

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI



GOVERNMENT OF MAKUENI COUNTY

MAKUENI COUNTY ULTRA-POOR GRADUATION (UPG) POLICY 2024

FOREWORD

The Makueni County Ultra-Poor Graduation (UPG) Policy has been developed in order to create a framework for streamlining poverty alleviation efforts in Makueni County to promote inclusive socio-economic empowerment and development. It also seeks to translate the constitutional dictates on equity, equality, inclusivity and non-discrimination by addressing the existing gaps the legal and regulatory environment so as to establish sustainable strategies.

The UPG Policy offers a multifaceted set of interventions, enabling the ultra-poor to transition from extreme social and financial exclusion to self-sufficient socio-economic participation.

The Kenya Vision 2030 acknowledges that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. The UPG Policy supports the implementation of the County's Vision spelt out in the County Integrated Development Plan (CIDP 2022-27) and the Makueni County Vision 2025 on the strategic interventions for promoting just and equitable development, reducing poverty among its residents and identification of action areas for inclusive development.

In this regard, the Department of Gender, Children, Youth, Sports and Social Services commits to take priority actions on poverty eradication which include: improving access to sustainable livelihoods, entrepreneurial opportunities and productive resources; providing universal access to basic social services; progressively developing social protection systems to support the poor; empowering people living in poverty and their organizations; addressing the disproportionate impact of poverty on women; allocating resources towards eradication; and intensifying stakeholder cooperation for poverty eradication.

The policy is intended to serve as a guiding framework for action by all stakeholders. It is alive to the diverse nature of the County and hence engenders an inclusive approach in addressing the unique needs and concerns of special interest groups. It also ensures development programs and policies are people centered and sustain the effects of development.

I applaud the Makueni County leadership for their initiative and support towards the UPG policy development process and look forward to the implementation of the Policy.

**Eng. Sebastian Kyoni,
County Executive Committee Member,
Department of Gender, Children, Youth, Sports and Social Services**

ACKNOWLEDGEMENT

The Government of Makueni County hereby acknowledges the timely necessity and importance of the development of an Ultra-Poor Graduation Policy within Makueni County. This policy aims to uplift the most vulnerable members of our community by providing them with sustainable pathways out of extreme poverty. Through comprehensive support systems including proper targeting of the ultra-poor, mentoring, skills training, social integration initiatives and financial assistance, this policy seeks to empower individuals and families to achieve self-reliance and sustainable livelihoods.

I acknowledge and appreciate the expert input and guidance of our key stakeholders; the Makueni County leadership, Village Enterprise, the Makueni County Assembly, officers from the Departments of Gender, Children, Youth, Sports and Social Services, the Office of the County Attorney, the Directorate of Trade, Marketing and Industry, the Monitoring and Evaluation unit and all other stakeholders involved in conceptualizing, drafting and finalization of the policy.

Special appreciation goes to His excellency the Governor of Makueni County, Mutula Kilonzo Jnr, the Village Enterprise team led by Taddeo Muriuki, John Ochieng, Gloria Mutuku, the County Assembly, the drafting team led by the County Executive Committee Member, for the Department of Gender, Children, Youth, Sports and Social Services, Eng. Peter Mumo, the Chief Officer for the Department of Gender, Children, Youth, Sports and Social Services, Nicholis Mutua, Ruciah Ngila, Urbanus Ndunda, Alex Mutuku, Harrison Kiandiko, Carolyne Kyalo, Winfred Musyoka, James Ngao, Gladys Kinyili, Cyrus Muema, Benjamin Mengo, Dorcas Mwendu and Carolyne Mutheu.

Finally, I convey my sincere gratitude to everyone who participated in the entire UPG Policy development process. Collectively, our hard work has yielded in producing an Ultra-Poor Graduation Policy. We shall always be obligated to the Village Enterprise for the financial and technical support offered.

The Department of Gender, Children, Youth, Sports and Social Services is fully committed to supporting the effective implementation, monitoring and evaluation of this policy to ensure its success and positive impact on the lives of our citizenry.

Nicholis Mutua

Chief Officer

Department of Gender, Childrn, Youth, Sports & Social Services

Executive Summary

Ultra-poverty remains a significant issue in Makueni County, impacting numerous households. These families face severe challenges such as food insecurity, inadequate assets, poor health, and limited education, which perpetuate a cycle of chronic poverty. Social exclusion further compounds their difficulties, restricting their opportunities for improvement and economic advancement.

