COUNTY ASSEMBLIES FORUM (CAF)
P. O. Box 73552 - 00200,
NAIROBI, KENYA

MURANG'A COUNTY GOVERNMENT

COUNTY ANNUAL DEVELOPMENT PLAN 2026/2027

AUGUST 2025

© Murang'a County Government
Finance & Economic Planning

Economic Planning Department

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COUNTY VISION, MISSION AND MOTTO

Vision

Sustainable development for socio-economic transformation

Mission

To transform the County for sustainable development for the benefit of all

Motto

Kamùingì Koyaga Ndìrì (Unity is Strength)

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Foreword

The County is the most critical unit of development in Kenya. It has a direct impact on the standards of living and welfare of the people through the functions mandated to it by the Constitution. This is the spirit of the Murang'a County Annual Development Plan (CADP), which outlines the priority programmes and projects it plans to implement during the financial year 2026/2027. This plan is anchored on the global commitments, the Regional and National development objectives namely the United Nations Sustainable Development Goals (SDGs), Africa Agenda 2063, the Kenya Vision 2030, and its Fourth Medium Term Plan (MTP IV), presently anchored in the President's "Bottom-Up Economic Transformation Agenda (BETA)."

The process for the development of CADP plan is well synchronized with the Medium-Term Expenditure Framework of the Government to ensure rationalization of budgetary allocations. The basis for preparation of the Annual Development Plan (ADP) is stipulated in Article 220 (2) of the Constitution of Kenya 2010, County Governments Act, 2012 sections 104 to 108 and the Public Finance Management Act, 2012 section 126 (1), among other legislations. The plan provides a framework for prudent allocation of resources to the various development sectors/sub sectors of the County as premised on public expenditure management framework and with an overarching objectives of transformative development agenda.

The Plan underscores our primary responsibility of meeting the socio-economic development aspirations of Murang'a County. The central focus of the plan is to deliver and create an accelerated and all-inclusive economic growth, higher living standards, improved governance, efficient public service delivery and an enabling environment for the private sector to do business. The Plan also includes an equitable and socio-economic agenda focusing on reducing inequalities in access to productive resources and basic goods and services.

The preparation of this plan took cognizant of the fact that the most valuable asset of Murang'a is her entrepreneurial human resource. The Plan focuses on the mobilization of the human capital, financial and technical resources in partnership with the national government and other partners. In this regard, the Murang'a County Government calls upon people from within, Diaspora and our other strategic partners in ensuring effectiveness and efficiency in implementing this transformative agenda. This endeavor will be attained through our memorable clarion call "Kamuingi Koyaga Ndiri" (Unity is Strength).

Prof. Kiarie Mwaura
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Acknowledgements

This County Annual Development Plan Financial Year 2026/2027 seeks to implement the strategic priorities of the Murang'a County during the third year of the implementation of 3rd County Integrated Development Plan (2023-2027). The County Annual Development Plan (CADP) preparation process captured the County's transformative agenda across all the sectors/ sub sectors of Murang'a County.

The preparation of the CADP FY 2026/2027 involved relevant stakeholders through consultative meetings, which was spearheaded by the Economic Planning Directorate and involved technical officers from all Departments. The process also involved stakeholders from various groups and organizations including Community opinion leaders, Administrative leaders, Religious leaders, Civil society as well as members of the public. We thank our stakeholders who took part in the preparation of this plan at all stages, providing valuable insights and ideas that will help shape strategic direction and focus of County Development during the planned fiscal period.

Most specially, we acknowledge the proactive leadership of the Governor, H.E. Dr. Irungu Kang'ata, the Deputy Governor, H.E. Stephen Munania and the County Secretary Dr. Newton Mwangi for their inputs and support during the exercise. I would also like to thank the CECM Finance & Economic Planning, Prof. Joseph Kiarie Mwaura, PhD, County Executive Committee Members, Chief Officers, Directors, Heads and staff of County Agencies for their able leadership and contributions during this noble exercise.

Special mention goes to the Economic Planning Directorate under the stewardship of the Ag. Director, Mr. Stephen Mwangi, Assistant Director, Justin Gatuita, Economists/ Statisticians Walter Ojwang, Njuguna Mwangi, Claire Njogu, Judith Mwaniki, Ann Njoroge, Felistus Mueni, Moses Macharia, Gabriel Wachira and Dennis Kabera for their commitment in the preparation of CADP. Finally, let me take the opportunity to acknowledge every person who contributed towards the preparation of the CADP in one way or another. Their efforts will no doubt leave an indelible mark in the socio-economic development of our Murang'a County.

We appreciate the very helpful normative guidelines from the national government that made it to possible for us to prepare this CADP. We also extend our gratitude to the County Assembly of Murang'a for actively participating in forums which significantly enriched the CADP.

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Abbreviation and Acronyms

ABT	Alternative Building Technologies
ACU	Aids Control Unit
AI	Artificial Insemination
ANC	Ante-Natal Care
AP	Administration Police
APA	Annual Programme Allocation
ASDSP	Agricultural Sector Development Support Programme
AWP	Annual Work Plan
BETA	Bottom-Up Economic Transformation Agenda
BQs	Bill of Quantities
CABI	Centre for Agriculture and Biotechnology
CADP	County Annual Development Plan
CBEF	County Budget and Economic Forum
CBROP	County Budget Review and Outlook Paper
CDCC	Community-Driven Development Committee
CECM	County Executive Committee Member
CFAs	Community Forest Associations
CFSP	County Fiscal Strategy Paper
CHMT	County Health Management Team
CHW	Community Health Worker
CIDP	County Integrated Development Plan
CIGs	Common Interest Groups
CIMES	County Integrated Monitoring and Evaluation System
CIP	Community Implementation Plan
CLTS	Community-Led Total Sanitation
COMEC	County Monitoring and Evaluation Committee
EDP	Enterprise Development Plan
EIA	Environmental Impact Assessment
ESSIA	Environmental and Social Impact Assessment
FLLoCA	Financing Locally-Led Climate Change Action
FY	Financial Year
GCP	Gross County Product
GDP	Gross Domestic Product
GHRIS	Government Human Resource Information System
GoK	Government of Kenya
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICE	Institute for Culture and Ecology
ICT	Information and Communication Technology
KATC	Kenyatta Agricultural Training Centre
KES	Kenya Shillings

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KEMSA	Kenya Medical Supplies Agency
KFS	Kenya Forest Services
KNBS	Kenya National Bureau of Statistics
Kshs	Kenyan Shillings
KUSP	Kenya Urban Support Programme
LS	Lump Sum
MCG	Murang'a County Government
MELR	Monitoring, Evaluation, Learning and Reporting
MTEF	Medium Term Expenditure Framework
MTP IV	Medium Term Plan IV
NARIGP	National Agriculture and Rural Inclusivity Growth Project
NAVCDP	National Value Chain Development Programme
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NHIF	National Health Insurance Fund
NIA	National Irrigation Authority
NIB	National Irrigation Board
NIMES	National Integrated Monitoring and Evaluation System
NMT	Non-Motorized Transport
NTAC	National Technical Advisory Committee
PBB	Programme-Based Budget
PELUM (K)	Participatory Ecological Land Use Management Association of Kenya
PLWDs	People Living with Disabilities
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
SDI	State Department of Irrigation
SIA	Social Impact Assessment
SIVCAP	Strategic Integrated Value Chain Action Plan
SLM	Sustainable Land Management
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TIMP	Technologies, Innovations, and Management Practices
TNC	The Nature Conservancy
UDG	Urban Development Grant
UIG	Urban Investment Grant
VMG	Vulnerable and Marginalized Groups

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Glossary of Commonly used Terms

Baseline	An analysis describing the initial state of an indicator before the start of a project or programme, against which progress can be assessed or comparisons made
Demographic Dividend	Demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population.
Flagship/ Transformative Projects	Projects with high impact in terms of employment creation, increasing institutional competitiveness or revenue generation.
Green Economy	An economy that aims at reducing environmental risks and ecological scarcities, and whose objective is to ensure sustainable development without environmental degradation
Indicator	A sign of progress /change that results from an intervention. It measures a change in a situation or condition and confirms progress towards the achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress
Medium term	A span of between three and five years
Outcome	Results generated relative to the objective of an intervention. It describes the actual change in conditions/situation as a result of an intervention output(s)
Output	Immediate result from conducting an activity i.e., goods and services produced
Programme	A grouping of similar projects and/or services performed by a department or agency to achieve a specific objective
Project	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.
Sector	Composition of Departments that are grouped together according to services and products they offer/ provide. These departments produce/offer similar related product/services. They also share common or related operating environment
Target	Planned level of an indicator achievement

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Executive Summary

The County Annual Development Plan for the financial year 2026/2027 provides the basis for and marks the third year of implementation of the Third generation CIDP (2023-2027). It provides a framework for implementing County policies, programmes, projects and initiatives for each department. It therefore, forms the reference point and guides in resource allocation to priority projects and programmes as indicated by the priorities in the 4th year of the third generation CIDP 2023-2027, the public participation submissions, and the county flagship projects to be prioritized in the plan period 2026-2027.

The process of identifying and prioritizing the projects and programmes to be implemented over the financial year 2026/2027 involved all stakeholders through participatory workshops and engagements. Through this process, the efforts at national and devolved levels of government, and other relevant public institutions, were coordinated at local level with due consideration to the economic, social, environmental, legal and spatial aspects of development for the benefit of local communities. References were made to the provisions of the County Government Act, (2012); Urban Areas and Cities Act, 2011; and the Public Finance Management Act (PFMA), 2012. In addition, the plan preparation process considered provisions in various legislations including the Constitution of Kenya, 2010, National Government Coordination Act, 2013 among others.

The County recognizes agriculture as the backbone of the County's economy and targets to modernize production and market accessibility. Major crops targeted include Sorghum farming and Inua Mkulima Subsidy programme. In the education sector, the county targets to scale up the school feeding programme, improve the existing education infrastructure and prioritize education subsidy through bursaries and scholarships. In the heath sector, the County will prioritize adequate infrastructure within the health facilities as well as health service delivery. The County will also scale up the universal health cover for the vulnerable groups and establish model health facilities. The County will further implement Murang'a Youth Service (MYS), Community based projects and Smart city programme.

Structure-wise, Chapter One of the plan gives a brief overview of the County and highlights the socio-economic and infrastructural information that has a bearing on the development of the County. It also briefs on the rationale and the process for preparation. Chapter Two provides a summary of Sector/ Sub sector analysis of FY 2025/2026 CADP allocation against approved budget. It also summarizes programmes/ Projects on what was planned versus what was achieved by Sectors/sub sectors and the status as at June 2024/2025. This section also analyses the overall budget implementation and compares planned and actual allocations based on sector/ sub-sector, and summarizes Challenges, lessons learnt, recommendations, and development issues.

Chapter Three provides a summary of the financial year 2026/2027 plan which includes key broad priorities of projects, programmes, objectives, outcomes, performance indicators, base lines and resource requirements. It also presents proposed grants, benefit and subsidies to be issued as well as the contribution to the national, regional and international aspirations/ concerns. Chapter four presents a summary of Sector/Sub sector implementation framework and resource requirements based on programmes. It also provides a description of how the county will respond to the financial and economic environment while also identifying the risks, assumptions and corresponding mitigation measures during the plan period.

Finally, Chapter Five provides an overview of the County's Monitoring and Evaluation framework which forms part of the results-oriented culture in the county public service. The

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framework puts in place mechanisms to ensure systematic tracking of targets and priorities towards planned achievements. The mechanism also facilitates formulation of requisite remedies in cases where the projects are off-track, and that lessons learned are used to promote efficiency and effectiveness.

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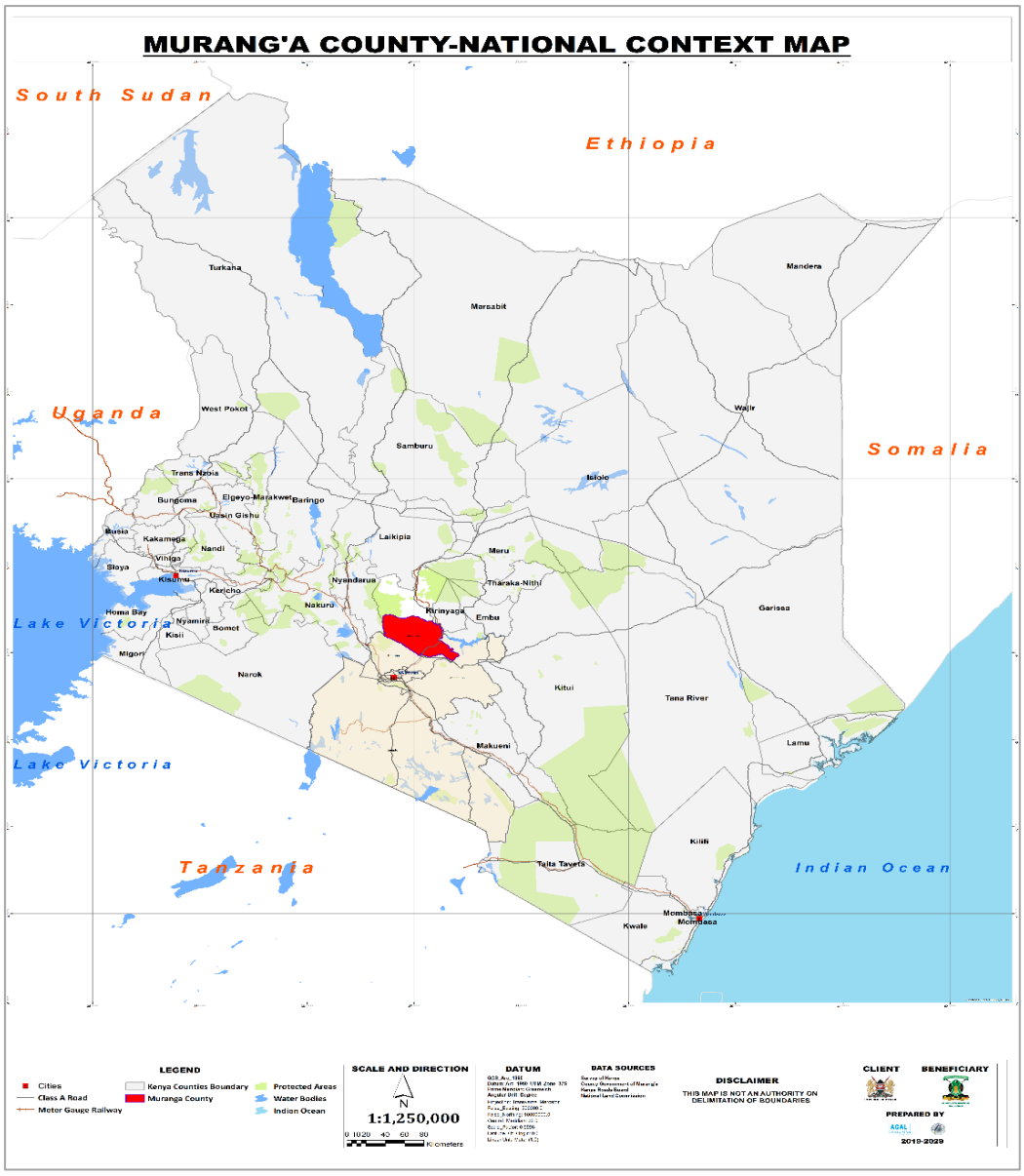
CHAPTER ONE
1. INTRODUCTION

1.1. Overview of the County

1.1.1. Location and Size

Murang'a County is in the Central region of Kenya. The county lies between latitudes 0° 34'; 1°07' South and Longitudes 36°; 37° 27' East and covers a total area of 2,558.96Km². The County borders Nyeri to the North, Kiambu to the South, Nyandarua to the West and Kirinyaga, Embu and Machakos counties to the East as shown in Map 1.1.

.



Map 1-1: Location of the Murang'a County in Kenya

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1.1.2. Demographics, Administrative and Political Units

1.1.2.1. Demographics

The Murang'a County population as per the KNBS 2019 Population and Housing Census was 1,056,640 persons. With a population growth rate of 1.2 percent per annum, this population is estimated at 1,135,519 in 2025 and is projected to rise to 1,149,196, 1,163,103 and 1,177,144 persons in 2026; 2027 and 2028 respectively. The population consisted of 523,940 Male and 532,669 females with male-female sex ratio of 98 males against 100 females.

The most populated Sub-Counties in the year 2025 are Murang'a South and Kandara with estimated population of about 198,622 and 188,170 persons respectively. Other than those people living in the Aberdares Forest (Forest guards and families), Ithanga has the lowest estimated population of 62,487 persons in the year 2025 and projected to grow to 63,241 , 64,005 and 64,777 persons by year 2026, 2027 and 2028 respectively.

The County average population density as of 2019 population census was 413 persons per square km, this is estimated at 444 persons per square km (2025) and is projected to grow to 449,455 and 460 persons per square Km by the year 2026, 2027 and 2028 respectively.

The most densely populated Sub County in the year 2025 is Kandara at with population density of 798 persons per square km, while Ithanga Sub-County is the least at 219 persons per square Km. In the year 2026, it is projected that Kandara Sub-County population density would be 807 persons per square km while Ithanga Sub-County will grow to 221 persons per square Km as shown in Table 1.1.

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Table 1.1: Population Projections and Density (by Sub-County)

Sub-County	2019 (Census)			2025 (Estimate)		2026 (Projection)		2027 (Projection)		2028 (Projection)	
	Area (KM2)	Population	Density	Population	Density	Population	Density	Population	Density	Population	Density
Murang'a East	241.00	110,311	458	118,546	492	119,977	498	121,425	504	122,891	510
Kangema	173.46	80,447	464	86,453	498	87,496	504	88,553	511	89,622	517
Mathioya	178.00	92,814	521	99,743	560	100,947	567	102,166	574	103,399	581
Kahuro	169.00	88,193	522	94,777	561	95,921	568	97,079	574	98,251	581
Murang'a South	547.20	184,824	338	198,622	363	201,019	367	203,446	372	205,902	376
Gatanga	313.30	129,843	414	139,536	445	141,221	451	142,925	456	144,651	462
Ithanga	285.70	58,146	204	62,487	219	63,241	221	64,005	224	64,777	227
Kigumo	242.10	136,921	566	147,143	608	148,919	615	150,717	623	152,536	630
Kandara	235.90	175,098	742	188,170	798	190,441	807	192,740	817	195,067	827
Aberdare Forest	173.30	43	0.25	46	0.27	47	0.27	47	0.27	48	0.28
Total	**2558.96**	**1,056,640**	**413**	**1,135,521**	**444**	**1,149,229**	**449**	**1,163,103**	**455**	**1,177,144**	**460**

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1.1.2.2. Population Projections by Age Cohort

According to the 2019 population census, the Age Cohort between 5-9 and 10-14 age groups have the largest populations of 114,251 and 117,758 respectively (see Figure 1.1 and Table 1.2). This Age Cohort population in 2025 is estimated at 122,780 and 126,549 respectively. The same trend if maintained implies that for the same age cohorts, the population will be expected to grow to 124,262 and 128,077 by the year 2026 and 125,762 and 129,623 in the year 2027 and 127,281 and 131,188 in the year 2028. Noteworthy too is that the highest population is within the 15-49 years' age bracket implying that the focus of socio-economic development must pay special attention to this age bracket.

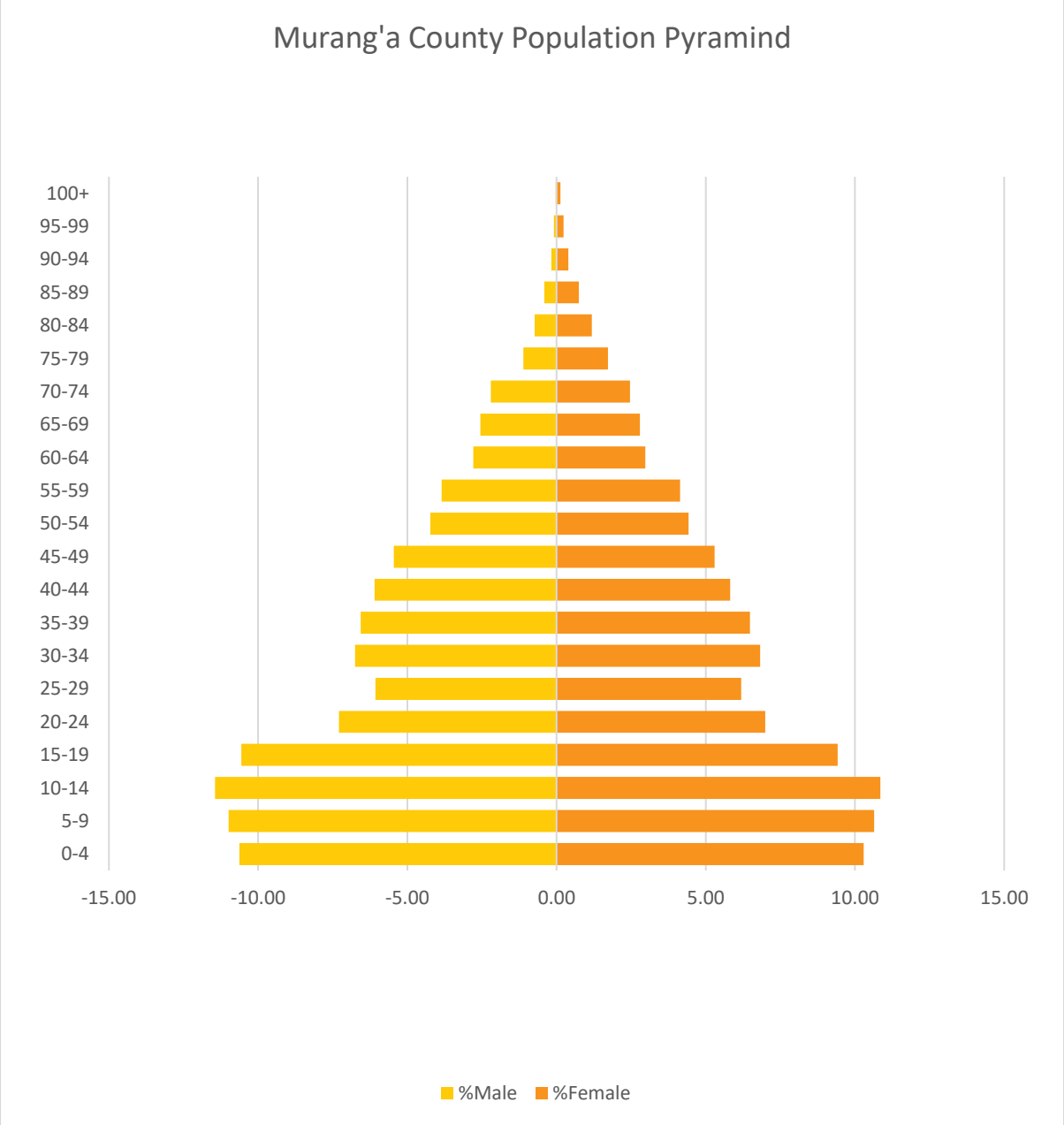


Figure 1-1.: Estimated Murang'a County Population by Age Cohorts

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Table 1.2: Population Projections by Age Cohort

Age Cohort	2019 (Census)			2025 (Estimate)			2026 (Projection)			2027 (Projection)			2028 (Projection)		
	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F
0-4	110,514	55,695	54,819	118,764	59,853	58,911	120,198	60,575	59,623	121,649	61,307	60,342	123,117	62,047	61,071
5-9	114,251	57,564	56,687	122,780	61,861	60,919	124,262	62,608	61,654	125,762	63,364	62,399	127,281	64,129	63,152
10-14	117,758	59,951	57,807	126,549	64,427	62,122	128,077	65,204	62,872	129,623	65,991	63,631	131,188	66,788	64,400
15-19	105,467	55,307	50,160	113,340	59,436	53,905	114,709	60,153	54,555	116,093	60,880	55,214	117,495	61,614	55,880
20-24	75,426	38,214	37,212	81,057	41,067	39,990	82,035	41,563	40,473	83,026	42,064	40,961	84,028	42,572	41,456
25-29	64,798	31,823	32,975	69,635	34,199	35,437	70,476	34,612	35,864	71,327	35,029	36,297	72,188	35,452	36,736
30-34	71,734	35,380	36,354	77,089	38,021	39,068	78,020	38,480	39,540	78,962	38,945	40,017	79,915	39,415	40,500
35-39	68,897	34,374	34,523	74,040	36,940	37,100	74,934	37,386	37,548	75,839	37,837	38,001	76,754	38,294	38,460
40-44	62,972	31,951	31,021	67,673	34,336	33,337	68,490	34,751	33,739	69,317	35,170	34,147	70,154	35,595	34,559
45-49	56,803	28,548	28,255	61,044	30,679	30,364	61,780	31,050	30,731	62,526	31,424	31,102	63,281	31,804	31,477
50-54	45,716	22,188	23,528	49,129	23,844	25,284	49,722	24,132	25,590	50,322	24,424	25,899	50,930	24,718	26,211
55-59	42,222	20,187	22,035	45,374	21,694	23,680	45,922	21,956	23,966	46,476	22,221	24,255	47,037	22,489	24,548
60-64	30,447	14,624	15,823	32,720	15,716	17,004	33,115	15,905	17,210	33,515	16,097	17,417	33,919	16,292	17,628
65-69	28,212	13,356	14,856	30,318	14,353	15,965	30,684	14,526	16,158	31,055	14,702	16,353	31,429	14,879	16,550

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70-74	24,657	11,534	13,123	26,498	12,395	14,103	26,818	12,545	14,273	27,141	12,696	14,445	27,469	12,849	14,620
75-79	14,953	5,793	9,160	16,069	6,225	9,844	16,263	6,301	9,963	16,460	6,377	10,083	16,658	6,454	10,205
80-84	10,123	3,811	6,312	10,879	4,096	6,783	11,010	4,145	6,865	11,143	4,195	6,948	11,277	4,246	7,032
85-89	6,164	2,163	4,001	6,624	2,324	4,300	6,704	2,353	4,352	6,785	2,381	4,404	6,867	2,410	4,457
90-94	2,978	866	2,112	3,200	931	2,270	3,239	942	2,297	3,278	953	2,325	3,318	965	2,353
95-99	1,656	451	1,205	1,780	485	1,295	1,801	491	1,311	1,823	496	1,326	1,845	502	1,342
100+	847	152	695	910	163	747	921	165	756	932	167	765	944	169	774
Age NS	14	8	6	15	9	6	15	9	7	15	9	7	16	9	7
Inter-Sex	31			31			31			31			31		
Total	**1,056,640**	**523,940**	**532,669**	**1,135,519**	**563,054**	**572,434**	**1,149,227**	**569,851**	**579,345**	**1,163,100**	**576,730**	**586,339**	**1,177,140**	**583,692**	**593,417**

**Intersex population is excluded from the table since it is too small to be distributed by age and projections*

Source: KNBS

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1.1.2.3. Administrative (Sub-Counties, Divisions, Locations)

The County is divided into Nine (9) Sub-Counties; Gatanga, Ithanga, Kahuro, Kandara, Kangema, Kigumo, Mathioya, Murang'a East and Murang'a South. The County has 32 Divisions, 118 Locations and 294 Sub- Locations. Table 1.3 illustrate the administrative units, the land area, number of Divisions, the number of Locations, and number of Sub-Locations in each Sub-County.

Table 1.3: Area (Km²) by Sub-County

S/No.	Sub-County	No. of Divisions	No. of Locations	No. of Sub-locations	Area (Km2)
1.	Gatanga	5	19	51	313.30
2.	Ithanga	2	6	14	285.70
3.	Kahuro	3	12	32	169.00
4.	Kandara	3	11	29	235.90
5.	Kangema	4	11	33	173.46
6.	Kigumo	3	16	36	242.10
7.	Mathioya	5	15	31	351.30
8.	Murang'a East	4	14	29	241.00
9.	Murang'a South	3	12	37	547.20
	Total	**32**	**118**	**294**	**2,558.96**

Source: County Commissioner, Murang'a County

1.1.2.3. County Government Administrative Wards by Constituency

The County is divided into seven (7) Constituencies; Gatanga, Kandara, Kangema, Kigumo, Kiharu. Maragua, Mathioya. The County is made up of 35 and 2,478 Wards and Villages respectively. Kiharu Constituency has the most number of Villages (513) while the Kangema (203) has the least. Table1.4 illustrates the administrative units, number of Wards, and number of Villages in each Constituency.

Table 1.4: County Government Administrative Wards and Villages by Constituency

S/No.	Constituency	No. of Wards	No. of Villages
1.	Gatanga	6	508
2.	Kandara	6	273
3.	Kangema	3	203
4.	Kigumo	5	359
5.	Kiharu	6	513
6.	Maragua	6	324
7.	Mathioya	3	298
	Total	**35**	**2,478**

Source: Murang'a County Government

1.1.3. Social-Economic Profile

According to the KNBS GCP 2019, Murang'a County contributes 2.3 % to the National GDP. The main economic activity of Murang'a County is agriculture. Most of the residents (80%) practice food crop farming (maize and bananas) majorly in the lowlands, cash crop farming (tea and coffee) mainly in the highlands, livestock rearing and dairy farming are also prominent in the county. The county has minimal mining activities such as quarrying which is practiced in some parts. Quarrying activities include sand harvesting, excavation of building blocks and ballast and extraction of clay soil for brick making and pottery. The main tourist attraction sites in the county are the Aberdares National Park and cultural heritage sites that have a rich history on the origins of the Agikuyu people. Such sites are at Mukurwe wa Nyagathanga and Karia Ka

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Mbari ya Ngware. Majority of the residents belong to the mainstream Christian denomination including Catholic and Protestants.

1.1.4. Environment and Natural Conditions

The climatic conditions of the County consist of the western region with an equatorial type of climate, the central region with a sub-tropical climate and the eastern part with semi-arid conditions. The Eastern region, covering the lower parts of Kigumo, Kandara, Kiharu and Maragua constituencies receive less rain and crop production requires consistent irrigation. Long rains fall in the months of March, April and May. April reliably records the highest amount of rainfall averaging 213mm. The short rains are in October and November averaging about 135mm. The driest month is February with 21mm of rainfall. The Western region covering Kangema, Gatanga, and higher parts of Kigumo and Kandara, is generally wet and humid due to its proximity to the Aberdares Ranges and Mt. Kenya.

Rainfall in western and central regions is reliable, well distributed throughout the year and is adequate for cultivation. The main production activities include, tea, coffee, maize, potatoes and rearing of improved dairy cattle which form the most common sources of basic household food consumption and income. In the eastern areas, the annual temperature ranges between 26 and 30 degrees Celsius while the mean minimum annual temperature range between 14 and 18 degrees Celsius. In the western wetter and colder areas, the mean minimum annual temperatures can be as low as 6 degrees Celsius or less. The temperatures in the central region fall between the maximum and minimum and maximum annual mean temperatures. Some areas also experience natural catastrophes such as landslides.

The highest areas form the rain catchment areas from where most of rivers draining the county originate. The terrain is dissected creating the menace of landslides and gulley erosion. The numerous streams and valleys necessitate the construction of bridges to connect one ridge to the other; construction and maintenance of roads are therefore difficult and expensive. Volcanic soils are generally fertile particularly suitable for tea growing.

1.2. Rationale for Preparation of CADP

Under the County Government Act 2012 section 104 and 105, County Governments are mandated to among other functions prepare integrated development plans; ensure integrated planning within the county and ensure linkages between county plans and the national planning framework. The County Government Act, 2012 further outlines the county planning framework which provides for the preparation of four kinds of plans; Sectoral Plans, Spatial Plans, CIDP and the Cities and Urban Areas plans. The Public Finance Management (PFM) Act, 2012 under Section 126 (1), mandates County Governments to prepare Annual Development Plan (ADP) in accordance with Article 220 (2) of the constitution. The CADP which is submitted for approval to the County assembly not later than 1st September of each year documents strategic priorities for the medium term (5 years) that reflect the county government's priorities and plans; County programmes and projects to be delivered; measurable indicators of performance where feasible; and the budget allocated to the programmes and projects.

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1.3. CADP Linkages with the CIDP (2023-2027) and other Plans

The Annual Development Plan for the financial year 2026/2027 marks the fourth year of implementation of the third generation CIDP (2023-2027). It provides a framework for implementation of County projects, programmes and initiatives for each Department and thus, guides resource allocation to priority projects and programmes as identified in the Third generation CIDP (2023-2027). The linkage of CADP to other National, Regional and International policies and aspirations are as shown in the Figure 1.2.

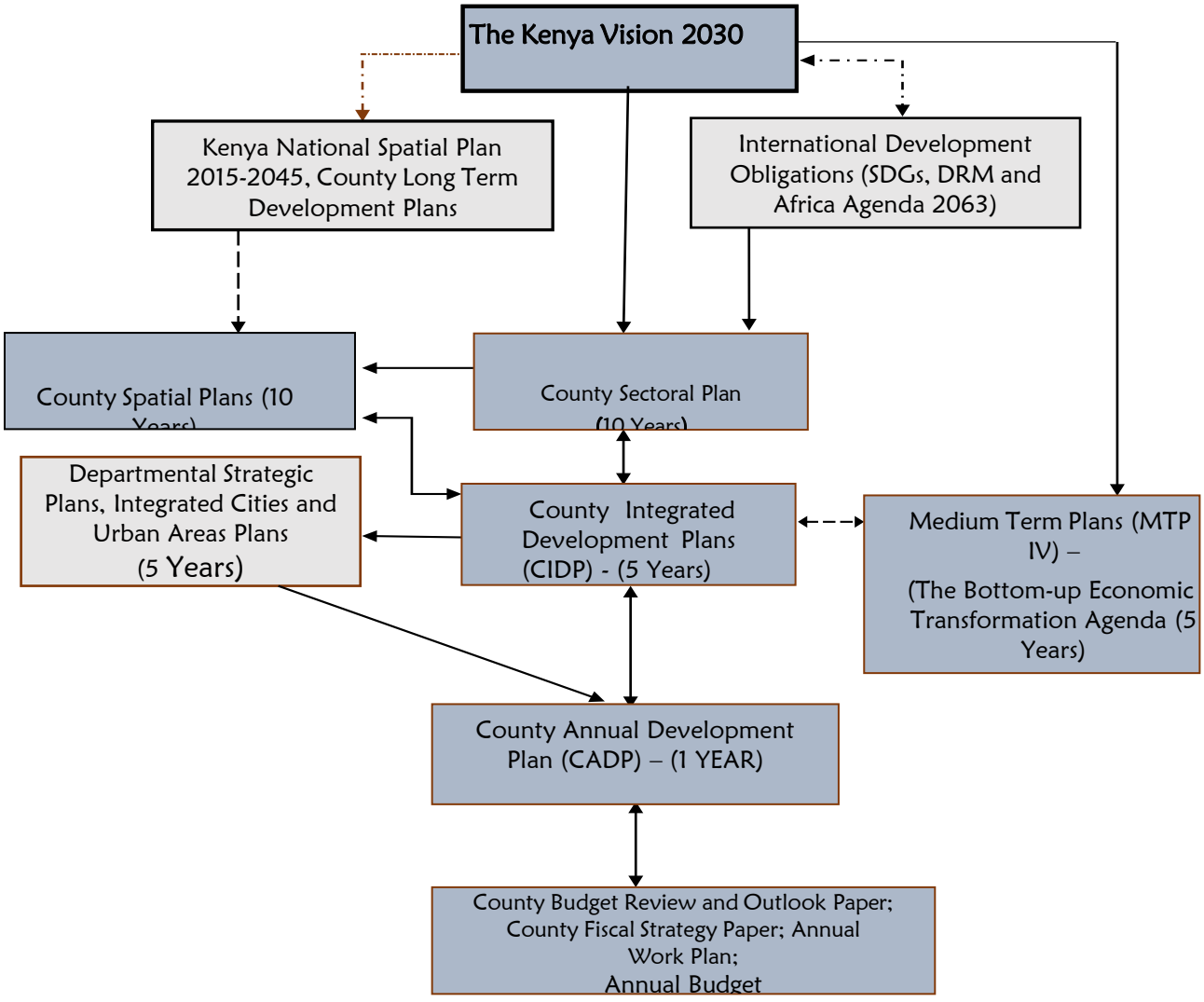


Figure 1-2: Linkages of CADP to Other National and International Development Policies

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1.4. Preparation Process of the Annual Development Plan

The preparation of the Murang'a County Annual Development Plan (2026/2027) followed the guidelines issued by The National Treasury and Planning, State Department for Planning. The Department of Economic Planning applied various data generation methodologies including document reviews, focused group discussions, field visits, key informant interviews and reports from the County Departments and Agencies. Data from monitoring and evaluation exercises by the County Monitoring and Evaluation Committee formed an integral part of the data collection process as it provided avenue for direct observations, assessment, and data recording at source.

For prioritization of programmes and projects, data collection templates were developed by the Economic Planning Directorate based on the M&E plan of the County Integrated Development Plan and populated by the County Departments. The proposals were then presented in the Sector Working Groups who provided the necessary technical input. Finally, through various public fora, the communities were accorded the opportunity to express their opinions and prioritize the projects and programmes.

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CHAPTER TWO

2. REVIEW OF THE IMPLEMENTATION OF PREVIOUS CADP

2.1. PUBLIC ADMINISTRATION AND ICT

2.1.1. Analysis of 2025/20256 CADP Allocation Against Approved Budget

Table 2.1: Analysis of 2025/2026 CADP Allocation Against Approved Budget 2025/2026

Planned Project/ Programmes as outlined in CADP 2025/26	Amount allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved budget 2025/2026 (Kshs. M)	Remarks**
Sector: Public Administration and ICT			
Sub Sector: Public Administration and Coordination			
Administration Services	40	58.2	The sub programme was considered a priority since its important in the coordination of the county departments
Secure work Environment	20	6.3	The sub programme was considered a priority
Fleet Management	35	20.5	The sub programme was considered a priority; fleet management is necessary for vehicle maintenance and fueling
Operationalize County Attorney's office	1	21.3	The sub programme was considered a priority as the attorney's office handles county legal matters
County Executive committee	1	1	The sub programme was considered a priority; county executive coordination is vital for policies and county laws approval
Sub Sector: Information Communication Technology and E Government			
Development of ICT infrastructure.	5	17.90	It was considered a priority to enhance ICT infrastructure of the county
Acquisition of ICT equipment and GIS system	-	6.53	Considered priority supporting ICT development and Infrastructure
Automation of County Services	60	21	It was considered a priority to enhance revenue collection and hospital management
Sub Sector: Human Resource			

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Administration, Planning and Support Services	33	14.70	The sub program is considered a priority during appropriation
Personnel Services	27	3	The sub program was considered a priority in digitization of HR records., effective record management
Internship programme	50	3	
Human Resource policy and Liaison	3	4	The sub programme was considered a priority in the preparation of County HR Service charter and other policies
Strategic Human Resource Management	2		The sub programme was not considered in the appropriation
Human resource Management and development	215	1,192.45	The sub programme was considered a priority since county human capital has to be retained and developed
Performance Management	4	2	The programme was considered a priority since its ongoing every financial year
Sub Sector: Fire service and Disaster Management			
Disaster Control and Management	96	17.7	The program is considered a priority during appropriation to mitigate disaster
Sub Sector: Public Service Board			
Administration, Planning and Support Services	36.6	27.72	The programs I considered a priority during appropriation will support CPSB in handling departmental request and harmonizing HR policies
National Value and Governance	8.4	1.13	

2.1.2. Financial Performance Review for FY 2024/2025

2.1.2.1. Expenditure Analysis

Table 2.2: Expenditure Analysis for Public Administration and ICT

Sector/ Programme	Allocated Amount (Kshs. M) A	Actual Expenditure (Kshs. M) B	Absorption Rate (%) =(B/A)*100	Remarks
Sector Public Administration and ICT				
Public Administration and Coordination				
	96.00	**82.40**	**86%**	

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2.1.3. Sector Achievements in the Previous FY 2024/20245

Table 2.3: Sector Programmes Performance

ICT							
Programme Name: : Information Communication Technology and Public Communication Development							
Objective: To Enhance Service Delivery							
Outcome: Efficient Service Delivery through use of Information Communication Technology							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Development of ICT infrastructure.	Functional internet connectivity in all county Health centers	No. of health centres Connected to the network	Murang'a Level 5 Hospital connected	161	161	44	Internet access in all health centers
Automation of County Services	Acquisition of POS Machines	No. of POS Machine Procured	-	Acquisition of POS Machines	POS Machine Procured	2.5	Assessment and streamlining the effectiveness and efficiency of revenue systems and Afya_Ke by collectors
	Integrated Management Information Systems	Number of functional Management Information Systems developed	All health centers installed with HMIS	Hospital management System,	Achieved	-	

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			Revenue Management system in place	Revenue Management System,	Revenue Management system in place	-	
			Fleet management system in place	Functional fleet management system	Fleet Management System in place	-	
			Finance Management system	Functional finance management system(Requisition)		Internally developed	
			-	Investment Conference Integration portal	Investment Conference Integration portal	Internally developed	Delegates, investors and exhibitors Payment portal
			Telemedicine Reporting portal in place	Telemedicine Reporting portal	Telemedicine Reporting portal in place	Internally developed	Portal for real time reports
			ICT Support portal in place	ICT Support portal	ICT Support portal in place	Internally developed	
			Inua mkulima portal in place	Inua mkulima portal	mkulima portal in place	Internally developed	
			County Human Resource Management System in place	County Human Resource Management System,	County Human Resource System in place	Internally developed	
Human Resource							
Programme Name: Administration, Planning and Support Services							

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Objective: To ensure effective and efficient service delivery							
Outcome: Enhanced stakeholders' satisfaction							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Administration Services Effective and responsive	Customer satisfaction survey	Number of customer satisfaction surveys	0	1	1	-	Customer satisfaction survey done
		Conduct a work environment survey		Conduct a work environment survey	Work environment survey conducted	2	Achieved
Personnel Services	Adequate and highly skilled personnel	Number of personnel recruited and trained in Human Resource department	0	Five new employees Thirty-eight employees	Not achieved	0	Budgetary constraints
	Effective Record Management	Coordinated and organized Human Resource registry		Acquire fire proof, modern filing cabinets	0	0	Budgetary constraints
				Digitize 25% of the existing records	0	0	Budgetary constraints
Internship programme	Internship opportunities to fresh graduates	No of interns engaged		Two hundred and fifty interns	257	0	Target Surpassed

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Programme Name: Government Advisory Services							
Objective: To Develop and implement Best Human Resource policies.							
Outcome: Efficient and effective Human Resource service delivery							
Sub - programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Human Resource Policy and Liaison	Development Approved HR Policies	Number of policies developed and implemented	-	2 Human Resource policies	0	0	Lack of budgetary allocation
Programme Name: Leadership and Coordination of Das							
Objective: To ensure the County Departments work towards achievement of organizational goals							
Outcome: Appropriate and optimally staffed departmental organizational structures.							
Strategic Human Resource Management	Aligned Human Resource function with the overall county strategy	A Strategic Human Resource Plan	-	Development of a strategic Human Resource Plan	0	0	Lack of budgetary allocation
Human Resource Management and Development	Attraction and Retention of qualified and skilled employees	Adequate and qualified employees		Ensure timely remuneration of all the eligible employees	Achieved	4,600	The target was achieved
	Highly trained and competent employees	% of the employees trained		100% employees trained	46% of employees trained		Partially achieved because of budgetary constraints
	Occupational	Occupational health and safety		Sensitization n on	Not achieved	0	Budgetary constraints

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	Health and safety system	system in place		Occupation al Health and Safety			
	Improved staff welfare	Staff welfare policy		Develop a staff welfare policy	Not achieved	0	Budgetary constraints
	Timely response to welfare issues	Increased welfare programs		Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	Achieved	73.41	Target was achieved
Performance Management	Institutionalized results-based performance	Signed Performance Contracts		Coordinate performance contract Management	Achieved	No money	Target was achieved
		Rewards and sanction policy		Develop a Rewards and sanction policy	Policy developed	0	Achieved
		staff performance appraisals		Staff Performance e Appraisal management nt	Achieved	0	Target was achieved
	Departmental and Staff Functional Analysis Report	Report on departmental and staff functional analysis		Survey	0	0	

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	Employee satisfaction survey	Report on employee satisfaction		Employee satisfaction survey	Employee satisfaction done	0.93	Target was achieved
PSB							
Programme 1: Administration, Planning and Support Services							
Objective: Improving Positive work ethics in County Public Service							
Outcome: Enhanced service delivery							
Sub - programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Administration Services	Office furniture, equipment and stationeries	Procured office furniture, equipment and stationeries	I work station	I work station	1 work station procured	0.30	Allocation of 300,000 was done
	Renovated Board offices	Renovated office block	-	1	-	-	PSB offices not renovated to be planned for next financial year
	Motor vehicle purchased	No. of motor vehicles	-	1	-	-	To be planned next financial year
Personnel Services	Recruitment of Board members to enhance service delivery	Recruitment of Board Members	4 Board members recruited	5	4 recruited		I board member pending

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Digitization of Human resources	Procurement of the digital Equipment	No. of digital Equipment's in place	-	1	-	-	To be planned next financial year
	Training on the use of the digitization machine	No of officers trained on digitization machines	-	7	-	-	To be planned next financial year
	Training on the public recruitment portal	No of officers trained on digitized recruitment	-	1	-	-	To be planned next financial year
Programme 2: County Co-ordination and Management							
Objective: To establish a skilled and adequate workforce in the County Public Service							
Outcome: Improved employee productivity							
Training and capacity building	Competent and motivated workforce	Number of staff trained	-	5	1 personnel trained	0.048	Inadequate budgetary allocation
	Improved service delivery	Increased Employee and customer satisfaction	-	1	-	-	Lack of budgetary allocation for customer satisfaction survey and action plan
Recruitment and selection	Recruited departmental staff requests	100% departmental staff needs/ requests	45%	100%	45%	-	Temporary halt on departmental requests
Performance Management	Staff APAs and Reports	Number of staff appraised	3700	3700	3700	-	Achieved

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	Review of performance Appraisal system	An updated PAS system	--	1	-	-	Manually done
Human Resource Policies	Harmonized HR operations	No. of HR policies finalized and implemented	1	1	1	-	Achieved
Fire and Disaster							
Programme Name; Leadership and Coordination of Das							
Objective: To promote social and economic development through the provision of proximate, easily accessible services throughout the County							
Outcome: Efficiency in service delivery							
Sub - programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Disaster Control and Management	New Fire stations in place	Number of new fire stations in place	4 fire stations in place	Build 1 fire station	1 Fire station in place Kangema Fire station		Target met. New Kangema fire station awaiting deployment of staff and a fire engine. Refurbishment
	Renovated, equipped & digitized fire stations (Headquarter, Kenol & Kangari fire stations)	3 renovated, equipped & digitized fire stations (Headquarter, Kenol & Kangari fire stations)	Headquarter fire station pending perimeter wall construction and elevated reservoir tank. Enhanced image to the society.	Renovate 2 fire station.	0		Insufficient budget allocation.

