni Sub County and UKia in Kaiti Sub County.

5.3 Water Development

The County has both seasonal and permanent water sources such as rivers and springs, boreholes, wells, dams, water pans, weirs and roof catchment. These sources have been impacted by the dry and semi-arid climatic conditions experienced in the County, leading to scarcity of water in the County. Boreholes and wells which depend on underground water have experienced reduced water yields due to frequent and prolonged droughts. The average distance to a water point remains high at 8 Km. Water from springs and rivers is commonly consumed untreated and therefore considered unimproved source of water.

Existing piped water points also experience frequent water rationing and sometimes the pipes do not have water for days or months either as a result of breakage or reduction of water yields at the sources.

The County also lacks an updated water resource map to inform areas with high potential of water, existing boreholes and their yield levels, dams, springs, rivers, existing water pipelines and their condition etc. The water sources in the County are increasingly under pressure from population growth, economic activities and competition for water among different uses (irrigation, livestock and domestic consumption). To address these challenges the Government has prioritized Water Harvesting for Socio-Economic

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Transformation program christened 'kutwiikany'a kiwu'.

This is an aggressive investment in construction of dams and drilling of boreholes with a view of increasing water accessibility for the people of Makueni. The program will not only contribute in poverty reduction will also increase social stability and catalyse economic growth through provision of potable water for household consumption and irrigation. These goals shall be realized through the following interventions:

Strategic Intervention 1: Development of County Water Resources Knowledge Management System

As a first step towards long-term tackling of the challenges of water in the County, the County Government will undertake a water resource mapping exercise that would lead to the creation of a database of the existing and potential water resources. This will include mapping all categories of water sheds including rivers and springs, existing boreholes, existing water distribution pipelines, existing dams and potential underground water. The database will inform future water resource development and distribution in order to increase the number of households with access to portable water. The database will also guide water harvesting through dam construction, underground water harvesting, and establishment of distribution network and water treatment plants.

Strategic Intervention 2: Increase Water Accessibility

The County Government will invest in different methods of water harvesting, storage, treatment and distribution. These will include construction of dams to harvest rainwater, harvesting of spring and river water, promotion of institutional and household level water harvesting, storage and utilization. It will also expand existing water distribution pipelines and water treatment works so that there is increased amount of available portable water. The investment in water distribution network will reduce the average distance to water points from the current 8 Km to 3 Km.

To encourage household and institutional water harvesting the County Government will enact laws and regulations that enhance various water harvesting techniques including roof water catchment, management and utilization. The target for the County is to have 70 per cent of households accessing portable and reliable water from the current 35 per cent. The strategy will ensure that portable water is available in reasonable volumes throughout the year. To increase the amount of harvested water, the County Government will construct six strategic dams with a capacity of 10 million M³. The County Government will also construct six

medium dams with a capacity of two million M³ and twenty small dams with a capacity of 50,000 M³ at the Ward level. This will increase the water storage capacity and promote availability of water for domestic, irrigation and livestock use. In topographic regions where there is no potential for dam construction, the County Government will drill boreholes to supplement surface water harvesting for the next 10 years. Other water harvesting technologies to be promoted include water pans, weirs and sand dams. This will increase the total volume of water harvested to over 73 million M³ per year.

The Thwake Multipurpose dam funded by the Africa Development Bank in Makueni and Kitui Counties is expected to provide water for the Konza Techno City in the Makueni County. The dam will cover 2,900 hectares with a capacity of 681 million cubic meters of water. Since this is a national project, the County Government will liaise with the National Government to allow for some of the water to be tapped along the pipeline for the benefit of other households. The dam will have potential to irrigate 58,600 hectares of land and produce 17.6MW of power. Irrigation of the 58,600 hectares will reduce food insecurity and enhance surplus

Box 5: Flagship Projects In Water**FLAGSHIP – CONSTRUCTION OF MEGA DAMS**

The County Government in collaboration with the National Government and development partners will construct six mega dams, six medium dams, one for each Sub County complete with treatment plants, storage tanks and distribution networks. Each of the dams will have capacity to supply 5 thousand households with water, and irrigate a minimum of 2,500 hectares. The estimated additional volume of water harvested will be over 73 million m³.

Figure 6.1: Proposed Water Mega Dam and Treatment Plant

production for export to other counties and abroad.

To ensure even distribution of water coverage, the County Government will construct and extend 10,000 km of piped water supply.

This will lead to increase in the proportion of household with access to piped water from 19.3 per cent to 45 per cent. The County Government will work with all actors to anticipate and plan for water services based on the growth of water demand and deliver the infrastructure by phases. The investment and development will be balanced to ensure adequate supply and affordability.

Strategic Intervention 3: Water Resources Governance and Management Policy

The County Government will develop a Water Sector Policy Framework in line with National Water Policy.

The policy will guide investment in the water sector in order to provide for a legal framework for water harvesting, storage and treatment, distribution, management, governance and utilization.

The policy will strengthen and guide the operations of the existing water companies and community based water schemes, such as Water Resources User Associations (WRUAs). The Policy will

also provide for the protection and management of the water catchment areas and wetlands.

5.4 Environment Conservation and Climate Change Management

The County Government will invest in environmental conservation and climatic change management practices. This is aimed at combating environmental degradation that has been occasioned by unsustainable sand harvesting, charcoal burning, over grazing, riverbank destruction, soil erosion and water catchment destruction. In addition the Government will invest in building communities' resilience to climate change.

Over the plan period, the County Government will address the identified challenges and take advantage of available opportunities to improve on environmental and natural resource management through the following interventions.

Strategic Intervention 1: Environmental Conservation, Afforestation and County Greening Programs

There is a direct correlation between sustainability of natural resources and rural economy development. The County Government will develop mechanisms to ensure sustainable exploitation of forests, aimed at reducing the number of households using wood as source of fuel from 96 to 60 per cent. County greening programs will target to increase forest cover to at least 10 per cent. This will be achieved through planting over 15,000 hectares of agro-forestry and forestry trees. Other interventions include;

- Development of a County Environmental Policy and greening regulations.
- Development of a County environmental management framework that is aimed at improving the coordination of environmental interventions between the national, County Government and non-state actors' participation in climate change adaptation measures.
- Rehabilitation and protection of the ecosystem (wetlands, forests, rangelands and water catchments) through reclaiming river banks, water catchments, re-afforestation and tree planting at the household level and institutions.
- Promotion of green technologies (solar, biogas) as alternatives to reduce dependency on fuel wood.
- Integrating promotion of solar energy in the construction industry through.