Traditional microfinance and other poverty alleviation programs have struggled to effectively reach and support this vulnerable population. Many of these initiatives are impeded by high-security requirements and a focus on short-term relief rather than long-term, sustainable solutions. Consequently, these conventional approaches have not adequately addressed the comprehensive needs required to break the cycle of ultra-poverty.

In response to these challenges, the Makueni County Government has introduced this Ultra-Poor Graduation (UPG) Policy. This policy is designed to offer a comprehensive solution to the issue of ultra-poverty in the region. It aligns with Kenya's Vision 2030 and supports the UN Sustainable Development Goal 1, which aims to end poverty in all its forms.

The UPG Policy takes a holistic approach to poverty alleviation. It begins by targeting the ultra-poor, ensuring that the most marginalized individuals are identified and included in the program. Thereafter immediate support is offered, life skills training, asset transfers, enterprise development, and future planning, which equips individuals with essential knowledge and capabilities for economic self-reliance and sustainable livelihoods.

Future planning is integral to the UPG Policy, ensuring beneficiaries are prepared for long-term success through strategies for continued economic and social development. This comprehensive approach is designed to build socio-economic resilience, reduce dependency, and promote self-sufficiency among the ultra-poor.

The UPG Policy represents a significant advancement in addressing ultra-poverty in Makueni County. By offering tailored, sustainable support to empower individuals, the policy aims to break the cycle of poverty and enhance the overall well-being of the region. This initiative is a crucial step toward achieving broader economic development and prosperity in Makueni County.

The UPG policy consists of five chapters outlined as follows;

Chapter One provides a detailed background on the Ultra-Poor graduation process, the rationale of the policy, its guiding principles, its scope, and its development process. **Chapter Two** discusses the Situational Analysis and the Legal Framework Governing the Policy. **Chapter Three** highlights the Objectives of the Policy and the Strategies for addressing the challenges affecting the ultra-poor. **Chapter Four** elaborates on the institutional framework and **Chapter Five** discusses the implementation framework consisting of the core policy measures to be pursued.

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ACRONYMS AND ABBREVIATIONS

CIDP:	County Integrated Development Plan
EAC:	East Africa Community
M&E:	Monitoring and Evaluation
MCEF:	Makueni County Empowerment Fund
MSMEs:	Micro, Small, and Medium Enterprises
MPR:	Monetary Poverty Rate
PWDs:	Persons with Disabilities
SDGs:	Sustainable Development Goals
UPG:	Ultra Poor Graduation
MIS:	Management Information System
SMEs:	Small and Medium Enterprises

DEFINITION OF TERMS

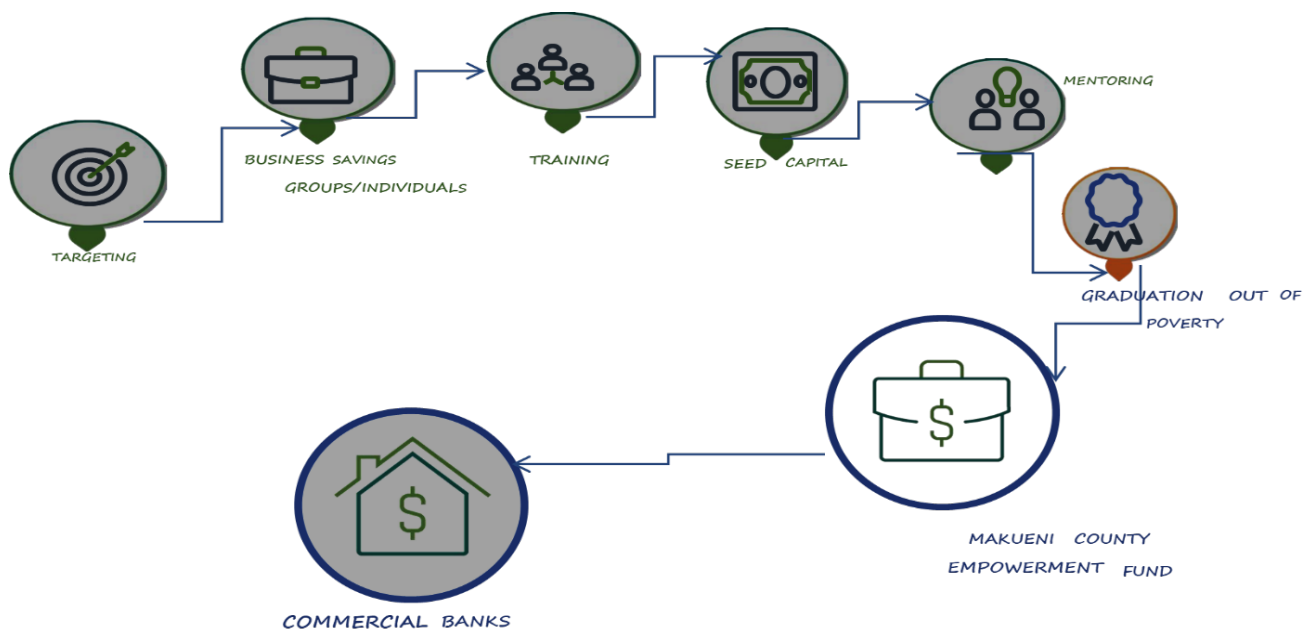
Ultra-Poor - These are persons that experience severe deprivations in multiple aspects of their lives. They often lack basic assets like chairs, beds, have minimal income sources, and face challenges in meeting their daily needs. The specific challenges faced by ultra-poor households include limited access to food, education, healthcare, decent clothing, housing, markets as well as vulnerability due to climate change impacts.