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	Fire hydrants installed	Number of fire hydrants installed	10 fire hydrants	Install 7 fire hydrants.	3 fire hydrants installed		Variance of 4 due to budget constraints
	Fire personnel trained	Number of fire personnel trained	10 firefighters trained.	Train 40 firefighters			
	Rescue gear	Percentage of required Rescue gear in place	63%	70%	65%		Insufficient budget allocation
	Mapped Disaster and Hazard prone areas	An Updated Map of disaster and hazard-prone areas	No map	.0	1 Map of disaster and hazard prone areas	0	No map developed due to inadequate
	Sensitized communities in disaster management	Number of Learning institutions, business premises, Firms, SACCOs and Chamas sensitized	60%	70%	65%		Lack of budget allocation. Noncompliance by different entities
	Personnel training	Number of personnel trained. Number of certificates acquired.	10 trained by PCPM 20 by AFM	40	30		Budget constraint.
	Uniformed staff	Number of uniforms acquired. Uniformed staff.	35	60	35		Budget constraint.

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Information Communication Technology (ICT)

The ICT Directorate supported 161 health centers with internet connectivity, procured POS machines for assessment and streamlining the effectiveness and efficiency of revenue systems and health systems, the directorate also continued to manage and maintain Hospital Management system, revenue management system, ICT portal,Inua Mkulima Portal and County Human Resource Management System and tele medicine. During the Murang'a County Investment Conference the ICT developed Investment Conference Integration portal for Delegates, investors and exhibitors payments.

Human Resources (HR)

The HR ensured timely remuneration of all eligible county employees, procured medical insurances for eligible employees,2050 employees were trained and coordinated performance management for county employees.

Public Service Board (PSB)

During the FY 2024/2025 the county Public Service Board recruited 4 board members,1 personnel was trained, handeled 45% of departmental requests, appraised 3700 staff and procured 1 work station.

Fire

This section takes pride in recognizing key milestones that have significantly improved its capacity and professionalism. Foremost, the successful transition of 33 casual employees into local contractual employment of 5 years, has improved staff motivation and job security. However, this section is looking forward to adoption and implementation of the current fire service scheme of service so that the personnel are put into their rightful designations.

We also proudly acknowledge the graduation of 10 officers with Level 4 artisan certificate in Firefighting technology. This has immensely improved our response capacity skill wise given the ever-evolving technologies and emergency situations/trends.

In the record year, this section also acquired some of specialized equipment and daily wear uniforms, a critical boost to both our tactical capabilities and corporate image.

Finally yet importantly, our continued public sensitization on fire safety and first aid have fostered greater community awareness and cooperation helping to build resilience and disaster preparedness.

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2.1.4. Status of Projects for the FY 2024/2025

Table 2.5: Status of Projects

ICT								
Project Name & Location	**Objective/ Purpose**	**Output**	**Description of Key Activities**	**Status (Include the milestones)**	**Budgeted Cost (Ksh. M)**	**Actual Cost (Ksh. M)**	**Completion date**	**Source Of funds**
Development of ICT infrastructure	To Enhance Service Delivery	Functional internet connectivity in all county Health centers	Functioning Local Area Network Connection in all county offices and Functional internet connectivity in all county offices	Local Area Network connected in all county offices			Complete	MCG
Automation of County Services	To Enhance Service Delivery	Number of ICT equipment acquired	Acquisition of ICT equipment and asset	For all County Health facilities and other departments			All achieved	MCG
		Number of functional Management Information Systems developed	Integrated Management Information Systems	Hospital management System, Revenue Management System,			Hospital Management system in place Revenue Management system in place	MCG

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				Functional fleet management system Functional finance management system(Requisition) Investment Conference Integration portal Telemedicine Reporting portal ICT Support portal Inua mkulima portal County Human Resource Management System,			Investment Conference Integration portal was created Telemedicine Reporting portal in Place Inua mkulima portal in place County Human Resource Management System in place	
PSB								
Project Name & Location	**Objective/ Purpose**	**Output**	**Description of Key Activities**	**Status**	**Budgeted Cost**	**Actual Cost**	**Completion date**	**Source Of**

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				(Include the milestones)	(Ksh.)	(Ksh)		funds
Renovation of Board offices	Improving Positive work ethics in County Public Service	Renovated Board office	Renovation of the whole PSB block	-	-	-	Not complete	MCG
Fire & Disaster								
Project Name & Location	**Objective/ Purpose**	**Output**	**Description of Key Activities**	**Status (Include the milestones)**	**Budgeted Cost (Ksh. M)**	**Actual Cost (Ksh. M)**	**Completion date**	**Source Of funds**
Establishment of new Fire stations in place	To establish additional fire stations.	Fully fledged fire station	Renovation and operationalization of Kangema fire station.	Fully renovated awaiting deployment of a fire engine and staff.	20	5		MCG
Fire stations renovations.	To renovate Kenol and Kangari fire stations.	Renovated fire stations.	Renovation and refurbishment of Kenol and Kangari fire stations.	Stalled	20	-		MCG
Digitization	To digitize emergency call centers (EOCs).	Automated response/data management systems.	Procurement of ICT infrastructure, installation of GIS systems, setting up data management systems and training of personnel.	No digitization	10	-		MCG
Fire hydrants	To install and operationalize water refilling	Operational fire hydrants.	Assessment of key areas for installation.	7 operational fire hydrants	10	1.5		MCG

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	points for fire engines.		Installation of fire hydrants, construction of chambers, marking hydrant points and testing of pressure.					
Hazard mapping	To acquire adequate data on risk profiles and their locations. To develop a risk profile map.	Understanding on potential risks and mitigation techniques.	Map and document objectively prone areas against hazards and risks.	No hazard map	5	-		MCG

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2.1.5. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.4: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional / International Obligations	Aspirations/ Goals	County Governmental Contributions/ Interventions in the last CADP
Bottom-Up Economic Transformation Approach (BETA) And MTP IV	Human Capital development; Public service reforms: The reforms aim to build a highly-skilled, agile and responsive public sector workforce	2050 employee trained
	Human Capital development; Occupational safety and health: The objective is to improve safety and health at the workplace	Procured medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers
	Human Capital development; Strengthening linkages between industry and training institutions; scaling up the implementation of the one-year paid national internship for students graduating from teachers, technical and medical colleges and universities by collaborating with industry players; promoting industrial attachment	297 interns engaged in county departments
	Human Capital development; Performance and service delivery management: The project aims at overseeing the implementation of national government policies, programmes and projects by promoting application of norms and standards on performance management in public service	Signed performance Contracts of CECMs, COs and Directors Performance Management Reports prepared All employees appraised
	Digitalization Human capital systems: The objective is to develop human capital systems that are consistent with merit-system principles, including modernizing policies and practices for recruitment, retention, training, and development. The project entails upgrading of the GHRIS/Unified Human Resource infrastructure and consolidation of HR data	Timely remuneration of all eligible employees County Human Resource Management system in Place

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	Inclusive natural resource governance; Disaster management institutions development	-33 casual employees of fire and disaster transitioned in contractual employment of 5 years -10 officers acquired certificates in firefighting technology -Acquisition of specialized materials and daily uniform wear -Sensitization of the community on fire safety and first aid,awarness and cooperation to build resilience and disaster preparedness -Kangema fire station in place
	Digitalization of government services and record	-Hospital Management Information (HMIS) system provided in 161 health facilities -Internet and LAN Connected in 157 health facilities - Procured POS machines for assessment and streamlining the effectiveness and efficiency of revenue systems and health systems - Managed and maintained Hospital Management system, revenue management system, ICT portal, Inua Mkulima Portal and County Human Resource Management System and tele medicine
	Institutional Reforms Institutionalization of Public Service Norms and Standards in Counties	-Procured office furniture, equipment and stationeries for CPSB -4 CPSB Board members were recruited -1 personnel was trained IN CPSB -45% of departmental requests were handled by CPSB
	Human Capital development Productivity and competitiveness: The objective is to improve the country's labour productivity for enhanced economic growth	-Improved performance and productivity by 100% departmental staff need/ requests

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SDGs	Goal8; Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all 8.5;By 2030 achieve full and productive employment and decent work for all, including for young people and persons with disabilities, and equal pay for work of equal value	-Timely remuneration of all eligible employees -Procured medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers -297 interns engaged in county departments -2050 employees trained
	Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable 11.5 By 2030,significantly reduce the numbers of deaths and the numbers of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with focus on protecting the poor and people in vulnerable situations	-33 casual employees of fire and disaster transitioned in contractual employment of 5 years -10 officers acquired certificates in firefighting technology -Acquisition of specialized materials and daily uniform wear -Sensitization of the community on fire safety and first aid,awarness and cooperation to build resilience and disaster preparedness -Kangema fire station in place
	Goal9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 9.c Significantly increase access to information and communication technology and strive to provide universal and affordable access to the internet in least developed countries	managed and maintained Hospital Management system, revenue management system, ICT portal,Inua Mkulima Portal and County Human Resource Management System and tele medicine
	Goal8; Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labor-intensive sectors	improved performance and productivity by 100% departmental staff need/ requests
Africa Agenda 2063	ASPIRATION 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children 57Youth unemployment will be eliminated, and Africa's youth guaranteed full access to education, training, skills	297 interns engaged in county departments 2,050 employees trained

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	and technology, health services, jobs and economic opportunities, recreational and cultural activities as well as financial means and all necessary resources to allow them to realize their full potential	
	ASPIRATION 1. A prosperous Africa based on inclusive growth and sustainable development Well educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society	managed and maintained Hospital Management system, revenue management system, ICT portal,Inua Mkulima Portal and County Human Resource Management System and tele medicine

2.1.6. Sector Challenges

ICT

a) More sensitization sessions are needed to address the resistance to change among the public.
b) More training of staff is required.
c) The automated County processes and services are more efficient as opposed to the manual systems.
d) Reports are easily generated as compared to the manual system

Human Resource

a) There is a need to build capacity and have proper job placement for employees
b) There is need to sensitize newly employed officers on the HR policies
c) Succession planning should be embraced to ensure no vacuum is left in the departments

PSB

a) There is need to have harmonized human resource policies
b) There Should be sufficient allocation to PSB operations and management
c) Recruitment of additional staff

Fire and Disaster

a) Adequate planning and timely funding are a requirement to cater for disaster and pandemic preparedness.
b) Well-coordinated communication between agencies and departments is key to performance.
c) Teamwork and collaboration are of great importance in achieving section's goals and objectives

2.1.7. Emerging Issues

a) Development of new human resource policies
b) There is a need to sensitize staff and the populace on ICT, since it is vital in efficient delivery of county services
c) Need to adopt use of ICT in all county operations and management.

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d) Development of new human resource policies
e) Inadequate ICT tools and equipment.
f) Lack of office space and related infrastructure, especially in sub counties.

2.1.8. Lessons Learnt

ICT

a) More sensitization sessions are needed to address the resistance to change among the public.
b) More training of staff is required.
c) The automated County processes and services are more efficient as opposed to the manual systems.
d) Reports are easily generated as compared to the manual system

Human Resource

a) There is a need to build capacity and have proper job placement for employees
b) There is need to sensitize newly employed officers on the HR policies
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a) There is need to have harmonized human resource policies
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Fire and Disaster

a) Adequate planning and timely funding are a requirement to cater for disaster and pandemic preparedness.
b) Well-coordinated communication between agencies and departments is key to performance.
c) Teamwork and collaboration are of great importance in achieving section's goals and objectives

2.1.9. Recommendations

ICT

a) Investing in ICT infrastructure will increase productivity and efficiency among staff in the county and also lead to easy access to information for decision making.
b) Investing in cyber security owing to the many systems that are running our processes.

Human Resource

A well-defined organizational structure will enhance performance

PSB

Digitization of documents will help in easy retrieval of documents and management.

Fire and Disaster

a) There should be sufficient budgetary allocation for the fire services and disaster management section and minimized bureaucracy to access funding.
b) Prompt purchase and maintenance of safety equipment should be prioritized in order to achieve the vision of saving lives and property.

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c) Well-structured section is a key priority for the efficient running of the disaster management services and thus should be fast tracked in the development programmes.
d) Policy implementation, adherence and compliance is of great importance to all departments, agencies and the community.
e) There is need for implementation of the section's structure and scheme of service for fire personnel to uplift their morale and welfare.

2.1.10. Development Issues

Table 2.5: Development Issues

Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
Sector 1: Public Administration and ICT				
Public Administration	-Inefficiency in governance -Lack of transparency and accountability	-Poor coordination -Inadequate Infrastructure -Unclear government structures -Inter -agency conflict - Inadequate public land	Inadequate budgetary allocation -Untimely disbursement of Funds from the National Government	-Existing enactments; Inter governmental Relations Act, Constitution of Kenya, County Government Act
HR	-Employees stagnation -Wage bill crisis -Hampered Human Resource services -Inadequate capacity building and training	-Inadequate recruitment and promotions -Lack of succession Plans -Inadequate training -Lack of a comprehensive HRIS and hardware system - Inadequate equipment and office space		-Existing Human Resource manuals, regulations and policies -Existing partnerships with training institutions e.g KSG, higher learning institutions -Updated organogram and staff establishment
PSB	-Management of Human Resource -Succession management	-Lack of Schemes of Service for all cadres -Existence of staffing gap		-Established County Public Service Board -Enabling legislation and enactments

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
ICT	-ICT Connectivity -Fragmented ICT Initiatives -Digital skill gap -Data management and security	-Inadequate ICT infrastructure - Poor technology adoption -Lack of ICT staff training -Poor government policies -Inadequate capacity building		- Existing Murang'a County Government ICT road map and ICT policy
Fire and Disaster	-Increased disaster risks and vulnerabilities in the county -Low resilience at the county level to the impacts of disaster risks and climate change -Climate change	-Ineffective and uncoordinated disaster preparedness,prevention,response and mitigation -Few and poorly trained personnels -Inadequate funding -Insufficient engagement of the public and stakeholders in issues of disaster -Poor sensitization of the public -Unconventional approaches in dealing with disaster risk management		- Existing policies at both the national and county level; National Disaster Risk Management policy, Murang'a County Disaster Management Policy and Emergency Operation Plan -Murang'a Emergency Fund Regulations; to aid in the creation of an emergency fund to deal with disasters -Disaster Risk and Management has been mainstreamed in the CIDP

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2.2. Finance and Economic Planning

2.2.1. Analysis of 2024/2025 CADP Allocation Against Approved Budget

Table 2.6: Analysis of 2024/2025 CADP Allocation Against Approved Budget

Planned Projects/ Programmes (2024/2025)	Amount Allocated in CADP 2025/2026 (Kshs M)	Amount Allocated in the Approved Budget 2025/26 (Kshs M)	Remarks
Governor's Delivery Unit			
Governors Delivery unit	7.5	7.5	
Administration, planning and support services	200	221.7	
Financial Management and reporting programme	10	5.0	
Internal Audit	6	4.0	
Economic Planning	55.5	7.3	
County Planning offices	20	0.63	
Budgeting		6.4	
Monitoring and Evaluation	10.5	2.9	
Public Participation	0	63.9	
Revenue and Resource Mobilization	35	25.4	
Procurement	2	7.9	
Emergency Fund	30	30	

2.2.2. Financial Performance Review for FY 2024/2025

2.2.2.1. Revenue Performance

Table 2.7: Own Source Revenue Performance Analysis for FY 2024/25

Revenue Source	FY 2024/25	
	Budget Amount (Kshs.)	Actual Amount (Kshs.)
Licenses	202,540,450	247,108,774
Land Rate	80,200,000	77,072,366
Cess Revenue	8,357,815	9,179,606
House Rent/Stall/Hall	4,327,450	3,394,079
Bus Park Fee	39,788,100	39,269,438
Parking Fee	22,058,610	19,856,450
Barter Market Fee	49,810,875	50,158,286
Self Help Group	847,385	386,175

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Liquor	109,084,260	97,758,278
Motor Bikes/Tuk-tuk	8,842,700	8,672,799
Buldg Mts & Other Cess	78,750,160	73,642,594
Advertisement	14,189,680	13,050,499
Lands & Planning Revenue	94,511,455	65,853,392
Impounding Fees	3,035,010	3,126,350
Other Revenues	5,498,330	33,562,607
Fire Fighting	1,536,760	1,428,600
Mariira Farm	28,015	1,011,188
Cooperatives (Audit)	259,930	79,530
Livestock(A.I)	-	-
Veterinary Services	22,020,240	18,750,010
Public Health	3,975,985	3,004,151
Weight & Measures	336,790	556,800
Hospitals /Health Centers	500,000	534,640,181
Total Revenue	**1,250,000,000**	**1,301,562,152**

2.2.2.2. Expenditure Analysis

Table 2.8: Expenditure Analysis

Sector/Programme	Allocated amount (KShs.) A	Actual Expenditure (KShs) B	Absorption rate (%) (B/A) *100
Administration, Planning and Support (Dev)	48,000,000	44,669,637	93%
Administration and Support (Recurrent)	225,568,543	220,281,285	98%
Financial Management and Reporting Programme	6,850,000	6,364,326	93%
Internal Audit	5,700,000	4,984,380	87%
Economic Planning	9,100,000	8,141,855	89%
Budgeting	6,270,000	4,867,655	78%
Monitoring and Evaluation	3,320,000	2,491,534	75%
Public participation	63,700,000	60,926,635	96%
Revenue And Resource Mobilization	35,000,000	29,246,506	84%
Procurement	7,500,000	5,300,400	71%
Total	**411,008,543**	**387,274,212**	**94%**

2.2.2.3. Summary of County Pending Bills

The County pending bills have been grouped into two categories: Those incurred during the financial year 2024/2025 and those outstanding as at 30th June, 2024.

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Table 2.9: Summary of the Pending Bills for the FY 2024/2025 as at 30th June, 2025

FY 2024/2025 PENDING BILLS SUMMARY				
S/NO	DEPARTMENT	RECURRENT	DEVELOPMENT	AMOUNT
1	Agriculture/Livestock	-	103,288,616.00	103,288,616.00
2	Coordination	24,950,999.00	-	24,950,999.00
3	Education	3,247,201.90	-	3,247,201.90
4	Finance	28,304,988.00	-	28,304,988.00
5	Health	118,633,132.50	-	118,633,132.50
6	Infrastructure/Roads	3,373,497.00	129,731,537.93	133,105,034.93
7	Media	1,115,760.00	-	1,115,760.00
8	PSA/ICT	535,296,530.00	6,055,200.00	541,351,730.00
9	PSB	593,000.00	-	593,000.00
10	Water/Environment	2,258,954.00	30,685,251.00	32,944,205.00
11	Youth,Sports,Social	4,593,668.08	-	4,593,668.08
TOTAL		**722,367,730.48**	**269,760,604.93**	**992,128,335.41**

From the table, the total pending bills as at the end of the Financial Year 2024/2025 stood at Kshs 992,128,335.41 comprising of Kshs 269,760,604.93 for development and Kshs 722,367,730.48 for recurrent.

Table 2.10: Summary of Pending Bills for the Period Ending June 2024

FY 2024/2025 PENDING BILLS SUMMARY				
S/NO	DEPARTMENT	RECURRENT	DEVELOPMENT	TOTAL
1	Agriculture/Livestock	261,000.00	5,000,000.00	5,261,000.00
2	Coordination	36,369,429.16	-	36,369,429.16
3	Education	2,500,000.00	-	2,500,000.00
4	Finance	3,650,023.00	-	3,650,023.00
5	Health	23,885,756.00	-	23,885,756.00
6	Infrastructure/Roads	38,976.00	-	38,976.00
7	Media	1,088,080.00	-	1,088,080.00

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8	PSA/ICT	3,166,800.00	-	3,166,800.00
9	PSB	69,600.00	-	69,600.00
10	Trade/Cooperatives	15,827,000.00	22,583,043.00	38,410,043.00
11	Water/Environment	2,251,360.00	4,397,904.00	6,649,264.00
12	Youth,Sports,Social	8,791,576.00	4,999,890.00	13,791,466.00
13	Lands & Housing	1,143,180.00	-	1,143,180.00
14	Staff Salary Deductions	578,847,252.86	-	578,847,252.86
TOTAL		**677,890,033.02**	**36,980,837.00**	**714,870,870.02**

Cumulative pending bills for the period ending 30th June, 2024 stood at Kshs **714,870,870.02** comprising of Kshs **36,980,837.00** for development and Kshs **677,890,033.02** for recurrent.

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2.2.3. Sector Achievements in the Previous FY 2024/2025

Table 2.11: Sector Programmes Performance

Sub Programme	Key Outputs	Key Performance Indicators	Targets			Remarks
			Baseline	Planned	Achieved	
Governor's Delivery Unit						
Administration services	Procurement of Vehicle	Number of GDU vehicles procured	-	1	-	Not procured due to inadequate budget
Personnel services	Staff capacity building and training	Number of staff trained	-	10	-	Not achieved due to inadequate funding
Finance						
Administration services	vehicle for County Financial services	No of vehicles procured	1	1	-	Not achieved due to inadequate funding
Personnel services	Staff Capacity building and training	Number of staff	-			Not achieved due to inadequate funding
Financial services policy and reporting	Financial policy Financial report	No of policies and reports	1	2	-	Not achieved due to inadequate funding
Procurement	Asset management system	No of updated County asset registers	-	1	-	Ongoing
Economic Planning						
Administration services	Rehabilitation of County planning offices	County Planning Offices Rehabilitated	-	1	1	Funded by National government
	Vehicle for monitoring and evaluation	Number of vehicles procured and maintenance	-	1	0	Not achieved due to budgetary constraints
Personnel services	Staff capacity building and training	Number of staff trained	-	5	-	Not achieved due to budgetary constraints
County Economic Policy Formulation, modelling and management	County Integrated Development Plan (CIDP) 2023-2027.	Approved copy of CIDP 2023-2027	-	1	1	Achieved

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	County Annual Development Plans (CADPs)	Number of CADPs	-	1	1	Achieved
Monitoring, Evaluation and Reporting on implementation of County Integrated Development Plan (CIDP)	Quarterly ADP implementation reports	Number of quarterly reports	4	4	4	Achieved
County Statistical management	Statistical management Framework	Number of county statistical Abstract	-	1	-	Ongoing
Resource Mobilization and proposal development	Proposals development	No of Concepts	-	4	-	Ongoing
Technical backstopping	Mainstreaming environmental planning into economic development	No of workshops and training seminars	-	4	5	Achieved
County planning Offices	Construction of county planning offices	No of county offices constructed/ rehabilitated	-	1	1	Rehabilitation done
Monitoring and Evaluation						
Administration	Operational CIMES	No. of committees formed and operational		1	1	Achieved
	M&E Vehicle	No. of vehicles bought	-	1	-	
Planning	Approved County M&E policy	Copy of approved County M&E policy	-	1	-	Ongoing

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Revenue						
Administration Services	Revenue vehicles	Number of revenue vehicles	-	2	-	Not achieved due to inadequate funding
Personnel Services	Training and Capacity building	Number of Revenue officers trained		100	-	
Resource mobilization and Revenue policies	Review Finance Act	Number of Reviewed Finance Act	-	1	1	Achieved
Revenue Automation and revenue collection administration	Automated revenue Management	Number Revenue system	-	1	1	Achieved
Resource Mobilization research and advisory	Resource Mobilization Research studies	No. of County resource mobilization and revenue studies developed	-	1	-	Ongoing
Revenue Automation and revenue collection administration	Automation of revenue Management system	No of Revenue streams automated	-	22	22	Complete
Budget and Fiscal Affairs						
Budget	a) CBROP b) CFSP c) Budget Estimates d) Debt Management	No of policy document	-	4	4	Achieved

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2.2.4. Status of Projects for the FY 2024/2025

Table 2.12: Status of Projects

Project Name and Location (Ward/ Sub County/ Countywide)	Description of Activities	Target	Achievement	Contract Sum (Kshs M)	Actual Cumulative Cost (Kshs M)	Status	Remarks
Governor's Delivery Unit							
Vehicle for Governors delivery unit	Procurement of vehicle	Procurement of one vehicle	Not achieved	6.0	-	-	To be considered in the 2025/2026 FY
Finance							
Vehicle for county financial services	Procurement of vehicle	Procurement of one vehicle	Not achieved	-	-	-	To be considered in the 2025/2026 FY
Economic Planning							
County Planning Offices	Renovation of County Planning offices	Renovate 1 county planning office	1 county planning office renovated	3.0	2.85	Renovations 90% complete	Renovations funded by state department of planning (Treasury)
Monitoring and Evaluation							
Monitoring and evaluation vehicle	Procurement of M&E vehicle	Procure 1 M&E vehicle	Not procured	8	-	-	To be considered in the 2025/2026 FY
Revenue							
Revenue Automation and revenue collection administration	Automation of revenue Management system	1 county revenue management system	1 county revenue management system in place	20			

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2.2.5. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.13: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/International Obligations	Aspirations/Goals	Contributions/Interventions in the last Annual Strategic Plan
Governor's Delivery Unit		
Kenya Vision 2030	Implementation of key development projects contributing to county economic growth	Oversaw implementation of key development projects contributing to county economic growth
SDGs	Goal 11: Sustainable Cities and Communities	Promoted urban planning and development projects within the county
Finance		
SDGs	Goal 16: Peace, Justice, and Strong Institutions	Ensured transparent and accountable use of county resources.
		Strengthened financial management systems and controls.
Economic Planning		
Kenya Vision 2030	Aligned county development plans with national economic strategies.	The county prepared one Annual Development Plan aligned with national and international development frameworks
Africa Agenda 2063 (Aspiration 1)	Advanced inclusive economic growth through strategic planning.	The county prepared one Annual Development Plan aligned with national and international development frameworks
Monitoring and Evaluation		
SDGs	Goal 17: Partnerships for the Goals	Monitored and evaluated projects for effectiveness and efficiency.
		Enhanced data-driven decision-making through improved M&E frameworks.
Revenue		
SDGs)	Goal 1: No Poverty	Increased local revenue collection through enhanced systems.
		Supported poverty alleviation programs by boosting revenue generation
Budget and Fiscal Affairs		
Kenya Vision 2030	Development and implementation budgets aligned with both county and national priorities	The County Developed and implemented one budgets aligned with both county and national priorities
SDGs	Goal 9: Industry, Innovation, and Infrastructure	The county budget supported the infrastructure projects through efficient fiscal management

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2.2.6. Sector Challenges

Finance

a) Low absorption of development funds
b) High wage bill
c) High level of pending bills
d) Inadequate supervision of projects and programmes being implemented
e) Inadequate facilities and office space

Revenue

a) Inadequate training of Revenue Staff
b) Inadequate enforcement vehicles
c) Fluctuating internet connection

Economic planning

a) Late submission of departmental inputs for incorporation into various statutory timed reports
b) Insufficient funding and facilitation especially for Monitoring and Evaluation
c) Inadequate funding to County Statistics for coordination of the county statistical system.
d) County Integrated Monitoring and Evaluation System (CIMES) not operational

2.2.7. Emerging Issues

Pending bills and delays in exchequer releases has negatively affected the funds allocated to planned projects and programmes.

2.2.8. Lessons Learnt and Recommendations

Finance

There is need for effective resource marching of approved and budgeted county priorities.

Economic planning

a) There is need to adequately fund the County Economic planning office for coordination of the county statistical systems and M&E functions.
b) There is a need to sensitize staff and the top management on County planning and Budgeting processes.

Revenue

a) There is need for review of the County Finance Act every year
b) Embracing modern methods of revenue mobilization, including undertaking a valuation roll.

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2.2.9. Development Issues

Table 2.14: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Finance	Unmet Financial Commitments	Unmet revenue Targets	• Inadequate budgets allocation • Delays in release of funds	IFMIS System PFM Act 2012
Economic Planning	Non-vibrant County monitoring, evaluation, reporting and learning (MERL) system	Unclear placement of MERL within the County structure	Inadequate funding	Create a functional Research and MERL within Economic Planning

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2.3. Agriculture, Livestock and Fisheries

2.3.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.15: Analysis of 2025/2026 CADP Allocation Against Approved Budget

Planned Project/Programmes outlined in CADP 2025/26	Amount Allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved Budget 2025/2026 (Kshs. M)	Remarks**
Agriculture, livestock, and fisheries			
Food and nutrition security programme	104	222.60	
Cash Crop Development Programme	-	1.97	
Administration, Planning And Support	-	300.82	
Inua Mkulima mango /milk subsidy programme	50	195.00	
Coffee Development programme	645	0	
National Agricultural Value Chain Development Project (NAVCDP)	157	156.77	
Kenya Agricultural Business Development Project (KABDP).	21.19	10.92	
ASDSP	-	2.39	
Livestock Administration Planning and Support Services	7	2,.5	
Livestock Resources Management and Development	120		
Control of livestock diseases and pests services		14.37	
Animal Breeding Services	14		
Veterinary Public Health Services	6		
Hides and Skins Improvement and Leather Development	5		
Veterinary Extension Services	4		
Veterinary Fees and Charges	4		
Fisheries Development program	27.4		
KATC Farmers, Staff and Stakeholders Capacity Building and Development Program	17	3.15	
KATC Promotion of market access and nutritional security	5		
KATC Crops and livestock Development	8		
Total	**1,194.6**	**910.49**	

2.3.2. Financial Performance Review for FY 2024/2025

2.3.2.1. Expenditure Analysis

Table 2.16: Expenditure Analysis

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Sector/programme (A)	Allocated amount (Kshs.)-B	Actual Expenditure (Kshs.)-C	Absorption rate (%) =(C/B) *100	
Development				
Subsidy Programme	125,000,000	124,999,600	99.99	
Administration, Planning and Support	186,515,152	116,366,544	62.39	
Food Security	195,000,000	193,942,240	99.46	
Fisheries	5,300,000	0	0	
livestock and Veterinary	17,700,000	14,999,000	84.74	
Total	**529,515,152**	**450,307,384**		
Recommendation				
Administration and Support Program	273,674,150	267,441,328	97.72	
Agricultural Training Centres Program	3,150,000	485,000	15.39	
Cash Crop Development Program	1,970,000	1,603,920	81.42	
Food Security Program	2,600,000	1,627,020	62.58	
Livestock and Fisheries Development Program	2,050,000	437,500	21.34	
Veterinary Services Program	3,370,000	196,080	5.82	
Total	**286,814,150**	**271,790,848**		
Overall Departmental Dev	**559,801,578**	**459,674,036**	**82.11**	

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2.3.3. Sector Achievements in the Previous FY 2024/2025

2.3.3.1.Performance of Sector Programmes

Table 2.17: Sector Programmes Performance

Programme Name: Inua Mkulima dairy and mango subsidy programme					
Objective: To enhance production, productivity, quality and profitability of milk and mangoes value chains					
Outcome: Improved livelihood of dairy and mango farmers					
Sub Programme	**Key Outputs**	**Key performance indicators**	**Targets**		**Remarks**
			Planned	**Achieved**	
Inua Mkulima Programme Milk and Mango e-voucher subsidy programme	-Increased milk and mango yields - Increased farmers incomes	-No. of beneficiaries -No. of farmers registered. - No. of farmers trained	Give farm input subsidy to 22,000 registered dairy and mango farmers through e-wallet	22,030 dairy and mango farmers benefited with farm input subsidy credited through e-wallet each at ksh. 2,400 per quarter ie Ksh.9,600 per year.	Inputs included seeds and seedlings, animal feeds, mineral salts, agrochemicals and food stuff.
			To Coordinate harvesting and marketing of mangoes from 1500 farmers in lower Murang'a mango to processors and exporters (1000 MT)	Total kgs mango marketed - 1,088,933 No. of beneficiaries - 3,024 Amount paid by the county as incentives to mango farmers Ksh 8,836,430.89	Targets were met and exceeded since there was bumper harvest. 4 off-takers bought Murang'a mangoes
			To conduct trainings to 1000 mango farmers on good agricultural practices for mango production	Conducted trainings to 2,054 mango farmers on good agricultural practices for mango production	Target were overachieved due support and collaboration with mango stakeholders

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			Coordinate Registration of 500 farmers with lower Murang'a farmers Mango Cooperative	Registration of 455 farmers with lower Murang'a farmers Mango Cooperative done	Registration was in progress
Programme: Food and Nutritional Security					
Objectives : Improved productivity of crops value chains; Increased farmers' incomes and Improve food and nutrition security					
Outcome: Improve farmers' incomes and livelihood					
Sub Programme	Key Outputs	Key performance indicators	Targets		Remarks
			Planned	Achieved	
Inua mkulima maize programme	-Increased maize acreages and yields -Improved food security	-No. of beneficiaries - Amount of maize seeds and fertilizer distributed No. of baraza/trainings held	- Register 57,000 maize farmers - Conduct 140 farmers trainings - Coordinate distribution of maize seeds and fertilizer to 57,000 farmers in each season - Monitor and write 4 reports on crop field performance	- 57,975 farmers registered - 140 barazas/trainings held -73,719 farmers and 108,240 farmers benefited in 2024 short rains and 2025 long rains respectively. - 4 reports written	Short rains 2024 56,508 2kg pkts maize seeds and 20,000 50kg bags of fertilizer distributed Long rains 2025 80,357 2kg pkts maize seeds and 20,000 50kg bags of fertilizer distributed
Inua mkulima sorghum programme		-No. of beneficiaries - Amount of sorghum seeds and fertilizer distributed	Promotion of Sorghum program: Coordinate recruitment and registration of 1000 farmers Distribution of 4 tonnes seeds and monitor planting	-4 tonnes sorghum seeds distributed to 2000 farmers	Programme done in partnership with EABL as the off-taker

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			and crop performance		
Capacity Building (KATC Mariira Farm)	Increased technology adoption	No. of field days	Hold 2 Stakeholders farmer field days at KATC targeting 5000 farmers	3 farmers' fields days held (6,975 farmers trained)	Targets overachieved
		No. of farmers	Coordination of KATC &dairy farmers forum with attendance of 500 participants	Coordination of KATC &dairy farmers forum with attendance of 350 participants	Targets were not met since some participants did not attend
		No. of automations	Establish 3 KATC automation processes	Establish 3 KATC automation processes	Targets were met
		Revenue generated	Promote and upscale tea and dairy as Revenue generation (Target revenue of Ksh 1.5m)	Promoted and upscale tea and dairy as Revenue generation(Target revenue of Ksh 1,424,384)	Targets were met
Programme: Cash Crops Development					
Objectives: Increased production, productivity and profitability of cash crops					
Outcome: Improved farmers' incomes					
Sub Programme	Key Outputs	Key performance indicators	Targets		Remarks
			Planned	Achieved	
i)Avocado upgrading programme		No. of trainings	Conduct 40 trainings on avocado management	Conducted 42 trainings on avocado management	Target were met

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		Operational avocado grading line	Completion of Avocado aggregation and grading line at Kanadara	Aggregation and avocado grading line under Murang'a Avocado Union completed and launched	Target met
ii) Banana improvement		No. of trainings	Coordinate trainings to 20 banana groups	Coordinated trainings to 23 banana groups	Target were met
iii) Macadamia programme		No. of trainings	Train to 90 farmers on macadamia improvement	Trained 85 farmers on macadamia improvement	Target were met
iv) Coffee Development programme	Trainings Conducted	No. of trainings	Train 1500 farmers on coffee agronomy	1646 farmers trained	Targets were met
		No. of trainings	Train 18 factory personnel on coffee primary processing	Trained 18 factory personnel on coffee primary processing	Targets were met
		No. of samples	Initiate 25 collection of soil samples to be taken for analysis	Initiated 46 collection of soil samples to be taken for analysis	Targets were met
		No. of surveillance	Carry out 3 diseases surveillance checks and advise farmers accordingly	3 checks and advisory was done	Targets were met
		No. of trainings	Train 60 youths in coffee pruning and spraying	80 were trained	Targets were met
		No. of demos	Carryout 8 demos on conservation agriculture in coffee.	Carried out 10 demos on conservation agriculture in coffee	Targets were met
Programme: Agricultural Programmes and Projects					
Objectives: Increased production, productivity and profitability of Agricultural value chains					

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Outcome: Improved farmers' incomes					
Sub Programme	Key Outputs	Key performance indicators	Targets		Remarks
			Planned	Achieved	
National Agricultural Value Chains Development Project (NAVCDP)	Farmers registered in KIAMIS	No. of farmers registered	160,000	122,370	Mobilization ongoing
	CIG formed	No. of CIGs Registered	6400	5,526	"
	SACCOs formed	No. of Agricultural Saccos formed	35	35	Achieved
	Funding the SACCOs	No. of funding proposals	20	22	Achieved
	Operational Investments	No. of Operational NARIGP Investments	2	2	Avocado and Poultry investments launched, working to launch mango investment
	Employment creation for the youth	Implement the Model	Onboard 245 Agri-preneur	245 Agri-preneur onboarded	158 Agri-prenuer completed first stage

Livestock Development

Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost Kshs.	Remarks
				Planned	Achieved		
Programme Name: Livestock Administration Planning and Support Services							
Objective: Efficient and effective service delivery							
Outcome: Improved coordination and quality of extension services							
Administration Services	Provision of staff accommodation and work equipment's	Number of stations with offices and equipment		3 office stations equipped	69 Management meetings, 60 Supervision & Backstopping visits 16 Scheduled Reports completed		Targets achieved through additional meetings and

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Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost Kshs.	Remarks
				Planned	Achieved		
							supervisory visits
Personnel Services	Recruitment of technically qualified staff	Number of technical staff recruited		10 staff	-	-	
Livestock and Veterinary Staff Salaries and other emoluments		No of staff receiving Salaries and other emoluments		131	131		
Programme Name: Livestock Resources Management and Development							
Objective: Livestock enterprises development and diversification of household income							
Outcome: Improved livelihoods							
Dairy subsidy	Subsidized milk prices	Number of milk kilograms subsidized		36M Kg	22,030 dairy and mango farmers benefited with farm input subsidy credited through e-wallet each at Ksh. 2,400 per quarter ie Ksh.9,600 per year.	-	Jointly done with crops directorate
Dairy coolers	Milk Coolers procured and distributed to cooperatives	No of coolers distributed to cooperatives		5	-		
Dairy production	Livestock registration with KSB	Number of animals registered		3500	-		
	Model farms established	Number of model farms established (Mariira & Thailand		20 Farms	-		

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Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost Kshs.	Remarks
				Planned	Achieved		
		and others started by co-ops as demo farms)					
Fodder Production	Bulked Bracharia/ Super Napier in Mariira ATC and dairy co-ops)	Acreage under fodder (Bulking Bracharia/ Super Napier in Mariira ATC and dairy co-ops)		50 Acres	-		
Livestock Development and capacity building	Livestock extension services	Number of group trainings		350 trainings	236 Groups trainings completed		Targets surpassed through facilitation of donor projects
		Farm Visits		5000 farm visits	1085 Farm visits conducted		
		Demonstrations		120 demonstrations	108 Demonstrations completed		
		Field days		16 field days	5 Field days completed		
Strategic animal products food security	Introduced dorper sheep for mutton production	Number of dorper sheep introduced		1000 dorper sheep introduced	-		
	Local goats for Chevon production	Number of local goats		1000 local goats	-		

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Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost Kshs.	Remarks
				Planned	Achieved		
	Poultry for women, youth and PWDs	Number of birds		7000 birds	-		
	Pigs for Pork and bacon production	Number of pigs		2000 pigs	-		
	Rabbit population kept by women, youth and PWDs	Number of rabbits		3500 rabbits	-		
Emerging Livestock Promotion	Farms rearing emerging livestock	Number of farms rearing emerging livestock		8 farms (1 per sub county)	-		
Livestock Products Value Addition and marketing	Dairy Goats milk value addition centers (cooling & processing)	Number of dairy goat milk value addition centers		1 center	-		
	Dairy value addition group trainings	Number of dairy value addition groups (Niche products e.g., Probiotic yoghurt)		105 groups	-		
	Established apiaries	Apiary establishment (For training, honey, hive products and crops pollination)		20 Apiaries	-		

Veterinary Services

Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost Kshs.	Remarks
				Planned	Achieved		
Programme: Control of livestock diseases and pests' services							
Objective: Optimize livestock production and productivity							

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Outcome: Increased disease resilience							
Animal vaccination	Vaccinated animals	Number of animals vaccinated	40,000	90,000	Heads of cattle vaccinated against Foot and mouth disease, lumpy disease and anthrax=27,507 dogs vaccinated against rabies=740		
Programme: Animal Breeding Services							
Objective: Control of breeding diseases and breed improvement							
Outcome: Increased milk production							
Artificial insemination	Inseminated cows	Number of cows inseminated	5,980	11,000	cows were inseminated 3,158		
Programme: Veterinary Public Health Services							
Objective: Quality assurance of meat products, hygiene of slaughter facilities and meat carriers.							
Outcome: Provision of meat products that are safe for human consumption.							
Meat Inspection	Animal carcass inspected	Carcass inspection figures	39,000 cattle, 5,000 goats, 4,000sheep, 60,000 pigs,	42,000 cattle, 5,500 goats, 5,000 sheep, 65,000 pigs	Meat inspection of Cattle-31,074 Goat-2,958 Sheep-1,958 Pigs-48,905		
Programme: Hides and Skins Improvement and Leather Development							
Objective: Production of quality hides and skins and promote value addition.							
Outcome: Production of grade one hides and skins for value addition.							
Hides and Skins Improvement	Quality hides and skins	Quality hides and skins production figures	39,000 hides, 4000 goats, 4000 sheep.	40,000 hides, 4,000 goat skins, 5,000 sheep skins.	. Grade one hides-40,176 . goat skins sheep skins 4,905 were produced		
Programme: Veterinary Extension Services							
Objective: Farmers education on control of livestock diseases and pests							
Outcome: Livestock disease prevention and reporting							

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Veterinary Extension Services	Farmers visits and field days	Number of Farmers visited and trained	32,000 farm visits	45,000 farm visits	26,044 farmers were visited by veterinary services extension officers		
Programme: Veterinary Fees and Charges							
Objective: Raise revenue for Murang'a County Government							
Outcome: Revenue Generation							
Revenue collection and surrender	Revenue collected and surrendered	Amount of revenue collected and surrendered	Kshs 18,900,00	Kshs 21,000,000	Kshs 22,658,900.00 Was collected and submitted		

FISHERIES

Programme Name: Fisheries Development					
Objective: To rehabilitate a seed bulking unit					
Outcome: Availability of fingerling to fish farmers					
Sub Programme	**Key Outputs**	**Key performance indicators**	**Targets**		**Remarks**
			Planned	**Achieved**	
Fisheries	Rehabilitation of departmental fish ponds	No. of ponds rehabiliated	9	4	Under connstruction
	Stocking of fish ponds	No. ponds stocked with fingerlings	9	In progress	Under procurement

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2.3.4. Status of Projects for the FY 2024/2025
Fisheries Sub Sector

Table 2.18: Status of Projects

Project Name& Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Estimated Cost (Ksh. M)	Actual Cumulative Cost (Ksh. M)	Source Of funds
Kiharu	Rehabilitate a seed bulking unit	Rehabiltated fish ponds	Rehabilitae crack pond walls and race ways	-Ponds holding water -Race ways providing water to ponds	3.65	3.65	MCG

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2.3.5. Issuance of Grants, Benefits, and Subsidies for FY 2024/2025

Table 2.19: Issuance of Grants, Benefits, and Subsidies

Type of payment (e.g. Education bursary, Agriculture Subsidy, Health Fund, Muranga Youth service Fund etc.)	Budgeted Amount (Ksh. M)	Actual Amount paid (Ksh)	Beneficiary	Remarks
Dairy and Mango Farmers Subsidy	195	-	22,030 Farmers	
Maize subsidy Programme	200		108,240 farmers	
National Value Chain Development Project (NAVCDP)	273.55	139.06	Framing community, common interest groups and farmer producer organizations	There was delayed disbursement of 2024-2025 budget. Was done in June 2025

2.3.6. Sector Challenges

A. Agriculture Crops

Challenges encountered during the implementation of the County Annual Development Plan FY 2024/2025

Mango programme

i. Long queues at the factory leading to delayed off-loading
ii. Delayed transport logistics leading to delayed collection
iii. Adverse weather conditions occasioned by climate change

Extension service delivery

i. Receding workforce due to retirements
ii. Shortage of transport for extension staff.