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legislation and incentives targeting residential and commercial buildings

- Strengthening the County sand authority to conserve the environment and enhance sustainable exploitation of natural resources.
- Promotion of good land use management practices through strengthening the role of communities in management and conservation of environment and sustainable waste management systems.
- Rehabilitation of degraded rangelands and hill masses.

Strategic Intervention 2: Adapting Climate Change Mechanisms

The County Government will put in place measures to adapt to climate change by developing climate change and adaptation policy and guidelines to mainstream environment and climate change in County planning and budgets. The critical component will be strengthening coordination of climate change related activities the County. The County Government will identify and implement programmes aimed at enhancing resilience capacity and providing alternative livelihoods.

In addition, the county will initiate partnerships with development partners and tap on climate change funding and carbon credits for conservation of environment and increasing forest cover. The County Government will pursue the following intervention over the Vision period;

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- Mainstreaming climate change and disaster management in development planning
- Continuously invest in awareness creation and sensitization on climate change and disaster reduction.
- Strengthen monitoring of climate change through data collection and dissemination at the community level
- Develop and cascade County mitigation and adaptation plan.

Strategic Intervention 3: Disaster Preparedness and Risk Mitigation

Disaster is a serious disruption in the functioning of a society that results in widespread human, social, economic or environmental losses which exceed the capacity of the affected society to cope using its own resources. Disaster preparedness prepares a community to respond effectively to disasters while disaster risk mitigation aims at reducing damage caused by natural hazards like floods and droughts. Disasters often follow natural hazards; a disaster severity depends on how much impact a hazard has on society and the environment.

The County Government will implement the following initiatives to mainstream disaster preparedness in County planning and budgeting process:

- Establishment of County disaster management coordination unit

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- Development of County disaster management policy framework to guide and regulate disaster preparedness and response
- Collaboration with all actors in the County to coordinate disaster response
- Leverage on ICT in disaster risk management
- Establish a County fire station along Mombasa – Nairobi highway.

5.5 Enhancing Social Protection, Culture And Recreation

Social protection is an essential investment that contributes to economic growth within the context of poverty reduction. It aims at supporting the participation of the poor in labour markets, enabling them to access public services and investment in human capital through employment and empowerment objectives as well as raising their productivity.

Culture and recreation as aspects in social protection play a critical role in promoting the context through which indigenous knowledge, technologies and social structures are utilized to enable social transformation. The sector faces several challenges including inadequate social assistance to

vulnerable groups, inadequate social space for social and physical development and inadequate social education and rehabilitation facilities of Most at Risk Population (MARPs) of vulnerable youth. In order to mitigate these challenges the Government of Makueni County shall under take the following strategies in the 10 year period.

5.5.1. Adequate Social Assistance To Vulnerable Groups And Equalization

The County Government shall promote assistance to the numerous groups of vulnerable households and groups found in the County. This includes innovative programs targeting the elderly, the orphaned vulnerable children (OVCs), people with disabilities (PWDs), people living with HIV/AIDS, MARPs, women and child headed households, youths and regional marginalization. This will be accomplished through the following strategic interventions:

Strategic Intervention 1: Structuring of Education scholarship Schemes

The County Government shall avail funds for bursaries and scholarships to vulnerable needy children. This will involve strengthening of the existing bursary allocation models as well as scaling it-up to cover a wider geographical and demographic space of those who need the assistance most. This involves thorough research to

5. Strategic Approaches To Social Transformation

inform the implementation of social/ education assistance interventions, delivery mechanisms and community/ beneficiary participation.

Strategic Intervention 2: Increasing Social Assistance Coverage.

The County Government will up-scale its social protection programs and complementing the available programs carried out by the National Government. Special groups such as OVCs, PWDs, the elderly, and PLWAs require social protection to cushion them against economic shocks and further exposure to vulnerable conditions. The up scaling and complementing mechanisms shall include the adoption of the National Social Protection policy and its domestication to include the protection of all vulnerable groups found in the County. Further, programs that target special groups shall be rolled out. The County Government shall enhance collaboration with relevant organizations providing social protection programmes. Specifically the Government will;

- Partner with existing advocacy institutions for the purpose of transforming the most vulnerable population,
- Facilitate targeted mentoring programmes in primary and secondary schools.
- Develop a social assistance coordination framework that will entrench collaboration, program targeting and information sharing amongst all the actors in the County.

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- The Government shall determine the appropriate sustainability strategies for the different interventions in scholarship and other assistance to the vulnerable groups while helping the relevant stakeholders to develop standards for use in sustaining such programs/projects.

The County Government will enhance “keeping girls in school” programme that aims at reducing the girl child dropout rate. Similarly, a programme that will target the boy child to redeem masculinities shall be enhanced.

Strategic intervention 3: Establishment of a County Equalization Fund

The County Government will establish an equalization fund as an affirmative poverty reduction measure targeting the poorest regions of the County.

The equalization fund is a deliberate program to reduce inequalities among the most vulnerable wards in the County. This is an effort to ensure distribution of resources to marginalized areas (areas with poverty levels below the County average) besides the equal distribution of funds for ward development.

This entails creation of pro-poor policies, designing integrated community development strategies aimed at successfully reduction of poverty among the most affected populations and reducing the poverty gap.

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5.5. 2. Improving Social space for social and physical development

The County Government will promote the construction and rehabilitation of sporting and recreation facilities in the County. This will be accomplished through the following interventions:

Strategic Intervention 1: Investing In Sporting Facilities and Development of Processes to Harness Talent



The County Government will invest in developing one sports complex. The complex will include a football pitch, indoor games arena and a gymnasium Centre. It will be developed through a Public-private-partnership model. The construction of the Complex will provide employment opportunities for the youth and also open market business opportunities for small and medium enterprises.

Other approach to this intervention includes;

- Facilitating sporting tournaments and sports events including County marathon to promote sportsmanship in collaboration with sporting bodies to nurture and grow emerging talents from the County.

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- Developing standard playing fields in the six sub-counties and levelling of play grounds in the wards. This includes the maintenance of these fields and strengthening the governance mechanism to ensure they facilitate sporting activities in a dignified way.
- Developing one model talent search Centre aimed at nurturing the sporting talent in the County. The Centre will incorporate a sports academy where young talents will undergo integrated sport talent development.
- Investing in talent development especially for the youth as a means of empowering them for alternative livelihoods. This includes developing talents in music, art and research development.