Parameters that will be used to describe the ultra-poor

In Makueni County, the ultra-poor can be described based on several key parameters that indicate severe deprivation and vulnerability within society. These parameters often include:

1. Food security- Majority of the ultra-poor struggle to afford one meal per day
2. Income Level - Ultra poor individuals typically earn below the poverty line, often less than \$2.15 per day, which is a common international benchmark for extreme poverty.
3. Access to Basic Services - Lack of access to essential services such as healthcare, education and clean water signifies extreme poverty. This can include limited or no access to primary healthcare facilities or education opportunities.
4. Nutritional Status - Malnutrition and food insecurity are prevalent among the ultra-poor, indicating a lack of access to sufficient and nutritious food.
5. Housing Conditions - Ultra poor households often live in substandard housing, which may lack basic amenities such as electricity, sanitation facilities or durable construction materials.
6. Asset Ownership - Limited or no ownership of productive assets such as land, livestock, or tools for income generation further exacerbates poverty.
7. Social Exclusion - Ultra-poor individuals may face social exclusion and marginalization, limiting their access to networks, opportunities, and social protection systems.
8. Health and Vulnerability - High rates of illness, particularly preventable diseases, and limited access to healthcare services contribute to their vulnerability.

Ultra-Poor Graduation – The Ultra-Poor Graduation process involves a holistic approach that combines proper targeting of the ultra-poor, group formation, capacity building (training and mentorship), financial support, asset transfers and market access to empower households to graduate from extreme poverty and achieve sustainable livelihoods. It's tailored to the local context, aiming for long-term impact and resilience against future challenges. Ultra-poor households are organized into groups to facilitate collective action and support. These groups may be based on geographic proximity or shared socio-economic characteristics.



Makueni County Graduation Process

Unpaid care and domestic work- refers to work done by a family member(s), mostly women for maintenance and well-being of the family without pay. The term care stresses that the activity serves people and their well-being. The term work stresses that the activity has a cost in terms of time and energy. This work includes cooking, cleaning, caring for the children, the sick, elderly, attending to the farm and livestock. This work is often taken for granted although it is very vital for the growth and functioning of the economy. Due to the much time taken to perform these duties the worker does not fully participate in the improvement of their economic status, less time to engage in paid work, to network to participate in activities for societal change or even to rest resulting to increased poverty status.

CHAPTER ONE: BACKGROUND

1.0. Introduction

Poverty remains a persistent challenge in Makueni County with ultra-poverty representing an extreme form characterized by the inability to meet even the most basic needs for survival. The ultra-poor are typically food insecure, have few or no assets, lack education, and suffer from poor health. Women head the vast majority of ultra-poor households. Ultra-poor women tend to be the victims of social exclusion and lack

self-confidence or opportunities to build the skills and resilience necessary to plan their own futures.

Often chronic and intergenerational, ultra-poverty creates a trap that is incredibly difficult for women and their families to escape. Traditional microfinance institutions do not reach out to the ultra-poor due to the very high level of securities required to help them ascend from ultra-poverty.

Recognizing the need to address the ultra-poor, initiatives are very key to enable their graduation. Graduation combines support to address immediate needs of participants with longer-term investments in life skills and technical skills training, asset transfers, enterprise development, savings and planning for the future to transition ultra-poor families into sustainable livelihoods. By addressing the social, economic and health needs of families simultaneously, these programmes provide holistic support to participants as they climb the ladder of economic self-reliance into a sustainable future.