B. Fisheries

1. Inadequate funds for construction of fish ponds and acquisition of fingerlings.
2. Restriction to do open tender took time for the development funds to be absorbed.
3. Low staffing levels of extension staff (6) to cover the whole county wards
4. The prolonged drought in the first half of the year under review affected water availability leading to low fish productivity for those in aquaculture

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2.3.7. Lessons Learnt

Lessons learnt and recommendations during the implementation of County Annual Development Plan FY 2024/25

Agriculture Crops

a) Mango subsidy programme has improved mango farmers' productivity and incomes
b) The value Chains eg Mango and Sorghum are well implemented when the markets are sourced in advance
c) Involving relevant stakeholders improves extension service delivery.

Fisheries

a) Planning early on the tendering process would be good for the timely delivery of the project implementation
b) Inclusion of money for publicity in the tendering process would be important in planning projects

2.3.8. Recommendations

Agriculture Crops

a) Train farmers on mango disease and pest management early in order to deliver healthy mangoes
b) Train farmers on grading of mangoes to avoid post-harvest losses
c) Conduct early training on husbandry practices
d) Facilitate technical officers for surveillance and technical trainings of mango and sorghum
e) Start value chains by sourcing for markets first
f) Provide means of transport to extension staff for enhanced service delivery
g) Recruit more extension staff to replace the receding workforce

Fisheries

1. In the development of programmes should include the miscellenious cost such as transport, publicity fuel such so as to ensure efficient implementation of the projects
2. Early planning on the tendering process would good for implementation of project/programmes.

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2.3.9. Development Issues

Table 2.20: Development Issues

Sector	Development Issues	Causes	Constraints	Opportunities
Agriculture (Crops)				
Horticulture /Agribusiness	-Few cottage industries,	-Low technical knowhow by farmers -Few markets for produce	-Few technical staff -	-More farmer trainings, -More technical staff trainings -Source for markets or produce
Crops	Low crop production	-climate change -Low soil fertility	-Farmer's low incomes and low technical knowledge -Shortage of irrigation water	-Provide subsidies, grants and crop insurance -Avail water for irrigation through drip, and other methods of irrigation -Avail demonstration materials
Land Development	Soil degradation	Soil Erosion Deforestation Farming on steep slopes	-Small land sizes -	Soil conservation measures
CROP production	Pests and diseases including monkey menace	Low incomes -	Monkey menace due to lack of containment by Wildlife department	-Capacity building -Farmer vouchers continued -Wildlife Dpt to address monkey menace
Coffee division				
Coffee sector	Low productivity of coffee	Exhaustion of soil fertility	Low productivity	Carry out county wide soil analysis
Coffee sector	Low productivity of coffee	Old coffee trees	Low productivity	Assist the farmers replace the old trees
Coffee sector	Inadequate extension services	Retirement without replacement	Inadequate extension	Train youth technicians to offer the extension services at a fee
Coffee sector	Inadequate extension services	Lack of extension facilitation	Inadequate extension	Offer minimal facilitation for the extension staff
Value Chain				
Agriculture and rural development	Food in security	Soil health, land use and population	Resource envelop limitation	Conditional funding to extension services and infrastructure

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2.4. Roads, Housing and Infrastructure

2.4.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.21: Analysis of 2025/20256CADP Allocation Against Approved Budget

Planned Project/ Programmes as outlined in CADP 2025/26	Amount allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved budget 2025/2026 (Kshs. M)	Remarks
Sector: **Roads, housing and infrastructure**			
Programme 1: Community Based Projects			
Construction & renovation of ECDE	417	919.0	
Roads Maintenance	50		
Construction & Renovation Dispensary	20		
Footbridges	17.5		
Market Improvement	20		
Programme 2: Urban Development			
Bituminous Surfacing	100	160	
Cabros	120		
Programme 3: Energy Distribution.			
Street lighting & Floodlighting	40	37	
solarization	0	30	
Programme 5: Housing			
Upgrade & Renovate County Government Headquarters Offices	35	10.5	
Other Civil works	45	0	

2.4.2. Financial Performance Review for FY 2024/2025

2.4.2.1. Expenditure Analysis

Table 2.22: Expenditure Analysis

Sector/ Programme	Allocated Amount (Kshs) A	Actual Expenditure (Kshs) B	Absorption Rate (%) (B/A)*100	Remarks
Markets and Urban Development	287,000,000	220,689,481	76.9	
Community based Projects	331,000,000	285,904,933	86.4	
Road Development	585,041,894	308,601,596	52.8	
Energy Distribution	66,000,000	59,494,106	90.1	
Total	**1,269,041,894**	**874,690,116**		

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2.4.3. Sector Achievements in the Previous FY 2024/20245

During the FY 2024/2025, the department made significant progress in enhancing infrastructure and public services. A major focus was on education and healthcare, where they successfully constructed and renovated 201 E.C.D.E centers and constructed and renovated 3 dispensaries. To improve mobility and connectivity, they graded and graveled 125 km of access roads, concreted 10.5 km of access roads, and opened 25 km of new road networks. Additionally, they constructed 9 footbridges and installed 285 culverts.

The department also concentrated on improving urban and community environments. They supplied and installed 12,000 square meters of paving in market and shopping centers to improve access and aesthetics. To enhance public safety and support local businesses, they maintained 6.2 km of streetlights and 210 floodlights, and installed 1,200 solar floodlights across all 35 wards. Finally, efforts to increase access to clean water included supplying and installing 15.5 km of domestic water pipes, which now serve approximately 66 households.

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2.4.3.1. Sector Programmes Performance

Table 2.23: Sector Programmes Performance

Programme 1 - Community Based Projects					
Objective: To upgrade Community Service Infrastructure					
Outcome: Improved Mobility ,accessibility and E.C.D.E Infrastructure.					
Sub Programme	Key Outputs	Key performance indicators	Targets		Remarks
			Planned	Achieved	
E.C.D.E Classroom renovation & Construction	Improve learning Environment.	No. of Classrooms	200	201	Achieved as targeted
Roads Maintenance	Improve Accessibility	No. of Kms	135	125	Achievement not meet ,requires more funding
Dispensary Construction & Renovation	Improve Healthcare	No. of dispensary	3	3	Achieved as targeted
Footbridges	Improve connectivity & Accessibility	No. Constructed	15	9	Achievement not meet ,requires more funding
Pipes Water Distribution	Access to safe clean water	No. of Km	10	10.5	Achieved as targeted

Programme 2 :- Urban Development					
Objective: To provide mobility,cleanliness,safe and convenient business environment and to improve aesthetics of our major towns and increase revenue					
Outcome: Improved Mobility, increased revenue and aesthetic beauty of major towns.					
Sub Programme	Key Outputs	Key performance indicators	Targets		Remarks
			Planned	Achieved	
Cabro Paving slabs	Improved Accessibility and asthetic beauty of our	No.Sqm supplied & installed	15,000	10,600	Achievement no meet – requires early planning.

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	major towns and shopping centres.				
Programme 3 :- Energy Distribution					
Objective: Ensure all shopping centres, Markets and major towns are lighted.					
Outcome: Increased safety & prolonged business hours.					
Sub Programme	**Key Outputs**	**Key performance indicators**	**Targets**		**Remarks**
			Planned	**Achieved**	
Street lighting Maintenance	Improved security & increased business hours.	No. of Km	Rehabilitate 4Km	3.5 km Rehabilitated	Target not met ,requires more funding
Floodlighting Maintenance	Improved security & increased business hours.	No. of Pole	Rehabilitate 125 No.	105 rehabilitated	Target not met ,requires more funding
Solar Floodlighting	Improved security & increased business hours.	No. of solar lights installed	1300	1200	Target not met ,requires more funding

Programme 4:- Housing					
Objective: To refurbish and renovate public offices					
Outcome: Improve Working Environment.					
Sub Programme	**Key Outputs**	**Key performance indicators**	**Targets**		**Remarks**
			Planned	**Achieved**	
Renovation & construction of Public offices	Improve Working Environment	No. of offices	1	1	Target not meet, requires more funding to carry out phase 2.

Programme 5:- ROAD DEVELOPMENT				
Objective: To build resilient roads within the county.				
Outcome: Improved mobility, accessibility and connectivity.				
Sub Programme	**Key Outputs**		**Targets**	**Remarks**

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		Key performance indicators	Planned	Achieved	
Maintenance of access roads	To improve mobility, accessibility and connectivity	No. of Km	125	55	Target not met, requires more funding .

2.4.3.2. Status of Projects for the FY 2024/2025

Table 2.24: Status of Projects

Project Name & Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Estimated Cost (Ksh. M)	Actual Cumulative Cost (Ksh. M)	Source of funds
Construction of E.C.D.E.S across Muranga County	Improve Learning Enviroment	No. of classes renovated	Substructure & Superstructure works		250	215	MCG
Cabro Paving Slabs Supply & Installation	Improve accessibility and aesthetic beauty of our towns	No.of Square Metres Done	Earthworks,Base preparation drainage works & Paving Slabs Installation		180	125	MCG

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2.4.4. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.25: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County government Contributions/ Interventions in the last Annual Strategic Plan
SDGs	Goal 3: Good Health and Well-being	Constructed and renovated 3 dispensaries which led to access to improved health care
	Goal 4: Quality Education	Construction of 201 ECDE classrooms leading to improved learning environment
	Goal 6: Clean Water and Sanitation	10.5 kms of piped water distribution ensuring access to clean and safe water
	Goal 7: Affordable and Clean Energy	Rehabilitation of 3.5kms of solar powered streetlight
	Goal 9: Industry, Innovation and Infrastructure	45.8 kms of road infrastructure development
	Goal 11: Sustainable Cities and Communities	Under Smart city programme the County tarmacked 55 kms of roads in major shopping centres in the seven sub counties, supplied and installed 10,500 square metres of cabros in market centres
	Goal 13: Climate Action	Use of solar powered streetlights ensuring use of clean energy
Vision 2030	Social Pillar	Constructed/renovated 201 ECDE classrooms
		Constructed/renovated 3 dispensaries
		Under Smart city programme the County tarmacked 55 kms of roads in major shopping centres in the seven sub counties, supplied and installed 10,600 square metres of cabros in market centres

2.4.5. Sector Challenges

a) Inadequate resources (funding and Personnel)
b) Unforeseen calamities. i.e weather.
c) Road encroachment
d) Political Interferences

2.4.6. Emerging Issues

Climate change resulting to unforeseen calamities. e.g. flooding and landslides.

2.4.7. Lessons Learnt and Recommendations

a) Need for proper co-ordination between the finance department and user department.
b) Need to get additional technical personnel on the field of electrical, quantity surveyors, road surveyors, Architect (Technicians) and civil engineering.
c) Proper coordination with the relevant departments i.e. land, water, trade, health and disaster management climate change.
d) Need to adhere to planning documents i.e (C.I.D.P & A.D.P)

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2.5. Commerce, Trade, Industry and Tourism

2.5.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.26: Analysis of ADP FY 2025/2026 Allocation Against Approved Budget 2025/2026

Planned Projects/ Programmes (2025/2026)	Amount Allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved Budget 2025/26 (Kshs M)	Remarks
Trade and Investment			
Administration, planning and Support services	18.6	15	
Construction of markets and provision of basic amenities in markets	100	40	
Market Access	14	5	
Promotion of products and market linkages both local and international	39.4	10	
Empowerment of traders to achieve business efficiency	16		
Establish trends on trade activities in the County	14	6	
Facilitate affordable and accessible credit facilities to traders.	29	10	
Attract investors to Murang'a County.	22	10	
Access to quality, affordable and safe products	5		
Total	**258**	**229.75**	
Industrialization			
Administration and Personnel Services	5.5	2	
The County Aggregated Industrial Park (CAIP)	500	98	The project Received extra KShs. 100 m as grant
Regional value chains	50		
Market construction and renovations	100		
Total	**555.5**	**100**	
Tourism			
Administration, planning and Support services	2.5	1	
Tourism Products development	5	0	
Tourism marketing and promotion	3	0.1	
Infrastructure support	10	0	
Tourism products mapping,	5	0	

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Documentation and strategic plan			
Total	**23**	**1.1**	
Cooperative Development			
Administration, planning and Support services	3.4	3.4	
Cooperative societies development and promotion	68	30.65	
Cooperatives oversight and compliance	12	-	
Cooperative policy, research and advisory	5	-	
Total	**85**	**59.4**	

2.5.2. Financial Performance Review for FY 2024/2025

2.5.2.1. Expenditure Analysis

Table 2.27: Expenditure Analysis

Sector/Programme	Allocated amount (Kshs.) A	Actual Expenditure (Kshs.) B	Absorption rate(%)=(B/C) *100	*Remarks
Recurrent				
	90,373,759	64,030,706	70.1	
Development				
Market Development and upgrade	16,000,000	11,153,370	69.71	
Industrial Development	10,000,000	9,267,860	92.68	
Export Processing Zones Development		17,320,950	-	
Investment Planning	5,300,000	-	0	
Establishment of Special Economic Zones/EP - (CAIPS)	133,000,000	-	0	
Aggregated Industrial Park-Grant	100,000,000	2,631,579	52.63	
Co-operative Societies	5,000,000	-	0	
Grain Farmers Co-operatives	3,000,000	-	0	
Development of MCCCU	25,000,000	-	0	
Sector Total	**297,300,000**	**90,373,759**	**48.77**	

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2.5.3. Sector Achievements in the Previous FY 2024/2025

a) Trade and Investment

Key achievements include the successful site handover for the construction of several ESP markets across Murang'a County, specifically in Gakurwe, Kayole, Gakunyu, Gikoe, Kambirwa, and Ng'araria. These markets aim to enhance local trade and improve access to modern marketing infrastructure for small-scale traders and farmers.

Additionally, a significant mango aggregation and collection exercise was conducted between December and March 2025, with the collection beginning on 27th December. A total of 1,262,347.27 kilograms of mangoes were gathered from 3,024 farmers, demonstrating strong farmer participation and improved market linkage.

Furthermore, Murang'a County successfully organised and hosted an Investment Conference on 13th–14th June 2025, a strategic event aimed at attracting investors and positioning the county as a competitive investment destination in the region.

b) Industrialization

The Directorate of Industrialisation is mandated to establish an industrial park in line with the National Industrial Policy. This is a partnership between Murang'a County Government and the National Government to establish a County Aggregated Industrial Park (CAIP). The Directorate identified land for the establishment of an industrial park. The project is 20% complete. The department has also formulated a county industrialization policy.

c) Tourism Promotion and Marketing

The Tourism sub sector identified and mapped the following six heritage and cultural centres: Mukurwe wa Nyagathanga, Fort Hall Residence, Wangu wa Makeri Homestead, Paramount Chief Karuri wa Gakure Homestead, Tuthu Religious Shrine and Mau Caves. From these, Mukurwe wa Nyagathanga, Karuri wa Gakure and Wangu wa Makeri Homesteads have been gazetted as heritage sites by the National Museums of Kenya. The gazetted sites form the baseline for resource mobilization.

It also made an intent request to contract the Department of Hospitality, Tourism and Leisure Studies of Kenyatta University to be the lead consultant to rehabilitate Mukurwe wa Nyagathanga so that it can become to a vibrant centre of cultural tourism and culture learning centre with a theme of "LETS GO TO MUKURWE WA NYAGATHANGA PRAY and GIVE THANKS.

d) Cooperative Development

The Co-operative Development Directorate assisted mobilize 600 more members for Lower Murang'a Co-operative Society with over 1400 members from the mango growing region. The Directorate held 117 capacity building trainings; Increased milk production through MCCCU from 52000 litres to 50000 litres per day. This included an increase in milk prices from Kshs. 50. To Kshs 45 Adoption of new technology in coffee drying in Societies such as Kamacharia and Kaganda. Held 27 sensitization workshops across the County where including new Co-operatives, oversaw 172 co-operative elections, 203 AGM's, among other activities.

e) Cooperative Audit

Through the Audit Section, 92 audits were undertaken throughout the county; and successfully carried out 16 inspections. The team was able to raise Kshs. 661, 240 through these activities.

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2.5.3.1. Sector Programmes Performance

Table 2.28: Sector Programmes Performance

Sub Programme	Key Output	Key performance indicators	Targets			Remarks *
			Baseline	Planned	Achieved	
Sub-Sector: Trade and Investment						
Programme: Trade and Investment						
Objective: To promote, enhance and facilitate trade and investment in Murang'a County						
Outcome: Increased trade, investment and industry in the county						
Markets Development (Local markets and market sheds)	Increased volume of trade and income	No. of markets built/upgraded	0	8	7	Lack of adequate funds and increase in construction cost meant fewer markets actualized
Small Traders Support	Increased access to affordable, accessible credit to vendors: youths, women and vulnerable groups.	Number of loans disbursed. % Of implementation	0	1500 Beneficiaries Registration of traders	None	Lack of structures and funding to implement the programme
Enterprise Training and Development	Enhanced capacity of SMEs and other players to compete with diverse market needs. (Youth polytechnics and SMEs)	No. of SMEs trained		2-groups per sub county	0	Lack of funding and mobility hindered the programme success
Facilitate SMEs to participate in local, regional and international exhibitions and trade fairs	Trade exhibition in various sub-counties within Murang'a Participation in external trade exhibition around the Country such as Nairobi Trade Fair, East African Trade fair etc.	No. of trade shows and exhibitions	1	10	4 trade fairs conducted 2 trade fairs attended	Inadequate funding to hold Expo's

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Sub Programme	Key Output	Key performance indicators	Targets			Remarks *
			Baseline	Planned	Achieved	
Set up a well-equipped weights & measures laboratory	Improved living standards through fair trade promotion	No. of equipment procured		Set up a well-equipped weights & measures laboratory	Nil	Lack of budget
Annual equipment calibration and verification	Verification of weighing & measuring equipment	No. of equipment verified.		5000 equipment verification	3000 equipment verified	Program is on-going
Sub-Sector: Industrialization						
Programme: Industrialization						
Objective: To promote, enhance and facilitate trade and investment in Murang'a County						
Outcome: Increased trade, investment and industry in the county						
Promote and operationalize industrialization	Construction of CAIP	Number of value chain included		1 CAIP value chain	0	Project was yet to be conceptualized
Sub-Sector: Tourism						
Objective: To promote, enhance and facilitate trade and investment in Murang'a County						
Outcome: Increased trade, investment and industry in the county						
			Baseline	**Planned**	**Achieved**	
Tourism Promotion and Marketing	Marketing and Promotional activities carried out	No of marketing activities		30,000	No clear data from hotels on visitors patronizing these hotels.	Hotels are uncooperative in revealing how many visitors they accommodate per day
Tourism products development and digitization	Products developed and digitized	No. of Products developed and digitized		10	5	It's an ongoing project and this financial year more are going to be developed and recorded
Tourism Market and Support	support and survey activities carried out	6 support programmes		6	6	All support programmes carried out
Sub-Sector: Co-operative Development						
Objective: To promote, enhance and facilitate trade and investment in Murang'a County						
Outcome: Increased trade, investment and industry in the county						

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Sub Programme	Key Output	Key performance indicators	Targets			Remarks *
			Baseline	Planned	Achieved	
Milk Processing Programme	milk collection. -transportation. -Milk chilling. -Milk marketing. -Payment.	-% of milk collection within the county -No. Of new markets increased milk intakes. -better milk payments.		Kshs. 45 per litre. -350000kgs of milk per day.	Kshs. 45 per litre 6000 to70000 litres collected per day	Market price was suppressed by forces of demand of supply.
Animal feeds processing programme	Provision of feeds to milk producing farmers. Cheap affordable feeds. Improved Production by dairy cows	Construction of a warehouse Procurement of process machines		1 warehouse at Maragua	95% of initial construction Nil purchase of equipment's	Lack of adequate funds
Education and Training	Conduct members' education day; Conduct HIV/AIDs awareness meeting; Conduct pre-cooperative training.	No. of co-operators trained		Train 50000 members of 170co-operative societies Recruit new membership of 70 Conduct member education days, workshops and seminars for sensitization.	12,000 Members trained 37,454 new members recruited 30 Board members trained	Lack of adequate funds
Registration of New Societies (County wide)	Registration of New Societies	Number of members attending pre-cooperative meetings for new Societies		Hold 50 sensitization workshops; Registration of 50 new cooperative societies.	45 sensitization workshops held 45 new cooperative societies registered	Achieved

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Sub Programme	Key Output	Key performance indicators	Targets			Remarks *
			Baseline	Planned	Achieved	
Reviving of dormant cooperative societies (County wide)	Ensure AGM approvals decisions and Member recruitment meetings	Number of revived dormant cooperatives		Revive 8 dormant cooperative societies.	7 dormant co-operatives revived	Members of two targeted co-operative societies did not respond well to revival efforts.

2.5.4. Status of Projects for the FY 2024/2025

Table 2.29: Status of Projects

Project Name & Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Budgeted Cost (Ksh. M)	Actual Cost (Ksh. M)	Completion date	Source Of funds
Construction of CAIP	Construction industrial park	CAIP	Construction of a warehouse and sheds	10% complete (ongoing)	500		2027	County and national government

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2.5.5. Issuance of Grants, Benefits, and Subsidies for FY 2024/2025

Mango and milk subsidy implemented in conjunction with the Agriculture sector

2.5.6. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.30: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Govts' Contributions/ Interventions in the last Annual Strategic Plan
Trade and Investment		
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	Markets Development (Local markets and market sheds)
Industrialization		
Kenya vision 2030	Economical pillar	The County Aggregated Industrial Park (CAIP)
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	The County Aggregated Industrial Park (CAIP)
Cooperative Development		
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	Cooperative societies development and promotion

2.5.7. Sector Challenges

a) The main challenge was insufficient funds and delayed disbursement
b) Heavy rains and flooding are affecting farm produce (mangoes)
c) Lack of adequate transport, or in the case of self-sponsorship, there's no reimbursement
d) Lack of enough human resources
e) Inadequate facilitation, such as internet connectivity, access to communication devices.
f) Local interference
g) Lack of proper structure and staffing
h) Delay in release of resources
i) Inadequate resource allocation
j) Failure to follow approved Annual Development plans, which subsequently affects Work plans
k) Lack of involvement of technical teams during Budget planning
l) Electricity supply disconnected
m) Unserviced computers
n) Inadequate stationery
o) technical capacity in cooperatives to prepare quality financial reports

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2.5.8. Lessons Learnt

a) Effective implementation of programs and projects relies heavily on thorough planning and adequate funding to achieve the intended results.
b) Need for Departmental vehicles is essential for service delivery, particularly in remote areas of the county.
c) Fluctuating weather conditions can significantly impact the income of SMEs, highlighting the need for adaptive strategies.
d) Sticking to the laid annual development work plans

2.5.9. Recommendations

a) Funds initially allocated to core departmental projects should be protected from reallocation to maintain focus and continuity.
b) Enhancing staff mobility through reliable transportation will improve service delivery across the county.
c) The establishment of Public-Private Partnerships (PPPs) should be pursued to leverage additional resources and expertise.
d) There is a need for additional staff recruitment to adequately meet the demands of growing departmental responsibilities.
e) Clear and timely dissemination of information to traders is essential for maximizing participation and the impact of departmental programs.
f) Adequate facilitation toward internet connectivity and access to communication devices.

2.5.10. Development Issues

Table 2.31: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Trade and Investment	Dilapidated market shed with little or no basic amenities	Population growth and environmental degradation	funding	Availability of space
Industrialization	The County Aggregated Industrial Park (CAIP)	Lack of infrastructure	funding	Strategic location of the county
Tourism	Mapping of tourism sites	Cultural and tourism sites not mapped	funding	Agikuyu cultural sites and Aberdares tourist sites
Cooperative Development	Limited capacity to use modern technology in the management of cooperatives	High initial cost Resistance to modern technology	Manpower and ICT equipment	Large number of cooperatives societies

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2.6. Education and Technical Training

2.6.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.32: Analysis of 2025/2026 CADP Allocation Against Approved Budget

Planned Project/Programmes as outlined in CADP 2025/26	Amount allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved budget 2025/2026 (Kshs. M)	Remarks**
Sector: Education and Vocational Training			
Sub Sector: Early Childhood Development Education (ECDE)			
Administration, Planning and Support	396.4	351.8	
Early Childhood Development Education (ECDE)	130	110	
Education Support Programmes	373	255.5	
Sub Total:	**899.4**	**717.3**	
Sub Sector: Vocational Training			
Administration, Planning and Support	6.8	6	
Polytechnic Improvement	87.8	25.5	
Sub Total	**94.6**	**31.5**	
Total	**994**	**748.8**	

2.6.1.1. Expenditure Analysis

Table 2.33: Expenditure Analysis

Sector/Programme	Allocated amount (Kshs.) A	Actual Expenditure (Kshs.) B	Absorption rate (%)= (B/A)*100	*Remarks
Administration, Planning and Support	326,823,424	322,770,603	98.8	
Early Childhood Development	13,000,000	10,258,117	78.9	
Early Childhood Development (Recurrent)	132,000,000	89,411,981	67.7	
Education Intervention	285,000,000	284,491,472	99.8	
Youth Polytechnics and Vocational Training	19,985,790	19,507,267	97.6	
Youth Polytechnic and Vocational Training (Recurrent)	20,500,000	13,717,529	66.9	
Total	**797,309,214**	**740,156,969**	**92.8**	

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2.6.2. Sector Achievements in the Previous FY 2024/2025

Table 2.34: Sector Programmes Performance

Sub Sector: Early Childhood Education (ECDE)							
Programme Name: Administration, Planning and Support							
Objective: To promote effective and efficient service delivery							
Outcome: Enhanced Efficiency and effectiveness in service delivery							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Administration Services	Staff remuneration	Staff remunerated				342	
Recruitment of ECDE teachers.	ECDE teachers recruited.	No. of ECDE teachers recruited.	1085	1338	0	0	No recruitment was done.
Monitoring Evaluation and reporting of curriculum implementation.	ECDE centers monitored and the monitoring reports of the same.	No. of monitored ECDE centers.	550	669	455	0	The department undertook M&E activities but there was no reimbursement for the same.
Programme Name: Education Support Programmes							
Objective: To enhance access to quality education							
Outcome: An educated society							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Co-curricular / Skill improvement	Drama and music festivals attended	No. of ECDE centres that make it to the national level	2	5	2	1	Out of the 669 centres only 2 made it to the national level.

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Teaching and learning materials	ECDE Centres equipped with curriculum, play and rest centres	No. of ECDE Centres equipped with curriculum, play and rest centres	669	669	669	5	Teaching and learning materials like registers, biro pens and pencils, manila papers, exercise books, and dustless chalks were supplied.
ECDE centres furniture	ECDE centers equipped with small plastic chairs and tables across the county	No. of ECDE Furniture purchased.	2000	38000	4200	5	Target partially met.
Teacher Refresher courses and curriculum development	Trained ECDE teachers and officers on CBC and E-LEARNING	No. of trained ECDE teachers and officers	1085	1085	1085	1	In collaboration with KLB training was done.
Scholarship and intervention	Retention of needy and bright students in schools	No. of beneficiaries	45,000	50,000	56,276	275	The program is successful and ongoing.
Programme Name: Early Childhood Development Education (ECDE)							
Objective: To enhance access and quality Early Childhood Development Education (ECDE)							
Outcome: Improved Quality of education and Training in Early Childhood Development Education							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
ECDE feeding program (Uji Program)	ECDE learners provided with uji	No. of ECDE learners	38,000	40,000	36,374	113.5	The feeding program is successful and ongoing.
Sub Sector: Vocational Training							
Programme Name: Administration, Planning and Support							
Objective: To promote effective and efficient service delivery							
Outcome: Enhanced Efficiency and effectiveness in service delivery							
Sub Programme	**Key Outputs**	**Key Performance Indicators**		**Targets**		**Total Cost**	**Remarks**

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			Baseline (As at 30th June, 2024)			KShs. M	
				Planned	Achieved		
Personnel Services	New staff recruited	No. of new staff recruited	166	98	0	7	Target not met.
Capitation	Trainees enrolled in regular programme	No. of trainees enrolled	3,906	6,000	6,504	4	Target met.
Quality Assurance and Standards	Quality Assurance reports done	No. of Quality Assurance reports done	65	65	65	1.5	Target met.
Training of Instructors	Trained and certified instructors	No. of trained and certified instructors	0	70	0	1	Target not met.
Programme Name: Polytechnic Improvement							
Objective: To improve access to quality training							
Outcome: Skilled manpower for economic empowerment							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Renovation of Infrastructures and construction of new ones	Renovated/Constructed workshops	No. of Renovated/Constructed workshops	0	0	0	0	
Tools and Equipment	VTCs equipped	No. of equipped VTCs	33	65	34	17	Target partially met.
Co-curricular / Skill Competition	Sports competitions held	No. of Sports competitions held	0	33	0	1	Target not met.

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Early Childhood Education (ECDE)

In the FY 2024/2025, the ECDE feeding program was a resounding success, providing porridge to 36,374 ECDE pupils. This initiative significantly improved school performance, retained pupil enrollment, and achieved a 100% transition rate from ECDE to primary schools within the county. Furthermore, access to ECDE education has been enhanced through free ECDE education, made possible by the employment of ECDE teachers on both contract and internship programs. Collaborating with the NGO EIDU, the department has also integrated CBC, Digital Learning, and TAYARI Program activities into ECDE learning centers.

Additionally, the department has enhanced student retention by providing KSH 275 million in bursaries and scholarships. These funds benefit several categories: best-performing secondary day students through Inua Masomo, secondary day students joining university, bright and needy children (Nyota Zetu), ward fund beneficiaries, and orphans.

Vocational Training (VTCs)

The Directorate recorded significant progress in strengthening access, infrastructure, instructional quality, and oversight of vocational education in Murang'a County. Below is a summary of key achievements:

During the 2024/2025 financial year, the Directorate of Vocational Training successfully disbursed capitation funds to all the 65 public Vocational Training Centres (VTCs) in Murang'a County, achieving 100% of the annual target. This funding supported the enrolment of 6,504 trainees across the county and played a critical role in sustaining training programmes and enhancing learner support.

In addition, tools, equipment, and training materials valued at Ksh 17 Million were delivered to all targeted VTCs, significantly improving workshop readiness and promoting hands-on skill development to enhance graduate employability.

To improve the learning environment, the Directorate also distributed 1,200 lecture chairs to 33 VTCs under a Ksh 3 million budget. This represents 100% achievement in the furniture distribution exercise.

Furthermore, the Directorate, in collaboration with the Technical and Vocational Education and Training Authority (TVETA), conducted Monitoring and Evaluation (M&E) across all 65 VTCs. The exercise ensured full coverage, strengthened institutional quality assurance, and reinforced compliance with national training standards

2.6.3. Issuance of Grants, Benefits, and Subsidies for FY 2024/2025

Table 2.35: Issuance of Grants, Benefits, and Subsidies

Type of payment (e.g. Education bursary, Agriculture Subsidy, Health Fund, Muranga Youth service Fund etc.)	Budgeted Amount (Ksh) M	Actual Amount paid (Ksh) M	Beneficiary	Remarks
ECDE feeding program	110	113.5	36,374	The program is a success and is ongoing.
Scholarship	275	275	56,276	The program is a success and is ongoing.

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2.6.4. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.36: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/ International Obligations	Aspirations/ Goals	County Governmental Contributions/ Interventions in the last CADP
Kenya Vision 2030	Social Pillar	The Uji feeding program benefiting 36,374 learners contributes to the national development agenda by improving school enrolment and retention, helping build a skilled workforce, contributing to the country's economic growth. The county scholarship program benefited 56,276 students, which supports the national development agenda by ensuring that financial barriers do not prevent bright needy students from getting an education. This promotes social equity and helps the country develop its human capital, a critical component of Vision 2030. Offering free Early Childhood Development and Education (ECDE) and employing teachers for the program aligns with the national development agenda by laying a strong foundation for lifelong learning. This is a core component of Kenya's National Education Sector Plan and supports Vision 2030's goal of providing quality education for all. The monitoring and evaluation (M&E) exercise conducted with the Technical and Vocational Education and Training Authority (TVETA) directly supports the national development agenda by ensuring accountability and quality assurance in vocational training.
	Economic Pillar	Training 6,504 individuals on technical skills and providing 1,200 lecture chairs to vocational training centers contributes to the national development agenda by addressing the skills gap in the country. This effort supports the Kenya Vision 2030 economic pillar by producing a skilled workforce capable of driving industrialization and innovation.
Africa agenda 2063	A prosperous Africa based on inclusive growth and sustainable development: Ensuring well-educated citizens and a skills revolution	In line with the African Union's Agenda 2063, which prioritizes a "skilled and educated population." The scholarship program having supported 56,276 bright and needy students, boosts student retention rates, reduces dropout numbers, and improves overall academic performance. Training and infrastructure development strengthens Vocational education and training, making it a viable

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	underpinned by science, technology and innovation.	alternative to traditional academic paths and better aligning education with labor market needs.
SDGs	Goal 2: Zero Hunger	The Uji feeding program benefiting 36,374 learners ensures children can learn without the distraction of hunger, a fundamental requirement for achieving universal education.
	Goal 4: Quality Education	The Uji feeding program benefiting 36,374 learners ensures children can learn without the distraction of hunger, a fundamental requirement for achieving universal education. Increased primary school transition rates, strengthens the entire educational pipeline. The scholarship program benefiting 56,276 students advances the principles of SDG 4 (Quality Education) by reducing inequalities in access to education. The collaboration with EIDU to integrate digital learning, CBC (Competency-Based Curriculum), and the TAYARI Program helps the country achieve its digital transformation goals. This initiative directly contributes to SDG 4 (Quality Education) by ensuring early learners are prepared for the modern educational environment. The M&E exercise reinforces compliance with national standards, enhances institutional quality, and improves the overall reputation and effectiveness of vocational training centers. This ensures that the skills being taught are relevant, up-to-date, and meet the needs of the industry.

2.6.5. Sector Challenges

Challenges encountered during the implementation of the County Annual Development Plan FY 2024/25

Education (ECDE)

a) Inadequate budgetary allocation
b) Shortage of teachers
c) Inadequate and improper teaching and learning materials
d) Inadequate infrastructure and facilities (play and rest materials, child friendly furniture, sanitation facilities).

Vocational Training

a) Lack of progress in trainer capacity building limiting improvements in teaching quality and instructional standards.
b) Inadequate learning resources for trainees.
c) Co-curricular activities stalled due to lack of funding, denying trainee's holistic development opportunities.

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d) Staffing gaps and increased workload on existing instructors.
e) Delayed and Inadequate Capitation Funding affecting the smooth running of training programmes and support services

2.6.6. Lessons Learnt

Education (ECDE)

a) More funds should be allocated to the Education sector.
b) Recruitment of more ECDE teacher to enhance efficient education.
c) Provision of capitation to ECDE centres to enhance free education.

Vocational Training

a) Timely disbursement of capitation is critical to ensure uninterrupted service delivery; budget approvals and disbursements must align with the training calendar.
b) Adequate funding improves institutional performance: VTCs require sufficient funds not only for tuition but also for essential operational costs (utilities, wages, maintenance, and exams).
c) Delays in delivery of furniture and instructional materials highlight the need for early procurement planning and market engagement to avoid disruption of learning activities.
d) Trainer development should be prioritized and implemented.
e) Monitoring and evaluation enhances accountability: Collaboration with TVETA in M&E enabled tracking of progress in 65 VTCs.
f) Co-curricular activities need dedicated budgeting to promote holistic trainee development.
g) Recruitment processes must align with staffing needs: The delay in hiring new instructors revealed the need to streamline recruitment timelines with academic schedules to avoid staffing gaps.

3.62 Recommendations

Recommendations during the implementation of County Annual Development Plan FY 2024/25

Education (ECDE)

a) Adequate funding and adherence to the budgetary allocation.
b) Maintain proper teacher-pupil ratio in ECDE teaching and learning.
c) Immediate replacement of retired teachers in ECDE centres to avoid staffing gaps.

Vocational Training

a) Ensure timely and sufficient disbursement of capitation funds to cover both instructional and non-instructional costs such as utilities, minor repairs, internal assessments, and support staff wages.
b) Prioritize and expedite the hiring of qualified instructors to meet the staffing needs of expanding VTC enrollment and ensure continuity in training delivery.
c) Implement approved trainer capacity-building programmes.

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d) Conduct early and well-coordinated procurement for tools, furniture, and instructional materials to avoid delays and ensure learning resources are available when needed.
e) Allocate specific funds for co-curricular programmes to promote talent development, physical wellness, and teamwork among trainees.
f) Enhance monitoring and evaluation systems: Continue collaborating with TVETA to monitor all 65 VTCs regularly, and use findings to inform planning, resource allocation, and performance improvement.
g) Establish a maintenance and operations fund for VTCs to support recurrent operational needs that fall outside standard capitation allocations, ensuring sustainability of services.