Strategic Intervention 2: Establishment of Recreation Parks and Open Spaces

The County Government will invest in providing high quality, diversified parks, recreation and open space systems that provide for all age and interest groups. This is critical for enhancing and supporting a healthy, social and dynamic community where all age sets can enjoy time together in the parks. The Government will identify and/ or provide land for development of such facilities. Other approaches are:

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- Provide a system of neighbourhood and community parks that are within walking distance of residents.
- Provide parks with activities for all age groups and abilities, and equally distributed throughout the community.
- Integrate parks and open spaces with community library development
- Develop County parks and expand facilities to accommodate increased population.

5.5.3. Improving social education and rehabilitation programs for Most at Risk Population (MARPs)

The County Government shall reach out to the various Most at Risk Populations in the County and rehabilitate them. By this, these populations shall be encouraged to participate in the socio-economic growth of their households and also as a means of enhancing responsible behaviour.

This shall be accomplished through the following strategic interventions:

Strategic Intervention 1: Increasing Psychosocial Support to Drug Addicts

The County Government will promote psychosocial support and redemptive masculinity programs to vulnerable

groups including addicts recovering from drug and substance abuse. Psychosocial support encompasses restorative programmes for families affected by members in addiction as well as mentoring and rehabilitating the addicts to ensure that they recover from drug and substance abuse. The intervention can be realized through the establishment of a County rehabilitation centre in partnership with relevant organizations within the County.

Strategic Intervention 2: Development of Alternative Livelihoods Programmes

The County Government will facilitate alternative sources of livelihoods for most vulnerable in the society.

Specific programmes will target; those involved in inappropriate lifestyles such as drug addicts, peddlers, and commercial sex workers. The sector shall develop “full cycle” rehabilitation programs for commercial sex workers that shall lead to their restitution and alternative livelihoods.

In addition, the Government will promote wealth creation programmes targeting people with disabilities, youth women and the aged. The interventions will include the following programs: entrepreneurship training, collaborating with national Government agencies to promote Youth Enterprise Development Fund (YEDF), Women Enterprise Development Fund (WEDF) and UWEZO fund, and enhancing the County empowerment revolving fund.

5.5.4. Advancement of Social Protection Distribution to Cover Various Special Groups

The County Government shall increase the coverage of social protection through its advancement to special categories in the society as demonstrated in the interventions below:

Strategic Intervention 1: Increase Access to Health Services by the +65s

The County Government, in collaboration with partners shall establish a fully-fledged comprehensive health insurance scheme which shall cover those aged over the age of 65 years. This shall include the establishment of a framework for enabling access a core package of essential health services required at their age and the treatment of HIV/AIDS and related diseases.

- The Government shall put the all community members aged 65 years and above under the NHIF scheme.
- The Government shall ensure that all public health facilities are accredited to offer health services under the NHIF scheme.

Strategic Intervention 2: Increasing Social Protection Targeting Economic Empowerment for PWDs

The County Government shall increase the distribution of support to initiate income generating activities to people living with disability (PLWD). This will entail development of a County disability mainstreaming and development policy.

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It also entails the development of programs that enhance creating of wealth for PLWDs so that they are able to earn their living in creative ways besides welfare support.

Other programs include instituting of affirmative action on employment opportunities in the County, and contributing to poverty eradication through SACCOs, cooperatives and education in CTTIs. There will be deliberate efforts to support selected CTTIs, ECDEs and public offices to develop the relevant infrastructure including access to buildings and other facilitative infrastructural development.

Strategic Intervention 3: Increasing Child-Protection through Children Centres

The County Government will develop a partnership mechanism to support institutions that provide care and support to vulnerable children. This includes development of child protection policies and promotion of mitigation programs against the root causes of vulnerability incidences in the County.

In addition, the County Government shall enhance vulnerable support to already existing child institutions and facilitate the development of their capacity to initiate sustainable income generating activities.

Strategic Intervention 4: Enhancing the participation of unemployed youth in economic activities

The County Government shall enhance

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social economic growth through pro-poor policies that target men (youth and young adults) for economic empowerment. This is an empowerment programme that targets the unschooled poor but energetic young population to participate in the County economic growth and development. This includes the development of policy frameworks that create job opportunities for para-technicians and idle youth in the community to be integrated into building County economy. A policy and regulations that demonstrate the County as a working community for all shall be created. It shall target the creation of local man power activity such as bush clearing opportunities by government, para technical support in County projects and subsidized education through CTTIs to targeted youth. Overtime, it is expected that the 26 per cent of County youth of whom have not accessed college education and will be linked to AGPO program.

Box 6: Flagship Projects In Disaster Management

FLAGSHIP – CONSTRUCTION OF A FIRE STATION

The County Government in collaboration with the National Government and development partners will construct a fire station along Mombasa-Nairobi Highway. The station will assist mitigate fire disasters risks posed by petroleum transporting vessels.



Service Delivery Centres (Mwene Nthi Centres)



6

STRATEGIC APPROACHES TO POLITICAL AND GOVERNANCE TRANSFORMATION

6.1 Introduction

The political and governance pillar aims at promoting equity, administrative authority, participation, pluralism, transparency, accountability and the rule of law in the exercise of social and economic transformation. It seeks to foster a vibrant engagement between the government and the people in their exercise of self-governance. The strategies under this pillar include structures that will enable the building of a result-oriented service delivery system. This will drive development through addressing three main challenges related to: inadequate governance legal and policy framework, inadequate capacity to participate in governance and weak macro-fiscal framework.

The interventions in the pillar are expected to provide overall policy and leadership direction to the rest of the pillars in a manner that actualizes the envisioned socio-economic transformation.

The expected leadership, management and policy direction will be realized through prudent financial management, sustainable integrated planning, constitutionalism, developing strong legal and policy framework, continuous human resource development and training. This will be achieved through sustainable resource mobilization and management. The government has laid down strategies to establish effective partnerships with the people and non-state actors in mobilizing resources for full implementation of the Vision. The implementation of the Vision 2025 requires the backing of key policy, legal and institutional reforms.

6.2 Public Communication and Information Management

The County Government will invest in institutionalizing key communication, information and participatory models in development. This will facilitate the community to participate in the development planning as well as give feedback to the government on service

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delivery. This will be accomplished by implementing the following strategies:

Strategic Intervention 1: Institutionalizing Public Communication and Information Management.