The Kenya Vision 2030 on Sustainable Development agenda commits to leave no one behind and to reach those who are most marginalized. Fulfilling this development agenda requires visionary policies for sustainable, inclusive, sustained and equitable economic growth, supported by full employment and decent work for all, social integration, declining inequality, rising productivity and a favourable environment. In Kenyan Vision 2030, the first Sustainable Development Goal (SDG) aims to “End poverty in all its forms everywhere”. It majorly aims at eradicating all extreme poverty for all people everywhere, reduce at least by half the proportion of men, women and children of all ages living in poverty, and implement nationally appropriate social protection systems and measures for all, and by 2030 achieve substantial coverage of the poor and the vulnerable.

In alignment with the first Sustainable Development Goal (SDG) to eradicate poverty in all its forms, Kenya is steadfast in its commitment to implementing targeted strategies to uplift the socioeconomically disadvantaged. Guided by the provisions outlined in the Constitution of Kenya, 2010, County Governments are empowered to spearhead interventions aimed at tackling the underlying causes of poverty and fostering inclusive growth.

In response to this mandate, the Government of Makueni County initiated several interventions aimed at uplifting the socioeconomically disadvantaged through targeted socioeconomic empowerment initiatives. Among these initiatives, the Government initiated the Makueni County Empowerment Fund (MCEF), designed to spur economic growth by supporting micro, small, and medium enterprises (MSMEs) while creating job opportunities for county residents. However, many individuals remain financially excluded because they are unable to access credit from mainstream institutions and lack the collateral to secure loans. To address this gap, the County Government intends to develop a comprehensive UPG Policy. This policy aims to support the ultra-poor, ensuring their transition from extreme poverty to sustainable livelihoods through a structured graduation approach.

1.1 Rationale for the Policy

Since the inception of the devolution, the county government designed and implemented several interventions targeting the ultra-poor. Such interventions include;

Issuance of interest free loans, issuance of tents and chairs to groups for rentals, provision of certified seeds to cushion farmers the cost of purchasing seeds, issuance of assistive devices for the PWDs to enhance mobility, issuance of bursaries and scholarships to needy students, support through issuance of chicks and goats, youth trainings with issuance of tools of trade to start own their businesses dubbed '*Ujuzi teketeke*', elderly support through provision of NHIF subscription services and issuance of food and non-food items, These support initiatives are faced with a myriad of challenges including; over reliance on county government support leading to dependency syndrome, larger vulnerable population than the support programmes could reach, inability to access and repay loans availed by the government through the Makueni County Empowerment Fund and double dipping.

Most of these individuals herein referred to as ultra-poor, have benefited from various programmes but have not transitioned from over-reliance on government or organizational support to self-sufficiency. They rely on insecure livelihoods and experience severe deprivation in multiple areas, such as food, security, healthcare and education. To address these gaps, there is need for training, mentorship to encourage mind-set change and initiation of tailored programmes aimed at ultra-poor graduation, fostering socio-economic resilience. Therefore, the UPG Policy is designed to address these gaps by offering a multifaceted set of interventions, enabling the ultra-poor to transition from extreme financial exclusion to self-sufficient economic participation.

1.2 Guiding principles

The following principles will underpin this policy:

- i. **Inclusivity:** Ensure that the policy addresses the needs of the most disadvantaged groups in Makueni County.
- ii. **Empowerment:** Empower ultra-poor individuals with mindset change tools, resources, linkages, trainings and knowledge to achieve sustainable livelihoods.
- iii. **Sustainability:** Promote interventions that foster long-term resilience and independence among beneficiaries.
- iv. **Partnerships:** Collaborate with stakeholders and development partners to maximize impact, resource mobilization and sharing.

1.3 Policy Statement

The Makueni County UPG Policy is a commitment by the County Government to address the pressing issue of extreme poverty and financial exclusion among marginalized individuals in the community. This policy reaffirms the government's dedication to enhancing inclusive growth and sustainable development, guided by principles of equity, empowerment and resilience. Through targeted interventions and collaboration with stakeholders, the government aims to provide the ultra-poor with the necessary support and resources to transition from extreme financial vulnerability to self-sufficiency and economic participation. By implementing this policy, the county government seeks to create a more just and prosperous society, where every resident has the opportunity to thrive and contribute meaningfully to our collective well-being.

1.4 Scope of the Policy

This policy establishes an appropriate framework, which encompasses a comprehensive set of interventions tailored to address the specific needs of the ultra-

poor population within the County. The policy seeks to create holistic approach to address extreme poverty and promote sustainable livelihoods for all residents of Makueni County.