2.6.7. Development Issues

Table 2.37: Development Issues

Sub Sector	Development Issues	Causes	Constraints*	Opportunities**
Education	Education facilities	Inadequate education facilities and Under staffing	• Inadequate budgetary allocations • Poverty • Unemployment	• Modernize education physical facilities • Increase disbursement of bursaries to needy children • Partner with stakeholders and other development partners • Recruitment of ECDE teachers
Vocational Training	Training facilities	Inadequate education facilities and Under staffing	• Inadequate budgetary allocations • Poverty • Unemployment	• Recruitment of trainers • Increase access to tertiary colleges and youth polytechnics • Partner with stakeholders and other development partners

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2.7. Health and Sanitation

2.7.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.38: Analysis of 2025/2026 CADP Allocation Against Approved Budget

Planned Project/Programmes outlined in CADP 2025/26	Amount Allocated in CADP 2025/26 (Kshs. M)	Amount Allocated in the Approved Budget 2025/26 (Kshs. M)	Remarks
Coordination of Departmental Development and Projects	70	-	Administrative efficiency
Capacity Development and Recruitment of Health Workers	15	Included under Salaries	New hires, training
Supply of Pharmaceuticals and Non-Pharmaceuticals	962	400	Essential medicines, dressings
Medical Equipment and Ambulance Procurement	136	110	Facility modernization, emergency services
Planning, Budgeting, and M&E	2	2	Performance monitoring
Universal Health Coverage (UHC) & Maternal Support	250	230	NHIF subsidies for poor households
Community Health Program (CHPs) Support	120	106	CHV stipends, operations
HCW Capacity Building & Lab Services	12	2	Diagnostic training, a shortfall in funding
Hospital & Mental Health Services	74	60	Murang'a Level 5 & Nyakìanga upgrades
Oxygen Cylinders Procurement	10	Included in Medical Equipment	Oxygen availability improvement
Telemedicine Rollout	30 (Donor-funded)	Donor funded	Digital health expansion
Construction & Renovation of Health Facilities	316	60	Major capital projects
Solarization of Facilities	20 (Donor-funded)	-	Green energy for health facilities
Communicable & Non-	20	Included under O&M	Disease prevention campaigns

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Communicable Disease Control			
School Health & Immunization	12	Included under Cold Room & Outreach	Immunization, school campaigns
Reproductive Health & Family Planning	5	15	Family planning services
Community Health Outreach	10	Included under CHPs	Community-based health sensitization
Nutrition Programs (MI + County)	76	40 (20 County + 20 MI)	Includes donor support
Salaries & Wages	-	2,320	Staff emoluments, arrears, and new hires
Lab Reagents	-	40	Diagnostics
Dressings & non-pharmaceuticals	-	120	Medical consumables
Electricity & Water	-	13	Utilities
Fuel & Transport	-	8	Logistics for outreach and supply
Cold Room (Maragua Hospital)	-	3	Vaccine storage
Maternal & Child Health Services	-	15	Maternal programs
Training & Capacity Building	2 (Within HCW development)	2	Workforce development
Total	**1,478**	**3,507**	

2.7.2. Financial Performance Review for FY 2024/2025

2.7.2.1. Expenditure Analysis

Table 2.39: Expenditure Analysis

Sector/Programme	Allocated Amount (Kshs.) – B	Actual Expenditure (Kshs.) – C	Absorption Rate (%) = (C/B)×100	Remarks
RECURRENT EXPENDITURE				
Health Administration, Planning & Support	2,857,351,645	2,286,713,115	80.04%	Moderate absorption. Under-expenditure mainly due to unspent DANIDA funds, nurses' arrears, and partial CHV payments.
Alcohol Programme	1,710,000	194,400	11.37%	Very low absorption. Delay in implementation of activities or lack of follow-through on planned tasks.
Curative Health Programme	299,800,000	586,382,431	195.59%	Overabsorption caused by increased need for drugs and medical supplies. Likely linked to emergency or supplementary allocations.

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Infrastructure Support Programme	–	–	–	No budget/expenditure recorded. Likely deferred or merged with other programs.
Reproductive Health Programme	–	–	–	No budget/expenditure recorded. May indicate pending implementation or realignment of funds.
Sub Total	**3,158,861,645**	**2,873,289,946**	**90.96%**	
DEVELOPMENT EXPENDITURE				
Curative Health Programme	88,000,000	26,833,578	30.49%	Low absorption. Delays are likely due to procurement bottlenecks or project start-up challenges.
Preventive and Promotive Health Services	40,000,000	11,850,000	29.63%	Underperformance is possibly due to delays in contracting or late disbursement.
Nutrition International	40,184,200	15,000,000	37.34%	Partial implementation; may be awaiting additional disbursements or phased execution.
Reproductive Health Services	0	0	–	No allocation and no expenditure. The programme likely unfunded or merged under another vote.
Infrastructure Development	201,710,000	21,472,345	10.64%	Very low absorption. Major delays possibly linked to tendering, contractor engagement, or pending approvals.
Sub Total	**369,894,200**	**75,155,923**	**20.32%**	
Grand total	**3,528,755,845**	**2,948,445,869**	**83.56%**	

2.7.3. Sector Achievements in the Previous FY 2024/2025

Table 2.40: Sector Programmes Performance

During the Financial Year 2024/2025, the Department of Health and Sanitation recorded significant progress in both service delivery and infrastructure development, with notable achievements in nutrition, maternal and child health, tuberculosis (TB) control, non-communicable disease (NCD) management, telemedicine, diagnostics, and public health operations.

In Nutrition and Dietetics, two lactation rooms were established at Kigumo and Kirwara hospitals, and a multisectoral Food and Nutrition Security Policy was launched. A total of 2,000 Community Health Promoters (CHPs) were trained on the Baby-Friendly Community Initiative (BFCI), while 60 CHPs received training in Integrated Community Case Management (iCCM). Vitamin A supplementation and deworming reached 96% of children under five, and 720 mother-to-mother support groups were supported.

The TB Control Programme screened 2,803 individuals, conducted outreach for a further 2,985 people, and achieved an 88.45% treatment success rate, supported by AI-enabled digital X-ray

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machines and three spirometers. In Reproductive Health, 76% of deliveries were attended by skilled birth attendants, family planning uptake reached 68% among women of reproductive age, and 95 healthcare providers were trained in Emergency Obstetric and Neonatal Care (EmONC).

The County Telemedicine Programme, launched in October 2024, registered 18,341 patients and operationalized 36 facilities. An average of 6,000 teleconsultations is conducted monthly, generating Ksh 2.5 million in revenue, reinvested in drug restocking, internet services, and hospital maintenance.
For NCD management, 145 patients with Type 1 Diabetes received free insulin, five master trainers were trained, and nine sub-county NCD coordinators were appointed. Cervical cancer screening coverage improved from 15% to 22%, while 2,500 individuals were screened for hypertension in May, and 140 students in Kigumo received HPV vaccinations.

Diagnostic capacity was strengthened with the installation of seven clinical chemistry analyzers, 13 hematology analyzers, 30 HbA1c machines, and 39 urine analyzers, supported by the procurement of reagents worth over Ksh. 100 million. In Public Health, 200 tons of healthcare waste were collected and managed, 24 burning chambers were constructed or renovated, and 97,786 school children were reached with deworming treatment.
Capital projects recorded a mix of completed works, ongoing construction, and projects in planning stages. Completed initiatives included the Lactation Rooms at Kigumo and Kirwara Hospitals (Ksh 1.5M), the Telemedicine Hub and ICT Workshop (Ksh 5M), the Facility Digital Equipment Rollout of 36 camera-inbuilt desktops (Ksh 4M), and the Solar System Installation for the Telemedicine Hub (Ksh 2M).
Ongoing works included the Kirwara Hospital Mortuary (structure completed, fittings pending, Ksh 17.7M budget, Ksh 7.1M spent), Renovations at Swani Health Centre in Kakuzi (80% complete, Ksh 14.6M budget, Ksh 6.6M spent), the Kiawambeu Dispensary (80% complete, Ksh 3.7M budget, Ksh 3.1M spent), and Countywide Hospital Maintenance (Ksh 4.6M spent from a Ksh 10M allocation). The Countywide Procurement of Medical Equipment (Ksh 86M budget) progressed with partial deliveries worth Ksh 26.8M. New IPD Block at Kandara Hospital (Ksh 34.5M), Casualty and Ward Block at Murang'a Level 5 (Ksh 34.9M), Ward Block at Nyakianga Hospital in Mathioya (Ksh 28.7M), the Construction of an Oxygen Plant (Ksh 6.8M), and the Supply of Medical Equipment worth Ksh 20M.

Overall, FY 2024/2025 was marked by strong performance in service delivery, rapid deployment of digital health infrastructure, steady advancement of targeted construction projects, and foundational planning for large-scale hospital upgrades. These achievements reflect the county's sustained commitment to strengthening healthcare systems, expanding access, and improving the quality of care for its residents.

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2.7.4. Status of Projects for the FY 2024/2025

Table 2.41: Status of Projects

Project Name & Location	Objective / Purpose	Output	Description of Key Activities	Status (Include milestones)	Budgeted Cost (Ksh. M)	Actual Cost (Ksh. M)	Completion Date	Source of Funds
Establishment of Lactation Rooms – Kigumo and Kirwara Level 4 Hospitals	To provide safe and private space for breastfeeding of working mothers	Fully equipped lactation room	Procurement of furniture and fittings, fridge, microwave, couch, electric kettle, TV, and well-demarcated private space	100% complete and operational	1.5	1.5	Kirwara – Q1; Kigumo – Q3	MCG, NI
Telemedicine Hub + ICT Workshop	Establish a centralized digital health facility	1 fully functional telemedicine hub	Installation of desktop and high-speed internet	Completed	5.0	5.0	October 2024	County Govt
Facility Digital Equipment Rollout	Equip telemedicine facilities	36 camera-inbuilt desktops distributed	Procurement and distribution to 36 telemedicine sites	Completed	4.0	4.0	April 2025	County Govt
Solar System – Telemedicine Hub	Establish reliable power supply	Fully operational solar system	Installation and commissioning of solar system for hub operations	Completed	2.0	2.0	June 2025	County Govt
Construction of Mortuary	Improve access to dignified	1 mortuary constructed	Civil works, installation	Ongoing – structure complete	17.695	7.115	—	County Govt

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– Kirwara Hospital	mortuary services		of cooling equipment	d; fittings pending				
Renovation Works – Swani Health Centre, Kakuzi	Improve health infrastructure	Renovated ward block, theatre block, and ablution facilities	Construction, plumbing, painting, tiling	Ongoing – 80% structural works complete	14.599	6.637	—	County Govt
Completion of New IPD Block – Kandara Hospital	Increase inpatient bed capacity	New wards operationalized	Roofing, electrical works, plumbing, tiling	Not started – procurement stage	34.492	0	—	County Govt
Casualty & Ward Block – Murang'a Level 5	Improve emergency and ward care	Functional casualty and ward blocks	Structural works, MEP fittings, finishes	Not started – planning phase	34.918	0	—	County Govt
Ward Block – Nyakianga Hospital (Mathioya)	Expand inpatient services	Ward block constructed	Excavation, walling, roofing, finishes	Not started – pending procurement	28.716	0	—	County Govt
Construction of Kiawambeu Dispensary	Increase access to primary healthcare	1 dispensary operational	Civil works, roofing, finishes, equipment installation	Nearing completion – 80% complete	3.700	3.115	—	County Govt
Maintenance of Hospitals – Countywide	Preserve functionality of health infrastructure	Maintained hospital facilities	Plumbing, electrical repairs, painting	Ongoing – works in progress	10.000	4.605	—	County Govt
Supply of Medical Equipment	Equip new and existing facilities	Assorted medical equipment supplied	Procurement, delivery, installation	Not started – funds allocated	20.000	0	—	County Govt
Construction of	Improve oxygen supply	Functional oxygen plant	Civil works,	Not started –	6.800	0	—	County Govt

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Oxygen Plant			equipment installation	design stage				
Procurement of Medical Equipment – Countywide	Improve diagnosis, treatment, and service delivery	Medical equipment procured and distributed	Tendering, procurement, delivery, and installation	Ongoing – partial deliveries done; balance pending	86.000	26.834	—	County Govt

2.7.5. Issuance of Grants, Benefits, and Subsidies for FY 2024/2025

Table 2.42: Issuance of Grants, Benefits, and Subsidies

Type of Issuance	Purpose of Issuance	Key Performance Indicator	Target	Achievement	Budgeted Amount (Kshs. In Millions)	Actual Amount Paid (Kshs. In Millions)	Remarks
Kangata Care (Britam Last Respect)	Support for indigents through health insurance subsidy	Number of members benefiting	40,000 Members	37,110 Members	26.02	60.42	
Maternal Support Program	Support for mothers	Number of mothers receiving maternal support services			50		

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2.7.6. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.43: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/International Obligations	Aspirations/Goals	County Government Contributions/Interventions in the Last CADP
Kenya Vision 2030 / MTP IV	Universal Health Coverage (UHC) as a key pillar of social development	Expanded telemedicine to 36 facilities serving 18,341 patients; improved access to skilled deliveries (76%); increased family planning uptake (68%); rolled out medical equipment worth Ksh 26.8M
Bottom-Up Economic Transformation Agenda (BETA)	Affordable healthcare, job creation through health sector investment	Recruitment and training of 2,000 Community Health Promoters (CHPs); training 95 providers in EmONC; hospital renovations and construction projects creating local jobs
Sustainable Development Goals (SDGs)	SDG 3: Ensure healthy lives and promote well-being for all at all ages	Reduced maternal and neonatal deaths through EmONC training and maternal support kits; scaled up TB control with AI X-ray screening; expanded cervical cancer screening from 15% to 22%
African Union Agenda 2063 (Aspiration 1: Healthy and Well-Nourished Citizens)	Increased access to nutrition, reduced child stunting and wasting	Supported 720 mother-to-mother groups; Vitamin A supplementation and deworming reached 96% of under-fives; established lactation rooms at Kigumo and Kirwara hospitals
East African Community (EAC) Health Policy	Regional cooperation in communicable and non-communicable disease control	County-wide HIV testing and ART expansion (80% coverage for eMTCT); NCD telemedicine programme reaching thousands monthly
WHO / Global Health Targets	Strengthen health systems and	Dewormed 97,786 school children; expanded HPV

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	universal immunization	vaccination for adolescents; strengthened lab capacity with 7 chemistry analyzers, 13 hematology analyzers, 39 urine analyzers, and Ksh 100M worth of reagents

2.7.7. Sector Challenges

a) Funding Shortfalls: Limited financial resources hindered essential service delivery, equipment maintenance, and operational efficiency.
b) Staffing Issues: High turnover and inadequate staffing in key areas created service gaps.
c) Logistical Constraints: Challenges in distributing medical supplies and equipment delayed access to essential resources.
d) Network Connectivity Gaps: Poor internet connectivity in rural facilities limited access to digital health platforms.
e) Health System Downtime: Frequent Afya-Ke system outages disrupted consultations and service delivery.
f) Drug Stock-Outs: Shortages of essential medicines compromised patient care.
g) Limited Incineration Capacity: Only one operational incinerator in the county slowed healthcare waste disposal.

h) Nonfunctional Maragua Incinerator: The incinerator at Maragua Level 4 Hospital has been nonfunctional for over a year, worsening waste management issues.

i) Inadequate Protective Gear: Insufficient PPE for healthcare waste handlers posed safety risks.

j) HIV Programme Challenges: Low uptake of testing and counseling due to stigma, inadequate community sensitization, poor PMTCT coverage in lower-level facilities, limited human resources, inconsistent data reporting (MOH 731, AfyaKe), and logistical challenges affecting HIV commodities and lab services.

k) Infrastructure Gaps: Inadequate physical facilities (e.g., insufficient beds, outdated equipment) strained service delivery.

2.7.8. Emerging Issues

a) Increased Demand for Health Services: Growing population and increased health needs strain existing resources.
b) Mental Health Needs: Rising mental health issues require more focused interventions.
c) Climate Change Impact: Changing environmental conditions affecting disease patterns and health infrastructure.
d) Technology Integration: Need for improved data management and technology in health service delivery.

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2.7.9. Lessons Learnt

a) Diversified Funding – Relying on one funding source is unsustainable; multiple streams improve resilience.
b) Human Resource Investment – Continuous training and retention strategies improve service quality.
c) Enhanced Collaboration – Partnerships with regional and global stakeholders strengthen interventions.
d) Adaptability – Flexible service delivery models help address emerging health challenges.
e) Digitization Benefits – Digital platforms have improved service access and efficiency.
f) Continuous Staff Training – Ongoing training enhances telemedicine adoption and service quality.
g) Leveraging Infrastructure – Maximizing use of existing facilities and Community Health Promoters (CHPs) boosts enrollment.
h) Revenue Reinvestment – Reinvesting internally generated funds supports sustainability.
i) HIV Programme Insights – Sustained community engagement, stigma reduction, routine integration of HIV testing in MCH and OPD services, consistent data validation, and continuous capacity building improve HIV outcomes.
j) Community Trust – Transparent communication with communities increases participation in health Programmes.

2.7.10. Recommendations

a. Increase Budget Allocation – Advocate for more funding for health services and infrastructure.
b. Strengthen Human Resource Management – Enhance recruitment, training, and retention of skilled staff.
c. Enhance Data Systems – Integrate AfyaKe with KHIS for real-time, accurate reporting.
d. Foster Partnerships – Strengthen collaboration with donors, NGOs, and regional health networks.
e. Improve Emergency Preparedness – Develop comprehensive response plans for pandemics and natural disasters.
f. Expand Digital Infrastructure – Improve internet connectivity in underserved facilities.
g. Promote Patient Education – Increase awareness and uptake of telemedicine services.
h. Digitize Supply Chain – Implement real-time drug inventory monitoring in all telemedicine facilities.
i. Build Incinerators – Construct at least one healthcare waste incinerator per sub-county.
j. Repair Maragua Incinerator – Restore operations at Maragua Level 4 Hospital.
k. Provide Adequate PPE – Supply standard protective equipment for all waste handlers.

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l. Strengthen HIV Programme – Expand PMTCT services, intensify community sensitization, address stigma, improve commodity distribution, enhance data quality, and build staff capacity.

2.7.11. Development Issues

Table 2.44: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Health and Sanitation	Inadequate Funding	Limited budget allocations and financial constraints	Budgetary limitations and economic instability	Explore alternative funding sources and partnerships
	Staffing Shortages	High turnover rates, insufficient recruitment	lack of incentives, inadequate training	Develop targeted recruitment and retention strategies
	Infrastructure Challenges	Aging facilities and equipment	Poor maintenance, outdated technology	Invest in facility upgrades and equipment renewal
	Mental Health Needs	Increased awareness and demand	Limited mental health resources and services	Expand mental health services and support systems

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2.8. Lands, Physical Planning and Urban Development

2.8.1. Sector Achievements in the Previous FY 2024/2025

The county department of Lands, physical Planning embarked on a series of various plan proposal in the year ranging from survey, town plans, market plans, development control, public purpose plans such as Part Development Plans (PDPs). The department also developed two advisory plans for: Advisory plans for LR 12157/8 and LR No. 12157/11 located in Makenji area, Maragua Sub- County, Kariti polytechnic and dispensary PDP, Kanderendu PDP, Kigumo KMTC PDP and Kigumo Market Plan. These plans are at various stages of completion. During the same year, the Department developed and launched the online development application system (eDAMS). As such, all development applications are made and approved through the system.

The Survey Directorate surveyed the above-mentioned part development plans were surveyed and beaconed and resolved all the pending disputes relating to land within the specified period. To ensure land digitization, the department established a six sitting capacity GIS lab that is fully equipped and functional. Absorption of Department's Development & Recurrent Budgets were reviewed in the supplementary budget with the elimination of the Succession program and the valuation roll the digitization program was implemented 70% of the county market plots were digitalized in the year and the data forming a critical baseline in the rollout of the GIS system and other tools for the betterment of service delivery to the public

Throughout the year the departmental staff carried out their daily responsibilities such as re-opening of roads, resurveying of public spaces/purpose land, solving boundary disputes through demarcation of boundaries and land beaconing in survey. The physical planners and development control officers were also engaged in development control of new buildings by ensuring that they follow the national and county building codes and regulations. The department also conducted its monthly County Technical Committee meetings on approvals and disapprovals of new development applications upon the recommendations of the Sub-County Technical Committees.

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Table 2.45: Sector Programmes Performance

Programme 1: Administration, Planning and Support Services Programme					
Objective: To improve service delivery					
Outcome: Improved efficiency and effectiveness in service delivery					
Sub Program	**Key Outcomes/ Outputs**	**Key Performance Indicators**	**Targets**		**Remarks**
			Planned Targets	**Achieved**	
Administration Services	Vehicles procured	No. of Vehicles procured	1 Vehicle	Nill	Budgetary cuts through the supplementary budget.
	Office equipment procured	No. of assorted office equipment procured	25 office equipment procured	13 office equipment	12 laptops & 1 1 RTK machine acquired by MCG 27 equipment donated by FAO
	Improvement in capacity to deliver by the department	No. of policies done	2 policies, Research done	3 legislations done	Murang'a county land allocation and lease management Act, 2023 -valuation for rating Act
	Enhanced service delivery and timely approvals through capacity building.	No. of meetings/seminars/committees attended	12 Sub- County Committee meetings(monthly) 12 County Committee meetings(monthly)	96 Sub- County Committee meetings (all 8 Sub-counties) 12 County Committee meetings(monthly)	

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			6 seminars/group meetings	3 seminars held	
		No. of letters/Memos/invitations issued	35 individual representation invites/meetings	12 meetings/seminars/invitations	Dependant on the number of invitations issued
Personnel Services	New staff recruited	No. of new staff recruited	6 Staff employed	1 Staff employed	
	Enhanced capacity for service delivery	No. of Trainings and Capacity Building sessions done	8 trainings done	Nill	
Programme Name: Land Administration & Survey					
Objective: Ensure effective management of land and easy access to land ownership information					
Outcome: Efficient management of leased out/allotted & County owned land					
Sub Program	**Key Outcomes/ Outputs**	**Key Performance Indicators**	**Targets**		**Remarks**
			Planned Targets	**Achieved**	
Land Allocation & Lease Management Committee	Operational County Land Allocation & Lease Management Committee	No. of Committees in place	1	**1**	Committee Gazetted and operational
Digitization of Market Plots	Digitization of market plots	Number of market plots digitized	400	1452	Registered in e-dams
Succession	Succession grants filed and confirmed	No. of grants filed and confirmed	500	Nil	Budgetary cuts through the supplementary budget.
Marking of Rural access roads	demarcated rural access roads	No. of rural roads identified and demarcated	10	17	Target achieved and surpassed due to increased number of requests presented

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Demarcation of county public land	county public land identified and demarcated	No. of plots demarcated	15	22	Target achieved and surpassed due to increased number of requests presented
Land and Boundary Disputes	reduce land boundary disputes	No. of Land boundary disputes solved	25	53	
Land Valuation	Valuation roll in place	Valuation for rating Act and valuation roll gazetted	2	1	The Murang'a county Valuation for Rating Act, 2024 and regulations
Programme: Physical Planning and Development control program					
Objective: To have all Urban and Rural areas planned					
Outcome: Planned Urban and Rural areas					
Sub Program	**Key Outcomes/ Outputs**	**Key Performance Indicators**	**Targets**		**Remarks**
			Planned Targets	**Achieved**	
Replanning of Urban Centres	Sensitization meetings on market development plans held	No of meetings held	8	8	Sensitization meetings done.
Preparations of Development plans for LR no. 12157/11 and 12157/8	Developed plans prepared	Number of development plans prepared	2	2	
Development Control	Development application approvals	No. of development applications approved	250	253	

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2.8.2. Status of Projects for the FY 2024/2025

Table 2.46: Status of Projects

Project Name& Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Estimated Cost (Ksh. M)	Actual Cumulative Cost (Ksh. M)	Source Of Funds
GIS Programme Murang'a Lands Offices	To provide spatial frameworks for the County to guide developments and easy public access to land information	Active GIS revenue module	Procurement and installation	Completed GIS Lab	18	5	FAO (Food & Agricultural Organization) UN-5M MCG 13M under processing

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2.8.3. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.47: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/ International Obligations	Aspirations/ Goals	County Governmental Contributions/ Interventions in the last CADP
Bottom-Up Economic Transformation Approach (BETA) And MTP IV	Agriculture Transformation:	Increased access to land
	Affordable housing	Provide land for housing projects
SDGs	Goal 10: Reduced Inequalities	Improving access to all genders in the inheritance of land through successive issuance of grants in succession of land
SDGs	Goal 11: Sustainable cities and communities	Sustainable urban planning and improvement of urban utilities for all
	Goal 13: Climate Action	Sustainable environment friendly urban designs and creation of green spaces in the urban set-up

2.8.4. Sector Challenges

i. Mobility: Limited departmental vehicles, hence planners and surveyors are limited in movement.
ii. Most Planners and surveyors in their respectful sub-counties have no proper office furniture, files and map drawers to efficiently deliver on their assigned duties.
iii. Communication: the offices have no operational call line and hence clients call the officers on their private cells and end up depleting their airtime on official duties.
iv. Planners and surveyors have no or limited tools to operate in their official capacity i.e Measuring tapes, scale rules, scientific calculators, maps (Office equipements).
v. There are no proper records/limited data for most public land inherited from the defunct local governments

Challenges experienced during implementation of the previous ADP

I. The major challenge was financial constraint due to the unavailability or lack of adequate inflow of funds to implement the projects.
II. Mobility was also a major concern to reach the target areas or at some point to get to stakeholder meetings on time.
III. Laxity by key actors which has led to failure in meeting the expected target.
IV. Unavailable baseline data leading to assumptions when compiling of data.
V. Different departments are needed to work together most of the time but the extent of their duties/actions are ambiguous which leads to overlapping of duties leaving some areas overdone or undone at all.

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LESSONS LEARNT AND RECOMMENDATIONS

It is vital to engage the stakeholders through public participation forums due to their immense knowledge to the specific problems at hand or the project area and that they are part and parcel of the solution

2.8.5. Emerging Issues, Lessons Learnt and Recommendations

It is vital to engage the stakeholders through public participation forums due to their immense knowledge to the problem at hand or the project area and that they are part and parcel of the solution.
Teamwork

2.8.6. Development Issues

Table 2.48: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Urban Development	Inadequate sustainable urban infrastructure	Inadequate financing	- Competition from other sectors - High cost of infrastructure development - Vandalism	- Innovative financing solutions such as PPPs - Capacity building
	Urban aesthetics	Desire to create more visually appealing and culturally significant public spaces	- Inadequate funding - Limited green open spaces in urban areas - Encroachment on open spaces	- Urban renewal - PPPs - Development control
Lands and Physical Planning	Unsecure land tenure	Lack of land ownership documents	- High cost of processing	- County succession programme
	Diminishing agricultural land	Change of use to real estate	- High demand for residential houses due to rapid urbanization	- Smart technology in agriculture

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2.9.Youth, Culture, Gender, Social Services, & Special Programmes

2.9.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

Table 2.49: Analysis of 2025/2026 CADP Allocation Against Approved Budget

Planned Projects/ Programmes as outlined in the CADP 2025/26	Amount allocated in the CADP 2025/2026 (Kshs. M)	Amount allocated in the Approved Budget 2025/2026 (Kshs. M)	Remarks
Youth			
Youth empowerment (MYS)	135	128.3	
Bodaboda	10	6	
Sports			
Sports development program	55	66.6	
Culture			
Culture Development	35.5	6.7	
Library			
Library Services	3	8.5	
Social Services and Gender			
PWDs	6	17.45	
Administration and support			
Admin and Support (salaries)		49.82	
Total	**244.5**	**283.37**	

2.9.2. Financial Performance Review for FY 2024/2025

2.9.2.1. Expenditure Analysis

Table 2.50: Development and Recurrent Expenditure Analysis

Development Expenditures

Sector/Programme	Allocated amount (Kshs.M) A	Actual Expenditure (Kshs.M) B	Absorption rate(%)=(B/A)*100	*Remarks
Youth Development				
Youth empowerment	133	126.66	**95.2 %**	
Bodaboda	6	-		
Sports				
Sports & Talent development	40	40	**100 %**	
Library				
Library Services	3	1.285	**42.83 %**	
Social And Gender				
PWDs	6	5.704	**95.07 %**	
Total	**188**	**173.649**	**92.37 %**	

Recurrent Expenditures

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Sector/Programme	Allocated amount (Kshs. M) A	Actual Expenditure (Kshs.M) B	Absorption rate(%)=(B/A)*100	Remarks
Youth Development				
Youth empowerment	1.3	1.216	**93.56 %**	
Sports				
Sports & Talent development	26.6	18.285	**68.74 %**	
Culture				
Culture development Mukurwe-	6.7	3.952	**59%**	
Library				
Library Services	5.5	1.759	**32 %**	
Social And Gender				
Recurrent supplies	11.45	1.977	**17.27 %**	
Administration and Support	49.83	47.701	**95.7 %**	
Total	**101.38**	**74.89**	**61.045 %**	

2.9.3. Sector Achievements in the Previous FY 2024/2025

A. Library Services

The department of Library Services' goal is "to Promote Literacy and Lifelong Learning, Enhance Access to Information and Technology, Expand and Improve Library Services. In pursuit of this goal, the department had planned several activities during the year under review. The department loaned 1,402 books against a target of 5,000 books. The underachievement was attributed to lack of outreach programs. The library was attended by 1,754 persons against a target of 7,000. Again, low performance was attributed to lack of outreach programs. 581 new patrons were registered against a target of 4500 due to lack of outreach programs. A few outreach programs were undertaken to register new schools where 4 schools were registered against a target of 45 schools. Target was not achieved due to lack of budgetary allocation.

B. Sports

The department of sports objective is to promote all types of sports for a healthy living, recreation and economic development. To achieve this objective, the department had planned to implement several programs, namely: stadia development subprogram, Talent identification and development, Equipping ward teams of Soccer, Volleyball, Athletics with sport equipment and uniform, Tournaments and competitions, KICOSCA games, and ELASCA games.

Most of the targets were achieved to the level of resources that were availed. Mumbi stadium was developed where Running track and football pitch were constructed. Youths with talents were identified and trained, ward teams were provided with equipment and uniforms, and 35 ward tournaments were held, KICOSCA and ELASCA games were held. The Murang'a Sports & Talent Act, was developed and operationalized during the year under review even though it was not in the plan in the beginning of the year.

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C. Youth

The department's mission is to provide support services and skills for youth empowerment. There were several programs proposed in the 2023-2027 CIDP, but changes have taken place since the youth policy was developed. The department undertakes youth empowerment through Murang'a Youth Service (MYS) and Boda-boda programs funded under the County Youth Fund. The MYS program entails community service for 2 months and vocational training for 3 months, and after finishing, the participant gets a start-up capital grant of Ksh 15,000/-. The Boda-boda subprogram provides training and smart licenses to the boda-boda riders.

During the year under review, the department engaged 2100 youth for MYS community service, 2045 of them completed service and enrolled for vocational training, and thereafter received start-up capital of KSH 15,000 each.

D. Social and Gender

The department's objective is to improve capacity of marginalized groups. In pursuit of this objective, the department provided 300 assistive devices to PWD against a target of 1000. Other activities undertaken were group promotion & registration, and gender mainstreaming.

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Table 2.51: Sector Programmes Performance

Programme Name: LIBRARY SERVICES							
Objective:							
Outcome:							
Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost KShs.	Remarks
				Planned	Achieved		
Books loaning	Books borrowed	Number of junior and adult books borrowed	826	5,000	1,402		No outreach programs
	Library attendance	Number of library attendees	1,554	7,000	1,754		No outreach programs
Registration of new patrons	New members registered	Number of new library members	436	4,500	581		No outreach programs
Outreach programs	School & institution registered	Number of school & institution registered	7	45	4	500,000	Not achieved there was no budget allocation
Basic computer training	Library users trained	Number of students who complete the course	0	450 trainees	0	400,000	Not achieved there was no budget allocation
Book clubs	Library users attending the sessions	Number of patrons who attends reading sessions	3	10 book clubs	0	100,000	Not achieved there was no budget allocation

Programme Name: GENDER AND SOCIAL SERVICES							
Objective: To improve capacity of marginalized groups							
Outcome: Improved livelihood, gender equality and social inclusion							
Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost KShs. M	Remarks
				Planned	Achieved		

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Group registration	Groups registered	No. of groups registered		1000	170		
Assistive devices	Assistive devices issued	No. of assistive devices		1000 at a budget of 6 M	300	5.70	
Group promotion and development	Groups trained	No. of groups trained		500	50	0	
Gender mainstreaming	Trained youth on gender inclusion	No. of youths trained		150	50	0	
Data Collection on GBV	Data on GBV	No. of GBV cases documented		All cases	Data on Physical violence = 1509 Intimate partner sexual violation = 603	0	

Programme Name: CULTURE							
Objective: To promote and preserve all functional aspects of culture for sustainable development							
Outcome: Empowered cultural practitioner, conserved heritage sites and functional cultural facilities							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total Cost KShs. M**	**Remarks**
				Planned	**Achieved**		
Conservation of Heritage sites	Mukurwe wa Nyagathaga conserved	Status of heritage site Mukurwe wa Nyagathaga		Perimeter wall and renovation	0	0	No budget allocation
Kenya Music Festivals	Enhanced participation of artists	No. of artists attending		1	1	3.65	

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Programme Name: Youth Empowerment							
Objective: Promote holistic empowerment and participation of the youth in socio-economic activities and skills acquisition							
Outcome: Improved social skills, increase self-employment, increase skills achievement							
Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost KShs.	Remarks
				Planned	Achieved		
Murang'a Youth Service	Youth enrolled in community service, trained and granted start-up capital	Number of youths enrolled No. of youths transitioned to vocational training No. of youth that graduate and receive start-up capital	2064	2100	2045	79.75	
Grant	MYS graduates supported with start-up capital	No. of graduands		All qualifying MYS graduates	2106	31.59	1044 youths did not qualify for the grant
Boda-boda	Boda riders trained and issued with smart licences	No. of boda riders	2045	350	350		
Program Name: SPORTS AND TALENT DEVELOPMENT							
Objective: Promotion of sports and Talent							
Outcome: A healthy, socially fit and economically empowered society							
Sub Program	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost KShs. M	Remarks
				Planned	Achieved		

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Sports Talent Development	Youths identified & trained in sports	No. of youths identified & trained		500	5000	13	Availability of resources and prioritizing sports
Stadia Development	A running truck and a football pitch developed	Status of the running truck and the football pitch		Changing rooms, & pavilion	Running truck & football pitch	5	Change of plan midyear to accommodate WASCO games hosted in Murang'a
Provision of Sports equipment and uniform	Sports equipment and uniforms issued	Number of teams benefiting with the equipment and uniforms		500	280	5	Initial target was overestimated
Community Sports and Talents	Tournaments and Competitions held	No of tournaments held		35	35	40	
KICOSCA	Attend KICOSCA in Kakamega	No of county employees /Disciplines participating		12 disciplines	250 employees in 12 disciplines	22	
ELASCA	Attend ELASCA in Uganda	No of employees participating		20 employees	20 employees	7	
Sports Act	Develop policy, Policy, and Act	No. of policies/status of policy	None	1 policy	I policy	3	operationalized

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2.9.4. Issuance of Grants, Benefits, and Subsidies for FY 2024/2025

Table 2.52: Issuance of Grants, Benefits, and Subsidies

Type of payment (e.g. Education bursary, Agriculture Subsidy, Health Fund, Muranga Youth service Fund etc.)	Budgeted Amount (Ksh.)	Actual Amount paid (Ksh)	Beneficiary	Remarks
Murang'a Youth Service grant	47,250,000	31,590,000	2,045	Start-up capital grant

2.9.5. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.53: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Contributions/ Interventions in the last Annual Strategic Plan
Youth Development		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Youth skilling, employment and wealth creation	2,045 Youths engaged in Murang'a Youth Service
Sports		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Talent promotion	35 Ward tournaments held
Culture		
Sustainable Development Goals (SDG)	SDG 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage	29 Cultural activities 5 Shrines 329 Registered Cultural practitioners 976 Performing Artists and 17 Other cultural Assets registered
Social Services		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Support for PLWD	Provided assistive devices to PLWD

2.9.6. Sector Challenges

Library

- Poor/lack of internet connectivity.
- Electricity disruption.
- Lack of funding to run library operations.
- Inadequate funding to support library programs.

Sports

a) Lack of means of transport
b) Understaffing

Youth

Few courses at VTC, and lack of instructors & workshop equipment

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2.9.7. Emerging Issues

a) Early/Teenage pregnancies
b) Increased demand for natural/herbal products

2.9.8. Lessons Learnt

Library

Collaboration with NGOs, schools, government agencies, and donors boosts resources and expertise.

Sports

With proper funding department is able to achieve targets

2.9.9. Recommendations

Library

a) Continuous training for library staff on ICT, user services, and emerging trends to improve service delivery.
b) The department needs to allocate consistent budget lines for library development and maintenance.
c) Aggressive outreach and marketing through schools, social media, and local leaders to increase visibility and use.

Sports

a) Deploy staff
b) Provide means of transport for administration.

Youth

a) Increase courses at VTCs for MYS participants to undertake
b) Include Agriculture courses at VTCs
c) Undertake evaluation.

2.9.10. Development Issues

Table 2.54: Development Issues

Sector	Development Issue	Causes	Constraints	Opportunities
Youth Development	Youth unemployment	-Lack of skills -Few opportunities	No income	Availability of VTC
Sports	Untapped talent		Inadequate sports equipment and infrastructure	Sports policy to support activities and programs
Culture	Inaccessible and Poor cultural Infrastructure	Prioritization criteria	Inadequate funds	County Infrastructure department
Social and Gender	Gender-based violence including Early/Teenage pregnancy	Poverty and Ignorance	Lack of mentorship program and funds	Active department of gender with trained officers

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2.10. Water, Irrigation, Environment and Natural Resources

2.10.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

The Department amount allocated in the CADP FY 2025/2026 amounting to Kshs. 592.55 million against an approved budget amounting to Kshs. 461.48 million.

Table 2.55: Analysis of 2025/2026 CADP Allocation Against Approved Budget

Planned Projects/ Programmes as outlined in the CADP 2025/26	Amount allocated in the CADP 2025/2026 (Kshs. M)	Amount allocated in the Approved Budget 2025/2026 (Kshs. M)	Remarks
Administration and Planning (Salary and wages)	95	95.75	Salaries and Wages for the whole Department
Environment and Natural Resources Sub Sector			
Environmental Administration Planning and Support	4	5.54	
Environment Management and Protection	27	47.19	
Natural Resources Conservation and Management	10	8.26	Programme funded other line County departments and National Government agencies
Climate change Governance and Coordination	156	266.46	
Water Sub Sector			
Water Development programme Administration, Planning and Support	17	2.55	
Water Development	131	26.20	The programme accommodated also under Community water Development
Irrigation			
Irrigation Development and Management administration	2	1.53	
Irrigation Development and Management	150.55	8	Programme funded agricultural department and National Irrigation Authority and collaborations with other agencies
Total	**592.55**	**461.48**	

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2.10.2. Financial Performance Review for FY 2024/2025

2.10.2.1. Expenditure Analysis

A. Development Expenditure

The Department was allocated development budget amounting to Kshs. 304.13 million against an expenditure amounting to Kshs. 114.19 million constituting to an absorption rate of 37.55% in FY 2024/2025.

Table 2.56: Development Expenditure Analysis

Sector/Programme	Allocated amount (Kshs. M) A	Actual Expenditure (Kshs.M) B	Absorption rate(%)=(B/A)*100	*Remarks
Water Services				
Borehole drilling and Equipping	10	9.52	95.20	
Borehole Rehabilitation	7	1.12	16.00	
ECDE Water Tanks	8	7.43	92.88	
Lastmile water distribution pipelines	104	61.89	59.51	
Environment and Climate Change				
Waste Management	23	18.83	81.87	
FLLoCCA	132.13	15.4	11.66	
Climate Change Fund	0	0		
Irrigation				
Irrigation development	20	0	0	
Total	**304.13**	**114.19**	**37.55**	

B. Recurrent Expenditure

The Department was allocated Recurrent budget amounting to Kshs. 121.41 million against an actual expenditure amounting to Kshs. 105.39 million constituting to an absorption rate of 86.80% in FY 2024/2025.

Table 2.64: Recurrent Expenditure Analysis

Sector/Sub Programme	Allocated amount (Kshs.) A	Actual Expenditure (Kshs.) B	Absorption rate(%)=(B/A)*100
General Administration and Planning (Salary and wages)	91,193,128	91,193,125	100
Environment and Climate Change Sub Sector			
Waste Management programme administration	12,194,400	9,252,714	75.88
Environmental administration support	8,370,000	2,369,200	28.31
Environmental conservation programme administration	4,220,000	1,447,400	34.30
Water Sub Sector			
Water development programme administration	3,430,026	1,124,855	32.79

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Irrigation Sub Sector			
Irrigation Development and Management administration	2,000,000	0	0
Total	**121,407,554**	**105,387,294**	**86.80**

2.10.3. Sector Achievements in the Previous FY 2024/2025

A. Water Services

The Directorate plays a key role in provision of clean safe water and sanitation services. This can be achieved by developing and rehabilitating water services infrastructure, monitoring water quality, capacity building of stakeholders and conservation of water resources. The core functions of the Department include water infrastructure development, administration of county water facilities, water and sanitation services provision.

In the Financial Year 2024/2025, the Directorate key achievements are; Drilling and equipping of 2 boreholes, Construction of 40 ECD water harvesting and storage tanks, Rehabilitation of 2 boreholes, laying of 82 km of water pipelines of assorted sizes in 33 of the 35 electoral wards in Murang'a County thereby accessing over 500 new households with safe water. The objective of the last mile water program is to increase access to safe and clean water for domestic purposes. The Directorate also conducted Environmental and Social impact assessments for the projects implemented. The Draft Water Services Bill, 2025 was developed and forwarded to the County Assembly for discussion and adoption. Additionally, the County Water and Sanitation Strategy and Investment Plan (CWSS&IP) 2024-2030 has also been developed and approved.

The main challenges faced by the department is inadequate funding. This has resulted in delays in implementation of planned projects and uncompleted projects. In this regard, there is need to increase budget allocation for the department by 30 percent in order to implement more water supply projects aimed at achieving universal domestic water access by year 2030 in-line with Vision 2030 and the UN SDG No. 6.

B. Irrigation Drainage & Water storage

In the year under review, FY 2024/2025 the Directorate managed to increase area under irrigation by 182.2Ha. The achievement during this period was because of project undertaken by National Irrigation Authority (NIA) an implementing agency from national government, which undertook project implementation on cluster programs of Maragua ridge, Samar and Kaharati irrigation. This initiative managed to put 131Ha under irrigation. The county government through last mile connectivity program managed to lay distributions pipes for approximately 500 farmers of Gikindu Kandabibi irrigation project, this increased area under irrigation by more than 50Ha.

Capacity building on completed and ongoing irrigation projects was enhanced through the initiative of NAVCDP a World Bank program that mobilized the Sub County Agriculture Officers to assist sub county irrigation officers on institutional strengthening and capacity building for all irrigation water users association projects in entire County. The state department for irrigation also undertook implementation of number of

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projects in the county some of them includes Kanyenyaini, Kaibi and [illegible], among others.

C. Environment and Natural Resources

Key achievement in environment and management program include construction of sanitary landfill at Gikono in 50 acres' land. During the Financial Year 2024/2025, we were also able to procure waste collection vehicle for garbage collection and waste collection tools. In Natural resource conservation and management, Program the Directorate was able to plant over 200,000 tree seedlings in schools, various public sites and individual farmers across the entire County. Also over 10kms of riparian areas was protected, 35 No. of climate change programs/projects financed on installation of solar systems and capacity building/ sensitization forums on climate change and enhanced institutional capacity.