The County Government will promote rights and fundamental freedoms for all. Specifically it will improve communication with the public and information sharing. This strategy will aim at improving dissemination of public information held by the County Government through;

- Developing and implementing a county communication strategy which will detail the County's communication structures.
- Operationalization of the county radio services.
- Strengthening Intergovernmental relations.
- Institutionalizing non-state actors engagement.
- Establishment and operationalization of a county intergovernmental forum.
- Scheduled public barazas and peoples forums to disseminate government policies and progress.
- Reviewing the civic education curriculum.
- Establishment of community feedback systems.
-

Strategic Intervention 2: Strengthening Participatory Development

The County Government will strengthen

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participatory development through

- Enhancing research and other participatory models for development.
- Institutionalizing participatory planning and budgeting.
- Enhancing pro-poor policy development.
- Decentralizing planning and rural development.
- Institutionalizing participatory development frameworks.
- Developing and implementing the county public participation policy.
- Establish and operationalizing the County public participation framework.

6.3 Institutional arrangements and processes

The County Government will seek to establish strong institutions backed by relevant policies and legislation where necessary to support service delivery and implementation of the Vision.

Strategic Intervention 1: Enhancing County Legal Systems

The success of county service delivery depends on the effectiveness of the legal and policy framework in place.

The County Government will legislate on all devolved functions and develop the relevant policy to guide full implementation of the constitution of Kenya, 2010.

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In addition the County will strengthen legal research by establishing and operationalizing a County public legal library. The library will be open to public to facilitate dissemination of county legislations.

Strategic Intervention 2: Strengthening Internal Management Structures and Processes

The County Government will ensure there is a cordial relationship between all government agencies. This will be achieved through;

- Restructuring the existing service delivery structures to align them to meet the current development needs and aspiration of the Vision
- Strengthening the coordination of County Government functions through establishment and operationalization of service delivery coordination committees in respect to each Sub County and Ward.
- Development and implementation of a County Government coordination strategy which will detail the County's reporting structures.
- Strengthening the linkage between planning and budgeting through enacting County planning regulations.
- Establishment of Service delivery centres; the County Government will operationalize Citizen Centres (Mwene Nthi Centres) at all Sub County headquarters. The centres will provide a one-stop centre for public administration and other

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devolved function/services for the citizenry.

Strategic Intervention 3: Strengthening of Project Management, Monitoring, Evaluation and Statistics Systems

The County Government will put in place a County Monitoring and Evaluation (M&E) system to serve the needs of the County Government, while complimenting the National M&E system. The system will serve as a tool for effective programmes implementation tracking and will enable planners and decision makers to draw lessons for the future. It will also facilitate systematic collection, analysis and use of important socio-economic data necessary for county planning.

During the plan period, the county will;

- Finalize and adopt an M&E policy.
- Develop an integrated County project management manual that demonstrates how projects are initiated, managed, and implemented.
- Develop an integrated County project management system which will link planning and budgeting and outcomes.
- The County Government will establish the statistics unit to undertake baselines and feasibility studies that inform government decisions on investments.
- Build the county's M&E capacity for all stakeholders

Strategic Intervention 4: Establishment of County Human Resources and Management System

The County Government will ensure effective coordination of human resource and development to match the County's development needs.

This will be realized through development of human resource policy and effective management of organizational change. The following specific measures will be pursued:

- Harmonize staff skills with functions and remuneration.
- Invest in establishing human resource development systems. Deliberate measures will be taken to retain human resource with necessary skills and competence to deliver on the government's constitutional mandate.
- The County Public Service Board (CPSB) will establish necessary offices/structure required for the delivery of the Vision and facilitate development of scheme of service for all cadres which will guide career progression and development.
- Development of a County training policy which will outline procedures and processes of building the capacity of public servants.
- Harnessing new knowledge, energy and opportunities for young people through volunteerism, internship/attachment opportunities.

Strategic Intervention 5: Institutionalization of County Performance Management system

The County Government will institutionalize performance management through;

- Strengthening performance contracting and appraisal, performance review and performance reward management.
- Develop a county performance management plan and sectoral performance standards that links plans and budgets to results.
- Develop the capacity of the government departments on results based management.

Strategic Intervention 6: Improving Security Management Systems

The County Government will collaborate with the National Government in managing security issues in the County. This will be through supporting community policing and installing relevant security infrastructure in major centers.

Specifically the County Government will;

- Ensure security of government documents and protect government information resources through operationalization of access control systems and administration of the oath of secrecy to all public servants.
- Institutionalize a vibrant enforcement unit to assure respect County policies and laws.

Strategic Intervention 7: Improving Public Finance Management systems

The County Government will improve the public finance management through;

- Enhancing prudent financial management and sustainable utilization of public funds and fast-track decentralization of county treasury services.

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- Improving financial reporting.
- Strengthening internal audit to facilitate risk identification and management and assure compliance with financial and other policies and procedures and to strengthen internal systems.
- Automation of revenue management.
- Ensuring an efficient procurement system.

Box 7: Flagship on Governance

SERVICE DELIVERY CENTRES

The County Government will operationalize Citizen Centres (Mwene Nthi Centres) at all Sub County headquarters. The centres will provide a one-stop centre for public administration and other devolved functions/services for the citizenry.





7

COUNTY INVESTMENT AND RESOURCE MOBILIZATION STRATEGY

7.1 County Fiscal Framework

Makueni County has two major sources of revenue as provided for by the Constitution of Kenya 2010 - the revenue from the national government and revenues collected locally.

The largest source of revenue is the equitable share from the National Government. Chapter 12 of the Kenyan Constitution, article 202 (1) states that, "Revenue raised nationally shall be shared equitably among the national and county governments." Article 202 (2) further states that, "County governments may be given additional allocations from the national government share of revenue, either conditionally or unconditionally." Taxes imposed at the county level are another source of funds for the county governments. Article 209 (3) of the Kenyan Constitution states that; "A county may impose: Property rates, entertainment taxes and any other tax that it is authorized to impose by an Act of Parliament." In addition "The

national and county governments may impose charges for the services they provide." – Article 209 (4) of the Constitution.

Makueni County has been relying on the two main sources which has led to resource constraints since the inception of the county governments. Such constraints are manifested in phasing of priority projects which results to high cost of project execution and delaying of the benefit. On the other hand, the County Government has not provided mechanisms of mobilizing resources from the private sector to bridge the gap. The over-reliance on the two sources of revenue poses great risk to the realization of the envisioned socio economic transformation. This is because the county equitable revenue is exogenously determined and dependent on the economic performance while the own revenue is dependent on the county's capacity to mobilize. The proportions of the county budget funded by own revenue has been very minimal with 2016/2017 recording the highest proportion at 4 per cent.