1.5 Policy Development Process

This policy was developed through consultation and collaboration process involving a multi-stakeholder approach to ensure inclusivity and effectiveness. Through these

consultations, valuable insights and feedback were gathered, helping to shape the objectives, principles and interventions of the policy. Additionally, inputs and recommendations from development partners, non-governmental organizations and other key stakeholders were solicited and incorporated into the policy development process.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Situational Analysis

According to the Kenya Poverty Report 2021, the Monetary Poverty Rate for Kenya was 38.6%, indicating that approximately 38.6% of the population lived below the national poverty line. The overall poverty incidence remained higher in rural areas compared to urban areas for the years 2019, 2020 and 2021. Currently, the overall poverty rate is expected to have worsened due to the effects of COVID-19 pandemic, Ukraine and Russia war, the Arab spring war among other calamities such as drought and floods.

Poverty remains an issue in Makueni county whereby the county's overall poverty rate is 39.7% which is slightly higher than the national rate of 38.6%. This translates to approximately 397,000 individuals in Makueni living below the poverty line (Kenya Poverty report 2021). In 2021, the food poverty rate in the county was 32%, indicating that approximately 320,000 people were food poor and lacked sufficient food to perform daily activities. Similar to national trends, the county's economic situation has been affected by international factors such as pandemics and wars, which have disrupted trade and affected local livelihoods. The county has also faced other challenges including: locust invasion, drought and floods which have adversely affected trade leading to increased price of commodities hence decreasing purchasing power. These compounded challenges likely have worsened poverty levels in the county.

Although poverty affects the entire population; women, persons with disabilities, youth, children, elderly, unpaid care and domestic workers are most affected in in the county. Each of these cohorts contains disadvantaged subgroups, each facing distinct challenges and experiencing varying poverty rates as shown in table 1 below.

Poverty estimates by age group at national and county level, 2021

Area	Poverty head count Rate					
	Total population	0-17 years	18-35 years	36-59 years	60-69 years	70+years
National	38.6%	40.3%	34.2%	36.5%	40.5	50.4%
Makueni County	39.7%	39%	39.8%	34.4%	25.1%	57.8%

Source; Kenya Poverty Report, 2021

The child overall poverty rate in Makueni County is 39% indicating that approximately 39% of the children in the county are from families living below the poverty line, and the percentage of all children living below the food poverty line is at 32.7%, (Kenya Poverty Report, 2021). According to current data from the County Cash Transfer Programme Management Information System (CCTPMIS), there are 23,716 households in Makueni County with OVC beneficiaries. However, despite various interventions, challenges persist in reaching all eligible households.

The census data from 2019 reveals that Makueni County is home to 36,369 persons living with various forms of disabilities, constituting approximately 3.7% of the county's

population. Although there has been a slight increase in the number of beneficiaries of the PWD cash transfer program, rising from 969 in 2021/22 to 993 in 2022/23 (CSA 2023) among other programmes, this still indicates that not all PWDs are reached by the support programs.

The elderly population estimated at 66,691 individuals, represents 7% of the total county population, with a dependency ratio of 11.6% (CIDP 2023/27). This population requires access to essential services such as quality healthcare, shelter, and adequate nutrition to meet their specific needs. Only 210 elderly persons have been benefitting from the National Health Insurance Fund (NHIF) subscription support by the county government. 23,072 are beneficiaries of the national government cash transfer programme (CIDP 2023/27). Challenges persist in reaching all elderly residents in need.

The youth population in Makueni County makes up 27% of the total population, translating to approximately 268,765 individuals according to the 2019 census. With a youth poverty rate of 39.8%, indicating that approximately 39.8 % of young people in the county come from families living below the poverty line. This segment of the population faces significant barriers to further education, which in turn limits their access to job opportunities and contributes to the growing number of unemployed youth in the county. Challenges facing the youth include; unemployment and drug abuse, emphasizing the necessity for targeted interventions to empower youth and improve their well-being within the county.

Women play a pivotal role in poverty alleviation efforts. Research conducted by the United Nations in 1995 revealed that when women have access to additional income, there is a notable increase in spending on essential items like food, coupled with significant reductions in expenditures on alcohol. This trend was observed in various countries including Kenya, Cote d'Ivoire, Ghana, and Rwanda, where resources were redirected towards fulfilling basic needs, particularly food.