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Table 2.65: Sector Programmes Performance

A. Water Services							
Programme Name : Water Production Programme							
Objective: To Produce Water For Distribution to Unsreved Areas							
Outcome: Safe ,clean and qdequate Water made available for distribution to Households.							
Sub Programme	Key Outputs	Key Performance Indicators	Baseline (As at 30th June, 2024)	Targets		Total Cost KShs.	Remarks
				Planned	Achieved		
Borehole Drilling and Equiping (Mihang'o and Kitooni)	Production boreholes drilled and equiped	No. of Households connected with water	0	400	350	9,560,000	Residents accesing water from water kiosks and pipelines
Borehole Rehabilitation (Gatunyu and Gatumbu)	2 No. Old boreholes rehabilitated and equipped with solar system	No. of Households connected with water	120	330	350	4,879,000	Residents accessing water from water kiosks and pipelines
Last Mile Pipelinne Connectivity	90 km of New water supply Pipelines , supplied , delivered installed and tested	No. of Households connected with water	700	3500	1,500	99,750,000	Applicatons for new connections to Water supply providers are on-going
Water Storage To Ecde Centres	40 ECDE centres installed with water storage tanks and roof catchment faccilities	No. of ECDE Centers installed With water tanks	131	40	40	7,820,000	ECDE learners accessing water from storage tanks
Environmental and Social impact Assesments	8 Environmental and Social impact Assesments and reports done and approved by NEMA	No. of EIA and SIA Reports produced and approved by NEMA	0	8	8	985,000	Reports ready and approved by NEMA

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Water infrasruction development	2 No. water storage tanks Repaired and filled with water at Mugira	No. of Households connected with water	Zero	550	10	3,545,000	Water distrinbution pipelines to be laid in the second phase of the project
Water conservation through reduction of NRW (Non Revenue Water)	Intallation of 4,000 consumer water meters in 4 WSP areas of jurisdiction	No. of Households installed with water meters	143,931	4000	4000	15,456,000	Project implemented under FLLOCA program
		% Reduction in RNW levels	45%	10 %	7.1 %	-	NRW level reduced fro 45 % to 41.8 % within the period
B. Irrigation, Drainage and Water Storage							
Programme Name: Irrigation Development and Management							
Objective: To increase area under irrigation							
Outcome: Increased household income and food security							
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Targets**		**Total cost**	**Remarks**
				Planned	**Achieved**		
Irrigation Development and Management	Area of land under irrigation	Ha. of land under irrigation	7,529.15	200	182.2	3,500,000	The additional acreage through FLoCCA in Gikindu kandabibi and N.I.A (Maragua Ridge Irrigation project)
Monitoring and evaluation	Efficiency in project implementation	No. of reports	71	18	11	120,000	Monitoring was done quarterly
Institutional strengthening and capacity building	Increased knowledge and skills of staff and farmers on irrigation technology.	No. of Stakeholders forum No. of trainings	40	8	6	250,000	Achievements were through community involvement and initiatives.

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Planning and design	On projects where farmers expressed interest for purpose of funding	No. of Design reports done	14	3	2	250,000	
Project implementation	Purpose of connecting farmers with irrigation water for agriculture activities	Length of pipe laid Other water infrastructures constructed	11	6	4	541,818,166	Funding under N.I.A and state Department for irrigation
Registration of irrigation projects under IWUAS	To give irrigation project legal standards and secure ownership	Registration certificate from Attorney general office	2	10	8	N/A	The entire project is funded by IWUAS
C. Environment and Climate Change							
Programme Name: Administration, Planning and Support Services							
Objective: To enhance coordination, efficiency and service delivery							
Outcome: Enhanced customer satisfaction							
Sub-Programme	**Key Output**	**Key performance indicators**	**Baseline (Current Status)**	**Targets**		**Total Cost (Kshs. M)**	**Remarks**
				Planned	**Achieved**		
Administration Services	Office equipped	No. of office equipped	10	10	10	1	
	Service charter developed	No. of service charter developed	0	1	0		
	Vehicles procured	No. of vehicles procured	0	1	0	5	
	General administration	utility bills paid	10	10	10	2	
Personnel Services	New personnel recruited	No. of new personnel recruited	0	10	0	10	
	Trained/capacity build staff	No. of staff trained	60	20	20	4	
		No. of exchange programmes				0	
Sub Total						**22**	

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Programme Name: Environment Management and Protection							
Objective: To attain clean and healthy environment							
Outcome: An improved and sustainably managed environment							
County Environmental Monitoring and Management	Litterbins acquired	No. of litterbins acquired	1000	1000	0	2	
	PPE sets acquired	No. of PPE sets acquired	2000	1000		5	
	waste collection vehicles procured	No. of waste collection vehicles procured	3	1	1	15	
	Waste collection tools acquired	No. of Waste collection tools acquired	2000	1000	1000	5	
	backhoe acquired	No. of front loaders acquired	0	1	1	15	
	Solid waste management policy document developed	No. of Solid waste management policy document	0	1	1	1	
	Youths sensitized on 3Rs	No. of youth sensitized on 3Rs	0	1000	0	2	
	Waste disposal sites improved	No. of Waste transfer stations improved	0	2	2	5	
	Sanitary landfill constructed	No. of Sanitary landfill constructed	0	1	1	GOK implemented	
	incinerator construction	No. of incinerators constructed	1	1	1	5	
	Drop off points constructed	No. of drop off points constructed	0	20	0	5	
	Noise monitoring equipment acquired	No. of noise monitoring equipment acquired	0	1	0	2	
	air noise and excessive vibration Policy document in place	No. of air noise and excessive vibration	0	1	0	1	

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		Policy document in place					
	Beatification of towns, recreation sites and greening programs done	No. of towns, recreation sites and greening programs done	0	1	0	5	
	Members of community trained on environmental conservation and protection	No. of members of community trained on environmental conservation and protection	0	4	0	2	
Sub Total						**75**	
Programme Name: Natural Resources Conservation and Management							
Objective: To increase the tree cover, conserve resources and rehabilitate degraded ecosystems							
Outcome: Conserved resources							
Forest Conservation and Management	Tree seedlings planted	Number of tree seedlings planted	2,000,000	200,000	200,000	10	
	Nurseries established	Number of Nurseries established	0	2	0	2	
	County Annual State of Environment developed	No. of Annual State of Environment developed	0	1	1	5	
	County forest management plan developed	No. of forest management plans developed	0	1	0	5	
	County forest rehabilitated	No. of county forest rehabilitated	0	5	0	5	
	Schools provided with energy saving jikos	Number of schools provided energy saving jikos	0	8	0	4	
	Transition implementation plan approved	No. of plans approved and implemented	1	1	1	10	

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Water catchment area protection, rehabilitation, and conservation	Kilometre of riparian areas rehabilitated	KM of riparian areas rehabilitated	50	10	10	20	
	Policy on sand harvesting developed	No. of policy developed	0	1	0	1	
Water resources conservation and protection	Promote water harvesting and storage infrastructure	No. of schools supported with water harvesting infrastructure	35	5	0	5	
Sub Total						**67**	
Programme Name: Climate Change Governance and Coordination							
Objective To increase resilient of changing climate							
Outcome: Adaptation Strategies							
Climate change policies and Bills	Climate change policy and Bill developed	No. of Climate change policy and Bills developed	0	1	0	1	
Capacity building and Public Awareness	Capacity build/Sensitized community members on climate change and enhanced institutional capacity	No. of capacity building/ sensitization forums	35	35	0	5	
Financing climate change action programs	Financed climate change programs	No. of climate change programs/projects financed	140	35	35	100	
Mainstreaming Climate change actions	Mainstreamed Policies and plans	No. of Policies and plans mainstreamed	0	1	0	2	
Mitigation and adaptation measures against adverse effects of climate change	County climate change action plan finalized	No. action plans finalized	0	1	1	2	
Sub Total						**110**	
Grand Total						**277**	

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2.10.4. Status of Capital Projects for the FY 2024/2025

Table 2.57: Status of Capital Projects for FY 2024/2025

A. Water Services

Project Name & Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Budgeted Cost (Ksh. M)	Actual Cost (Ksh. M)	Completion date	Source Of funds
Drilling and equipping of Mihang' o Borehole in Kambiti ward	Supply domestic water to 300 Households	Drilled and equipped borehole Producing a minimum of 3,000 litres per hour	Drilling of borehole, installing with solar pump, water tank and water Kiosk	Project 100 % complete. 150 households accessing water from the borehole through pipelines	5	4.67	November 2024	MCG
Drilling and equipping of Kitooni Borehole in Ithanga ward	Supply domestic water to 300 Households	Drilled and equipped borehole Producing a minimum of 3000 litres per hour	Drilling of borehole, installing with solar pump, water tank and water Kiosk	Project 100 % complete. 180 households accessing water from water Kiosk pipelines	5	4.75	December 2024	MCG
Laying and testing of Last Mile Pipelines	To Supply domestic water to 2500 Households in Murang'a County wards	90 km of pipeline laid and tested to supply additional 2500 households with water	Supply , delivery , trenching , laying pipes, backfilling and testing of water flow	Projects 95 % complete, 1,500 households accessing water	105	99.75	June 2025	MCG
4.Water Storage To Ecde Centres	To supply 1500 ECDE learners with domestic water	40 number Water storage tanks each of capacity of 5,000 liters	Supply , delivery and installation of water tanks and	Projects 100 % complete, 1500 ECDE learners accessing water supply	80	78.5	March 2025	MCG

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		installed to benefit 40 ,000 ECDE learners in Murang'a County	roof catchment facilities to 40 ECDE centres					

B. Irrigation, Drainage and Water storage

Project Name & Location	Objective/ Purpose	Output	Description of Key Activities	Status (Include the milestones)	Budgeted Cost (Ksh. M)	Actual Cost (Ksh. M)	Completion date	Source Of funds
Ititu Ikundu Irrigation project Nginda ward	To supply farmers of ititu project with irrigation water for agriculture production	457 farmers connected with water Are under irrigation increased from 2acres100acres	Laying of pipelines Construction of hydraulic structures for conveyance of water	100% complete	107	98	August 2024	World bank NARIGP program
Mirira Irrigation project Mbiri ward	To supply farmers of mirira project with irrigation water for agriculture production	Construction of intake. Sedimentation Basin,84.87Km Reticulation network done	Construction of intake. Sedimentation Basin,84.87Km Reticulation network done	63% complete	544.46	Project stalled	26/10/2021 stalled	N.I.A
Boboti Kiamande Irrigation project	To supply farmers of boboti project with irrigation water for agriculture production	150 people connected with water for irrigation putting 37.5ha under irrigation	Intake complete, 500mtrs conveyance done mainlines in place	50% complete	15	Project under construction	On-going	N.I.A

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Githuya Irrigation project	Supply members of githuya village with irrigation water	Total of 178 members connected with water	Conveyance 3km done, mainline complete and distribution	100% complete	80		July 2024	S.D.I
Nginda ward	Supply water to nginda ward	Stalled none connected with water	Intake in place, sedimentation tank, laid 4km conveyance	50% stalled	217.46		28/10/2023	N.I.A
Gikindu kandabibi	Supply water to villages in Gikindu and Kandabibi	Food security by putting 500 acres under irrigation and creating job opportunities thus contributing to socio economic development	Intake, conveyance ,mainline, sub mains and distribution almost complete	100% complete and handed over	71		2025	N.I.A
Kanyenyaini	Supply irrigation water	Supply 300 people with water	Construction of the intake & laying of pipeline	40%	176		ongoing	S.D.I
Maragua ridge	Supply 500 people with irrigation water		Construction of offtake, laying of reticulation network complete	95% complete	312.39	240.82	Under defect liability period upto nov.2025	N.I.A

C. Environment and Climate Change

Project name/location	Objective/purpose	Output	Performance indicator	Status(based on the indicator)	Planned cost (ksh.)	Actual cost (ksh.)	Source of funds
Construction of sanitary landfill at mitumbiri	To improve solid waste management, recycling and resource recovery	Sanitary landfill	No. of sanitary land fill	Ongoing [	1.2B	Ongoing	World Bank
Solarization of healthy facilities	To achieve effective power supply to the health facility	Effective healthy facility service delivery	No. of dispensaries solaralized	Complete	35 Million	35 Million	MCG/FLLoCA grant
Procuremernt of Skip loader	To ensure efficient waste collection	Skip loader	No. of skip loaders procured	Skip loader Procured	11 Million	11 Million	MCG

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2.10.5. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

Table 2.58: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Government contributions / Interventions
Water and Sewerage		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Water harvesting	40 number Water storage tanks each of capacity of 5,000 liters installed to benefit Early Childhood Education centers.
	Drilling, Rehabilitation and equipping of boreholes	700 new households to be connected with safe domestic water supply in the county.
Sustainable Development Goals (SDG)	Goal 6: Clean water and sanitation	1,500 new households to be connected with safe domestic water supply in the county.
		40 number Water storage tanks each of capacity of 5,000 liters installed to benefit Early Childhood Education centers.
		About 1,500 ECDE learners benefited through accessibility of reliable domestic water supply.
Irrigation, Drainage, and Water Storage		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Construction of new irrigation schemes	New irrigation projects constructed in partnership with National Irrigation Authority
	Expansion of existing irrigation schemes	Irrigation projects expansion in partnership
Sustainable Development Goals (SDG)	Goal 1: No poverty	Held 6 stakeholders' forums through the community initiatives.
	Goal 2: Zero hunger	Conveyed irrigation water to individual farms to enable farmers to undertake intensive horticultural farming.
Environment and Natural Resources		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Sustainable waste management	Construction of sanitary landfill at Gikono in 50 acres' land
		Construction of 50 waste collection chambers across the county
		Procurement of truck of garbage collection
	Environment protection	Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Sensitization forum and training on climate change
		Over 10 kms of riparian areas has also been protected
Africa Agenda 2063	Bio-diversity, conservation and Sustainable natural resource management.	Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Over 10 kms of riparian areas has also been protected
	Climate resilience and natural disasters preparedness	Sensitization forum and training on climate change
	Goal 13: Climate Action	Development the county climate change policies
		Sensitization forum and training on climate change

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Sustainable Development Goals (SDG)		Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Over 10 kms of riparian areas has also been protected
	Goal 15: Life on land	Construction of sanitary landfill at Gikono in 50 acres' land
		Construction of 50 waste collection chambers across the county
		Procurement of truck of garbage collection

2.10.6. Sector Challenges

A. Irrigation, Drainage, and Water Storage

a) Inadequate staffing
b) Inadequate funding
c) High statutory and legal requirements e.g. NEMA, WRA and others are exorbitant to farmers
d) Conflicting policy issues e.g., Agriculture Act, Water Act and Forest Act
e) Difficult acquiring way leave for irrigation infrastructures
f) Diminishing river flows due to changing weather patterns, climate change and illegal water abstractions,
g) Vandalism and theft of Irrigation infrastructure
h) Destruction of irrigation infrastructure by builders and road contractors.
i) Lack of proper coordination with implementing agencies particularly from the national government on development of irrigation infrastructure

B. Water and Sewerage

1. Inadequate funding that limited the scope of project implementation.
2. Delayed procurement process that led to last minute issuance of LPO and award letters

C. Environment and Natural Resources

1. Inadequate funds
2. Bureaucracy in procurement process
3. Mobility challenges
4. Climate change issue
5. Lack of legal instruments making it difficult to enforce certain issues

2.10.7. Emerging Issues

The Sector emerging issues included:

a) Need for more Public Private Partnership is becoming inevitable in implementation of water programmes, and
b) Natural calamities e.g., landslides and floods that destroy water supply infrastructure
C) Diminishing River flows due to changing climate change
d) Cumbersome and expensive process of way leaves acquisition that derail project implementation.

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2.10.8. Lessons Learnt

A. Irrigation, Drainage, and Water Storage

a) Coordination with major stakeholders including development partners
b) Stakeholder consultation and participation is important for the success of projects
c) Well coordination approach with implanting agencies on irrigation developments in the county

B. Water and Sewerage

a) Procurement process should start early enough to allow smooth implementation process
b) Realization of universal access to water services by 2030 may be compromised if additional funding is not allocated to the sector

C. Environment and Natural Resources

a) Inadequate funds
b) Bureaucracy in procurement process
c) Mobility challenges
d) Climate change issue
e) Lack of legal instruments making it difficult to enforce certain issues

2.10.9. Recommendations

A. Water Services

a) Increase funding level to the water sector by at least 30 %.
b) Procurement process to commence aerly enough.

B. Irrigation, Drainage, and Water Storage

a) Recruitment of technical staff
b) Adequate and timely Funding for programmes/projects
c) Capacity building and procurement of modern tools and equipment
d) Involvement of Community towards project planning stage and implementation
e) Adequate and timely Funding for programmes/projects
f) Improving on irrigation technology such as drip method
g) Review of legal fees and Harmonization of policies
h) There is need of public participation. A lot of sensitization has to be done if the target community is expected to participate fully in identification and prioritization of projects.
i) Construction of flood water storage structures such as dams, water pans and storage tanks
j) Adequate transport facilities to be set aside for project supervision.

C. Environment and Climate Change

a) Timely disbursement and follow-up
b) Timely procurement
c) Department vehicle needed
d) Mitigation and adaptation strategies to be put in place and frequent consultation with meteorological

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2.10.10. Development Issues

Table 2.59: Development Issues

Sector/Sub Sector	Development Issue	Causes	Constraints	Opportunities
Water and Sewerage	In adequate clean domestic water	In adequate piping system	In adequate resources	Last mile connectivity
		Destruction distribution infrastructure system by road contractors	Poor project coordination	Proper enforcement and sensitization of public
		Water fluctuation due to Climate change	In adequate resources	Water harvesting
		Increased urban population	Poor urban planning	Development and implementation of Urban planning policies
		Illegal connections	In adequate resources	Proper enforcement and sensitization of public
	In adequate sewerage system	Increased urban population	In adequate resources	Development of adequate sewerage systems
Irrigation, Drainage, and Water Storage	Diminishing river flows	Changing weather patterns	In adequate resources	Conservation of wet lands
				Use of modern irrigation methods
		Illegal water abstractions,	Lack of policy in place	Irrigation policy
	Destruction Irrigated area	Surface run off	In adequate resources And poor farming methods	Construction of flood water storage structures such as dams, water pans and storage tanks
Environment and Natural Resources	Climate change	Land slide	In adequate resources	Training and sensitization
		Deforestation	In adequate resources	Reforestation
		Too much Heat	Lack of awareness	Use of green energy
		Too much Rainfall	In adequate resources	Water harvesting
	Garbage waste collection	Too much garbage produced	Inadequate resources	Garbage Recycling system

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2.11. Municipalities

2.11.1. Analysis of 2025/2026 CADP Allocation Against Approved Budget

A. MURANG'A

Performance review is crucial for development, ensuring that strategies and plans remain pertinent, efficient, and aligned with their objectives while adapting to changing circumstances. The review of the Murang'a Municipality Annual Strategic Plan for 2024/2025 enables the municipality to analyze evolving conditions and enhance performance to promote sustainable development. Table 2-1 presents an analysis of CADP allocations compared to the approved budget for the financial year 2025/2026.

Table 2-1: Analysis of 2025/2026 CADP Allocations Against Approved Budget 2025/2026

Planned Projects/ Programmes (2025/2026)		Amount Allocated in CADP 2025/2026 (Kshs. M)	Amount Allocated in the Approved Budget 2025/2026 (Kshs. M)	Remarks
Planned Programmes	Planned Sub Programmes/ Projects			
General administration, planning and support services	Administration and support Financial management and reporting Performance management Economic policy formulation, planning and reporting	70.3	57.5	The programme supports implementation of all other programmes.
Public Works, Infrastructure, Housing and Urban Planning	Urban management Urban development	25	19	Priority programme supporting development of municipal infrastructure services
Second Kenya Urban Support Programme (KUSP II- UDG)	Urban Development Grant - UDG	72.75	62	KUSP – UIG voted at the departmental level (Lands, Physical Planning & Urban Dvt)
Legal, Social Services, Education, and Partnerships	Social infrastructure improvement	3	3.45	Priority programme supporting social programmes

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Environment, Public Health, Water, and Sanitation	Environment Management Solid Waste Management	31.1	2.01	Bulk of budget for solid waste management voted at departmental level (Water and Environment)
Total		**202.15**	**143.96**	

The analysis of the budget allocation table reveals that a significant number of proposed programs within the Murang'a Municipality Annual Strategic Plan for the financial year 2025/2026 were not allocated budget resources. This shortfall is primarily attributed to the high resource demands from different departments and the need to balance competing sectoral priorities. Notably, critical programs such as solid waste management, which falls under the core mandate of the Municipality, were allocated budgets within the Department of Environment.

B. KENOL

Planned Projects/ Programmes (2025/2026)		**Amount Allocated in CADP 2025/2026 (Kshs M)**	**Amount Allocated in the Approved Budget 2025/2026 (Kshs. M)**	**Remarks**
Planned Programmes	**Planned Sub Programmes/ Projects**			
General administration, planning and support services	Administration and support Financial management and reporting Performance management Economic policy formulation, planning and reporting	35	23.9	The programme supports implementation of all other programmes.
Public Works, Infrastructure, Housing and Urban Planning	Urban management Urban development	25	11.25	Priority programme supporting development of municipal infrastructure services
Second Kenya Urban Support Programme (KUSP II- UDG)	Urban Development Grant - UDG	72.75	62	KUSP – UIG voted at the departmental level (Lands, Physical Planning & Urban Dvt)

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Legal, Social Services, Education, and Partnerships	Social infrastructure improvement	1	1.05	Priority programme supporting social initiatives
Environment, Public Health, Water, and Sanitation	Environment Management Solid Waste Management	1.1	1.6	Bulk of budget for solid waste management voted at departmental level (Water and Environment)
Total		**134.6**	**99.8**	

C. KANGARI

Planned Projects/ Programmes (2025/2026)		**Amount Allocated in CADP 2025/2026 (Kshs M)**	**Amount Allocated in the Approved Budget 2025/2026 (Kshs. M)**	**Remarks**
Planned Programmes	**Planned Sub Programmes/ Projects**			
General administration, planning and support services	Administration and support Financial management and reporting Performance management Economic policy formulation, planning and reporting	35	23.9	The programme supports implementation of all other programmes.
Public Works, Infrastructure, Housing and Urban Planning	Urban management Urban development	25	11.25	Priority programme supporting development of municipal infrastructure services
Second Kenya Urban Support Programme (KUSP II- UDG)	Urban Development Grant - UDG	72.75	62	KUSP – UIG voted at the departmental level (Lands, Physical Planning & Urban Dvt)

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Legal, Social Services, Education, and Partnerships	Social infrastructure improvement	1	1.05	Bulk of budget for supporting social initiatives
Environment, Public Health, Water, and Sanitation	Environment Management Solid Waste Management	1.1	1.6	Bulk of budget for solid waste management voted at departmental level (Water and Environment)
Total		**134.6**	**99.8**	

2.11.2. Expenditure Analysis

MURANG'A MUNICIPALITY

The allocation to Murang'a Municipality during the FY 2024/2025 comprised of development vote of Kshs 45,371,824 and recurrent vote of Kshs 59,307,233. The development vote included county exchequer allocation of Kshs 10,000,000 and Grants (Kenya Urban Support Programme – UDG) of Kshs 35,371,824. The expenditure analysis indicate that the disbursement for the development vote was Kshs 9,878,794 representing an absorption rate of 21.77%. The absorption was heavily impacted by the failure to release the funds for the Second Kenya Urban Support Programme (KUSP II- UDG). For the recurrent vote, the total disbursement stood at Kshs 55,102,834 translating to an absorption rate of 92.91%. The overall absorption rate stood at 62.08% as provided in the summary expenditure analysis (Table 2-4):

Table 2-4: Expenditure Analysis (FY 2024/2025)

Department/ Programme	Allocated Amount (Kshs) A	Actual Expenditure (Kshs) B	Absorption Rate (%) =(B/A)*100	Remarks
General administration, planning and support services	58,357,233	54,152,834	92.8%	Supports all other programmes
Public works, infrastructure and urban planning	45,371,824	9,878,794	21.77%	Grant allocation from KUSP II-UDG of Kshs 35,371,824 was not disbursed
Solid waste management	950,000	950,000	100%	The allocated amount was inadequate
Total	**73,620,000**	**59,723435**	**81.1%**	

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KENOL MUNICIPALITY

Total budget allocation to Kenol Municipality during the FY 2024/2025 was Kshs 70.8 million comprising of development vote of Kshs 40.4 million and recurrent vote of Kshs 30.4 million. The development vote included county exchequer allocation of Kshs 5,000,000 and Grants (Kenya Urban Support Programme – UDG) of Kshs 35,371,824. The expenditure analysis indicate that the disbursement for the development vote was Kshs 4.9 million representing an absorption rate of 12.31%. The absorption was heavily impacted by the failure to release the funds for the Second Kenya Urban Support Programme (KUSP II- UDG) amounting to Kshs 35,371,824. For the recurrent vote, the total disbursement stood at Kshs 28.1 million translating to an absorption rate of 92.43%. The overall absorption rate stood at 46.82% as provided in the summary expenditure analysis (Table 2-4):

2. Table 2-4: Expenditure Analysis (FY 2024/2025)

Department/ Programme	Allocated Amount (Kshs M) A	Actual Expenditure (Kshs M) B	Absorption Rate (%) =(B/A)*100	Remarks
General administration, planning and support services	23.93	22.08	92.27%	Supports all other programmes
Public works, infrastructure and urban planning	40.45	4.9	21.77%	Grant allocation from KUSP II-UDG of Kshs 35,371,824 was not disbursed
Solid waste management	950,000	950,000	100%	The allocated amount was inadequate
Total	**65.33**	**27.93**	**42.75%**	

KANGARI MUNICIPALITY

Total budget allocation to Kangari Municipality during the FY 2024/2025 was Kshs 43.5 million comprising of development vote of Kshs 10 million and recurrent vote of Kshs 33.5 million. The expenditure analysis indicate that the disbursement for the development vote was Kshs 9.7 million representing an absorption rate of 97%. For the recurrent vote, the total disbursement stood at Kshs 30 million translating to an absorption rate of 89.8%. The overall absorption rate stood at 91.2% as provided in the summary expenditure analysis:

Department/ Programme	Allocated Amount (Kshs M) A	Actual Expenditure (Kshs M) B	Absorption Rate (%) =(B/A)*100	Remarks
General administration, planning and support services	33.5	30	93%	Supports all municipality programmes
Administration and Support	10	9.98	99%	Allocation to infrastructure development
Total	**43.5**	**39.7**	**92%**	

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2.11.3. Sector Achievements in the Previous FY 2024/2025

Table 2.60: Sector Programmes Performance

A. MURANG'A MUNICIPALITY

Sub Programme	Key Outputs	Key Performance Indicators	Targets		Remarks
			Planned	Achieved	
Programme 1: General administration, planning and support services Programme					
Objective: Enhance administration, coordination and management of Municipal functions					
Outcome: Enhanced administration, coordination and service delivery within the Municipality					
Administration and support	Committee Clerks trained on conduct of meetings and minute taking	No. of committee clerks trained	4	4	4 committee clerks trained at Kenya School of Government
	Preparation for KUSP II APA I Assessment	No. of stakeholder meetings No. of staff	5 25	3 15	Training achieved through the support of KUSP
Programme 2: Urban Development Programme					
Objective: Enhance service infrastructure provision within the Municipality					
Outcome: Well managed urban settlements					
Urban management	Institutionalization of municipal board	Draft organization structure approved	1	1	Process of conferment at an advanced stage
	Improving of municipal administration offices	No. of municipal administration offices improved	5	0	Deferred
Community health services	Functional community units	No. of functional community units	4	4	Ongoing
Programme Name: Public Works & Infrastructure Maintenance					
Objective: Improve, maintain and sustain municipal infrastructure					
Outcome: Enhanced mobility, accessibility and maintained service infrastructure					
Social infrastructure	Well maintained public social amenities	No. of social halls rehabilitated/renovated	1	0	Stalled due to dispute on ownership of land between national and county government

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Infrastructure Improvement	Maintained urban roads, drainage system, cabro-paving of urban streets and beautification of green spaces	Kms of urban roads upgraded to concrete standards	1 km	1 km	Works completed and handed over
	Well-maintained drainage system	Kms of drainage system maintained	1 km	1 km	Complete

B. KENOL MUNICIPALITY

Sub Programme	Key Outputs	Key Performance Indicators	Targets		Remarks
			Planned	Achieved	
Programme 1: General administration, planning and support services Programme					
Objective: Enhance administration, coordination and management of Municipal functions					
Outcome: Enhanced administration, coordination and service delivery within the Municipality					
Administration and support	Committee Clerks trained on conduct of meetings and minute taking	No. of committee clerks trained	1	0	Did not take off due to lack of resources
	Preparation for KUSP II APA I Assessment	No. of stakeholder meetings	5	3	Resources was a challenge due to late disbursement of KUSP II - UIG
Programme 2: Urban Development Programme					
Objective: Enhance service infrastructure provision within the Municipality					
Outcome: Well managed urban settlements					
Urban management	Institutionalization of municipal board	Gazettement notice of board members	1	1	
	Transfer of Municipal functions through gazette notice	Gazette notice of transfer of functions	1	1	
	Construction of Kenol municipality offices	No. of municipal administration offices improved	1	0	Deferred
Programme Name: Public Works & Infrastructure Maintenance					

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Objective: Improve, maintain and sustain municipal infrastructure					
Outcome: Enhanced mobility, accessibility and maintained service infrastructure					
Infrastructure Improvement	Upgrading of Kagaa Shopping Centre to cabro-standards	Kms of Shopping Centre upgraded to cabro-standards	1 km	1 km	Works completed and handed over
	Upgrading to Cabro-paving of KWFT - Posta Area	Kms of cabro-paving	1 km	0	KUSP II UDG was not disbursed
	Well-maintained drainage system within Kagaa Shopping Centre	Kms of drainage system maintained	1 km	1 km	Complete

C. KANGARI MUNICIPALITY

Sub Programme	Key Outputs	Key Performance Indicators	Targets		Remarks
			Planned	Achieved	
Programme 1: General administration, planning and support services Programme					
Objective: Enhance administration, coordination and management of Municipal functions					
Outcome: Enhanced administration, coordination and service delivery within the Municipality					
Administration and support	Committee Clerks trained on conduct of meetings and minute taking	No. of committee clerks trained	1	0	Did not take off due to lack of resources
Programme 2: Urban Development Programme					
Objective: Enhance service infrastructure provision within the Municipality					
Outcome: Well managed urban settlements					
Urban management	Institutionalization of municipal board	Gazettement notice of board members	1	1	
	Transfer of Municipal functions through gazette notice	Gazette notice of transfer of functions	1	1	

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	Construction of Kangari Municipality offices	No. of municipal administration offices improved	1	0	Deferred
Programme Name: Public Works & Infrastructure Maintenance					
Objective: Improve, maintain and sustain municipal infrastructure					
Outcome: Enhanced mobility, accessibility and maintained service infrastructure					
Infrastructure Improvement	Construction of Municipality admin block	No. of blocks constructed	1	1	Works completed and handed over
	Cabro-paving of shop fronts – Kangari town	Kms of cabro-paving	1	1	Complete and handed over

2.11.4. Status of Projects for the FY 2024/2025

Table 2.61: Status of Projects

MURANG'A MUNICIPALITY

Project Name and Location (Ward/Sub County)	Description of Activities	Target	Achievement	Contract Sum (Kshs M)	Actual Cumulative Cost (Kshs M)	Status	Remarks	Remarks
1. Upgrading to concrete Standards of Shell Petrol station-Mjini Jct. Road	Upgrading the road to cabro standards Upgrading of the drainage system	1 Km	1 Km	9.87	9.87	Complete and in use	Completed and handed over but the requires additional funding	

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KENOL MUNICIPALITY

Project Name and Location (Ward/Sub County)	Description of Activities	Target	Achievement	Contract Sum (Kshs M)	Actual Cumulative Cost (Kshs M)	Status	Remarks
Upgrading to Cabro-paving of KWFT - Posta Area – Kimorori Wempa	Upgrading the road to cabro standards Upgrading of the drainage system	1 Km	1 Km	-	-	Not started	KUSP II UDG not disbursed
Upgrading of Kagaa Shopping Centre to cabro-standards – Kimorori Wempa	Upgrading the shop frontages within the shopping centre to cabro-standards	1 km	1 Km	4.98	4.98	Complete	Handed over and in use

KANGARI MUNICIPALITY

Project Name and Location (Ward/Sub County)	Description of Activities	Target	Achievement	Contract Sum (Kshs M)	Actual Cumulative Cost (Kshs M)	Status	Remarks
Construction of Municipality Office Block	Construction to completion of municipality office block	1	1	5,01	5.01	Complete	Require additional funding
Upgrading to cabro-standards of shop fronts	Cabro-paving	1 km	1 Km	4.98	4.98	Complete	Handed over and in use

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2.11.5. Contribution of Achievements to the National, Regional and International Development Aspirations/ Concerns for FY 2024/2025

MURANG'A MUNICIPALITY

Murang'a Municipality operates within a multi-level development framework that connects local priorities to broader county, national, regional, and international goals. At the county level, its strategies are aligned with the Murang'a County Integrated Development Plan (CIDP) and sectoral policies to ensure coherent service delivery and infrastructure development.

Nationally, the municipality contributes to flagship programmes such as Kenya Vision 2030 and the Bottom-up Economic Transformation Agenda (BETA), promoting economic growth, social inclusion, and sustainable urbanization. Regionally, it supports integration objectives under the East African Community Agenda 2050 and Africa Agenda 2063, enhancing trade, mobility, and governance. Internationally, Murang'a Municipality advances the Sustainable Development Goals (SDGs) and global urban agendas through inclusive planning, environmental stewardship, and resilient infrastructure development. This interconnected approach ensures that municipal interventions are relevant, impactful, and sustainable across all governance levels. Table 2-9 provides the linkages:

Table 2-9: Linkages with National, Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Contributions/ Interventions in the last Annual Strategic Plan
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads stimulating job creation. - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Improving urban services
	Social inclusion and participation	- Institutionalization of stakeholder engagement frameworks - Formulation and implementation of gender inclusion frameworks
	Improved urban services and quality of life	- Upgrade 1 km of municipal roads to concrete standards - Improved 1 km of drainage system
	Environment sustainability	- Greening of one public open space - Rehabilitated Karii dump site
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Municipality's infrastructure upgrades - Urban renewal projects - Market development
	Environment sustainability	- Greening of one public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	Construction of Kayole market in collaboration with National Government
	Infrastructure development	- Upgraded to concrete standards of 1 km of urban roads to support smart cities

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		through enhancing efficiency in urban services delivery - Urban population with access to reliable public transport - Waste recycled/composted in urban areas - Access to public amenities and recreational facilities
	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning
Africa Agenda 2063	Economic growth and transformation	- Urban planning - Environmental Management Initiatives - Urban residents participating in local governance decision making - Urban area risk management - Urban infrastructure designed to withstand climate-related shocks - Established and functioning waste management systems - Urban roads upgraded to cabro/bitumen/concrete standards
	Governance and institutional strengthening	- Institutionalization of urban jurisdictions
SDGs	SDG Goal 11 on smart cities	- Operationalization urban jurisdictions and town administrations - Upgrading of urban road infrastructure - Access to clean and safe drinking water - Households with improved sanitation facilities - Facilitation for new business start-ups in urban areas

KENOL MUNICIPALITY

Kenol Municipality's Annual Strategic Plan is strategically aligned with multi-level development frameworks, integrating local priorities with county, national, regional, and international goals. At the county level, it supports the Murang'a County Integrated Development Plan (CIDP) to ensure cohesive service delivery and infrastructure development. Nationally, it advances Kenya Vision 2030 and the Bottom-up Economic Transformation Agenda (BETA), fostering economic growth, social equity, and sustainable urbanization. Regionally, it contributes to the East African Community Agenda 2050 and Africa Agenda 2063, promoting trade, mobility, and governance integration. Globally, the municipality aligns with the Sustainable Development Goals (SDGs) through inclusive planning, environmental resilience, and sustainable infrastructure, ensuring impactful and interconnected development outcomes.

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Table 2-9: Linkages with National, Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Contributions/ Interventions in the last Annual Strategic Plan
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads stimulating job creation. - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Improving urban services
	Social inclusion and participation	- Institutionalization of stakeholder engagement frameworks - Formulation and implementation of gender inclusion frameworks
	Improved urban services and quality of life	- Upgrade 1 km of municipal roads to concrete standards - Improved 1 km of drainage system
	Environment sustainability	- Greening of one public open space - Rehabilitated Karii dump site
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Municipality's infrastructure upgrades - Urban renewal projects - Market development
	Environment sustainability	- Greening of one public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	Construction of Kayole market in collaboration with National Government
	Infrastructure development	- Upgraded to concrete standards of 1 km of urban roads to support smart cities through enhancing efficiency in urban services delivery - Urban population with access to reliable public transport - Waste recycled/composted in urban areas - Access to public amenities and recreational facilities
	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning
Africa Agenda 2063	Economic growth and transformation	- Urban planning - Environmental Management Initiatives - Urban residents participating in local governance decision making - Urban area risk management - Urban infrastructure designed to withstand climate-related shocks

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		- Established and functioning waste management systems - Urban roads upgraded to cabro/bitumen/concrete standards
	Governance and institutional strengthening	- Institutionalization of urban jurisdictions
SDGs	SDG Goal 11 on smart cities	- Operationalization urban jurisdictions and town administrations - Upgrading of urban road infrastructure - Access to clean and safe drinking water - Households with improved sanitation facilities - Facilitation for new business start-ups in urban areas

KANGARI MUNICIPALITY

Kangari Municipality's Annual Strategic Plan is strategically aligned with multi-level development frameworks, integrating local priorities with county, national, regional, and international goals. At the county level, it supports the Murang'a County Integrated Development Plan (CIDP) to ensure cohesive service delivery and infrastructure development. Nationally, it advances Kenya Vision 2030 and the Bottom-up Economic Transformation Agenda (BETA), fostering economic growth, social equity, and sustainable urbanization. Regionally, it contributes to the East African Community Agenda 2050 and Africa Agenda 2063, promoting trade, mobility, and governance integration. Globally, the municipality aligns with the Sustainable Development Goals (SDGs) through inclusive planning, environmental resilience, and sustainable infrastructure, ensuring impactful and interconnected development outcomes.

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Contributions/ Interventions in the last Annual Strategic Plan
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads stimulating job creation. - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Improving urban services
	Social inclusion and participation	- Institutionalization of stakeholder engagement frameworks - Formulation and implementation of gender inclusion frameworks
	Improved urban services and quality of life	- Constructed admin office block
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Municipality's infrastructure upgrades - Urban renewal projects - Market development

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East Africa Community Agenda 2050	Industrialization and employment	- Improvement of municipal markets
	Infrastructure development	-
	Environment sustainability	- Greening of public space and solid waste management
Africa Agenda 2063	Economic growth and transformation	- Urban planning - Environmental Management Initiatives - Urban residents participating in local governance decision making - Urban area risk management - Established and functioning waste management systems
	Governance and institutional strengthening	- Institutionalization of urban jurisdictions
SDGs	SDG Goal 11 on smart cities	- Operationalization of Kangari urban board - Upgrading of urban road infrastructure - Access to clean and safe drinking water - Households with improved sanitation facilities - Facilitation for new business start-ups in urban areas

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2.11.6. Sector Challenges

A. MURANG'A MUNICIPALITY

Implementation of the Murang'a Municipality Annual Strategic Plan faced a range of structural, financial, and governance challenges that impacted the pace and scope of service delivery. Key constraints included:

(i) **Infrastructure Gaps:** Persistent deficits in core urban infrastructure—such as access roads, backstreets, drainage systems, and recreational facilities—limited efficient mobility, public safety, and economic activity.

(ii) **Resource Limitations:** Inadequate financial and technical resources constrained the Municipality's ability to deliver the scale and quality of infrastructure services required. The limited allocation to the road upgrading project hampered the development of accompanying infrastructure such as drainage systems, NMT, and other road furniture.

(iii) **Uncontrolled Urban Development:** Proliferation of informal and unplanned structures strained existing infrastructure and complicated spatial planning.

(iv) **Public Space Insecurity:** Vandalism, insufficient supervision, and lack of structured events programming undermined the safety and vibrancy of community facilities.

B. KENOL MUNICIPALITY

The execution of Kenol Municipality's Annual Strategic Plan encountered significant structural, financial, and governance obstacles that constrained the pace and quality of service delivery. Key challenges included:

(i) Infrastructure Deficiencies: Persistent gaps in critical urban infrastructure—such as access roads, drainage systems, non-motorized transport (NMT) facilities, and recreational spaces—impeded mobility, safety, and economic vitality.

(ii) Resource Constraints: Limited financial and technical resources restricted the municipality's capacity to deliver high-quality infrastructure and services, particularly impacting road upgrading projects and associated components like drainage and road furniture.

(iii) Unplanned Urban Growth: The proliferation of informal and unregulated developments strained existing infrastructure and complicated effective spatial planning.

(iv) Public Space Vulnerabilities: Vandalism, inadequate oversight, and lack of structured programming diminished the safety and functionality of community facilities

C. KANGARI MUNICIPALITY

The execution of Kangari Municipality's Annual Strategic Plan encountered significant structural, financial, and governance obstacles that constrained the pace and quality of service delivery. Key challenges included:

(i) Infrastructure Deficiencies: Persistent gaps in critical urban infrastructure—such as access roads, drainage systems, non-motorized transport (NMT) facilities, and recreational spaces—impeded mobility, safety, and economic vitality.

(ii) Resource Constraints: Limited financial and technical resources restricted the municipality's capacity to deliver high-quality infrastructure and services, particularly impacting road upgrading projects and associated components like drainage and road furniture.

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(iii) Unplanned Urban Growth: The proliferation of informal and unregulated developments strained existing infrastructure and complicated effective spatial planning.

(iv) Public Space Vulnerabilities: Vandalism, inadequate oversight, and lack of structured programming diminished the safety and functionality of community facilities

2.11.7. Emerging Issues

A. MURANG'A MUNICIPALITY

Several emerging issues require strategic attention to enhance future service delivery:

(i) **Public–Private Partnerships (PPPs):** There is need for a robust PPP framework to mobilize resources, leverage private sector expertise, and supplement municipal service provision.

(ii) **Integration of the Informal Economy:** The informal sector remains a vital component of the urban economy. There is need to formalize linkages, provide SME support, and integrate the sector into spatial and economic planning.

(iii) **Urban–Rural Linkages:** Strengthening infrastructure and services that connect urban and rural areas is critical for food security, labour mobility, and balanced regional development.

B. KENOL MUNICIPALITY

To enhance future service delivery, the following emerging issues require strategic focus:

(i) Public-Private Partnerships (PPPs): Developing a robust PPP framework is essential to mobilize resources, leverage private sector expertise, and augment municipal service delivery.

(ii) Formalizing the Informal Economy: Integrating the informal sector into municipal planning through SME support and spatial-economic linkages is critical to harnessing its economic potential.

(iii) Strengthening Urban-Rural Connectivity: Enhancing infrastructure and services that link urban and rural areas is vital for promoting food security, labor mobility, and balanced regional development.

C. KANGARI MUNICIPALITY

To enhance future service delivery, the following emerging issues require strategic focus:

(i) Public-Private Partnerships (PPPs): Developing a robust PPP framework is essential to mobilize resources, leverage private sector expertise, and augment municipal service delivery.

(ii) Formalizing the Informal Economy: Integrating the informal sector into municipal planning through SME support and spatial-economic linkages is critical to harnessing its economic potential.

(iii) Strengthening Urban-Rural Connectivity: Enhancing infrastructure and services that link urban and rural areas is vital for promoting food security, labor mobility, and balanced regional development.