7.2. County Investment Outlook

The overall development objective of the County Government is to reduce the current poverty levels of 60.6 per cent by 26 per cent by 2025. An important objective of this Vision is to mobilize resources within a well-coordinated investment policy. The Investment policy entails an investment model in which every expenditure is considered as an investment, which should yield returns after a particular period. This justifies the need for feasibility evaluations for all investments. The investment model/policy is therefore based on the following investment components:

- **Investment in irrigation:** The benefits of irrigation cannot be overemphasized. Besides increased food production, increased household incomes and improved food security, irrigation creates employment and has backward linkages to the agro-chemicals retailer business. If well harnessed through the “Integrated Irrigation, land banking and marketing model”, irrigation will be an investment that will increase revenue to the County.
- **Investment in training institutions:** Human resource development, especially in the youth, will impart skills and trigger innovations, which can yield good returns in the future. Innovation that is founded on education and training will be an important driver of the economy through support to all other sectors.

Moreover, development of higher learning institutions will attract external investment. The development of these institutions has a high forward and backward multiplier through increased demand for food and non-food items and the thrust to urbanization. Increased demand for food items will translate backwards to increased rural production.

- **Investment in commercialization of agriculture value chains:** The strength of well-developed value chains is unchallengeable. These value chains have power to revolutionize and transform the County agriculture sector from an extensive to a more intensive production sector using fewer inputs to produce more, which also has significant environmental linkages.
- **Investment in environment:** Investment in environment will be geared towards mitigation of climatic change. Returns will be realized through increased water availability, water accessibility, and creation of microclimatic environment. In addition, agroforestry and afforestation will have a return through production of timber and non-timber products.
- **Investment in roads and communication infrastructure:** Infrastructure opens new markets, increases the value of land and produce and has an effect of price stabilization on basic services.

Investment in these sectors has direct or indirect effects on increasing household

incomes and in creation of wealth in the County.

7.3 The Long-Term Economic Outlook

The economic growth and development in the County will be driven by investments in the County's key strategic sectors; water, education, health, agriculture, trade, transport and infrastructure. These investments will require adequate resource mobilization by both the public and private sectors.

The economic growth is expected to be positive through 2025 leading to increase in per capita incomes and better living conditions at household level. However, the economic growth is likely to be affected by internal and exogenous factors. Internal factors, which are likely to slow the expected growth, include unpredictable weather likely to impact negatively on crop and livestock productivity, short political cycles that are likely to create discontinuity in implementation of the Vision, and long learning curve to build the necessary technical capacity for implementing the Vision.

The external factors include increased private investments and domestic demand following enhanced investor confidence and the on-going initiatives to deepen regional integration. The infrastructure expansion programme targeting the transport, communication, and agriculture sub-sectors among others will expand the domestic demand

leading to expansion of the GDP in the longer term. The projects expected to trigger increased economic activities include the Mombasa- Nairobi-Kampala SGR project, the last mile electricity, the 10,000 km roads project, the Galana Kulalu irrigation project, the Dogo Kundu bypass and Likoni Bridge in the coastal town of Mombasa among others.

Real GDP growth will rise to 5.5 per cent in 2016, from 5.4 per cent in 2015, but constraints such as insecurity and higher interest rates will persist. Prospects for 2017-20 are broadly favourable, despite the persistence of structural constraints. This high growth will be expected to facilitate increased revenue by the national government and thus expansion of the equitable revenue to county governments

The Kenyan foreign policy is expected to greatly influence the above outlook coupled with global economic turbulence and the stability of the global oil market. The global political arena will also affect the outlook because the economy heavily relies on imports for its manufacturing industry and FDI. Diaspora remittances to Kenya play a critical role in budget financing.

The main negative exogenous risks include disruptive climate change (accompanied by water shortages) and bouts of global economic turbulence. Changing climatic patterns are likely to lead to underperformance by the Agriculture, Rural and Urban Development sector.

7.4. Proposed Revenue Raising Measures

Based on the above outlook the vision has identified the following strategies to help bridge the resources gap and to mitigate the risks posed by over-reliance the on the earlier mentioned sources. This will be through the following measures;

1. County Revenue Authority

The County Government will grant autonomy to the county revenue administration function. The current revenue division will be transformed into a County Revenue Authority. The authority will operate under a performance-targeting framework.

The County Government will develop a county revenue authority bill which when enacted will provide the legal background of operationalization of the Authority. The Authority will aim to increase the proportion of the County budget funded by own revenue to at least 10 per cent by 2025.

2. Private-Public Partnerships' Legal and Policy Framework

The County Government will invest to increase the level of private investment into public goods. This will be through development of County Private-public partnerships' legal and policy framework which will provide an avenue of mobilizing resources from the private sector. The legal framework will act as a guideline into actualizing the partnerships by providing terms and

conditions that guide the day to day management of such partnerships.

3. County Investment, Marketing and Promotion Legal and Policy Framework

The County Government will endeavour to attract more investors into the county. This will be achieved through continuous and extensive marketing of the available investment opportunities in the County. The County Government will therefore operationalize county investment unit which will be in charge of marketing the county investment opportunities. The unit will map, prioritize and document all the investment opportunities to ensure coordinated and sustainable investment. To operationalize this strategy, the County Government will develop the county investment marketing and promotion bill and the appropriate policy. The object and purpose of the marketing and promotion bill will be to market the county as an ideal investment destination and promote the business of meetings, conferences and exhibitions.

4. Creation of Regional Economic Block

The County Government will champion the creation of a viable economic bloc to help in implementation of strategies that would have impact to the region. Such a bloc will facilitate mobilizing of resources from the neighbouring counties for implementation of the Vision. The bloc would also help address common challenges that affect the region and those that would require the

efforts of all the affected counties. Such challenges will include agricultural productivity, livestock disease control and transport and communication among others.

5. Property Taxes

The property rate has the highest potential for own revenue given the size of the county and the number of planned urban areas and the number of plots. The County Government will invest to develop a valuation roll which will guide the collection of property rate based on clear and transparent valuations during the plan period.

6. Enhance Effective Trade Regulation Through Trade Licenses to Maximize on Revenue Collection Coupled with ICT Leveraging in Revenue Administration

The County Government will streamline the trade licensing to ensure fair licensing fee based on the trade volumes and space occupied. It will conduct a comprehensive business survey to help develop a county business establishment database. This will be coupled with leveraging on ICT developments to strengthen the revenue collection system. In addition, citizen's engagement and public participation will be improved to accelerate good working relations and minimize conflicts in county taxation and revenue collection, legislation and business.