2.1 Challenges

- i. **Ineffective policy and legal frameworks:** When policies and laws fail to effectively address the needs of the ultra-poor, or when existing frameworks are not adequately implemented, vulnerable populations remain unsupported, unable to escape poverty.
- ii. **Low levels of household income:** Insufficient income prevents households from meeting basic needs such as food, education, and healthcare, leading to a cycle of deprivation and poverty.
- iii. **Sociocultural factors:** Stereotypes, stigmatization and a poverty mindset can perpetuate cycles of poverty by discouraging upward mobility and reinforcing social exclusion.
- iv. **Inability to own assets:** The lack of assets prevents the ultra-poor from accessing affordable financing, which is essential for starting businesses or investing in opportunities that could lift them out of poverty.

- v. **Limited resources:** Without sufficient financial resources and time, the implementation of effective poverty reduction strategies is hindered, leaving the ultra-poor trapped in their circumstances.
- vi. **Limited access to data and programs:** A lack of data-driven decision-making and inadequate poverty reduction programs impede the ability to create effective interventions, leaving the ultra-poor without necessary support.
- vii. **Unpaid care and domestic work:** This limits the time available for income-generating activities, pushing caregivers into poverty by preventing them from participating in paid work.
- viii. **Climate change impacts:** Crop failures and livestock deaths lead to food insecurity, reducing income, increasing food prices, and causing unemployment and health issues, all of which exacerbate poverty.
- ix. **Inadequate programs for ultra-poor graduation:** Without structured models to help the ultra-poor transition out of poverty, they remain dependent and vulnerable to falling back into extreme poverty.
- x. **Diseases and pandemics:** Health crises deplete limited resources and reduce income, creating a cycle of increased hardship and deeper poverty

2.2 Policy and legislative framework

The Makueni County Ultra-Poor Graduation Policy is grounded in various international, regional and national legal instruments and frameworks aimed at poverty eradication. These include;

- i. **United Nations Sustainable Development Goals (SDGs):** The policy aligns with SDG 1, which aims to end poverty in all its forms by 2030
- ii. **Agenda 2063 (Africa Union)-** Poverty eradication is a central goal of Agenda 2063, with a focus on economic growth, social inclusion and empowerment of marginalized communities.
- iii. **East Africa Community Social Development Policy** - This policy provides an overarching policy structure to assist EAC partner states in the development of their national social policies to promote human empowerment and development.
- iv. **Constitution of Kenya** - Article 43 of the Kenyan constitution mandates the state to develop policies and legislation to achieve social and economic rights, including poverty reduction measures. These includes initiatives such as social welfare programs, employment creation and promotion of sustainable development.
- v. **Kenya Vision 2030** - Aims at enhancing equity and wealth creation opportunities for the poor
- vi. **County Government Act, 2012** - This act empowers county governments to develop and implement policies and programs aimed at improving the socio-economic wellbeing of their residents which include initiatives to alleviate poverty.
- vii. **Makueni County CIDP 2023-27** - It includes strategies for poverty eradication with initiatives such as promoting sustainable agriculture, enhancing access to education and healthcare, supporting small and medium-sized enterprises (SMEs), improving infrastructure and strengthening social safety nets.

- viii. **Makueni vision 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.
- ix. **Makueni County Social Protection Policy 2022**- the policy provides a framework of cushioning vulnerable groups against poverty and supporting them to achieve their full potential.
- x. **The Kenya Social Protection Policy, 2023** - promotes holistic approach to poverty eradication, combining social assistance, income support and empowerment strategies to improve the lives of the most vulnerable populations in the country.

CHAPTER THREE: POLICY DIRECTION, OBJECTIVES AND STRATEGIES

3.0 Introduction

This chapter outlines the policy objectives, directions and strategies for addressing sustainable graduation of the ultra-poor and their resilience in Makueni County. These objectives, directions and strategies provide more specific guidance on how the overall goals and statements of this policy will be attained.

3.1 Policy Direction

The Policy aims at uplifting the socio-economically disadvantaged in the society through targeted socio-economic empowerment initiatives to transition them from extreme poverty to sustainable livelihoods in a structured graduation approach.

3.2 Policy Objectives

Objective 1: To strengthen policy, legal and regulatory framework on graduation of the Ultra-poor.

Strategies:

- i. Formulate relevant legislations and guidelines on poverty alleviation
- ii. Implement the Makueni County Ultra-Poor Graduation Policy
- iii. Strengthen existing policies and legislations addressing the graduation of the ultra-poor
- iv. Establish appropriate institutional structures.