2.11.8. Lessons Learnt

A. Murang'a Municipality

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The review of the implementation period highlighted several lessons that will inform future planning cycles:

(i) **Strategic and Long-term Planning:** A comprehensive, long-term vision enables balanced, sustainable, and functionally integrated urban development.
(ii) **Alignment of Planning and Budgeting:** Synchronizing strategic priorities with realistic budget allocations increases programme success, reduces pending bills, and prevents costly delays or disputes.
(iii) **Cross-sectoral Collaboration:** Strong coordination with other county departments creates synergy, enhances efficiency, and mitigates duplication or policy conflicts.
(iv) **Institutional Strengthening:** Robust urban governance frameworks, clear roles, and well-resourced municipal institutions are critical for managing urban growth effectively.
(v) **Sustainable Financing Models:** Adequate and predictable financing, including the use of PPPs, is essential for implementing large-scale urban infrastructure and service projects

B. Kenol Municipality

The implementation review yielded key insights to guide future strategic planning:

(i) Long-Term Strategic Vision: A comprehensive, forward-looking plan fosters sustainable and integrated urban development.
(ii) Budget-Plan Alignment: Synchronizing strategic priorities with realistic budgetary allocations enhances programme success, minimizes financial liabilities, and prevents implementation delays.
(iii) Cross-Sectoral Synergy: Robust coordination with county departments optimizes resource use, reduces duplication, and aligns policies for greater impact.
(iv) Governance Strengthening: Well-defined institutional frameworks and adequately resourced municipal structures are critical for managing urban growth effectively.
(v) Sustainable Financing: Predictable and innovative financing models, including PPPs, are essential for delivering large-scale infrastructure and services.

C. Kangari Municipality

i) The implementation review yielded key insights to guide future strategic planning:
ii) Long-Term Strategic Vision: A comprehensive, forward-looking plan fosters sustainable and integrated urban development.
iii) Budget-Plan Alignment: Synchronizing strategic priorities with realistic budgetary allocations enhances programme success, minimizes financial liabilities, and prevents implementation delays.
iv) (iii) Cross-Sectoral Synergy: Robust coordination with county departments optimizes resource use, reduces duplication, and aligns policies for greater impact.
v) Governance Strengthening: Well-defined institutional frameworks and adequately resourced municipal structures are critical for managing urban growth effectively.
vi) Sustainable Financing: Predictable and innovative financing models, including PPPs, are essential for delivering large-scale infrastructure and services.

2.11.9. Recommendations

A. Murang'a Municipality

Strengthen Infrastructure Investment and Maintenance

- Prioritize rehabilitation and expansion of urban roads, drainage, public spaces, and recreational facilities through phased investment plans.

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- Adopt asset management systems to monitor the condition of infrastructure and schedule preventive maintenance.

Realign Budget Allocations to Core Mandates

- Advocate for budgetary allocations—such as solid waste management— to be directly appropriated under the Municipality to ensure functional autonomy and accountability.
- Introduce programme-based budgeting to better link resource allocation with performance outcomes.

Enhance Policy and Regulatory Frameworks

- Fast-track approval and operationalization of municipal by-laws to strengthen development control, service regulation, and enforcement.
- Update planning and zoning regulations to manage urban growth and protect public spaces.

Promote Sustainable Urban Development and Climate Action

- Scale up tree planting, waste recycling, and green infrastructure initiatives to enhance environmental resilience.

B. **Kenol Municipality**

i) **Prioritize Infrastructure Investment and Maintenance**: Develop phased investment plans to rehabilitate and expand urban roads, drainage systems, public spaces, and recreational facilities, supported by asset management systems for proactive maintenance.

ii) **Optimize Budgetary Allocations**: Advocate for direct appropriation of budgets (e.g., for solid waste management) to enhance municipal autonomy and accountability, and adopt programme-based budgeting to align resources with performance outcomes.

iii) **Strengthen Policy and Regulatory Frameworks**: Expedite the adoption of municipal by-laws to enhance development control and service regulation, while updating zoning and planning policies to guide sustainable urban growth.

iv) **Advance Sustainable Urban Development**: Scale up green initiatives, including tree planting, waste recycling, and climate-resilient infrastructure, to bolster environmental sustainability and urban resilience.

v) **Enhance Stakeholder Engagement**: Enhance inclusion of community and private sector involvement in addressing infrastructure challenges and implementing solutions to foster inclusivity.

vi) **Leverage Digital Tools**: leverage technology tools such as GIS for spatial planning and digital platforms for public feedback to enhance governance and planning efficiency

C. **Kangari Municipality**

- **Prioritize Infrastructure Investment and Maintenance**: Develop phased investment plans to rehabilitate and expand urban roads, drainage systems, public spaces, and recreational facilities, supported by asset management systems for proactive maintenance.
- **Optimize Budgetary Allocations**: Advocate for direct appropriation of budgets (e.g., for solid waste management) to enhance municipal autonomy and accountability, and adopt programme-based budgeting to align resources with performance outcomes.
- **Strengthen Policy and Regulatory Frameworks**: Expedite the adoption of municipal by-laws to enhance development control and service regulation, while updating zoning and planning policies to guide sustainable urban growth.

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- **Advance Sustainable Urban Development**: Scale up green initiatives including tree planting, waste recycling, and climate-resilient infrastructure, to bolster environmental sustainability and urban resilience.
- **Enhance Stakeholder Engagement**: Enhance inclusion of community and private sector involvement in addressing infrastructure challenges and implementing solutions to foster inclusivity.
- **Leverage Digital Tools**: leverage technology tools such as GIS for spatial planning and digital platforms for public feedback to enhance governance and planning efficiency

2.11.10. Development Issues

Table 2.62: Development Issues

A. MURANG'A MUNICIPALITY

Sector	Development Issue	Causes	Constraints	Opportunities
Environment and Climate Change	Increased climate risks	Climate change impacts such as flooding	Rapid urbanization Inadequate resources	- Development control - PPPs in drainage and sanitation management
	Environment degradation and pollution	Expansion of urban areas	Rapid urbanization	- Sustainable urban planning
	Solid waste menace	Inadequate solid waste management infrastructure	Rapid urbanization - Illegal dumping - Inadequate resources to develop solid waste management infrastructure	- Recycling - Waste-to-energy initiatives - Development control - PPPs in waste management
Local Economic Empowerment	Youth unemployment	Mismatch between college education and available work opportunities	- Drugs and substance abuse - Preference for white collar jobs	- Supporting and integrating the informal sector into formal urban development plans
	Security and urban safety	Society moral decay	- Unemployment, - Substance abuse, and - Deteriorating family fabrics	- Mentorship programmes - Enhancing youth specific programmes such as MYS
Urban Development	Inadequate sustainable urban infrastructure	Inadequate financing	- Competition from other sectors - High cost of infrastructu	- Innovative financing solutions such as PPPs - Capacity building

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			re developme nt - Vandalism	
	Urban aesthetics	Desire to create more visually appealing and culturally significant public spaces	- Inadequate funding - Limited green open spaces in urban areas - Encroachm ent on open spaces	- Urban renewal - PPPs - Development control
Agriculture	Lack of food security in urban areas	Increasing urban population	- Change of use of agricultural land to real estate - High cost of food production - Inadequate connectivit y between rural and urban areas	- Urban agriculture - Improvement of connectivity between rural and urban areas
Governance	Weak Urban governance and public participation	Inadequate public participation framework	- Lack of policy framework - Inadequate funding - Limited capacity of residents to effectively participate in local economic developme nt	- UACA provisions on public for a - Public private sector engagement framework

B. KENOL MUNICIPALITY

Sector	Development Issue	Causes	Constraints	Opportunities
Environment and Climate Change	Increased climate risks	Climate change impacts such as flooding	- Rapid urbanization - Inadequate resources	- Developme nt control - PPPs in drainage and sanitation managemen t
	Environment degradation and pollution	Expansion of urban areas	- Rapid urbanization	- Sustainable urban planning

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	Solid waste menace	Inadequate solid waste management infrastructure	- Rapid urbanization - Illegal dumping - Inadequate resources to develop solid waste management infrastructure	- Recycling - Waste-to-energy initiatives - Development control - PPPs in waste management
Local Economic Empowerment	Youth unemployment	Mismatch between college education and available work opportunities	- Drugs and substance abuse - Preference for white collar jobs	- Supporting and integrating the informal sector into formal urban development plans
	Security and urban safety	Society moral decay	- Unemployment, - Substance abuse, and - Deteriorating family fabrics	- Mentorship programmes - Enhancing youth specific programmes such as MYS
Urban Development	Inadequate sustainable urban infrastructure	Inadequate financing	- Competition from other sectors - High cost of infrastructure development - Vandalism	- Innovative financing solutions such as PPPs - Capacity building
	Urban aesthetics	Desire to create more visually appealing and culturally significant public spaces	- Inadequate funding - Limited green open spaces in urban areas - Encroachment on open spaces	- Urban renewal - PPPs - Development control
Agriculture	Lack of food security in urban areas	Increasing urban population	- Change of use of agricultural land to real estate - High cost of food production - Inadequate connectivity between rural and urban areas	- Urban agriculture - Improvement of connectivity between rural and urban areas
Governance	Weak Urban governance and	Inadequate public	- Lack of policy framework	- UACA provisions

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	public participation	participation framework	- Inadequate funding - Limited capacity of residents to effectively participate in local economic development	fora - Public private sector engagement framework

C. KANGARI MUNICIPALITY

Sector	Development Issue	Causes	Constraints	Opportunities
Environment and Climate Change	Increased climate risks	Climate change impacts such as flooding	- Rapid urbanization - Inadequate resources	- Development control - PPPs in drainage and sanitation management
	Environment degradation and pollution	Expansion of urban areas	- Rapid urbanization	- Sustainable urban planning
	Solid waste menace	Inadequate solid waste management infrastructure	- Rapid urbanization - Illegal dumping - Inadequate resources to develop solid waste management infrastructure	- Recycling - Waste-to-energy initiatives - Development control - PPPs in waste management
Local Economic Empowerment	Youth unemployment	Mismatch between college education and available work opportunities	- Drugs and substance abuse - Preference for white collar jobs	- Supporting and integrating the informal sector into formal urban development plans
	Security and urban safety	Society moral decay	- Unemployment, - Substance abuse, and - Deteriorating family fabrics	- Mentorship programmes - Enhancing youth specific programmes such as MYS
Urban Development	Inadequate sustainable urban infrastructure	Inadequate financing	- Competition from other sectors - High cost of infrastructure development - Vandalism	- Innovative financing solutions such as PPPs - Capacity building
	Urban aesthetics	Desire to create more visually appealing and culturally	- Inadequate funding - Limited green open spaces in urban areas - Encroachment on open spaces	- Urban renewal - PPPs - Development control

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		significant public spaces		
Agriculture	Lack of food security in urban areas	Increasing urban population	- Change of use of agricultural land to real estate - High cost of food production - Inadequate connectivity between rural and urban areas	- Urban agriculture - Improvement of connectivity between rural and urban areas
Governance	Weak Urban governance and public participation	Inadequate public participation framework	- Lack of policy framework - Inadequate funding - Limited capacity of residents to effectively participate in local economic development	- UACA provisions on public fora - Public private sector engagement framework

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2.12. County Assembly

2.12.1. Sector Achievements in the Previous FY 2024/2025

The Annual Development Plan 2024-25 was extracted for the CIDP 2023-27 and was implemented through the Annual Budget FY 2024-25.

SNo.	Program	Achievement
1	Legislation and Representation	All member salaries and allowances paid All members facilitated to perform their legislative roles More than 5 Legislative proposals considered and approved by the House Successful development and launch of E-Parliament System
2	Oversight	All Members committee sitting allowances paid All members and secretariat facilitated to perform committee roles The Budget Office established and equipped Successful development and launch of the Tendekeza (workflow system)
3	Administration and Planning	All staff salaries and statutory obligations honored All staff facilitated to perform their professional duties Several staff trainings held and facilitated Clearance of pending bills done up to 90%

2.12.2. Sector Challenges

a) Exchequer delays prohibited effective cash flow management during FY 2024-25
b) High level pending bills from the FY 2023-24

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CHAPTER THREE

3. COUNTY STRATEGIC PRIORITIES, PROGRAMMES AND PROJECTS

3.1. Public Administration and ICT

Public Administration and ICT comprises the directorates of Public Administration with divisions and sections that include Public Administration, ICT, Human Resource, Public Service Board and Fire & Disaster. The County Public Administration provides leadership and coordination in the county by placing a structure from the village, ward and sub county level promoting harmony. The ICT directorate aims at improving the county ICT infrastructure, automation of county services, transparency in revenue collection and connectivity in county offices. Public Service plays a crucial role in promoting and ensuring sustainable development; quality public service to better the lives of citizens. Fire and Disaster directorate has ensured a systematic approach to disaster management, strategized in mitigating disaster, developed policies ,constructed and equipped fire stations, capacity built and collaborated with relevant stakeholders in disaster management.

3.1.1. Public Administration

Sub Sector Vision, Mission, Goal, Objectives, Strategies and Priorities

Vision: Efficient and effective administration and coordination of service delivery

Mission: To enhance transformation, coordination and efficiency in service delivery

Goal: To deliver quality service to the public

Sub Sector Objectives

a) To enhance transformation efficiency in service delivery
b) To ensure compliance with the laid down policies, legislation and regulations
c) To promote social and economic development through the provision of proximate, easily accessible services throughout the County.

Sub Sector Priorities

Sector Priorities	Strategies
Enhanced Coordination of County Services	a) Enhance interdepartmental coordination committee chaired by the County Secretary b) Strengthen coordination of county administration with County Assembly c) Formulate public participation policy
Renovate county headquarters and other sub-county offices	Renovation of county offices
Construction of buildings	a) Construct official residence for Governor and Deputy Governor b) Construction of sub-county offices (Kangema, Gatanga, & Ithanga)
Improved security and surveillance	a) Install CCTV security system in county headquarters and sub- county offices b) Construction of perimeter wall and gates

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3.1.2. Information Communication Technology and Public Communication

Sub Sector Vision, Mission, Goal, Objectives, Strategies and Priorities

Vision: Transformed and automated county services

Mission: To provide effective, harmonized and automated services

Sub Sector Goal: To enhance efficiency in service delivery and awareness creation of Government services

Sub Sector Objectives: To Enhance Service Delivery

Sub Sector priorities and Strategies

Sector Priorities	Strategies
Provide comprehensive information communication technology network connectivity	a) Conduct a countywide survey on the connectivity requirements. b) Acquisition of connectivity materials c) Establishment of a countywide Local Area Network d) Provide countywide internet connectivity e) Conduct regular support and maintenance services
Disseminate information in a timely and efficient manner	a) Provide regular updates on county services and activities b) Increase use of bulk SMS platforms c) Strengthen information networks d) Set up a feedback management system to handle responses to the public e) Enhance accessibility to websites
Improve service delivery processes	a) Establishment of a Hospital Management System b) Digitization of Human Resources Records c) Identification of a county server room to enable efficient management and storage of county data d) Identify a mini-recording studio to handle all county audio-visual recording and editing needs e) Development of a Revenue Management System to ensure efficiency in revenue collection, seal loopholes of loss of revenue and ensure easier reporting
Development of County ICT Policy and Strategy	Prepare an ICT policy Paper

3.1.3. Human Resource

Sub Sector Vision, Mission, Goals, Objectives, Strategies and Priorities

Vision: Effective and efficient management and coordination of human resource

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Mission: To provide overall leadership and policy direction in human resource management and accountability for quality public service delivery

Sub Sector Goal: Highly trained and competent employees

Sub Sector Objectives

a) To ensure effective and efficient service delivery
b) To ensure the County Departments work towards achievement of organizational goals

Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Skilled Manpower	a) Develop and operationalize the Strategic Human Resource Plan b) Develop a transformative organizational culture
An appropriate County Organizational structure and workload analysis	a) Carry out a workload analysis b) Develop and review county organizational structures c) Enhance the internship programme
Adequate and Properly placed Personnel	**a)** To develop and implement the recruitment and maintenance policies **b)** Ensure adherence to Article 54 of the Constitution by providing for at least five percent of all appointive and nominative positions within the counties for persons with disabilities
Continuous Training and Capacity building	a) Develop and implement training and development policy b) Leadership development and team building
Effective and efficient performance management	a) Develop and implement performance management system b) Develop a reward and sanction framework c) Establish monitoring and evaluation policy d) Training on performance management
Employee Welfare	Develop and implement an employee welfare policy
Cordial Industrial Relations	a) Establish a liaison office b) Establish an industrial dispute resolution committee
Improved Record Management	a) Acquire adequate and secure filing system b) Digitize all manual human resource records c) Training on records management
Automation of Human Resource Functions	a) Operationalize other inactive IPPD system functions. b) Linking the IPPD system with key offices in the county. c) Training on human resource information system.

3.1.4. Public Service Board

Sub Sector Vision, Mission, Goal, Objectives, Strategies and Priorities

Vision: Quality human capital servicing all sectors

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Mission: To effectively deploy efficient human capital for service delivery

Sector Goal: To ensure attainment of the overall objective of the county department

Sector Objectives

a) Improving Positive work ethics in County Public Service
b) To establish a skilled and adequate workforce in the County Public Service

Sub Sector Priorities and Strategies

The Sub-se priorities are as summarized in the table below

Public Service Board Sector Priorities and Strategies

PRIORITIES	STRATEGIES
Effectively utilize existing policies and legislation for efficient civil service	a) Formulate human resource policies and plans that embrace career profile matching and staff performance b) Undertake training and capacity building c) Establish and abolition of offices d) Recruitment of competent staff to fill the offices,
Promotion of public service integrity	a) Sensitization of staff on values and principles; b) Undertake compliance audits and forward the reports to the relevant authorities c) Evaluation of the extent to which the values and principles have been complied with

3.1.5. Fire and Disaster

3.1.5.1. Sub Sector Vision, Mission, Goal, Objectives ,Strategies and Priorities

Vision: Efficient, effective and timely emergency services

Mission: To provide timely and effective emergency services
Goal(s): Saving lives and property

Sub Sector Objectives: To enhance level of preparedness, disaster response capacity and reduce vulnerability to disaster occurrences.

Sub Sector Priorities and Strategies

Fire and Disaster Priorities and Strategies

Priorities	Strategies
Fire and Disaster Unit Establishment	Develop a well-structured and fully-fledged unit with adequate staffing with the right terms of engagement.
Digitization	Setting up Crisis Integrated Emergency Management System (CIEMS)/ Murang'a Integrated Emergency Management System (MIEMS)
Personnel Capacity building.	Facilitate trainings on Disaster Management to the Unit's staff and volunteers.

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Public Sensitization programs.	Carry out sensitization programs on disaster management to enhance resilience in the society.
Enhancement of emergency response capacity	Setting up more fire stations (one fire station per sub-county) fully equipped with firefighting equipment and other rescue gears.

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3.2 Sector Programmes and Projects

3.2.1 Sector Programmes

Table 3.1: Summary of Sector Programmes

Public Administration					
Programme Name: Administration, Planning and Support Services					
Objective: To enhance transformation efficiency in service delivery					
Outcome: Improved working environment					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Administration Services	Renovation of County Headquarters and other sub-county offices	County Headquarter and other Sub County offices renovated	-	County Headquarters and other Sub County offices	105
	Construct county sub-headquarters in Murang'a South	County Sub headquarters in Muranga South	-	Constructed Muranga South Headquarters Phase 1	60
	Construct Subcounty offices (Kangema, Gatanga, & Ithanga)	Number of Subcounty offices (Kangema, Gatanga, & Ithanga) constructed		Sub County offices constructed	30
	Construct Ward Administrators offices	35 Offices Constructed		Ward Administrators office constructed Phase 1	4
	Maintenance of buildings	County Buildings maintained		Maintenance of County Buildings	33
Secure working Environment	Constructed perimeter wall at County HQs	Perimeter wall in place	Perimeter wall Phase 1 constructed at HQ	Perimeter wall Phase 2 constructed at HQ	15

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	Installed CCTV security system at HQs and sub-Counties	CCTV security systems installed	-	Installed CCTV security systems at HQ and Sub County	5
	Cabro-paved compound at County HQs	Cabro-paving in place	Cabro pavement phase 1 complete at the county HQ	Cabro Pavement Phase 2 at HQ	15
Fleet management	Automation of fleet management	No. of automated fleet management system		1	3
	Introduce fueling cards	No. of fueling cards for all vehicles		100 Vehicles	1
	Disposal of unserviceable vehicles	No. of Unserviceable vehicles disposed		83 vehicles	1
	Procurement of vehicles	No. of vehicles procured		19	114
	Fuel and Vehicle maintenance	All vehicles in good condition		100 vehicles	25
Sub Total					**411**
Programme 2:Government Advisory Services					
Objective; To ensure compliance with the laid down policies, legislation and regulations					
Outcome: Harmonized and accountable Institutions with sound public interpersonal and interdepartmental relations					
Operationalize County Attorney's office	Operationalized Legal office	Operational legal office	Ongoing	Operational Legal Office	**5**
Programme Name 3: Leadership and Coordination of Department and Agencies					
Objective: To promote social and economic development through the provision of proximate, easily accessible services throughout the County.					
Outcome: Efficiency in Service Delivery					
County Executive Committee	Approved policies, programs and projects	No. of approved policies, programs and projects		10	2

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Intergovernmental Relations Council Support	Number of meetings attended	No. of Intergovernmental / Council of Governors Fora attended		12	20
Sub Total					**22**
ICT Sub Sector					
Programme Name: Information Communication Technology and Public Communication Development					
Objective: To Enhance Service Delivery					
Outcome: Efficient Service Delivery through use of Information Communication Technology					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh.M)**
Development of ICT infrastructure	Functioning Local Area Network Connection in all county offices and Functional internet connectivity in all county offices	No. of County Offices connected to the Network		4	7
		Number of health centres Connected to the network	157	157	10
	Functioning ICT Audit System	A functional audit system place	0	1	5
	Installed operational County ICT server	A functional server room	0	1	5
	Functional WIFI connected in major towns	No. of major towns connected to free WIFI in the county	0	2	4
Acquisition of ICT equipment and asset	ICT Equipment	Number of ICT equipment acquired		40	5
	Photography equipment procured	No. of photography equipment acquired		5	2
	Utility vehicle	No. of vehicles		1	5

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Automation of County Services	Integrated Management Information Systems • Hospital management System, • Revenue Management System, • Agriculture-Farmers Database, • Crops Database, \Education database for students and pupils and a - County Human Resource Management System, - Audit (Teammate Audit System)- Fire Services and Disaster Management Unit	No. of functional Management Information Systems developed		8	25
	Functional County e-government system	A functional County e-government system	Existing Functional county e-government	1	30
Dissemination of Information to the Public.	Public communication electronic and print media	Weekly Newsletter and website	-Website -Newsletters -Bulk SMS -Advertisements		6
Total Resource Requirement for ICT					**104**

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Human Resource Sub Sector					
Programme 1: Administration, Planning and Support Services					
Objective: To ensure effective and efficient service delivery					
Outcome: Enhanced stakeholders' satisfaction					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Administration Services	Effective and responsive management and administration services	Reduced number of complaints		Sensitize the employees on the Service Charter	1
	Conducive work environment with adequate tools and equipment	Improved employee productivity		Procure adequate office tools and equipment	5
Personnel Services	Adequate and highly skilled personnel	Number of personnel recruited and trained in Human Resource department		5 new recruited employees 33 trained employees	10
	Effective Record Management	Coordinated and organized Human Resource registry		Acquire fire proof, modern filing cabinets	8
				Development of a Document retention schedule	2
				Training on records management staff	3
				Digitize 25% of the existing records	7
Internship programme	internship opportunities to fresh graduates	No of interns engaged		250	50
Sub Total					**86**
Programme 2: Leadership and Coordination of Departments					

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Objective: To ensure the County Departments work towards achievement of organizational goals					
Outcome: Appropriate and optimally staffed departmental organizational structures.					
Human Resource Policy Development and Liaison	Approved HR Policies	Number of policies developed and implemented	4 Draft HR policies	2 Human Resource policies	3
Human Resource Management and Development	Attraction and Retention of qualified and skilled employees	Adequate and qualified employees		Ensure timely remuneration of all the eligible employees	4,570
	Highly trained and competent employees	% of the employees trained		100 percent	148
	Occupational Health and safety system	Occupational health and safety system in place		Develop an Occupational Health and Safety Policy	2
				Procure Occupational Health and Safety equipment	5
	Timely response to welfare issues	Increased welfare programs		Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	185
Performance Management	Institutionalized results-based performance	- Signed Performance Contracts		Coordinate performance contract Management	3
		Performance Management Reports		Develop a Performance Management policy	1
				Develop a Rewards and sanction policy	1
		- staff appraisals		Operationalize Performance Appraisal System	2
				Staff Performance Appraisal management	0

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	Employee satisfaction survey	- Report on employee satisfaction		Employee satisfaction survey	5
	Departmental and Staff Functional Analysis Report	- Report on departmental and staff functional analysis		Survey	2
Sub Total					**4,927**
Public Service Board					
Programme 1: Administration, Planning and Support Services					
Objective: Improving Positive work ethics in County Public Service					
Outcome: Enhanced service delivery					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Administration Services	Office furniture, equipment and stationeries	Procured office furniture, equipment and stationeries		Procure 10 computers	0.70
				Procure 7 laptops	0.35
				Procure 2 hard siscs	0.016
				Procure printers 1 colored and two blacks and white	0.12
				Procure high volume printer	0.06
				200 cartridges	1.6
				10 extension cables	0.05
				Anti-virus 10 pcs	0.03
				Kitchen utensils	0.02
				Stationary	0.80
				Consumables	0.50
			Nonfunctional fridge	I pc Fridge	0.05

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	Renovated Board offices	Renovated office block	0	Renovation of the whole PSB block	13
	Motor vehicle purchased	No. of motor vehicles	1 stalled motor vehicle	Purchase of 1 motor vehicle	6
Personnel Services	Recruitment of Board members to enhance service delivery	Recruitment of Board Members	4 Board members recruited	Recruit 1 Board Member	0.10
Digitization of Human resources	Procurement of the digitization machine	No. of digitization machines	0	Procurement of one digitization machine	8
	Training on the use of the digitization machine	No of offices trained on digitization machines	0	7 officers trained on digitization machines	1
	Public recruitment portal	a functional digitized recruitment system	0	Procurement and installation of a recruitment portal	2
	Training on the public recruitment portal	No of officers trained on digitized recruitment	0	7 officers trained on digitized recruitment	1
					35.4
Programme Name; County Co-ordination and Management					
Objective: To establish a skilled and adequate workforce in the County Public Service					
Outcome: Improved employee productivity					
Training and capacity building	Competent and motivated workforce	Number of staff trained	1 trained	7 CPSB staff trained	0.70
	Improved service delivery	Increased Employee and customer satisfaction	0	Develop a service charter	2
			0	M & E compliance with the service charter guidelines	3
Recruitment and selection	Recruited departmental staff requests	100% departmental staff needs/ requests	45%	100% of departmental staff requests recruited	10
Performance Management	Staff APAs and Reports	Number of staff appraised	3,500	3,500 staff	5

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	Review of performance Appraisal system	An updated PAS system	0	Development & implementation	5
Human Resource Policies	Harmonized HR operations	No. of HR policies finalized and implemented	1	1 Harmonized HR policies	5
Sub Total					**30.7**
Fire and Disaster					
Programme Name: Disaster Management and Control					
Objective: To enhance level of preparedness, disaster response capacity and reduce vulnerability to disaster occurrences.					
Outcome: Enhanced level of disaster preparedness, improved disaster response capacity and Reduced vulnerability to incidences of disaster occurrence					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Disaster Control and Management	New Fire stations in place	No. of new fire stations in place	3	1	10
	Renovated, equipped & digitized fire stations (Headquarter, Kenol, Kangema & Kangari fire stations)	No. of renovated, equipped & digitized fire stations	1	3	20
	Fire hydrants installed	Number of fire hydrants installed	7	7	10
	Fire personnel trained	Number of fire personnel trained	20	31	15
	Rescue gear	No. of Rescue gear in place	0	51	30
	Mapped Disaster and Hazard prone areas	No. of Mapped of disaster and hazard-prone areas	0	9	5

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	Digitization of Emergency Operation Centers (EOCs)	Number of Digitized Emergency Operation Centers Number of procured ICT infrastructure systems, Data management systems Number of personnels trained on digitization	0	Procurement of ICT infrastructure, installation of GIS systems, setting up data management systems and training of personnel Training personnels on digitization	10
	Sensitized communities in disaster management	Number of Sensitized communities in disaster management	5	15	5
	Families offered humanitarian services	Number of families given humanitarian aid.	-	300 families	50
Sub Total					**155**
Grand Total					**5,776.1**

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3.2.1.1 Sector Projects

Table 3.2: Sector Projects for FY 2025/2026

Sub-Programme	Project Name and Location (Wad,Sub-county,county wide)	Description of activities	Estimated cost (Ksh. M)	Sources of funds	Time Frame	Performance Indicators	Targets	Status(New/Ongoing)	Implementing Agency	Links to cross cutting issues(Green Economy,PWDS)
Public Administration & Coordination										
Programme :Administration ,Planning and Support Services										
Administration Services	Administration services (Muranga HQ,Kenol,Ithanga,Kangema and Gatanga	Renovation of County Headquarters and other sub-county offices Phase 1		MCG	2026-2027	County Headquarters and other offices	Renovated County Headquarters and other Sub County offices	New	Public Administration and Coordination	-Use locally sourced and recycled materials to reduce the environmental footprint . Renovate or construct the building with climate risks in mind (e.g., proper drainage, heat-resilient roofing -Construct to be accessible to People with disability
		Construct county sub-headquarters in Murang'a South Phase 1		MCG	2026-2027	County Sub headquarters in Muranga South	Constructed Muranga South Headquarters Phase 1	New	Public Administration and Coordination	
		Construct Subcounty offices (Kangema, Gatanga, & Ithanga)Phase 1		MCG	2026-2027	Subcounty offices (Kangema, Gatanga, & Ithanga) constructed	Sub County offices constructed Phase 1		Public Administration and Coordination	
		Construct Ward Administrators offices		MCG	2026-2027	35 Offices Constructed	Ward Administrators office constructed Phase 1	New	Public Administration and Coordination	

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		Constructed perimeter wall at County HQs Phase 2		MCG	2026 - 2027	Perimeter wall in place	Perimeter wall Phase 2 constructed at HQ	Perimeter wall Phase 1 constructed at HQ	Public Administration and Coordination	
		Installed CCTV security system at HQs and sub-Counties	CCTV security systems installed	MCG	2026 - 2027	CCTV security systems installed	Installed CCTV security systems at HQ and Sub County	New	Public Administration and Coordination	
		Cabro-paved compound at County HQs	Cabro-paving in place	MCG	2026 - 2027	Cabro-paving in place	Cabro Pavement Phase 2 at HQ	Cabro-paving in place phase 1 at HQ	Public Administration and Coordination	
ICT										
Programme Name; Information Communication Technology and Public Communication Development										
Sub-Programme	**Project Name and Location (Wad,Sub-county,county wide)**	**Description of activities**	**Estimated cost (Ksh. M)**	**Sources of funds**	**Time Frame**	**Performance Indicators**	**Targets**	**Status(New/Ongoing)**	**Implementing Agency**	**Links to cross cutting issues(Green EconomyPWDS)**
Automation of County Services	County Wide	Acquisition of ICT equipment and asset	12	MCG	2026 - 2027	-Number of ICT equipment acquired -The number of photography equipment acquired -No of ICT Vehicles procured	40 ICT Equipment acquired 5 photography equipment acquired 1 vehicle acquired	Ongoing	ICT	-Acquire modular or upgradeable equipment (e.g., computers with expandable memory/storage) - Avoid low-quality or short-lifespan devices that

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										quickly become obsolete or non-repairable.
	Integrated Management Information Systems	Managing and maintaining Information systems	25	MCG	2026 - 2027	Number of functional Management Information Systems developed	Integrated Management Information Systems • Hospital management System, • Revenue Management System, • Agriculture - Farmers Database, • Crops Database, \Education database for students and pupils and a - County Human Resource Management System, - Audit (Teammate Audit System)- Fire Services and Disaster	Ongoing	ICT	Design the IMIS to replace paper-based processes such as reports, approvals, payrolls, and procurement forms. Design the IMIS to be scalable and upgradable, avoiding complete rebuilds when functionality needs evolve

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							Management Unit			
PSB										
Programme Name: Administration, Planning and Support Services										
Sub-Programme	**Project Name and Location (Wad,Sub-county,county wide)**	**Description of activities**	**Estimated cost (Ksh. M)**	**Sources of funds**	**Time Frame**	**Performance Indicators**	**Targets**	**Status(New/Ongoing)**	**Implementing Agency**	**Links to cross cutting issues(Green Economy,PWDS)**
Administration Services	Head Quarters Muranga CPSB Offices	Renovation of CPSB offices	13	MCG	2026 - 2027	Renovated office block	Complete renovated PSB offices	New	CPSB	- Use locally sourced and recycled materials to reduce the environmental footprint -. Renovate the building with climate risks in mind (e.g., proper drainage, heat-resilient roofing).
Fire and Disaster										
Programme Name; Disaster Management and Control										
Sub-Programme	**Project Name and Location (Wad,Sub-county,county wide)**	**Description of activities**	**Estimated cost (Ksh. M)**	**Sources of funds**	**Time Frame**	**Performance Indicators**	**Targets**	**Status(New/Ongoing)**	**Implementing Agency**	**Links to cross cutting issues(Green Economy,PWDS)**
Disaster Management and Control	Establishment of new fire stations	Construction and operationalization	10	MCG	2026 - 2027	Number of new fire stations in place	1 Fire station	New	Fire and Disaster	- Install solar panels or other renewable energy systems to power lighting, office equipment, and possibly

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										backup systems - Rainwater harvesting systems for cleaning firevehicles
	Renovation and refurbishment of existing fire stations	Renovation & refurbishment	20	MCG	2026 - 2027	3 renovated, equipped & digitized fire stations (Headquarter, Kenol, Kangari fire stations)	2 fire station	New	Fire and Disaster	Use locally sourced and recycled materials to reduce the environmental footprint
	Digitization of Emergency Operation Centers (EOCs)	Procurement of ICT infrastructure, installation of GIS systems, setting up data management systems and training of personnel.	10	MCG	2026 - 2027		4 offices	New	Fire and Disaster	-Power the EOC partially or fully with renewable energy sources (e.g., solar panels with battery backup) -Ensure uninterruptible power supply (UPS) systems are energy-efficient and powered by clean energy where possible
	Fire hydrant County Wide	Installation and maintenance of fire hydrants across the county.	10	MCG	2026 - 2027	Number of fire hydrants installed	7 fire hydrants	Ongoing	Muranga Water and Sewerage companies ,Fire and Disaster	- Use water-saving technology during testing and maintenance (e.g.,

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										recirculation systems instead of flushing hydrants into drains -Locate hydrants based on risk mapping, urban density, and proximity to vulnerable areas, to maximize coverage with minimal infrastructure
	Response capacity County Wide	Procure personal protective equipment and other emergency response equipment	15	MCG	2026 - 2027		Increase level of disaster preparedness to 70% Enhance discipline of the officers.	Ongoing	Fire and Disaster	- As part of procurement, include training for users on the efficient, safe, and sustainable use of the equipment.
	Humanitarian assistance County Wide	Conduct a need-based survey to affected families.	50	MCG	2026 - 2027		300 families	NEW		No adverse effect.

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3.2.2 Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.3: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Government Contributions/ Interventions
Bottom-Up Economic Transformation Approach (BETA) And MTP IV	Governance and Public Administration sector Coordination of national government programmes/projects: The project entails coordination of national government programmes/projects at the county level, including the national tree growing campaign	-Approve policies, programs and projects by County Executive Committee -Attending Intergovernmental forums
	Governance and Public Administration sector Leadership, ethics, and integrity development: The project aims to promote good governance and accountability	-Operational County Legal office
	Institutional Reforms Institutionalization of Public Service Norms and Standards in Counties	-Renovated County Headquarters and other Sub County offices Phase 1 -Constructed Muranga South Headquarters Phase 1 -Sub County offices constructed Phase 1 -Ward Administrators office constructed Phase 1 -Maintenance of County Buildings Perimeter wall Phase 2 constructed at HQ -Installed CCTV security systems at HQ and Sub County -Automation of fleet management -Fueling cards for county vehicles -Procurement of new vehicles -Disposing unserviceable vehicles -Maintenance of existing vehicles -Renovation of CPB offices -Procure 10 computers for CPSB staff -Procure 7 laptops for CPSB staff -Procure 2 hard siscs for CPSB staff

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		-Procure printers [illegible] two blacks and white for CPSB staff -Procure high volume printer 200 cartridges for CPSB staff 10 extension cables -Anti-virus 10 pcs for CPSB staff - Kitchen utensils for CPSB staff -Stationary for CPSB staff -Consumables for CPSB staff -Recruit 1 Board Member -Procurement of one digitization machine in CPSB -7 CPSB officers trained on digitization machines -Procurement and installation of a recruitment portal for CPSB -Procure 1 CPSB vehicle
	Human Capital development; Public service reforms: The reforms aim to build a highly-skilled, agile and responsive public sector workforce	-Sensitize employees on the validated county Service Charter -Procure adequate office tools and equipment -5 new recruited employees and 33 trained HR officers -Ensure timely remuneration of all eligible employees -Develop a document retention schedule -Acquire fire proof modern filling cabinets7 - CPSB staff trained -Develop a service charter for CPSB -M & E compliance with the service charter guidelines developed by CPSB -100% of departmental staff requests to be handled by CPSB -Development & implementation of an updated PAS system -3500 staff appraised -1 Harmonized HR policies by CPSB -

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	Human Capital development; Occupational safety and health: The objective is to improve safety and health at the workplace	-Develop Occupational Health Safety Policy -Procure Occupational Safety Equipment -Procure Medical Covers and Workmen's compensation Cover
	Human Capital development; Strengthening linkages between industry and training institutions; scaling up the implementation of the one-year paid national internship for students graduating from teachers, technical and medical colleges and universities by collaborating with industry players; promoting industrial attachment	-Engage Interns and attaches in the county
	Human Capital development; Performance and service delivery management: The project aims at overseeing the implementation of national government policies, programmes and projects by promoting application of norms and standards on performance management in public service	-Coordinate performance Management -Develop performance Management Policy -Develop rewards and sanction policy -Operationalize Performance Appraisal System -Conduct employee satisfaction survey -Report on departmental function analysis
	Digitalization Human capital systems: The objective is to develop human capital systems that are consistent with merit-system principles, including modernizing policies and practices for recruitment, retention, training, and development. The project entails upgrading of the GHRIS/Unified Human Resource infrastructure and consolidation of HR data	-Digitize 25% of existing HR record
	Digitalization of government services and records	-Automation of County Services -Functioning Local Area Network connection in all County Offices -Functional Internet connectivity in all county offices -ICT equipment acquisition

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		-Operational Server Room -Functional WIFI in Major towns -Functional ICT Audit system in place -Dissemination of weekly newsletters and website updates
	Inclusive natural resource governance; Disaster management institutions development	-Construct a new fire station -Renovate, equip and digitize 2 existing fire stations' -Install 7 Fire hydrants -Train 40 disaster and fire personnels -Acquisition of additional rescue gears -Develop 1 Map disaster and hazard prone areas -Digitize Emergency Operation Centers -Sensitize communities on disaster management -Offer humanitarian aid to disaster striken community
SDGs Africa Agenda 2063	Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 16.6 Develop effective, accountable and transparent institutions at all levels	Automation of County Services -Functioning Local Area Network connection in all County Offices -Functional Internet connectivity in all county offices -Renovated County Headquarters and other Sub County offices Phase 1 -Constructed Muranga South Headquarters Phase 1 -Sub County offices constructed Phase 1 -Ward Administrators office constructed Phase 1 -Maintenance of County Buildings Perimeter wall Phase 2 constructed at HQ -Installed CCTV security systems at HQ and Sub County
	Goal 8: Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all 8.5;By 2030 achieve full and productive employment and decent	-Ensure timely remuneration of all eligible employees -Train county staff - Procure Medical Covers and Workmen's compensation Cover

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	work for all, including for young people and persons with disabilities, and equal pay for work of equal value	
	Goal9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 19.c Significantly increase access to information and communication technology and strive to provide universal and affordable access to the internet in least developed countries	-Automation of County Services -Functioning Local Area Network connection in all County Offices -Functional Internet connectivity in all county offices -ICT equipment acquisition -Operational Server room -Functional WIFI in Major towns -Functional ICT Audit system in place -Dissemination of weekly newsletters and website updates
	Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable 11.5 By 2030,significantly reduce the numbers of deaths and the numbers of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with focus on protecting the poor and people in vulnerable situations	-Construct a new fire station -Renovate, equip and digitize 2 existing fire stations' -Install 7 Fire hydrants -Train 40 disaster and fire personnels -Acquisition of additional rescue gears -Develop 1 Map disaster and hazard prone areas -Digitize Emergency Operation Centers -Sensitize communities on disaster management -Offer humanitarian aid to disaster striken community
	ASPIRATION 3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law Have capable institutions and transformative leadership in place at all levels There will be transformative leadership in all fields (political, economic, religious, cultural, academic, youth and women) and at continental, regional, national and local levels	-Approve policies, programs and projects by County Executive Committee -Attending Intergovernmental forums -Automation of county services -Renovated County Headquarters and other Sub County offices Phase 1 -Constructed Muranga South Headquarters Phase 1 -Sub County offices constructed Phase 1 -Ward Administrators office constructed Phase 1

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		-Maintenance of County Buildings - Operational County Legal office
	ASPIRATION 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children 57 Youth unemployment will be eliminated, and Africa's youth guaranteed full access to education, training, skills and technology, health services, jobs and economic opportunities, recreational and cultural activities as well as financial means and all necessary resources to allow them to realize their full potential	Engage Interns and attaches in the county
	ASPIRATION 1. A prosperous Africa based on inclusive growth and sustainable development Well educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society	-Automation of county services -Connection of WIFI in major towns

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3.2. Devolution and External Linkages

The Devolution and External Linkages Sector in Murang'a County plays a critical role in promoting socio-economic development through effective coordination of devolved units, intergovernmental relations, and strategic partnerships. Its mandate includes overseeing service delivery at the grassroots, fostering public participation, enhancing civic education, and building external relationships with development partners, investors, and other counties. Through structured engagement and resource mobilization, the sector supports the implementation of key projects in agriculture, infrastructure, health, and education. It also enhances transparency, accountability, and inclusivity by ensuring that citizens are actively involved in decision-making processes.