7. Mobilization of Domestic Savings

The County's socio-economic transformation will depend on its economic capacity to increase the

productivity of services and goods. Saving is considered as an engine for economic growth because it increases fixed capital and subsequently increasing the level of investments. Savings creates capital formation and it further leads to technical innovation and progress. The County Government will facilitate institutionalizing of community savings activities through promotion of a community micro-finance, the table banking concept, and the community financial services agencies.

8. Tapping on International Funds

The County Government will aggressively initiate partnerships with development partners and tap on climate change funding and carbon credits for conservation of environment and increasing forest cover.

7.5 Proposed Fiscal Discipline Measures

Financial prudence, accountability and responsibility are fundamental public finance principles as provided for in chapter twelve of the constitution. Part four of the Public Finance Management Act, 2012 (PFMA, 2012) on county government responsibilities with respect to the management and control of public finance sets out the fiscal responsibility principles to be enforced by county treasuries. To ensure compliance with statutory requirement on management of public funds, the County Government will adhere to strict spending measures.

In addition, the government will apply cost-cutting and waste reduction strategies aimed at increasing resources for development.

The County Government will ensure adherence to 30:70 ratio of development to recurrent as set out in the PFMA, 2012.

In addition, the County Government will strengthen the procurement and audit systems by continuously building the capacities of officers involved in procurement of goods and services and audit processes.

8

IMPLEMENTATION, MONITORING AND DELIVERY STRATEGY

8.1 Implementation

The implementation of the Makueni Vision 2025 will be the responsibility of all actors in development including the County Government and its agencies, the community, development partners and the private sector.

The County Assembly of Makueni will play the role of adopting the Vision as the Makueni County long-term development blue print. In addition it will facilitate the implementation by enacting all the identified legal frameworks.

To ensure compliance with the approved planning framework, the County Assembly will exercise their oversight powers over the executive on the implementation of the Vision.

The County Executive Committee will bear the overall responsibility of delivering the aspirations of the Vision by ensuring that all the identified bills, policies and programmes are drafted, formulated and implemented in time.

The 2018-2022 and 2023-2027 County Integrated Development Plans (CIDP) as envisaged in County Government Act, 2012 will be anchored into the Makueni Vision 2025.

The programmes in the Vision will be actualized through subsequent ADPs and departmental annual work plans which will be aligned to the respective CIDP. The approved ADPs and departmental work plans will form the basis for budgeting and performance management during the respective MTEF period.

The County Government of Makueni will establish a Vision Delivery Unit which will develop the mechanism to ensure harmonious delivery of the Vision through participation of all actors. This will include coordination of resource mobilization and managing the Public Private Partnerships in the delivery of the Vision.

8.2 Results Based Monitoring and Evaluation

The Delivery Unit shall be responsible for tracking the timeliness and

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effectiveness of the Vision programmes and making the relevant reports to the County Government.

The monitoring shall cover all pillars outlined in the Vision with the participation of the private sector, public sector, non-state actors, civil society and the community.

To ensure linkage between planning and budgeting, the County Government will develop a Sector Performance Plan and Standards to guide performance management. The standards will be aligned to the aspirations of the Vision. The standards will provide the basis for drawing periodic performance and indicators for each pillar and the subsequent sectors and sub-sectors. Key results areas will be identified on the basis of sector and sub-sector mandates.

8.3 Vision Review and Amendments

The County Government will in collaboration with other stakeholders carry out a mid-term review of the Vision to assess implementation progress and relevance.

In reviewing the Vision, it will consider any major shift in the general national economic development policy. Review of a part or whole of the Vision shall remain the prerogative of the County Government and shall be adopted by the County Assembly. The Government shall carry out a summative evaluation at the end term to determine the impact, relevance, effectiveness and efficiency of the Vision.

8. Implementation, Monitoring & Delivery Strategies

8.4. Interpretation and Context of the Vision

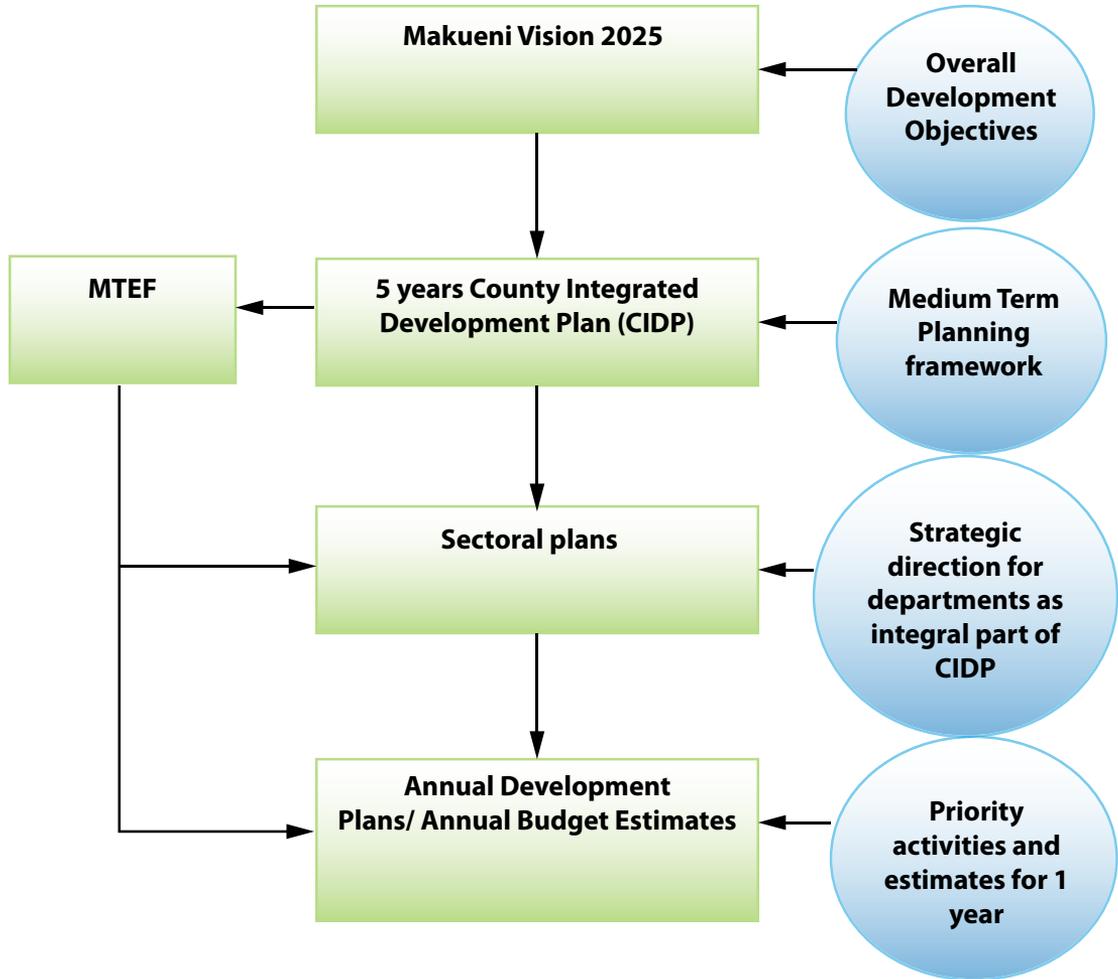
The Vision 2025 shall be interpreted in the context of the Kenya Vision 2030, SDGs, the Constitution of Kenya, (2010) and County Government Act (2012).