Objective 2: To initiate interventions aimed at graduating ultra-poor to better livelihoods

Strategies:

- i. Establish a clear mechanism for the identification and selection of the ultra-poor
- ii. Conduct targeted identification, mapping, validation and registration of the ultra-poor in the County.
- iii. Conduct comprehensive needs assessment of the identified ultra-poor
- iv. Mainstreaming Poverty elimination programs and sectors into the County development agenda
- v. Implement tailored interventions for women, youth, Persons Living with Disability, unpaid care and domestic workers
- vi. Enhance knowledge management on best practices towards Ultra Poor Graduation.

Objective 3: To enhance socio-economic resilience and self-sufficiency of ultra-poor households.

Strategies:

- i. Enhance mentorship program aimed at mind-set change.
- ii. Enhance capacity building, training and skills development programs for the ultra-poor to improve on employability and entrepreneurship
- iii. Enhance access to financial services for the ultra-poor.
- iv. Create linkages to partners and markets for the Ultra poor.

Objective 4: To mobilize resources for initiatives that support graduation of the ultra-poor

Strategies:

- i. Lobby and advocating for enhanced budget allocations

- ii. Allocate resources for the implementation of the policy for the ultra-poor programme.
- iii. Collaborate with stakeholders to maximize the effectiveness of poverty alleviation efforts.

Objective 5: To enhance the efficiency and impact of UPG interventions by promoting program monitoring and data driven decision-making

Strategies:

- i. Develop, implement and update the identified Management Information System (MIS)
- ii. Train users on the Management Information System
- iii. Establish monitoring and evaluation mechanisms to track the progress of the graduation process and measure the outputs.

CHAPTER FOUR: INSTITUTIONAL FRAMEWORK

4.0 Institutional arrangements

An operational coordination and accountability mechanism is very key for the effective implementation of this policy. This chapter provides details of how the different state and non-state actors and structures should work together to ensure multi-sectoral and interagency collaboration.

The department responsible for the graduation of the ultra-poor in the County will coordinate the implementation of this policy. The department will lead in coordination of all socio-economic and political players at national, county government, private sector and other relevant stakeholders and partners.

4.1 Roles

The County Department responsible for the graduation of the ultra-poor shall;

- i. Integrate national standards and graduation of the ultra-poor indicators in the County Plans;
- ii. Formulate and ensure implementation of county specific graduation of the ultra-poor policies and laws;
- iii. Ensure allocation of adequate resources for implementation of graduation of the ultra-poor empowerment programs;
- iv. Develop and implement County graduation of the ultra-poor Action Plans;
- v. Ensure graduation of the ultra-poor responsive budgeting is adopted in the budget cycle;
- vi. Identify and implement programmes targeting the ultra-poor empowerment;
- vii. Collect, collate, share and develop county ultra-poor database;
- viii. Identify, organize and develop capacities for the ultra-poor within the county
- ix. Monitor and evaluate effectiveness of Ultra-poor graduation programs in the County;

4.2 Other County Departments and Stakeholders

Table 1: Roles of Policy stakeholders and other partners

No	Department/institutions & partners	Roles and responsibilities
	County executive	<ul style="list-style-type: none"> • Lobby and champion for partnerships and resource mobilization for ultra-poor • Provide policy direction • Ensure the ultra-poor are equally targeted in economic planning, budgeting and resource allocation • Facilitate affordable, accessible, acceptable and quality health care services for ultra-poor • Facilitate MIS development • Public participation to sensitize the community about the policy • Ensure coordination of the line departments • Provide clean water access to the ultra-poor in the community • Facilitate capacity building programs on business development skills • Support agricultural development
	State department for social protection	<ul style="list-style-type: none"> • Facilitate integration, coordination and harmonization of social protection programs in County under the National Protection System
3.	County Assembly	<ul style="list-style-type: none"> • Enact legislations that support poverty alleviation • Oversight of the implementation of the policy and related programs
4	Non-state Actors	<ul style="list-style-type: none"> • Collaborate with Government to sensitize the public on this policy; • Translate the policy into organizational policies, programs and activities; • Ensure ultra-poor programmes' mainstreaming in private sector policies • Support Corporate Social Responsibility programmes • Create awareness about the status of ultra-poor in the society • Highlight and feature success stories on the ultra-poor empowerment and graduation • Provision of technical and financial support for ultra-poor graduation programs

CHAPTER FIVE: POLICY IMPLEMENTATION

5.0 Policy Financing

The successful implementation of this policy will require adequate financial, human and technical resources to ensure effective and efficient implementation for desired outcomes. The County Government will prioritize and set aside a specific annual budgetary allocation for the ultra-poor graduation program. In addition, the County Government shall aim to expand sources of financing the policy through collaboration with stakeholders and partners who share a common vision towards ultra-poor graduation.