Sector Vision, Mission and Goal

Vision: Empowered communities addressing their unique needs and priorities

Mission: To foster development at the grassroots level and empower communities to participate in the County's development agenda

Sector Goal: To promote effective governance, enhance service delivery, and empower local communities through the full implementation and strengthening of devolved systems and structures

Sector Objectives

a) Promote structured conflict resolution mechanisms through the Intergovernmental Relations Technical Committee (IGRTC)
b) To establish and strengthen decentralized administrative and service delivery units within counties to promote equitable development, enhance local governance, and improve citizen participation
c) To enhance the capacity and effectiveness of County Assemblies in exercising oversight over county executive functions, budgets, and development programs for improved governance, transparency, and accountability.
d) Promote effective coordination and collaboration between national and county governments
e) Enhance budgeting, procurement, and expenditure control in the county
f) Support investment, trade, and enterprise development within the county
g) Strengthen citizen engagement in governance and development processes.
h) To establish a well- coordinated, adequately resourced, and responsive support system for county governments to enhance their capacity in implementing devolved functions and delivering quality services.
i) Update and harmonize laws, policies, and regulations to support devolution.
j) Support the formation of regional economic blocs and inter-county collaborations.
k) To identify, develop, and strengthen county-based industrial clusters and local products to enhance value addition, create employment, and stimulate inclusive and sustainable local economic development

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Sector Priorities

Sector Priorities	Strategies
-Strengthen Legal and Policy Frameworks -Improve Intergovernmental Relations -Capacity Enhancement in Legal Drafting and Policy Analysis	-Review and harmonize county and national laws to eliminate overlaps and gaps. -Develop county-specific regulatory frameworks for devolved functions. -Enforce compliance with national policies while preserving county autonomy
-Enhance Institutional Capacity -Improve Human Resource Capabilities -Improve Service Delivery -Strengthen Technical Support Systems	-Implement capacity-building programs for county staff -Establish partnerships with academic and training institutions (e.g., Kenya School of Government). -Support peer learning and best practice sharing among counties
-Informed and Empowered citizenry -Inclusive Governance -Transparent and Accountable Decision-Making -Enhanced Trust in County Government -Institutionalization of Participation and Civic Education	-Institutionalize structured and inclusive public participation frameworks (e.g., ward-level forums). -Conduct regular civic education on rights, roles, and responsibilities in governance. -Promote open governance platforms and participatory budgeting
-Improve Budget Planning and Execution -Enhance Financial Accountability and Reporting -Strengthen Public Financial Management (PFM) Systems -Improve Fiscal Discipline and Efficiency	-Strengthen the role of the Commission on Revenue Allocation (CRA) in applying objective criteria for resource sharing. -Ensure timely disbursement of county funds by the National Treasury. -Develop and enforce policies for enhancing own-source revenue generation -Automate financial systems using tools like IFMIS and e-procurement. -Strengthen the capacity of internal audit and County Public Accounts Committees (CPACs). -Enforce compliance with the Public Finance Management (PFM) Act

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Sector Priorities	Strategies
-Improve Coordination Between National and County Governments -Intergovernmental Structures -Enhance Policy Coherence and Joint Planning -Reduce Intergovernmental Conflicts -Increase County Collaboration	Establish and operationalize forums such as the Summit, Intergovernmental Budget and Economic Council (IBEC), and Council of Governors (CoG) for regular dialogue. -Develop joint service delivery frameworks to clarify roles and foster collaboration
-Professionalized and Competent County Public Service -Improve Human Resource Management Systems -Increase Staff Productivity and Performance -Enhance Capacity for Service Delivery Programme Human Resource Management and Service Delivery	-Develop and implement a County Public Service Competency Framework to guide recruitment, promotions, and training - Institutionalize continuous professional development (CPD) programs for all staff - Establish partnerships with professional bodies and training institutions for certification and accreditation -Digitize HR systems by implementing a Human Resource Information System (HRIS) for efficient data management and decision-making - Develop and regularly update HR policies, manuals, and guidelines aligned with national and county laws -Conduct regular HR audits and needs assessments to identify gaps and improve systems - Implement incentive and reward schemes to motivate high-performing staff -Conduct regular capacity building and skills enhancement workshops -Organize targeted training and capacity building programs on customer service, technical skills, and leadership -Improve infrastructure and tools necessary for efficient service delivery (e.g., ICT systems) -Foster inter-departmental collaboration and knowledge sharing to enhance service delivery efficiency
-Enhance Local Industrial Development -Increase Value Addition and Market Access -Increase County-Based Employment and Incomes -Strengthen County-Private Sector Collaboration -Improve Business Environment in County	Conduct comprehensive geo-economic mapping of industrial clusters and cottage industries by sector and location (e.g., agro-processing, textiles, mining, leather). - Identify high-potential local products (e.g., honey, soapstone, coffee, crafts) and develop county-specific product value

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Sector Priorities	Strategies
	chains. -Establish common user facilities (CUFs) such as processing plants, storage hubs, packaging centres, and industrial parks tailored to cluster needs. -Improve last-mile infrastructure (roads, electricity, ICT, water) to support industrial activity in rural and peri-urban clusters. -Train local MSMEs, cooperatives, and producers on standards, packaging, branding, and market access. -Introduce appropriate technology and innovation hubs at the cluster level to improve productivity and reduce wastage -Facilitate access to credit and grants for cluster-based entrepreneurs through SACCOs, development banks, and revolving funds. - Promote public-private partnerships (PPPs) to invest in cluster development and attract value chain actors (e.g., aggregators, exporters -Develop county-based product branding initiatives (e.g., "Made in [County Name]") to promote local identity and competitiveness. -Facilitate market access through trade fairs, e-commerce platforms, and regional buyer-seller linkages. -Formulate and implement County Industrial Development Policies that prioritize cluster development. -Simplify licensing, registration, and compliance for cluster-based MSMEs and cooperatives.

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Sector Priorities	Strategies
	-Promote inter-county economic blocs (Economic Bloc, Mt. Kenya bloc) to coordinate cluster development across counties with shared value chains. -Harmonize trade and transport regulations to reduce barriers to cluster growth
-Improve Local Service Delivery -Enhance Equity in Development -Increase Citizen Engagement -strengthene Local Institutions -Economic Empowerment	-Establish fully functional sub-county, ward, and village administrative offices with clear mandates. - Recruit and train staff to manage decentralized units effectively. - Develop and implement operational guidelines for these units. - Invest in physical infrastructure such as offices, ICT systems, and service delivery points at ward and village levels. -Ensure connectivity between county headquarters and decentralized units -Train local administrators and officers on planning, budgeting, service delivery, and citizen engagement. - Provide ongoing support and mentorship from county-level department -Set up robust systems to monitor performance and service delivery at decentralized levels. - Use feedback mechanisms to improve accountability and responsiveness
-Improved Accountability and Transparency -Strengthened Legislative Function -Enhanced Service Delivery	-Allocate adequate budget for the County Assembly to operate independently, including facilities for meetings, research, and public outreach. - Invest in ICT systems to enhance legislative tracking and communication -Enforce integrity standards through leadership and integrity laws. -Strengthen partnerships with oversight institutions such as the Ethics and Anti-

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Sector Priorities	Strategies
	Corruption Commission (EACC) and Auditor General -Institutionalize mechanisms for public participation in budget hearings and development planning. -Facilitate community feedback forums that inform County Assemblies about service delivery performance. -Ensure timely access to accurate and comprehensive information from the county executive. -Implement legal provisions that require disclosure of financial reports, project updates, and audit findings to the assembly+ -Establish and empower functional oversight committees such as Public Accounts and Budget Committees. -Provide technical staff (researchers, legal experts, and economists) to support MCAs in decision-making. -Conduct regular training for MCAs on legislative procedures, budgeting, auditing, and oversight tools. -Train MCAs on interpreting audit reports, performance indicators, and procurement processes.
-Enhance Intergovernmental Collaboration -Improve Monitoring and Accountability -Peer Learning and Innovation Sharing -Improve Institutional Capacity at County Level -Better Service Delivery through Coordinated Support	-Strengthen the Intergovernmental Relations Technical Committee (IGRTC) to provide clear frameworks for coordination between national and county governments. -Regularize joint forums and sectoral working groups involving national ministries, county officials, and other stakeholders. -Develop joint M&E frameworks for tracking the effectiveness of support to counties. -Encourage peer reviews and benchmarking between counties -Ensure that national government plans, policies, and funding mechanisms are aligned with county Integrated Development Plans (CIDPs).

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Sector Priorities	Strategies
	-Create joint planning and budgeting sessions between counties and sector ministries -Develop a unified capacity-building framework coordinated by the Council of Governors (CoG) and IGRTC. -Align technical assistance from national government and development partners to county-specific needs and integrated development plans Set up dedicated units at both the national and county levels to manage and track support programs -Develop integrated data and information-sharing platforms between counties and national government agencies. -Promote real-time access to information on resources, project implementation, and service delivery indicators

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3.2.1. Sector Programmes and Projects

3.2.1.1. Sector Programmes

Table 3.4: Summary of Sector Programmes

Programme 1: Devolution Policies and Legal Reviews					
Objective: Update and harmonize laws, policies, and regulations to support devolution					
Outcome: Strengthened Legal and Policy Frameworks					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Development and Alignment of county policies/laws with the constitution	New county policies/laws aligned with the constitution	No. of New county policies/laws aligned with the constitution	0	8	3
	updated policy/Legal Frameworks on Key devolved functions	No. of updated policy/Legal Frameworks on Key devolved functions	0	6	1
Stake holder Engagement on Legal policy reforms	Stakeholder consultation conducted on Legal policy reforms	No. of Stakeholder consultation conducted	0	5	3
	inter-county or county-national dialogues held on Legal policy reforms	No. of inter-county or county-national dialogues held	0	5	2
Capacity Building for County Legal and policy officers	legal officers trained in policy formulation and legal drafting	No. of county legal officers trained in policy formulation and legal drafting	0	7	2
Transfer and implementation of devolved functions	Functions transferred	No. of functions transferred	0	2	0(Report Based)
	Frameworks developed and implemented	No. of frameworks developed	0	2	3
Development and Review of County laws	New policies developed	No. of new policies developed	0	4 policies	4
	New regulations and laws developed	No. of new regulations and laws developed	0	5 laws	4
	policies amended	No. of policies amended	0	3 policies amended	2

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	laws and regulation amended	No. of laws and regulation amended	0	3 laws and regulations amended	2
Sub Total					**26**
Programme 2 : Capacity Building and Technical Support for Implementation of Devolution					
Objective; Enhance Capacity of the County Government					
Outcomes; Enhanced Institutional Capacity Strengthened Technical Support Systems					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Institutional Strengthening of County Departments	county departments with functional organizational structures for key devolved functions	Number of county departments with functional organizational structures for key devolved functions		11 departments	3
Capacity Building and Training of County Staff	County staff trained	Number of county staff trained		150 staff	9
	Peer learning arrangements with other counties	Number of peer learning arrangements with other counties	0	3 engagements	2
Provision of Technical Support to County Departments	Technical support missions conducted	Number of technical support missions conducted		8 missions	4
	improvement in county service delivery indicators	Rate of improvement in county service delivery indicators	0	10% improvement (average across sectors).Survey based	2
Monitoring Citizen Satisfaction and Public Feedback	Citizen satisfaction levels with county services	Citizen satisfaction levels with county services (survey-based)	0	1 Annual Survey	2 .5
Sub Total					**22.5**
Programme 3 : Budgeting, Financial Management and Resource Mobilization					
Objective: Ensure fair and timely distribution of financial resources to all county departments					
Outcome: Improved Budget Planning and Execution					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**

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Budget Formulation, Approval, and Transparency	Timely approval and submission to the COB	Timeliness of budget approval and submission to the Controller of Budget	-	Submit before statutory deadline	0
	public participation forums conducted during budget formulation	Number of public participation forums conducted during budget formulation	8	8	3
	Citizens Budget	Citizens' Budgets published	0	1	0.5
	Citizen satisfaction survey on budget/resource utilization	Citizen satisfaction survey on budget/resource utilization	0	1	2
Budget Execution, Monitoring, and Reporting	Budget absorption	% budget absorption rate	-	≥90%	0
	county projects implemented as per budget	% of county projects implemented as per budget	0	≥85%	0
	Timelessness in submission of accurate financial statements to the OA	Timely submission of accurate financial statements to the OA	-	By end of Q1 in following FY	0
	Reduced pending bills and audit red flags	% reduction in pending bills and audit red flags	0	20% reduction from previous FY	1
	Capacity built departmental accountants and finance staff	Capacity building for departmental accountants and finance staff	0	1	1
Financial Systems Strengthening and Automation	Functional IFMIS	Functional IFMIS in all departments	1	100% functionality and uptime	1
	Revenue automated systems operational	Number of revenue automated systems operational	2	3 new or upgraded system	2
Revenue Mobilization and Legal Framework Enhancement	Own Source Revenue Increased	% increase in Own Source Revenue (OSR) annually		≥15% growth from previous FY	0 (Performance-based)
	Updated Revenue Enhancement Plans (REPs) or Revenue Laws	Number of updated Revenue Enhancement Plans (REPs) or Revenue Laws	0	1 Revenue Enhancement Plan	1

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	Stakeholder engagements on revenue reforms	Number of stakeholders engagements on Revenue reforms	0	1 Consultative forum	0.5
Sub Total					**12**
Programme 4: Intergovernmental Relations and Structure					
Objective: Promote structured conflict resolution mechanisms through the -Intergovernmental Relations Technical Committee (IGRTC)					
Outcome: Improved Coordination Between National and County Governments Strengthened					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Strengthening Intergovernmental Forums and Engagements	Intergovernmental forums (Summit, IBEC, CoG meetings) held or attended	Number of intergovernmental forums (Summit, IBEC, CoG meetings) held or attended	0	6 Meetings	2
	Inter-county economic blocs and development forums attended annually	Number of inter-county economic blocs and development forums attended annually	0	4 forums	1.6
	Joint policy resolutions or communiqués implemented	Number of joint policy resolutions or communiqués implemented	0	3 resolutions	0.1
Institutionalization of Intergovernmental Structures	Functional County Intergovernmental Relations Committees	Number of functional County Intergovernmental Relations Committees	0	1 committee established & operational	1
	Internal mechanisms for resolving interdepartmental or inter-county disputes developed	Number of internal mechanisms for resolving interdepartmental or inter-county disputes developed	0	1 mechanism	1

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	County staff dedicated to intergovernmental affairs	Number of county staff dedicated to intergovernmental affairs		3	0
Policy Integration and Joint Planning	Joint frameworks, policies, or programs developed and implemented	Number of joint frameworks, policies, or programs developed and implemented	0	2 frameworks	1
	Technical support missions coordinated through IGRTC or CoG	Number of technical support missions coordinated through IGRTC or CoG	0	3	1
	Reduction in litigation cases between national and county governments	% reduction in litigation cases between national and county governments	0	20	0
	intergovernmental disputes resolved through established mechanisms (e.g., IGRTC, Summit)	Number of intergovernmental disputes resolved through established mechanisms (e.g., IGRTC, Summit)	0	4	0
Capacity Building and Stakeholder Satisfaction	capacity-building sessions for county officials on intergovernmental coordination	Number of capacity-building sessions for county officials on intergovernmental coordination		1	1
	Stakeholder satisfaction with intergovernmental coordination	Stakeholder satisfaction levels with intergovernmental coordination (survey-based)		1	0.5
Sub Total					**9.2**
Programme 5: Human Resource Management, Development and Service Delivery					
Objective: Enhance Capacity of the County Government					
Outcome: Professionalized and Competent County Public Service					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**

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Strategic Human Resource Planning and Compliance	Approved and implemented Human Resource Plans	Number of approved and implemented Human Resource Plans	0	1 HR Plan developed and implemented	1
	Audits conducted on workforce skills and staffing needs assessments	Number of audits conducted on workforce skills and staffing needs assessments	0	1 comprehensive HR audit	0.5
	Compliance rate with staff establishment ceiling and wage bill regulations	%Compliance rate with staff establishment ceiling and wage bill regulations	0	≥90% compliance	0.2
	Staff turnover rates monitored and controlled	Staff turnover rates monitored and controlled	0	Staff turnover ≤10%	0.2
Human Resource Systems and Operational Efficiency	Functional Human Resource Information System	Functional Human Resource Information System (HRIS) established or upgraded	1	1	1
Staff Welfare and Policy Frameworks	Staff welfare policies developed or reviewed	Number of Staff welfare policies developed or reviewed	0	1	1.5
	Staff wellness and motivation programs (team-building, health screenings, etc.)	Number of Staff wellness and motivation programs (team-building, health screenings, etc.)	1	2	2
Sub Total					**6.4**
Programme 6: Development of Industrial Clusters and Products					
Objective: To identify, develop, and strengthen county-based industrial clusters and local products to enhance value addition, create employment, and stimulate inclusive and sustainable local economic development					
Outcome: Enhanced Local Industrial Development					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Industrial Cluster Mapping and Strategy Development	Industrial clusters identified and mapped	Number of industrial clusters identified and mapped	1	3	1.5
	County industrial cluster development strategies/plans	Number of County industrial cluster	0	1	3

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		development strategies/plans			
	Enabling policies and legal frameworks developed	Number of enabling policies and legal frameworks developed for industrial clusters	0	2	3
Infrastructure Development for Industrial Clusters	Industrial clusters supported with infrastructure	Number of industrial clusters supported with infrastructure	1	1	3
	Industrial parks, CUFs, or processing zones developed	Number of industrial parks, CUFs, or processing zones developed	1	1	5
Trade Promotion, Investment and Market Access	Trade Fairs Facilitated by the county	Number of trade fairs facilitated by the county	1	1	1
	Investment deals/PPPs signed	Number of investment deals/PPPs signed	-	2 PPPs/investment MoUs	2
	jobs created within county-level clusters	Number of jobs created within county-level clusters	0	500	0
Sub Total					**18.5**
Programme 7 : Decentralization of units in the county					
Objective: To establish and strengthen decentralized administrative and service delivery units within counties to promote equitable development, enhance local governance, and improve citizen participation					
Outcome: Improved Local Service Delivery Enhanced Equity in Development					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Strengthening Sub - county and Ward service delivery	Increased access to services at local levels	% increase in service delivery intake	0	25	2
	Operational ward and sub-county units	Number of operational ward and sub-county units	-	15	0.3

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	county budget allocated to decentralized units	% of county budget allocated to decentralized units	0	30	0
	Enhanced staff capacity at decentralized units	Number of capacity building sessions for staff capacity decentralized units	0	capacity-building sessions (1 per sub-county)	6
	Increased citizen engagements at decentralized units	Number of surveys done on citizen engagements at decentralized units	0	1	2
Sub Total					**10.3**
Programme 8 : Participation and Civic Education					
Objective: Strengthen citizen engagement in governance and development processes					
Outcome: Informed and Empowered citizenry Inclusive Governance					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Enhanced Civic Engagement and Education	Public participation forums at ward level	No. of public participation forums conducted at ward level	0	35	0
	Public participation forums at sub-county level	No. of public participation forums conducted at sub-county level	0	7 Sub county forums	0
	Attendance disaggregated (Youth, PWDs, Women, Men)	No. of attendees at public participation forums (youth ,PWDs, women, men)	0	2000)	0.1
	Feedback submissions received (all platforms	No. of feedback submissions	0	500	0.1

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	Civic education sessions conducted	No. of civic education sessions conducted in a year	0	10	3
	Ward-level civic education campaigns	No. of ward level civic education campaigns	0	35 s	2
	Information, Education, Communication) materials distributed	No. of Information, education and communication	0	500	2
	Radio, TV or social media campaigns aired	No. of radio and TV programs	0	24	3
	Civic education units established	No. of civic education units	0	35	4
	Civic Educators and facilitators available	No. of civic educators and facilitators	0	70 (2Per sub county)	0
	Civic educators/facilitators trained	No. of civic educators and facilitators trained	0	70 (2Per sub county 1 training sessions	5
	Budget vs Actual expenditure monitoring	Reports on Budgetary allocation vs actual	0	4 reports	0
	Citizens survey on satisfaction	No. of citizens survey		1	2
	Grievance redress rate	Grievance redress rate	0	10 %	0.2
Sub Total					**21.4**
Programme 9: County Support and Coordination					
Objective; To establish a well-coordinated, adequately resourced, and responsive support system for county government					
Outcome: Enhanced Service Delivery through Coordinated Support					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Technical Assistance and support	Technical assistances from National government and development partners	No. of technical assistances	0	15	3
	Policies, laws, or plans developed/reviewed with support	No. of county policies, laws, or plans	0	10 key documents (e.g., CIDP reviews, legal frameworks, sectoral policies)	2

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	Capacity building/training sessions held for county officials by external support	No. of capacity building/training	0	15	3
Monitoring, Evaluation and Learning	Integrated CIMES system developed and operational	Integrated Monitoring and Evaluation system(CIMES) in place	0	1	4
	Monitoring and evaluation visits and assessments by county and national officials	No. of monitoring and evaluation visits and assessments by county and national officials	0	40	2
	Peer review sessions or benchmarking visits conducted	No of peer review sessions or benchmarking visits conducted	0	10	2
Inter-county&Donor coordination	Joint programs or cross-county initiatives with other counties	-No of joint programs or cross-county initiatives with other counties	0	4	0
	County-specific donor-funded projects coordinated through national structures	-No. of county-specific donor-funded projects coordinated through national structures.	0	6 projects aligned and reported through intergovernmental mechanisms	0 (Report Based)
	County-specific donor-funded projects	-No. of county-specific donor-funded projects	0	7 active donor-supported projects tracked and coordinated	0(Report Based)
Sub Total					**16**
Programme 10 : County Assembly Oversight					
Objective: To enhance the capacity and effectiveness of County Assemblies in exercising oversight for improved governance, transparency, and accountability					
Outcome: Improved Accountability and Transparency					
Sub Programme	**Key Outputs**	**Key Performance Indicator**	**Baseline (current status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Legal Oversight activities	Committee sittings held	No. of committee sitting held	0	80	0
	Oversight reports produced and tabled	No. of oversight reports produced and tabled in the assembly	0	20	0.2

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	% of resolutions acted upon by Executive	% of resolutions passed from oversight reports that are acted upon by the executive	0	30%	0
	Budget amendments/recommendations made	No. of amendments or recommendations made to the annual budget.	0	10	0
	PFM violations flagged and followed up	No. of public finance management violations flagged and followed up.	0	At least 2 violations identified and followed up	0.3
	Budget and financial report approvals	Timeliness in approval of the budget and financial reports	0	Completed within legal timelines	0.1
	Audit queries addressed	% of audit queries addressed through committee follow-ups	0	85	0.1
	Public petitions considered and acted upon	No. of public petitions considered and acted upon by the Assembly.	0	2	0.3
	Public attendance/participation in oversight hearings or committee sessions Attendance	No. of Participants		500	0.1
Capacity Building	Training sessions for MCAs and committee clerks	No. of training sessions held for MCAs and committee clerks on oversight roles.	0	4	10
	MCAs and committee clerks trained	No. of MCAs and committee clerks trained in PFM, procurement, and governance	0	40	0
Sub Total					**11.1**
Grand Total					**153.4**

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3.2.2. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.5: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Government Contributions/ Interventions
Bottom-Up Economic Transformation Approach (BETA) And MTP IV	Bottom-Up Economic Transformation Approach (BETA) And MTP IV Management of Devolution Affairs To enhance Service Delivery in counties	-County laws to be reviewed and updated -8 county policies and laws to be aligned with the constitution -Update 6 frameworks on key devolved functions -Have 5 stakeholders consultations on legal policy reforms -Have 5 inter- county or county- national dialogues on legal policy reforms -7 county officers trained on legal drafting and policy formulation -2 County frameworks developed to be implemented -9 new county policies and laws to be developed -3 county policies to be amended -3 county laws and regulation to be amended -11 county departments to have functional Organization structure for key devolved functions -150 county staff to be trained -3Peer -learning arrangements with other counties to be organized -10% improvement in county service delivery indicators -Conduct survey on citizens satisfaction with county services -80 county assembly committee sittings to be held -20 oversight reports to be tabled at county assembly -At least 2 public finance management violations flagged to be followed -Ensure timely approval of budgets and financial reports at the county assembly -80 % of audit queries to be addressed through committee follow ups -2 public petitions to be considered and acted upon -500 public attendance in oversight hearing or committee sessions

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		-4 training sessions to be conducted for MCAs and committee clerks -40 MCAs and committee clerks to be trained on PFM,Procurement and Governance -15 technical support missions to be conducted from National government and development partners -1 functional and operational CIMES to be established and operationalized -40 M&E visits and assessments by county and national officials to be conducted -Timeless approval of the budget by the executive and submissions to the COB -8 public participation forums to be conducted during the budget formulation -1 citizen survey to be conducted on citizens satisfaction on budget, resource utilization -Ensure 90% absorption of the budget -Ensure 85% of county projects to be implemented as per the budget -Timely submission of accurate financial statement to the OAG -20% reduction in pending bills and audit red flags -Capacity build departmental accountants and finance staff -Ensure functional IFMIS -Have 3 upgraded revenue automated systems -Ensure 15% growth in Own Source revenue -Have one revenue enhancement plan -Have 1 consultative forums on revenue reforms
	Bottom-Up Economic Transformation Approach (BETA) And MTP IV Management of Devolution Affairs Framework for establishing uniform norms and standards for all cadres of staff across counties	-Have 1 HR plan developed and implemented -Have 1 comprehensive audit on work force skills and staff needs - Have 90 % and above compliance with staff establishment ceiling and wage bill regulations -Have 10% less staff turnover -Have a functional HRIS -Have one comprehensive welfare policy -Have 2 staff wellness and motivation programs
	Bottom-Up Economic Transformation Approach (BETA) And MTP IV Management of Devolution Affairs To improve public participation and citizens Engagement	-Ensure 25 % increase in service delivery uptake at Sub County level and ward level -Have 15 operational decentralized units -Ensure 30% allocation of the budget to decentralized units -Have 1 capacity building session per Sub - county -Conduct survey on citizens engagement on decentralized units

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		-Conduct 35 public participation forums at ward level -Have at least 2000 participants attendance on public participation forums (PWDs,Youth,women , men and marginalized -communities) -Receive at least 500 feedback submissions from public forums(in meetings or online) -Conduct 10 sessions per sub county on civic education -Carry out civic campaign at 35 wards -Disseminate 500 brochures of information ,education and communication -Carry out 24 radio, TV or social media campaigns for civic education -Establish 35 civic education units -Deploy 70 civic educators and facilitators (2 per ward) -Conduct 1 survey on citizens satisfaction with their involvement in county decision making -Have 10% Grievance redress rate
	Bottom-Up Economic Transformation Approach (BETA) And MTP IV Management of Devolution Affairs To facilitate value addition at local resources for social economic development	-Identify and map 3 industrial clusters -Develop 1 county industrial clusters plan/strategies -Have 2 enabling policies or laws for industrial clusters -Support 1 industrial clusters with infrastructure -Develop 1 CUFs or Agro processing zones -Have 1 trade fair in the county -Develop 2 PPPs/MoUs -Have at least 500 job creation within the clusters
	Bottom-Up Economic Transformation Approach (BETA) And MTP IV Management of Devolution Affairs To enhance inter-governmental sector forums for devolved functions	-Attend 6 inter-governmental forums(summit. COG meetings,IBEC) -Attend 4 inter -county economic blocs and development forums -Implement 3 joint policy resolutions or communiques -Establish 1 functional intergovernmental relations committee -Develop 1 internal mechanisms for resolving inter – departmental or inter county dispute -Deploy 3 staff to deal with inter-governmental affairs -Develop 2 joint frameworks, policies or programs -Have 3 technical support mission coordinated through IGRTC -Have 20% reduction in litigation cases between national and county government -Have 4 disputes resolved through IGRTC

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		-Have 1 capacity building session for county officials on inter-governmental coordination -Conduct 1 survey on stakeholders satisfaction with intergovernmental coordination
National/ Regional/ International Obligations	**Aspirations/ Goals**	**County Government Contributions/ Interventions**
SDGs	Goal 8 Promote Sustained ,inclusive and sustainable economic growth, full and productive employment and decent work for all 8.Achieve high level of economic productivity through focus on high value added and labor-intensive sectors	-Identify and map 3 industrial clusters -Develop 1 county industrial clusters plan/strategies -Have 2 enabling policies or laws for industrial clusters -Support 1 industrial clusters with infrastructure -Develop 1 CUFs or Agro processing zones -Have 1 trade fair in the county -Develop 2 PPPs/MoUs -Have at least 500 job creation within the clusters
	Goal 16 Promote peaceful and inclusive societies for sustainable developmet,provide access to justice for all and build effective ,accountable and inclusive institutions at all levels 16.6 Develop effective, accountable and transparent institutions at all levels	-Ensure 25 % increase in service delivery uptake at Sub County level and ward level -Have 15 operational decentralized units -Ensure 30% allocation of the budget to decentralized units -Have 1 capacity building session per Sub - county -10% improvement in county service delivery indicators -Conduct survey on citizens satisfaction with county services
	Goal 16 Promote peaceful and inclusive societies for sustainable developmet,provide access to justice for all and build effective ,accountable and inclusive institutions at all levels 16.7Ensure responsive, inclusive, participatory and representative decision -making at all level	-Conduct 35 public participation forums at ward level -Have at least 2000 participants attendance on public participation forums (PWDs,Youth,women , men and marginalized -communities) -Receive at least 500 feedback submissions from public forums(in meetings or online) -Conduct 10 sessions per sub county on civic education -Carry out civic campaign at 35 wards -Disseminate 500 brochures of information ,education and communication -Carry out 24 radio, TV or social media campaigns for civic education -Establish 35 civic education units
National/ Regional/ International Obligations	**Aspirations/ Goals**	**County Government Contributions/ Interventions**

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Africa Agenda 2063	Aspiration 6:An Africa whose development is people-driven ,relying on the potential of African People, especially its women and youth and caring for children 48.All the citizens of Africa be Actively involved in decision making in all aspects of development, including social,economic,political and environmental	-Ensure 25 % increase in service delivery uptake at Sub County level and ward level -Have 15 operational decentralized units -Ensure 30% allocation of the budget to decentralized units -Have 1 capacity building session per Sub - county -10% improvement in county service delivery indicators -Conduct survey on citizens satisfaction with county services
	Aspiration 3.An Africa of good governance,democracy,respect for human rights, justice and the rule of law 30.Africa will be a continent where the institutions are at service of its people	Conduct 35 public participation forums at ward level -Have at least 2000 participants attendance on public participation forums (PWDs,Youth,women , men and marginalized -communities) -Receive at least 500 feedback submissions from public forums(in meetings or online) -Conduct 10 sessions per sub county on civic education -Carry out civic campaign at 35 wards -Disseminate 500 brochures of information ,education and communication -Carry out 24 radio, TV or social media campaigns for civic education -Establish 35 civic education units 2 public petitions to be considered and acted upon -500 public attendance in oversight hearing or committee sessions -4 training sessions to be conducted for MCAs and committee clerks -40 MCAs and committee clerks to be trained on PFM,Procurement and Governance

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3.3. Finance and Economic Planning

3.3.1. Governors Delivery Unit

Sub Sector Vision, Mission and Goals

Vision: County Government Services and programmes effectively and efficiently delivered.

Mission: To ensure that all programmes and services are budgeted for, approvals acquired and necessary subsequent systems are adhered to

Sub Sector Goal

a) Developing and implementing financial and economic policies in the county;
b) Ensure compliance with the budget cycles timeliness and milestone; and
c) Coordinating implementation of the budget of the county.

3.3.2. Finance

Sub Sector Vision, Mission and Goals

Vision: County Government Services and programmes effectively and efficiently delivered.

Mission: To ensure that all programmes and services are budgeted for, approvals acquired and necessary subsequent systems are adhered to

Sub Sector Goal

a) Developing and implementing financial and economic policies in the county;
b) Ensure compliance with the budget cycles timeliness and milestone; and
c) Coordinating implementation of the budget of the county.

3.3.3. Economic Planning

Sub Sector Vision, Mission and Goals

Vision: Effective and efficient planning, resource mobilization, execution and monitoring of programs and projects

Mission: To enhance capacity for planning and implementation of the sustainable development agenda

Goals

The Sub-Sector goals are to:

a) Generate data and information for effective county planning services;
b) Guide and coordinate socio-economic development planning and budgeting;
c) Guide and coordinate the sectoral policy formulation and research;
d) Enhance resource mobilization skills through preparation of bankable project proposals

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for resources mobilization;

e) Build socio-economic research capacity;
f) Develop and implement efficient monitoring, evaluation and reporting systems for all county programs and projects;
g) Policy briefs, review and reports on the status of the County economy; and
h) Technical backstopping to all Departments on Sectoral, Cross cutting and Emerging economic issues and Development planning.

Sub Sector Priorities and Strategies

Economic Planning Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Improve service delivery processes	a) Capacity building of County Economic Planning Directorate b) Build and strengthen a statistical office to service the county
Preparation of requisite County Planning Policies.	a) Preparation of Annual Development Plans (ADP) FY 2025/26 b) Convening CBEF committee meetings
Monitoring and Evaluation framework	Monitoring, Evaluation and Reporting on implementation of County Integrated Development Plan (CIDP) 2023-2027
County Statistical management	a) Framework for the Data Collection, Compilation, Analysis and Dissemination of Statistical information b) Data Collection c) Preparation of County Statistical Abstract d) Conducting Statistical surveys e) Updating County fact sheet
Resource Mobilization and Proposal Development	a) Preparations of concept papers for financing b) Build a database of development partners
Technical backstopping	a) Mainstreaming environmental planning into economic development b) Providing capacity building to the county departments of policies formulations

3.3.4. Monitoring and Evaluation

Sub Sector Vision, Mission and Goals

Vision: Credible and valid information for decision-making

Mission: To inculcate the use of Monitoring and Evaluation in County operations for accountability, efficiency and effectiveness.

Goal

To provide a robust framework for use of modern Motoring and Evaluation tools, approaches and methodologies for efficient and effective decision making

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Priorities	Strategies
Operationalize CIMES policy framework, guidelines, standards and tools;	a) Fast track approval and Operationalization of the County M&E policy b) Operationalize County Integrated Monitoring & Evaluation System (CIMES) c) Establish and operationalize CIMES Structures d) Fast track approval of M&E department organizational structure
Co-convene various sectors in the formulation of short term, medium term and long-term framework for tracking County development plans and policies;	a) Develop M&E tools b) Design Log Frame Matrix for flagship projects c) Develop capacity skills set for M&E Officers d) Capacity build/sensitize departmental M&E Champions on emerging skills set, tools, approaches and methodologies e) Conduct sectoral baseline surveys in partnership with sectoral M&E focal persons f) Establish County M&E Database g) Produce and disseminate success stories on Project/Programme h) Establish County Executive Dash Board
Develop County Monitoring and Evaluation capacity within and without the department	a) Institutionalize M&E reporting across the sectors b) Create and maintain County website on Monitoring and Evaluation c) Procure vehicles for monitoring and evaluation exercises d) Provide adequate office infrastructure and space for Monitoring and Evaluation e) Enhance budget allocation to Monitoring and evaluation f) Nurture M&E capacity among implementers g) Analyze existing databases for decision-making and ensuring responsive service delivery h) Identify emerging development needs. i) Guide and coordinate model service delivery units in comparison with best practices
Coordinate implementation and review of County Integrated Monitoring and Evaluation System (CIMES)	a) Establish and operationalize CIMES Structures b) County M&E Committees (COMEC) c) Sub County M&E Committees (SCOMECs) d) Ward M&E Committees (WMEC)
Development and review of performance indicators for the County Integrated Development Plan and Sectoral policies	a) Prepare monitoring and evaluation matrix b) Prepare county handbook of development indicators in collaboration with other sector M&E Champions c) Provide the technical backstopping on development of sectoral policies in collaboration with other sector M&E Champions
Track and report progress in implementation of County Integrated Development Plan and other County development initiatives;	a) Monitoring and evaluating implementation progress of CIDP b) Monitoring and evaluating implementation progress of CADP c) Monitoring and evaluating implementation progress of Sectoral policies and plans
Coordinate community score cards, satisfaction surveys and	a) Institute and administer citizen scorecards b) Present monitoring, evaluation and compliance data during public participation fora

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other topical programmes evaluations	
Identify and integrate emerging best practices including geo-based monitoring tools and equipment	a) Organize and facilitate inter-County twinning/peer learning/benchmarking exercises b) Organize and facilitate intra-County twinning/peer learning exercises c) Present monitoring, evaluation and compliance data during public participation fora

3.3.5. Revenue

Sub Sector Vision, Mission and Goals

Vision: County revenue services improved

Mission: To ensure efficiency in revenue collection

Goals

a) Revenue collection;
b) Mobilizing resources for funding budgetary requirements;
c) Prepare and implement revenue enhancement plans; and
d) Continuous liaison with National Treasury and Commission of Revenue Allocation.

Resource Mobilization and Revenue Sub Sector Priorities and Strategies

Sub Sector Priority	Strategies
Improve on resource mobilization and revenue collection	a) Review of finance Act b) Automation of revenue management c) Empowerment of enforcement team d) Capacity building e) Expansion of revenue base f) Mapping of revenue streams g) Developing of PPP policy h) Enhance projects and programmes financing through development partnerships

3.3.6. Budget and Fiscal affairs

Sub Sector Vision, Mission and Goals

Vision: Budgeting to achieve intended County Programs' outcomes for long term intended impact.

Mission: To ensure the County and its entities budget their strategic objectives within the available resource envelope.

Goals

The Sub-Sector goals are to:

a) To ensure that all programs and plans are well costed, budgeted and implemented within the available resource envelope.

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b) Ensure legality of budget and expenditure.
c) Monitor planned programs for their intended outcomes.
d) Monitor expenditure for remedial action.
e) Ensure effective and efficient working relationship with key budget and planning stakeholders.

Sub Sector Priorities and Strategies

The sub-sector strategies and priorities shown in the table.

Sector Priorities	Strategies
Co-ordination of Budget Making process.	a) Collaborate in preparation of County Integrated Development Plan (CIDP). b) Preparation of key Budget Documents. • Budget Circulars • County Budget Review and Outlook Paper. • County Fiscal Strategy Paper. • Preparation of Main and Supplementary Budget Estimates
Resource Mobilization	a) Co-ordinate with Departments on funds needs for exchequer requests. b) Engage with other Development agencies within the County. c) Prepare proposals for funding in conjunction with user Departments.
Monitoring and Evaluation.	a) Preparation of Budget Implementation reports and expenditure versus budget reports. b) Collection, Analyses and Evaluation of information.
Improve service delivery processes	a) Capacity building of County Entities on Budgeting and implementation. b) Maintain working relationship with key intergovernmental budget offices, such as County Assembly, Controller of Budget, Commission of Revenue Allocation, and External budget stakeholders.

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3.3.7. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.6: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/International Obligations	Aspirations/Goals	Contributions/Interventions in the last Annual Strategic Plan
Governor's Delivery Unit	Kenya Vision 2030	Oversee implementation of key development projects contributing to county economic growth.
	SDGs (Goal 11: Sustainable Cities and Communities)	Promote urban planning and development projects within the county.
Finance	Public Finance Management Act	Ensure transparent and accountable use of county resources.
	SDGs (Goal 16: Peace, Justice, and Strong Institutions)	Strengthen financial management systems and controls.
Economic Planning	Kenya Vision 2030	Align county development plans with national economic strategies.
	Africa Agenda 2063 (Aspiration 1)	Advance inclusive economic growth through strategic planning.
Monitoring and Evaluation	County Governments Act	Monitor and evaluate projects for effectiveness and efficiency.
	SDGs (Goal 17: Partnerships for the Goals)	Enhance data-driven decision-making through improved M&E frameworks.
Revenue	Public Finance Management Act	Increase local revenue collection through enhanced systems.
	SDGs (Goal 1: No Poverty)	Support poverty alleviation programs by boosting revenue generation.
Budget and Fiscal Affairs	Kenya Vision 2030	Develop and implement budgets aligned with both county and national priorities.
	SDGs (Goal 9: Industry, Innovation, and Infrastructure)	Supporte infrastructure projects through efficient fiscal management.