ANNEXES



Annex 1. The Framework for Implementation of Makueni County Vision 2025



Annex 2. Institutional Arrangement and Framework in the Delivery of Vision 2025

No.	Institution	Role In Delivery of Vision 2025
1	County Executive Committee	<ul style="list-style-type: none"> • Overall responsibility for the implementation of the vision • Implement County legislation • Implement, within the County national legislation to the extent that the legislation so requires • Manage and coordinate the functions of the County administration and its departments • Preparing County plans and budgets • Preparing proposed legislation for consideration by the County assembly • Provide the County assembly with full and regular reports on matters relating to the County
2	County Assembly	<ul style="list-style-type: none"> • Review estimates of the County Assembly and County Executive before approval • Appropriate funds for expenditure by County Government • Exercise oversight over County revenue and expenditure • Approves the County Budgets • County legislation including approval of policies
3	County Government Departments	<ul style="list-style-type: none"> • Resource allocation among Government programs • Budget execution • Preparation of sectoral plans • Formulation and implementation of sectorial policies
4	County Treasury	<ul style="list-style-type: none"> • Developing and implementing financial and economic policies in the County • Preparing the annual budget for the County and coordinating the preparation of estimates of revenue and expenditure of the County Government • Coordinating the implementation of the budget of the County Government • Mobilizing resources for funding the budgetary requirements of the County Government and putting in place mechanisms to raise revenue and resources

No.	Institution	Role In Delivery of Vision 2025
		<ul style="list-style-type: none"> • Managing the County Government's public debt and other obligations and developing a framework of debt control for the County • Consolidating the annual appropriation accounts and other financial statements of the County Government in a format determined by the accounting standards board • Advising the County Government entities, the County executive committee and the County assembly on financial matters • Strengthening financial and fiscal relations between the National Government and County Governments in performing their functions • Reporting regularly to the County assembly on the implementation of the annual County budget
5	County Budget & Economic Forum	<ul style="list-style-type: none"> • To provide a framework for consultation on preparation of County plans, the County Fiscal Strategy Paper (CFSP) and the Budget Review and Outlook Paper (BROP) • To provide a means for consultation on matters relating to budgeting, the economy and financial management at the County level
6	County Planning Unit	<ul style="list-style-type: none"> • Coordinate and ensure integrated development planning within the County • Ensuring linkages between County plans and national planning framework • Prepare any studies and reports and functional plans necessary in the preparation of County goals and policies • Ensuring the collection, collation, storage and updating of data and information suitable for the planning process • Ensuring the establishment of a GIS based database system • Monitor and evaluate the achievement of development programmes and projects • Program analysis and design in line with the established goals, priorities and policies • Ensuring meaningful engagement of citizens in the planning process • Management of the county statistics

No.	Institution	Role In Delivery of Vision 2025
7	County-Partner Liaison Unit	<ul style="list-style-type: none"> • Formulation of partner engagement policy • Maintain donor database • Fundraising through direct marketing events • Build and maintaining relationship with donors • Capacity development of County departments in developing proposals to implement Vision 2025 • Serves as interface between the Government and donors on matters relating to implementation of Vision 2025 programs/projects • Coordinates the formation of proposals for funding by partners
8	County Investment Promotion Unit	<ul style="list-style-type: none"> • Promotion of County investments • Investment policy formulation • Promotion of tourism • Investor targeting • Promotion of privatization
9	Non State Actors (Development Partners, CSOs, NGOs, FBOs)	<ul style="list-style-type: none"> • Resource mobilization • Funding interventions towards realization of Vision 2025 • Social assessment of the County's performance towards achievement of Vision 2025
10	Private Sector	<ul style="list-style-type: none"> • Investing in the County • Financing the Vision through Public Private Partnerships • Participating in preparation of County plans and budgets
11	County Citizens	<ul style="list-style-type: none"> • Participating in preparation of development plans • Participating in budgeting process by providing inputs • Oversight role in the implementation of County projects and programmes • Participatory monitoring and evaluation of County projects and programmes

No.	Institution	Role In Delivery of Vision 2025
12	Public Private Partnership Unit	<ul style="list-style-type: none"> • Serve as a resource centre on matters relating to public private partnerships; • Conduct civic education to promote the awareness and understanding of the public private partnerships process amongst stakeholders; • Provide capacity building to, and advise contracting authorities or other parties involved in the planning, coordinating, undertaking or monitoring of projects under this vision; • Rate, compile and maintain an inventory of public private partnership projects that are highly rated and which are likely to attract private sector investment; • Develop an open, transparent, efficient and equitable process for managing the identification, screening, prioritization, development, procurement, implementation and monitoring of projects, and ensure that the process is applied consistently to all projects; • Conduct research and gap analysis to ensure continuous performance improvement in the implementation of public private partnerships; • Collate, analyze and disseminate information including data on the contingent liabilities of the Government in relation to a project; • Make recommendations on the approval or rejection of projects prior to submission to the committee for approval; • Assist contracting authorities, where the unit considers it necessary, to design, identify, select, prioritize, appraise, evaluate and negotiate projects; • Maintain a record of all project documentation; • Review and assess requests for Government support in relation to a project and advise the committee on the support that should be accorded in relation to the project; • Assist the committee in formulating guidelines and standard documentation required under this act; • Liaise with and assist the contracting authorities in their roles in the various stages of a project cycle;