5.1 Communication

The county government shall give a clear communication strategy in order to enhance performance, transparency and accountability. This is important in building trust and ownership of the interventions by the stakeholders and to ensure timely feedback and adherence to established policy guidelines. It also ensures that the various actors are fully aware of their roles and responsibilities.

5.2 Monitoring and Evaluation

Monitoring and Evaluation will strengthen the links between the policy interventions and outcomes, enhance accountability and transparency and identify deviations from plans for informed corrective measures for a sustainable and effective ultra-poor graduation model. Through the M&E framework, a structured mechanism (MIS) will be established to consistently gather, track, analyze and report on the utilization of resources as well as the outcomes and impacts achieved. This continuous monitoring informs the implementation of the policy, facilitating timely adjustments as needed. Timely dissemination and sound feedback mechanisms for M&E report findings will aid in implementation of this policy. This will ensure the intended objectives, outcomes and impacts are relevant, efficient, effective, impactful and sustainable.

5.3 Reporting

The County department responsible for the ultra-poor graduation program will provide data and information in periodic reports aimed at identifying successes, gaps and areas for improvement, which will be made accessible to relevant actors.

5.4 Policy Review

The policy shall be reviewed after three years or on need basis in collaboration with all key stakeholders, review the policy to ensure that it remains relevant and addresses the emerging issues and trends at international, national and County level.

ANNEX I: IMPLEMENTATION MATRIX

STRATEGIES	OUTPUT	INDICATOR	RESPONSIBLE	TIMELINE
Objective 1: To strengthen policy, legal and regulatory framework on graduation of the Ultra-poor.				
Formulate relevant regulatory frameworks	Relevant regulatory frameworks formulated	No. of relevant regulatory frameworks formulated	County department responsible for the graduation of the ultra-poor	Annually
Strengthen existing policies and regulatory frameworks addressing the graduation of the ultra-poor	Policies and regulatory frameworks reviewed	No. of existing policies regulatory frameworks reviewed		
Establish appropriate institutional structures	Institutional structures established	No. of new institutional structures established		
Objective 2: To initiate interventions aimed at graduating ultra-poor to better livelihoods.				
Conduct targeted identification, mapping, validation and registration of the ultra-poor	Comprehensive registry of ultra-poor	No. of ultra-poor registered	County department responsible for the graduation of the ultra-poor	Quarterly
Conduct comprehensive needs assessment of the identified ultra-poor	Need assessment report	No. of need assessment report		
Implement tailored interventions for women, youth, Persons Living with Disability, unpaid care and domestic workers	Women, youth, Persons Living with Disability, unpaid care and domestic workers benefitting from	No. of women, youth, Persons Living with Disability, unpaid care and domestic workers		

STRATEGIES	OUTPUT	INDICATOR	RESPONSIBLE	TIMELINE
	the tailored interventions	benefitting from the interventions		
Enhance knowledge management on best practices	Knowledge management system established for best practices	No. of best practices/Case studies documented and disseminated		
Objective 3: To enhance the socio-economic resilience and self-sufficiency of ultra-poor households.				
Enhance mentorship programs aimed at mind-set change.	Ultra-poor mentored on minds-set change	No. of ultra-poor individuals mentored	County department responsible for the graduation of the ultra-poor	Quarterly
Enhance capacity building, trainings and skill development programs for the ultra-poor to improve on employability and entrepreneurship	Enhanced skills and capabilities among the ultra-poor	No. of ultra-poor individuals practicing newly acquired skills		
Create linkages to partners and markets	Partnerships and market linkages established	No. of partnerships formed No. of market linkages established		
Objective 4: To mobilize resources for initiatives that support graduation of the ultra-poor.				
Lobby and advocating for enhanced budget allocations	Increased budget allocations	Amount of budget increase	County department responsible for the graduation of the ultra-poor	Annually
Allocate resources for the implementation of the policy	Resources allocated	Percentage of budget allocated		

STRATEGIES	OUTPUT	INDICATOR	RESPONSIBLE	TIMELINE
Collaborate with stakeholders to maximize the effectiveness of poverty alleviation efforts	Collaborations established and MOU signed	No. of stakeholders engaged No. of MOUs Signed		Quarterly
Objective 5: To enhance efficiency and impact of ultra-poor interventions by promoting program monitoring and data driven decision-making				
Develop, implement and update the identified Management Information System (MIS)	Updated management information system	Management information system	County department responsible for the graduation of the ultra-poor	Quarterly
Train users on MIS system	MIS users trained	No. of MIS users trained		