No.	Institution	Role In Delivery of Vision 2025
		<ul style="list-style-type: none"> • Ensure that the tendering process relating to a project conforms to procurement best practices; • Put in place measures to eliminate constraints limiting the realization of benefits expected from a public private partnership; • Monitor contingent liabilities and accounting and budgetary issues related to public private partnerships with the relevant offices within the state department responsible for finance.
13	Vision Delivery Unit	<ul style="list-style-type: none"> • Coordination and tracking the implementation of all the Vision 2025 interventions • Identifying and coordinating the planning, designing, development and implementation of programmes/projects under vision 2025 • Overseeing the design, development, implementation and management of sectoral and regional strategies and operational plans for successful implementation of the vision • Projecting and protecting the Vision's image and profile locally and internationally as a means of enhancing resource base for the implementation of the Vision • Liaising with all implementing directorates to develop and review their strategies to be in line with and in support of the Vision • Monitoring and Evaluation of the vision implementation • Developing and implementing appropriate strategy networks, collaboration, linkages and partnerships with other stakeholders to support the Vision • Designing, producing and disseminating Information that enhances the goals, objectives and activities of the Vision 2025 especially flagship projects

No.	Institution	Role In Delivery of Vision 2025
14	County Participatory Development Coordination Office	<ul style="list-style-type: none"> • Coordinating of functional- based- participatory development committees for better carrying out functions of public participation in planning, budgeting and performance evaluation • Coordination of public participation forums, town committees and systems, ensuring that public participation activities are inclusive of the broad spectrum of the public, non-state actors and not limited to the traditional sector stakeholders • Formulation of policy relating to public participation, including specific pro-poor policy development aimed at amplifying the voices of the poor, marginalised and most vulnerable communities • Promote capacity development for effective participation for sustainable development • Modelling the social economic indices and indicators driving development prioritization • Coordination of public of potential linkages with other policy initiatives to enable need driven policy development. • Ensure that clear and reasonable timelines are established for public input and comment and this timelines are communicated to the participants • Ensure that public, affected groups and stakeholders are informed of the results of the public participation process and hoe their input was used in decision taken • Ensure that public participation processes adhere to the relevant legislation, regulations, policies or guidelines affecting the rights and responsibilities of the public, officers and the different participants involved • Maintain an up to date community development database or inventory of all its activities related to participatory development • Prepare relevant studies and functional community development models that seek to improve the livelihood of communities of the county • Formulation of research tools and methods of data collection, collation, analysis and storage information suitable for participatory development • Preparation and submission of annual public participation reports for submission to County Assembly

Annex 3. Key Policies, Regulations and Legislations to Implement Vision 2025

The Government is committed to provide a conducive policy, regulatory and institutional framework, specifically the Government will pursue pro-poor and investment oriented policies to encourage investments and wealth creation. This will spur economic growth and subsequently socio-economic transformation through poverty reduction. The policies and regulatory framework will be reviewed periodically to enhance service delivery in an efficient manner. The table below highlights the key policies and legislative framework for the delivery of Vision 2025.

No.	Sector	Policy/ Regulation/Legislation	Key Institutions
1	Agriculture, Rural and Urban Development	<ol style="list-style-type: none"> 1. Strategic food and feed reserve policy 2. Crops development policy 3. Crop and livestock extension policy 4. Irrigation master plan 5. Livestock development policy 6. Agricultural mechanization policy 7. Land use policy 8. Veterinary policy 9. Animal welfare policy 10. Livestock disease control policy 11. Fish development policy 12. Leather development policy 13. Dairy policy 14. Agricultural inputs policy 15. Inputs policy 16. County Food security strategy 17. Agricultural Land use plan 18. Agricultural development fund policy 19. Urbanization policy 20. Market development regulations 21. Survey regulations 22. Physical Planning regulations 23. County economic zoning plan 24. County urban sewerage master plan 25. County urban transport master plan 	<ol style="list-style-type: none"> 1. County Food Security Authority 2. Agricultural mechanization unit 3. Agricultural Training Centre
2	Energy, Infrastructure and ICT	<ol style="list-style-type: none"> 1. Energy sector development and distribution policy 2. Transport master plan 3. County ICT policy 4. County ICT master plan 5. Energy regulations 6. Electricity and gas reticulation regulation 	<ol style="list-style-type: none"> 1. Energy Authority

No.	Sector	Policy/ Regulation/Legislation	Key Institutions
3	General Economic and Commercial Affairs	<ol style="list-style-type: none"> 1. County tourism policy 2. Cooperative development policy 3. Trading regulations and guidelines 4. County Sub Contracting Policy 5. County Sub Contracting regulations 6. Market development regulation 7. Consumer protection regulations 8. Tourism development and cultural activities regulation 9. County music, art and culture strategy 	<ol style="list-style-type: none"> 1. Investments Promotions Unit
4	Health	<ol style="list-style-type: none"> 1. County Health Policy 2. Public health bill 3. Public Health regulations 4. Emergency services regulations 5. County health facilities & pharmacies regulation 6. Primary Health care regulations 	
5	Education	<ol style="list-style-type: none"> 1. ECDE policy 2. Education support regulations 3. County libraries policy 4. Home crafts development centres 5. Child care policy 6. County Public Libraries policy 	<ol style="list-style-type: none"> 1. County Education Fund Board
6	Water, Environmental Conservation & Climate Change	<ol style="list-style-type: none"> 1. Water sector policy 2. County Water resource management guidelines 3. Environmental management policy 4. Environment & climate change mainstreaming policy 5. Disaster mitigation regulations 6. Waste management regulations 7. Environment Enforcement regulations 8. County greening strategy 9. Urban sewerage and sanitation regulations 	<ol style="list-style-type: none"> 1. County Education Fund Board
7	Social Protection	<ol style="list-style-type: none"> 1. Social protection policy 2. Sports policy 3. Disability mainstreaming & development policy 4. County Government empowerment regulations 5. County youth fund financial regulations 6. County sports regulations 	<ol style="list-style-type: none"> 1. People with Disability Board 2. County Drug Rehabilitation Centre

No.	Sector	Policy/ Regulation/Legislation	Key Institutions
8	Political & Governance	<ol style="list-style-type: none"> 1. Monitoring and Evaluation policy 2. County Statistics Act 3. County planning regulations 4. Equalization fund guidelines 5. Business Establishment Census 6. Revenue Potential Mapping 7. Project Management Plan 8. Performance Management Plan 9. Public Participation Plan 10. Emergency fund regulations and reporting mechanisms 11. County Revenue Authority Bill 12. County Investment Promotions Bill 13. Civic Education Plan 14. Property Valuation Roll 15. Non-State Actors Guidelines 16. Project Management Guidelines 17. Research and Development Policy 18. Gender mainstreaming in development strategy 19. County basic indicator baseline survey 20. Community development policy 	<ol style="list-style-type: none"> 1. iVision delivery Unit 2. Donor Coordination & Liaison Unit 3. County Investment Promotions Authority 4. County Public Legal library