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3.3.8. Sector Programmes and Projects

3.3.8.1. Sector Programmes

Table 3.7: Summary of Sector Programmes

Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
Governors Delivery Unit					
Programme Name: Administration, Planning and Support services					
Objective: Effective and Efficient Service Delivery					
Outcome: Quality Service Delivery Environment					
Administration Services	1 Vehicle	No. of vehicles procured	-	1	6
Personnel Services	Staff Capacity Building and Training	No. of staff capacity build and trained	-	10	1.5
Sub Total					**7.5**
Finance					
Programme Name: Administration, Planning and Support services					
Objective: Effective and Efficient Service Delivery					
Outcome: Quality Service Delivery Environment					
Administration Services	Vehicle for Financial Services	No. of vehicles procured	-	1	6
Asset Managment	Valuation of Assets	No. of Valuation Reports	-	1	10
Personnel Services	Staff capacity building and training	No. of staff trained	-	15	1.5
Emergency fund	Emergency Interventions	Lump sum(ls)	-	-	40
Solarization	Solarization of county Offices	No. of Offices Solarized	1	10	30
Stores Managment	Storage Containers	No. of Containers	2	3	6

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Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
Vision 2050	Murang'a County Vision 2050	Approved Murang'a County Vision 2050	-	1	5
Sub Total					**98.5**
Programme Name: Financial Services, Reporting, Budgeting and Policy					
Objective: Strengthen Financial Services, Reporting, Budgeting and Policy					
Outcome: Quality County Financial Services, Reporting, Budgeting and Policy					
Financial Services policy and reporting	Financial policy	No. of Policies	-	1	5
	Financial report	No. of reports	5	5	5
Procurement	Asset and Supply chain Management	Updated County Asset Management			2
	Procurement Policy	No. of Policies			
Sub Total					**12**
Economic Planning					
Programme: Administration, Planning and Support Services					
Objective: Effective and Efficient Service Delivery					
Outcome: Quality Service Delivery Environment					
Administration Services	County Planning Offices	County Planning Offices constructed	0	1	20
	Vehicles for Monitoring and Evaluation	No. of vehicles procured	-	1	7
	Printing of plans	No. of plans and policies	4	5	0.5
Personnel Services	Staff capacity building and training	No. of staff capacity built and trained	-	10	2
Sub Total					**29.5**
Programme Name: Economic policy formulation and review					
Objective: Strengthen County Development Planning, Policy formulation and Implementation					
Outcome: Quality County Development Planning and policy formulation					

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Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
County Economic Policy Formulation, modelling and management	Annual Development Plans (ADP)	Number of ADP	1	1	5
	Sectoral policies formulated/reviewed	Developed/ formulated sectoral policies	-	1	2
County policy Review and Reporting	Reviewed Policies Mid-term and End-term Reports	Number of Reports and policies reviewed		-	-
County Statistical Management	Statistical Management Framework	County Statistical Abstract	-	1	6
Monitoring, Evaluation and Reporting on implementation of County Integrated Development Plan (CIDP)	Quarterly ADP implementation reports	Number of quarterly reports	1	4	2
Resource Mobilization and proposal development	Proposals development	No of Concepts	2	10	5
Technical backstopping	Training and Capacity building on economic development Planning	No of workshops and training seminars	1	2	5
Sub Total					**25**
Monitoring and Evaluation					
Programme Name: Administration, Planning and Support services					
Objective: Effective and Efficient Service Delivery					

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Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
Outcome: Quality Service Delivery Environment					
Administration	Operational CIMES	No. of committees formed and operational	1	4	0.5
	M&E Vehicle	Vehicle procured	-	1	8
Planning	Approved County M&E policy	Approved County M&E policy	-	1	2
Sub-Total					**10.50**
Programme 2: Monitoring and Evaluation					
Objective: To strengthen result-based management					
Outcome: Improved accountability					
Field Monitoring and Evaluation	County Annual Progress Report (CAPR)	County Annual Progress Report (CAPR)	1	1	0.5
	Quarterly County Progress Report	No. of County Progress Reports	1	4	0.25
	Capacity Build M&E officers/ Champions	No. of M&E Officers/ Champions sensitized	5	10	1
	Sectoral plan Implementation and Service Infrastructure Evaluation report	Sector-specific evaluation report on service infrastructure and implementation of projects/ programmes	-	1	1
	County handbook of Development indicators	Handbook of county development indicators prepared.	1	1	3
	Inter-county twinning/ peer learning	No. of twinning/ Benchmarking/ Peer learning	-	1	1
	Documentaries on county success stories	No. of documentaries produced	-	3	2

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Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
Sub-Total					**8.75**
Programme 3: County Integrated Monitoring and Evaluation System (CIMES)					
Objective: Enhance County harmonization and uniformity of M&E functions					
Outcome: Harmonized and uniform county M&E function					
CIMES	CIMES operationalized	No. of CIMES Structures formed across the County		COMEC structure	0.5
	Quarterly CIMES committee meetings	No. of Committee meetings convened		4	0.5
	County M&E database platform	Database in place and functional		-	-
Sub Total					**1**
Revenue					
Programme Name: Administration, Planning and Support services					
Objective: Effective and Efficient Service Delivery					
Outcome: Quality Service Delivery Environment					
Administration Services	Revenue vehicles	Number of revenue vehicles		2	12
Personnel Services	Training and Capacity building	Number of Revenue officers trained		100	10
Sub Total					**22**
Programme Name: Resource Mobilization and Revenue					
Objective: To improve on revenue collection					
Outcome: Improved revenue collection					
Resource mobilization and Revenue policies	Review Finance Act	Number of Reviewed Finance Act		1	10

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Sub-Programme	Key Output	Key performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement Kshs. M
Revenue Automation and revenue collection administration	Automated revenue Management	Number Revenue system		1	20
Resource Mobilization research and advisory	Resource Mobilization Research studies	No. of County resource mobilization and revenue studies developed		1	5
Sub Total					**35**
Budget and Fiscal Affairs					
Programme Name: Budgeting and Fiscal Affairs.					
Objective: Efficient and Effective Directorate					
Outcome: Equitable resource distribution.					
Budget	d) CBROP e) CFSP f) Budget Estimates g) Debt Management	No. of policy document		5	23
Resource Mobilization	a) Availed funds for programmes. b) Additional funding and programmes from other Development partners.	a) Funding availed. b) Projects implemented by Development partners. c) Funding Proposals prepared and submitted.		24	2
Sub Total					**25**
Grand Total					**274.75**

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3.3.8.2. Sector Projects

Table 3.8: Sector Projects for FY 2026/2027

Sub Programme	Project Name and Location	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, 2, Q3, 4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Sub Sector - Finance										
Programme Name: Administration, planning and support services										
Administration Services	Vehicle for Financial Services	Procurement of vehicle	8	MCG	Q2	No vehicles of vehicles procured	1 vehicle	New	Finance and economic planning	
Sub Sector – Economic Planning										
Programme Name: Administration, planning and support services										
Administration Services	County planning offices	Construction of County planning office	20	MCG	Q1	No of offices constructed	1	New	Finance and economic planning	
Economic policy formulation, modelling and management	County plans (ADP and other policy documents)	Development of various county plans	10	MCG	Q1-Q4	No of County plans developed	5	Ongoing	Finance and economic planning	
County policy Review and Reporting	Review of County plans and policies	Review of county plans and policies	10	MCG	Q1-Q4	No of county plans reviewed	3	ongoing	Finance and economic planning	
County Statistical	Statistical Management Framework	County Statistical Abstract	2	MCG	Q1-Q4	No of County Statistical	1	Ongoing	Finance and economic planning	

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Sub Programme	Project Name and Location	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, 2, Q3, 4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Sub Sector - Finance										
Programme Name: Administration, planning and support services										
Management						Abstract Prepared				
Sub Sector – Monitoring and Evaluation										
Programme Name: Administration, planning and support services										
Administration Services	Vehicle for M&E	Procurement of vehicle	8	MCG	Q2	No vehicles of vehicles procured	1	New	Finance and economic planning	
Planning	County M&E policy	Development of county M&E policy	2	MCG	Q1	No of policies developed	1	Ongoing	Finance and economic planning and County Attorney	
Sub Sector – Revenue										
Programme Name: Administration, planning and support services										
Administration services	Revenue mobilization vehicles	Procurement of 10 revenue vehicles	80	MCG	Q2	No of revenue mobilization vehicles procured	10	Ongoing	Directorate of revenue	

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3.4. Agriculture, Livestock and Fisheries

3.4.1. Agriculture Crops

Sub Sector Vision, Mission and Strategic Priorities

Agriculture Crops

Vision: A wealthy and food secure county

Mission: To ensure sustainable food supplies and security

Sector Goals:

a) Increase crop productivity and output
b) Enhance accessibility of affordable inputs and credit to farmers
c) Promote sustainable land use and conservation of the environment
d) Enhance the role of youth and women as well as PWD in agriculture
e) Promote sustainable food chains for value addition
f) Enhance institutional capacity through efficiency and effectiveness in service delivery

Sector Objectives

Sector Strategic priorities

Agriculture (Crops)

1. Increase agricultural production, productivity and profitability
   a) Capacity build farmers on appropriate and efficient agricultural practices and technologies
   b) Enhance farm input e–subsidy programme
   c) Organize farmers into cooperative societies
   d) Strengthen collaborative research on new technologies
   e) Review land use and land subdivision for agriculture and commercial purposes
2. Promote use of irrigated agriculture Improve food and nutrition security
   a) Invest in irrigation agriculture
   b) Promote production of drought tolerant/resistant crops as alternative food sources
   c) Promote on-farm water harvesting and efficient water utilization technologies
   d) Train farmers on appropriate food production, preparation, utilization and preservation technologies
   f) Promote crop insurance for staple food crops (maize, beans) in the county.
3. Promote home gardens and farm pharmacy in every ward
   a) Provide famers with quality farm inputs Improve Soil fertility
   b) Promote soil testing and fertility management
   c) On farm soil and water conservation
   d) Enhance access to farm inputs e.g., fertilizers, liming material
   e) Capacity building on safe use of Agro-chemicals
4. Train farmers on organic farming Improve Extension Service delivery
5. Recruit and train agricultural extension officers
6. Use ICT in agricultural extension service delivery
7. Promotion of production of Traditional High Value Crops (THVC) and industrial oil crops

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a) Promote and support production and value addition of THVC and Oil crops (soybeans, cotton, sunflower) in collaboration with processors and SMEs Create farmer owned agribusiness

8. Create farmer owned agribusiness
   a) Carry out rapid assessment on stakeholders' roles and responsibilities in agricultural Value chains
   b) Establish collaborative students and youth led Agriculture Extension programme
   c) Support local farmer cooperatives to create 35 hubs one in each WARD.

3.4.2. Livestock

Sub Sector Vision, Mission and Goals

Vision; A transformed livestock department for economic prosperity and livelihood support.

Mission; To increase production, productivity and value addition of livestock.

Sub Sector goals and targets

a) To transform livestock production into a commercially oriented enterprise
b) Ensure sustainable livestock food security
c) Create wealth from sale of livestock and livestock products

Sub Sector Objectives; Efficient and effective service delivery and Livestock enterprises development and diversification of household income

Sub Sector Strategic priorities; Enhance extension service delivery; Increase value addition in livestock products and Livestock registration

3.4.3. Veterinary Services

Sub Sector Vision, Mission and Goals

Vision: To promote and facilitate the achievement of optimal animal health and welfare, production and trade thereby contribute to public health, food security and poverty reduction.

Mission: to provide efficient veterinary services for production of safe and high-quality animal and animal products, promote trade and industrial growth in a sustainable environment.

Sub Sector Goal(s): Safeguard livestock health and welfare, safeguard human health, improve livestock productivity and promote trade in animals and animal products.

Sub Sector Objectives:

1. Improve Animal genetic resource
2. Reduce disease and pests in domestic animals by enhancing livestock disease surveillance, vaccination and diagnostic services.
3. Safeguard human health
4. Production of quality hides and skins and prevention of environmental pollution.
5. Increase livestock productivity

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6. Raise revenue for the county government

Sector Strategic Priorities:

1. Improve production and productivity of dairy cattle through breed improvement technologies (Artificial insemination)
2. Enhance disease surveillance and reporting,
3. Control livestock diseases through vaccinations and management of quarantines.
4. Control zoonotic diseases
5. Safeguard human health through provision of meat products that are safe for human consumption.
6. Enhance trade in hides, skins and leather products and promote value addition locally.
7. Educate farmers on their role in control of livestock diseases for improved livestock productivity and provide new information and technologies on animal health.
8. Raise revenue for the county government.

3.4.4. Fisheries

Sub Sector Vision, Mission and Goals

Vision: A wealthy and food secure county

Mission: To ensure sustainable food supplies and security

Sector Goal(s):

a) Increase aquaculture productivity and output
b) Enhance accessibility of affordable inputs feeds, fingerlings etc.
c) Promote sustainable fisheries development and conservation of the environment
d) Promote inclusivity of youth, women and PWD in fisheries sub sector programmed
e) Promote sustainable fish value addition and marketing
f) Enhance institutional capacity through efficiency and effectiveness in service delivery

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3.4.5. Sector Programmes and Projects

Table 3.9: Summary of Sector Programmes

Agriculture (Crops)					
Programme Inua mkulima mango /milk subsidy programme					
Objective : To enhance production, productivity, quality and profitability of mangoes,					
Outcome: increased productivity and incomes for mango farmers,					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Dairy and Mango subsidy programme	Beneficiaries (farmers) of Dairy and mango subsidy	No. of beneficiaries (farmers)	22,030	24,000	205
Programme Name: Food and nutrition security program					
Objective : To improve food and nutrition security at household level and increase incomes					
Outcome: Increased productivity and incomes from crops value chains					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Inua Mkulima maize and Sorghum programme	Farmers Benefiting	No. of beneficiaries	108,240	150,000	250
Crop pests and disease Control	Farmers Benefiting	No. of beneficiaries	57,975	120,000	12
Kenyatta Agricultural Traning Center (Mariira Farm	-Farmers trained -Quality seeds and planting materials	No. of beneficiaries Amount of seeds and planting material available for farmers	6,000 Super napier	10,000 3 acres Super napier and 500,000	4 4

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				Coffee, Mango, Avocado, Macadamia and other fruit tree seedlings	
National Agriculture Value Chains Development Project (NAVCDP)	-Increased market participation -Increased value addition Increased incomes	No. of CIGs No. of SACCOs	5,526 35	6,400 35	165
Kenya Agricultural Business Development Project (KABDP)	Access to market improved for targeted agricultural value chain actors	No. of market linkages	New project	100 per value chain	12
Sub Total					**447**

Livestock Development

Sub Programme	Key Outputs	Key Performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs. M)
Programme Name: Livestock Administration Planning and Support Services					
Objective: Efficient and effective service delivery					
Outcome: Improved coordination and quality of extension services					
Administration Services	Provision of staff accommodation and work equipment's	Number of stations with offices and equipment	0	3 office stations and equipment	7
Personnel Services	Recruitment of technically qualified staff	Number of technical staff recruited	_	20 staff	5
Sub Total					**12**
Programme Name: Livestock Resources Management and Development					

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Sub Programme	Key Outputs	Key Performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs. M)
Objective: Livestock enterprises development and diversification of household income					
Outcome: Improved livelihoods					
Inua Mkulima Milk Subsidy	Milk subsidy	No. of farmers receiving Inua Mkulima milk subsidy	22,030	24,000	0 (To be implemented jointly)
Dairy coolers	Milk Coolers procured and distributed to cooperatives	No. of coolers distributed to cooperatives	0	5	10
Dairy production	Livestock registration with KSB	Number of animals registered	0	3500	7
	Model farms established	Number of model farms established (Mariira & Thailand and others started by co-ops as demo farms)	0	20 Farms	20
Fodder Production	Bulked Bracharia/ Super Napier in Mariira ATC and dairy co-ops)	Acreage under fodder (Bulking Bracharia/ Super Napier in Mariira ATC and dairy co-ops)	0	50 Acres	5
Livestock Development and capacity building	Livestock extension services	Number of group training	272 trainings	350 trainings	7
		Farm Visits	1068 Farm visits	5000 farm visits	7
		Demonstrations	93 demonstrations	120 demonstrations	4
		Field days	46 field days	16 field days	8
Strategic animal products food security	Introduced dorper sheep for mutton production	Number of dorper sheep	0	1000 dorper sheep	10
	Local goats for Chevon production	Number of local goats	0	1000 local goats	10

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Sub Programme	Key Outputs	Key Performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs. M)
	Poultry for women, youth and PWDs	Number of birds	0	7000 birds	5
	Pigs for Pork and bacon production	Number of pigs	0	2000 pigs	10
	Rabbit population kept by women, youth and PWDs	Number of rabbits	0	3500 rabbits	7
Emerging Livestock Promotion	Farms rearing emerging livestock	Number of farms rearing emerging livestock	0	8 farms	2
Livestock Products Value Addition and marketing	Dairy Goats milk value addition centres (cooling & processing)	Number of dairy goat milk value addition centres	0	3	1
	Dairy value addition group trainings	Number of dairy value addition groups (Niche products e.g., Probiotic yoghurt)	0	105 groups	3
	Established apiaries	Apiary establishment (For training, honey, hive products and crops pollination)	0	20 Apiaries	5
Sub Total					**121**

Veterinary Services

Sub Programme	Key Outputs	Key Performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs. M)
Programme Name: Control of livestock diseases and pests' services					
Objective: Optimize livestock production and productivity					

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Outcome: Animal disease prevention and Increased productivity					
Animal vaccination	Vaccinated animals	No. of animals vaccinated	27,507	170,000	22.6
Programme Name: Animal Breeding Services					
Objective: Control of breeding diseases and breed improvement					
Outcome: Increased milk production					
Artificial insemination	Inseminated cows	No. of cows inseminated	4,158	11,000	14
Programme Name: Veterinary Public Health Services					
Objective: Quality assurance of meat products, hygiene of slaughter facilities and meat carriers.					
Outcome: Provision of meat products that are safe for human consumption.					
Meat Inspection	Animal carcass inspected	Carcass inspection figures	Cattle-31,074 Goat-2,958 Sheep- 1,958 Pigs-48,905	42,000 cattle, 5,500 goats, 5,000 sheep, 65,000 pigs	6
Programme Name: Hides and Skins Improvement and Leather Development					
Objective: Production of quality hides and skins and promote value addition.					
Outcome: Production of grade one hides and skins for value addition.					
Hides and Skins Improvement	Quality hides and skins	Quality hides and skins production figures	40,176 Hides Goat Skins-2500 Sheep Skins 1600	40,000 hides, 4,000 goat skins, 5,000 sheep skins.	5
Programme Name: Veterinary Extension Services					
Objective: Farmers education on control of livestock diseases and pests					
Outcome: Livestock disease prevention and reporting					
Veterinary Extension Services	Farmers visits and field days	Number of Farmers visited and trained	26,044	45,000 farm visits	4
Programme Name: Veterinary Fees and Charges					
Objective: Raise revenue for Murang'a County Government					
Outcome: Revenue Generation					

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Revenue collection and surrender	Revenue collected and surrendered	Amount of revenue collected and surrendered	22,658,900	Kshs 35,000,000	4

Fisheries Sub Sector Programmes

Programme Name-Fisheries Development program					
Objective: To facilitate sustainable management and development of fisheries resources and products for wealth creation					
Outcome: Fish to become a dietary item in every household; More fish is for a healthier and wealthier population.					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Aquaculture development	fish ponds/Area under fish production(m^2) Fish production	No. of fish ponds/Area under fish production(m^2) Weight (kg) of fish harvested	2,056 fish ponds	175 fish ponds (300M^2) to targeted (5per ward), 180,000 fingerlings for fish farmers 92,000 kg of fish feeds	20.70
Fish quality assurance, Value Addition and Market Development	Fish campaigns	No. of fish "eat more fish campaign"	-	9 "eat more fish campaigns (one per Subcounty)	1.50
Administrative support and fish farming extension support services	Fish farm visits Training	No. of farm visits No. of trainings	1,320	Targeted 1480 fish farm visits 18 field demos/farm vists	1.20
	Improved quality and effectiveness in service deleivery	No. of fisheries officer recruited	6	6 Fisheries officers to be recruited	4.0
Sub Total					**27.40**

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3.4.5.1. Fisheries Sub Sector Projects

Programme Name								
Project name and location	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh. M)**	**Sources of funds**	**Time frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Construction institutional demo ponds	Ground work, drainage construction,lining, fingerling stocking		5.4	Murang'a County Goverment	Q1,Q2, Q3,Q4	Construction of 8 ponds. Stocking of 8 ponds	2 ponds to be rehabilitated.	Directorate of fisheries.

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3.4.6. Proposed Grants, Benefits and Subsidies to be Issued

Table 3.10: Proposed Grants, Benefits and Subsidies to be Issued FY 2026/2027

Type of payment (e.g., Education bursary, Bashara fund etc.)	Amount (Ksh. M)	Beneficiary	Purpose
Inua Mkulima mango and milk subsidy milk-County wide	205	Mango and milk farmers	Issue farmers with Ksh.2400 per farmer to assist buy inputs in specified agro-input dealers .This would improve their incomes
Inua Mkulima maize /sunflower/sorghum programme	250	Maize /sunflower/sorghum farmers	Upscale production of the specified crops for income generation and food and nutrition security

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3.5. Roads, Housing and Infrastructure

Sector Vision, Mission and Strategic Priorities

Vision: An integrated and sustainable infrastructure supported by modern technology

Mission: To provide efficient, affordable and reliable infrastructure

Goal: The overall goal of the department is to manage and maintain state of the art infrastructure

Sector Priorities and Strategies

Sector Priorities	Strategies
Improve road network	a) Upgrading rural & town roads b) Rehabilitation of existing roads c) Opening of new access roads d) Resurvey and upgrade feeder roads
Connectivity	a) Constructing of foot bridges, box culverts & bridges b) Rehabilitation of bridges, footbridges and box culverts c) improvement of transport infrastructure to ensure access to residential zones
Security	Installation of solar street lighting, floodlighting and maintenance of existing ones
Major town aesthetics and cleanliness	Bituminous surfacing and cabros installation to major town, roads and parking
Development of transportation policy	Formulation of a county transportation policy
Improvement of public transport	a) Construction of modern bus parks in all designated municipalities, towns and markets b) Development of Non-Motorized Transport infrastructure
Promotion of air transport	Construction of an airstrip at Kwa Ndege area at Kambirwa
Improvement of existing institutional houses	Refurbishment of government housing scheme at Murang'a and Kandara
Development of affordable housing	a) Introduce use of ABT and support Housing construction b) Development of incentives and subsidies to attract private sector investment in housing c) Enhance collaboration with National Government d) Establishment of affordable housing scheme e.g., tenant purchase and PPPs
Urban renewal and redevelopment program	a) Strengthen management of government houses/buildings b) Condemn and phase out old buildings/structures c) Repossession of government houses d) Develop asset register for county houses
Construction of county government housing and support infrastructure	a) Preparation of plans for the County Headquarters b) Construction of the smart county headquarters c) Construction of official residences for the governor, deputy governor and assembly speaker
Promote use of clean energy	a) Review and document use of renewable energy b) Develop and promote use of biogas, solar, energy saving jikos and mini hydro energy

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3.5.1. Sector Programmes and Projects

3.5.1.1. Sector Programmes

Table 3.11: Summary of Sector Programmes for the FY 2026/2027

Programme 1 :- Community Based Projects					
Objective: To upgrade Community Service Infrastructure					
Outcome: : Improved Mobility ,accessibility and E.C.D.E Infrastructure					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
E.C.D.E Classroom renovation & Construction	Classroom constructed/Renovated	No. of Classrooms done.	559	160	250
Roads Maintenance	KMs of road improved	KMs of road Improved.	6,450	280	50
Dispensary Construction & Renovation	Dispensary constructed/Renovated.	No. of dispensary constructed/Renovated.	145	5	20
Footbridges	footbridges constructed	No. of footbridges constructed.	360	35	17.5
Market Improvement	Markets improved	No. of markets improved.	140	10	20
Sub Total					**357.5**
Programme 2 :- Urban Development					
Objective: To provide mobility,cleanliness,safe and convenient business environment and to improve aesthetics of our major towns and increase revenue					
Outcome: Improved Mobility,increased revenue and aesthetic beauty of major towns.					
Cabros	Improve accessibility & aesthetics of our major towns	Square metres installed	65,000	50,000	150
Programme 3 :- Energy Distribution.					
Objective: Ensure all shopping centres, Markets and major towns are lighted.					
Outcome: : Increased safety & prolonged business hours.					
Street lighting	Improved security & increased business hours.	Km done.	25	3.5	20
Floodlighting	Improved security & increased business hours.	No. of poles installed	389	130	20

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Solar Floodlighting	Improved security & increased business hours.	No. Supplied & Installed	1500	1800	240
Sub Total					**80**
Programme 4 :- Housing					
Objective:- To upgrade and construct affordable Housing.					
Outcome: : Improve Housing Conditions.					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
Upgrade & Renovate county Government Headquarters Offices.	Improved Housing	No. of offices renovated	3	1	15
Other Civil works	Improve Accessibility	No. of Kms done	650	10	30
Sub Total					**45**
Grand total					**632.5**

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3.5.1.2.Sector Capital Projects

Table 3.12: Sector Projects for FY 2026/2027

Programme Name								
Project name and location	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh.M)**	**Sources of funds**	**Time frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Construction of E.C.D.E.S across Muranga County	Substructure & Superstructure works & finishes	Use of environment friendly materials	250	M.C.G	By June 2027	160 Centres		M.C.G
Cabro supply and installation	Earthwork,drainage laying of cabros & compaction	Use of environment friendly materials	150	M.C.G	By June 2027	50,000 Sqm		M.C.G

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3.5.2. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.13: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County government Contributions/ Interventions
SDGs	GOAL 3: Good Health and Well-being	Construct and renovate 5 dispensaries which will lead to improved access to better health care
	GOAL 4: Quality Education	Construct of 160 ECDE classrooms leading to improved learning environment
	GOAL 6: Clean Water and Sanitation	Connection of piped water ensuring access to clean and safe water
	GOAL 7: Affordable and Clean Energy	Rehabilitate of 3.5 kms of solar powered streetlight
	GOAL 9: Industry, Innovation and Infrastructure	280 kms of road infrastructure development
	GOAL 11: Sustainable Cities and Communities	Under Smart city programme the County plan to tarmacked 4.5 kms of roads in major shopping centres in the seven sub counties, supply and install 50,000 square metres of cabros in market centres
	GOAL 13: Climate Action	Use of solar powered streetlights ensuring use of clean energy
Vision 2030	Social Pillar	Construct of 160 ECDE classrooms leading to improved learning environment
		Construct and renovate 5 dispensaries which will lead to improved access to better health care
		Under Smart city programme the County plan to tarmac 4.5 kms of roads in major shopping centres in the seven sub counties, supply and install 50,000 square metres of cabros in market centres

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3.6. Commerce, Trade, Industry and Tourism

The Sector comprises of the following Sub Sectors:

(i) Trade and Investment
(ii) Industrialization
(iii) Tourism
(iv) Cooperative Development
(v) Cooperative Audit

I. Trade and Investment

Sub Sector Vision, Mission and Goals

Vision: A vibrant and industrial business hub

Mission: To provide a conducive environment for growth in trade and industrial development

Goals

a) Developing trade policies and legislation
b) Promote retail and wholesale markets
c) Develop County export programmes
d) Provide capacity building support to micro, small and medium enterprises
e) Provide an enabling environment for growth in trade and investment
f) Promote fair trade practices and consumer protection
g) Promote public private partnerships
h) Linking local producers with export market
i) Enhance participation in trade and investment expo
j) Adoption of technology in trade for value addition
k) Capacity building on digital trade/e-commerce

Objective

(i) To promote retail and wholesale markets;
(ii) To support micro, small and medium enterprises;
(iii) To provide an enabling environment for growth in trade, investment and industry; and
(iv) To promote fair trade practices and consumer protection.

Sub Sector Priorities and Strategies

Priorities	Strategies
Construction of markets and provision of basic amenities in markets	a) Construction and renovation of markets sheds and collection centers. b) Construction of sanitation blocks, c) Availability of piped clean and safe water. d) Provision of lighting structures for security and extended hours. e) Creation of access for PWD's within the market. Such as ramps.
Construction and upgrading of road networks to markets	a) Upgrade all feeder roads leading to markets b) Grading of all roads leading to the market areas c) Constructed road network within the County.
Facilitate affordable and accessible credit facilities to traders.	a) Negotiation with financial institution for provision of cheap loans. b) Creation of networks to Youth, Women and PWD to government/NGO funding. c) Creation of the Murang'a County Economic Stimulus fund

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Promotion of products and market linkages (both local and international)	a) Identify products for possible branding and promotion b) Establish market linkages for various commodities c) Promote and capacity build e-marketing including e-portal and video promotion d) Institute interventions for tea/coffee/avocado and other crops e) Dairy development and promotion f) Identify opportunities for participation in Trade and investment expos g) Enhance Inter- County trade h) Promote access to product standardization at KEBS i) Promotion of value chains j) Spur Mt. Kenya and Aberdares Region Economic Bloc k) Export development and promotion
Empowerment of traders to achieve business efficiency	a) Training of traders on business finance, sales and management b) Encourage traders to form producer business groups for self-support c) Create awareness on available targeted opportunities for youth and women d) Collaboration with the CAK for new rules and implementation to ensure level playing ground e) Introduce digitized trade licensing system f) Providing accessible and affordable loans for PWDs in business, agriculture and cooperatives sectors a) Offering incentives for PWDs in this sector through. b) Lowering the taxes for PWDs or exempting them altogether; and/or c) Reducing the requirements of setting up businesses for PWDs. d) Facilitate the dissemination of information on AGPO by making it easily available for PWDs through Sub-County offices e) Provide accessibility to county markets by organizing stalls, tiling and or use of Cabro blocks along the market walkways.
Establish trends on trade activities in the County	a) Sub-county market research, b) Establishment of data hubs for investors c) Creation of data driven analysis for County advantages. d) Create a feedback database to link traders with the County. e) Development of county competitiveness index i.e., talent, infrastructure, cost of setting up a plant. f) Digitization of the data system
Attract investors to Murang'a County	a) Investors conferences b) Encourage growth of cottage industries c) Implementation of the local content policy d) Provision of incentives to existing and new investors. e) Creation of Murang'a business round table f) Promotion of renewable energy sources g) Private- Public partnerships and business forums
Access to quality, affordable and safe products	a) Verification and calibration of weighing equipment. b) Establishment of weights and measures laboratory in the county. c) Carrying out routine inspection on all retail and wholesale premises. d) Implementing the Labelling of goods Act by ensuring the goods labelled are clearly marked with name, address, net weight, and the expiry date.
Consumer awareness and sensitization	a) Eliminate 'odd size' as a means of price cutting in order to eliminate unfair commercial advantage. b) Eliminate deceptive packages from all retail and wholesale premises.

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Creation of innovation centres in the County	a) Promote skills and innovation development b) Promote accelerated value chain development c) Promote food and nutrition security d) Promote climate resilience

II. Industrialization

Sub Sector Vision, Mission and Goals

Goals

i. To establish of cottage industries,
ii. To establish and operationalize county innovation incubation centres
iii. To establish Industrial parks such as the County Aggregated Industrial Park (CAIP)

Objectives

i. Promotion of development of small and medium scale enterprises through incubation and capacity building,
ii. Promotion of industrial development, innovation, growth, knowledge and technology transfer in industries,
iii. Promotion training and capacity development for industrial growth
iv. Mobilization of resources for industrial growth.

Sub Sector Priorities and Strategies

Priorities	Strategies
Promote effective industrialization and investor mobilization	a) Construction of a Wholesale Hub b) Construction of a regional retail market c) Creation of Special economic zones d) Establishment of industrial parks. e) Creation of Murang'a County Innovation Hub f) Aggregation of farm produce

III. Tourism Directorate

Sub Sector Vision, Mission and Goals

Vision: A tourist destination of choice

Mission: To promote unique tourism experience

Sector Goal(s):

a) To develop a Tourism Master Plan
b) To develop and promote Tourism enterprises
c) To steward a conducive environment through a legislative framework
d) To encourage investment of hospitality related enterprises
e) To diversify development of tourism products
f) To encourage domestic tourism in the County to bolster county revenue stream.

Strategic Objectives

The strategic objectives of the Directorate are to:

(i) Coordinate tourism product development, improvement and diversification;

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(ii) Collaborate with relevant stakeholders in the tourism sector to market Murang'a County as the preferred tourist destination; and
(iii) Promote and capacity build the tourism sector on tourism products and destinations.

Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Tourism Development Master Plan	Tourism Product development and Diversification (e.g., Adventure tourism, Agri- tourism, Sports tourism, Cultural and Historical Tourism)
Tourism marketing and promotion	• Aberdares ecosystem, cultural sites, Accommodation facilities. • Niche product development to include motor vehicle racing at Ndakaini, ecotourism, water sports, homestays, cultural festivals; agro-tourism, M.I.C.E, county film and art festivals • Tourism infrastructure development to include recreation / amusement parks, beautification of towns
Mapping of tourism sites	• The Aberdare tourism circuit • Cultural and historical sites • Areas with potential for agro-tourism, homestays and sport tourism
Infrastructure support	Areas leading and that have potential in tourism development: Route digitization, mapping and signage installation. Gravelling of key roads to Mukurwe wa Nyagathanga, rapids camp, towards the Aberdares two entry points Gatare in Kigumo and Wanjerere in Kangema Sub-counties and Kiambicho forests

IV. Cooperative Development

Sub Sector Vision, Mission and Goals

Vision: Vibrant, professionally managed cooperative movement

Mission: To nurture a vibrant, ICT-compliant and professionally run cooperative societies

Goal
To create and promote an enabling environment for competitive and professionally managed cooperative societies

Objectives
i. Build capacity within the co-operative sector;
ii. Develop mechanisms and policies to ensure global competitiveness of the co-operative sector; and
iii. Develop and implement a co-operative marketing strategy.

Sub Sector Priorities and Strategies

Sector Priorities	Strategies
1. Cooperative Development	
Enhance Cooperative capacity, education, training and research	• Integrate cooperative development of uniform curriculum into the County learning institutions such as polytechnics

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	• Train/sensitize cooperative management, staff as well as cooperative members
Promote cooperative production, value addition and marketing	• Facilitate Cooperative societies to engage in production, value addition and marketing of their products/services • Streamline market linkages in value chain • Facilitate establishment of bulk storage facilities • Facilitate creation of credit schemes • Develop framework to promote contract farming • Creating enabling environment for PPPs and BPOs with established manufacturers in order to eject new capital and enable technology transfer • Introduce and strengthen cooperatives including for farm produce such as avocadoes and macadamia, mangoes, oranges and new oil crops such as soya beans, canola, sunflower and cotton
Align legal and regulatory framework to the Constitution of Kenya 2010 and address the dynamic environment of Cooperative movement in the County	• Establish and support sectoral forums to discuss and resolve issues in the cooperative sub-sector • Provide framework for the co-operative sub sector service platform • Establish institutional framework for facilitating co-operative self-regulation through its structures
Promote platform for the advancement of ICT and Innovation in cooperative movement	• Facilitate development of shared e-platform for cooperative movement • Capacity build cooperatives to embrace modern technology, ICT and use of shared platforms
Create and promote conducive environment for competitive and professionally managed cooperative societies	• Facilitate and promote registration of cooperatives • Develop regulations that guide the graduated levels of growth and development such as vetting and tenure for cooperative leadership • Promote alternative dispute resolution mechanism
Mainstream cross-cutting issues including gender, youth and women, climate and HIV AIDS in cooperative movement	• Support development of environment conservation policies for cooperatives • Promote gender responsiveness in the cooperative movement • Facilitate forums for sensitization on HIV/AIDS, climate change and substance and drug abuse
Promote cooperation, collaboration and linkages among cooperative movements and stakeholders through networks at all levels	• Facilitate collaboration and linkages with cooperatives and stakeholders for the benefit of the movement • Establish Cooperative Development Fund • Promote establishment of a revolving fund kitty • Promote establishment of intra and inter-County platforms for collaboration • Introduce cooperative societies for avocadoes, macadamia, soya beans and sunflower

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V. Cooperative Audit

Sub Sector Vision, Mission and Goals

Vision: Efficient agency providing effective auditing services to Cooperative Societies

Mission: To provide efficient and effective accounting and auditing services to cooperative societies

Goal

To implement policy and operational guidelines to mainstream good governance in management of cooperative movements

Objectives

i. Regulate and monitor compliance with provisions of relevant policies and legislation.
ii. Register societies audited accounts and maintain audit data; and
iii. Conduct continuous audits and audit investigations.

Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Implement policy and operational guidelines on cooperative audit services	• Develop and review Cooperative Audit Policy and Operational Guidelines • Develop social, environmental and value for money audit guidelines • Provision of tax consultancy and advocacy on behalf of cooperative societies • Provision of audit extension services to the societies • Train/sensitize cooperative management and staff on accounting and audit best practices
Promote good governance in cooperative societies	• Provide cooperative financial and investment advisory services • Preparation and review of accounts reporting/presentation formats • Promote audit services and enforce audit requirements and standards • Ensuring correctness of disclosures in accounts and adherence to statutory requirements, international accounting and auditing standards
Ensure effective and efficient service delivery	• Establish and support sectoral forums to discuss emerging issues in accounting and audit • Interpretation of accounts and timely advice on financial matters • Registration of societies audited accounts • Conduct research, prepare and disseminate technical/professional updates on cooperative accounting and audit
Regulate and monitor compliance with provisions of cooperative societies Act and subsidiary legislation	• Facilitate development of shared e-platform for cooperative movement • Capacity build cooperatives to embrace modern technology, ICT and use of shared platforms • Carry out inquiries on financial affairs and management of cooperative societies

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3.6.1. Sector Programmes and Projects

3.6.1.1. Sector Programmes

Table 3.14: Summary of Sector Programmes for the FY 2026/2027

Programme Name 1: Administration, planning and Support services					
Objective: To improve County business environment and promote investments					
Outcome: A conducive environment for growth of trade and investments					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Conducive work environment	Procurement of furniture and internet services. Renovation of offices	No. of furnished and equipped work spaces	4	3	4.8
		High speed stable internet services	-	1	1
Provision of adequate vehicles.	vehicle acquired	No. of vehicles acquired	-	1	7
Training and capacity building	Enhance ability to provide better service	No. of trainings attended	-	5	3
Programme Name 2: Promotion of Trade and Investment					
Objective: To improve County business environment and promote investments					
Outcome: A conducive environment for growth of trade and investments					
Construction of markets and provision of basic amenities in markets	Constructed/Renovated markets sheds and collection centres.	No. of markets	8	4	20
	Sanitation blocks	No. of markets with amenities	70	6	20
	Piped clean and safe water in markets	No. of markets with clean water	70	9	20
	Lighting structures for security and extended market hours.	No. of markets with adequate lighting	70	9	20

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	Access for PWD's within the market.	No of markets with PWD's accessibility	70	9	20
Market Access	Branded homegrown products	No of products identified as homegrown	3	17	17
	Market linkages for various commodities	Number of linkages established for various commodities	5	12.5	12.5
Promotion of products and market linkages both local and international	e-marketing including e-portal and video promotion	Number of products visible online		18	4.86
	Trade exhibitions	Number of trade exhibitions attended	3	8	80
	Inter- county trade promotion, Promotion of value chains.	Number of value chain products promoted. Number of collaborative products shared.	3	4	7
Empowerment of traders to achieve business efficiency	Capacity built traders on business finance, sales and management. Youth and women aware of available targeted opportunities	No of trainings held	-	8	13
Establish trends on trade activities in the County	Sub-county market research. Creation of data driven analysis for County advantages.	Data collected and analyzed per sub-County	10	144	3
	Data hubs for investors	Number of data canters established	-	8	15
	Digitization of the data system	Operationalization of system	-	1	1
	Development of county competitiveness index i.e.,	Development of competitive index report	-	1	8

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	talent, infrastructure, cost of setting up a plant.				
Facilitate affordable and accessible credit facilities to traders.	Government supported Sacco	Operationalization of SACCO	1	1	50
	Negotiation with financial institution for provision of cheap loans.	No. of credit facilities partnering with County	-	4	1
	Creation of networks to Youth, Women and PWD to government/NGO funding.	No. of networks created	-	4	1
Attract investors to Murang'a County.	Investors conferences	No. of conferences annually	1	1	53
	Encourage growth of cottage industries	No. of cottage industries set up	-	25	25
	Implementation of the local content policy	Implementation	-	1	1
	Private- Public partnerships and business forums	Operationalization of business forums	-	2	100
Access to quality, affordable and safe products	Establishment of weights and measures laboratory in the county.	Operationalization of Lab	-	1	3
	Carrying out routine inspection on all retail and wholesale premises.	Number of machines inspected	1000	1000	2
Creation of innovation centers in The County	Promote skills and innovation development.	Creation and operationalization of innovation hub	-	1	3
	Promote accelerated value chain development. Promote food and nutrition security				

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Programme Name: Industrial Park					
Objective: To link Murang'a farmers to the international market through global logistics					
Outcome: Social and economic empowerment					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
County Aggregated Industrial Park (CAIP)	Construction and operationalization of CAIP		10% complete	Complete and operationalize CAIP	500
Programme Name: Tourism and Marketing					
Objective: To make Murang'a an alternative tourist destination in the country					
Outcome: : To increase tourism consumption, social image of the county for social economic impact to the residents					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Tourism Products development	Identify, develop and realign them into a tourism circuit,	Increased visitor experience arising from increased choice of tourism products	There's a significant rise of Hospitality establishment compared to previous years	Targeting more establishments along the newly constructed Highways which will increase with increased bed capacity	5
Tourism marketing and promotion	SWOT analysis, rebranding, and product positioning	increased visibility and visitors numbers	Negative communications and profiling continue to deter Murang'a as a preferred destination	Use of electronic media for raising awareness and creating of positive vibe an image	3
Infrastructure support	construction of roads, gravelling and grading	increased investment in hotels, and allies hospitality facilities	Existing infrastructure to access our tourism sites are not Motorable most times of the year	Roads leading to aberdares, Kiamakia, Wanjeree and	10

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				Rapids camp via Githuri	
Tourism products mapping, documentation and strategic plan	Identifying tourism sites and other niche products for documentation	Documented evidence of tourism product	Digitized and documented several products; Cultural sites, Cuisines, Religious and heritage sites and Medicinal Herbs	Hospitality establishments, Homestays, Heritage sites and Aberdaares	5
Programme Name: Co-operative Development					
Objective: To strengthen the legal framework for the growth of cooperatives					
Outcome: A strong legal policy and institutional framework					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs)**
Strengthen policy, legal and institutional framework for the growth of cooperatives	Amended By- laws	No. of amended By-laws		12	50,000
	Amount of money unremitted	Amount of money remitted			
	Impromptu Inspections	Impromptu Inspections		18	55,000
	Presiding over elections	Presiding over elections		170	200,000
	Wealth Declaration	Wealth Declaration		398	20,000
	Filing Indemnity forms	Filing Indemnity forms		140	7000
	Annual Return Forms	Annual Return Forms		62	100,000
	Approval of Borrowing Power	Approval of Borrowing Power		147	12,000
	Audit	Audit			
	Credit Policies	Credit Policies		36	7,000
	Annual General Meetings	Annual General Meetings		142	240,000
	Special General Meetings	Special General Meetings		54	160,000
	Management Committee meetings	Management Committee meetings		282	600,000
	Joint committee meetings	Joint committee meetings		160	300,000

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	Co-operative leaders meetings	Cooperative leaders meetings		36	160,000
	Budget prepared	Budget prepared		150	140,000
	Trial balance extracted	Trial balance extracted		120	120,000
	Economic reports extracted	Economic reports extracted		150	140,000
	Promote new co-operatives	Promote new cooperative		41	140,000
	Revive dormant societies	Revive dormant societies		7	20,000
	Collect data bank	Collect data bank		8	20,000
Programme Name: Strengthening the policy, legal and institutional framework for the growth of co-operatives					
Objective: To build adequate capacity within cooperative movement					
Outcome: co-operative movement capacitated					
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Planned**	**Resource Requirement (Kshs)**
Capacity building within cooperative movement	Increased awareness	No. of awareness meetings	Nil	52	100,000
	Informed membership	Members information days	Nil	116	400,000
	Educated committee	Committee Education Days	Nil		210,000
	Educated supervisory committee	Supervisory education days		48	130,000
	Educated joint committee	Joint committee education		56	250,000
	Trained movement staff	Movement staff training		8	40,000
Programme Name: Strengthening the policy, legal and institutional framework for the growth of co-operatives					
Objective: To coordinate and Implement cooperative special Programs					
Outcome: Special Projects initiated					
Sub Programme	**Key Outputs**	**Key Performance Indicators**	**Baseline (As at 30th June, 2024)**	**Planned**	**Resource Requirement (Kshs)**
To build adequate capacity within the cooperative movement to ensure quick response to	Consultation on special programmes	Number of consultative meetings	Nil	4	50,000.00
	Creation of awareness and mobilization of target groups	Pre cooperative meetings for special programs and projects planned		32	60,000.00

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environmental challenges and emerging issues	Registration of cooperative for identified special cooperative projects/projects	Cooperative societies identified under special programs and projects planned for registration		77	250,000.00
Training on animal feeds	Electricity connection Sewerage water, fencing buying the milling machine				25,000,000
Grand Total					**1,068.14**

3.6.1.2. Sector Capital Projects

Table 3.15: Sector Projects for FY 2026/2027

Project name and location	Description of activities	Green Economy consideration	Estimated cost (Ksh. M)	Sources of funds	Time frame	Targets	Status (Include Milestones)	Implementing Agency
Construction and renovation of markets	Construction and renovation of markets	Solar lighting and water recycling	20	MCG	2026/2027	4	4	Trade and Investment & Infrustructure Dept.
Construction of CAIP at Kabati wempa	Construction and operationalization of industrial park	Use of solar to power the industry, Recycling of water	500	National Govt and MCG	2025-2027	10 acres within the land	Construction of CAIP at Kabati wempa	Construction and operationalization of industrial park

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3.6.2. Cross Sectoral Implementation and Considerations

Table 6: Cross-Sectoral Impacts

Programme Name	Sector	Cross-sector Impact		Measures to harness the synergies mitigate the adverse impact
		Synergies	Adverse Impact	
Market development and construction of wholesale hub	Infrastructure and Lands Department	Identify products and location Public health acts on health, nutrition, and public safety.	Risk of low-quality products	Hold consultative meeting during implementation Backstopping
Construction of feeder roads	- Roads and Urban planning	Controlled development - Increased revenue generation - Clear zoning and building guidelines - Protection of wetlands and ecologically fragile areas - Enhanced land values - Conserve agricultural and forest areas	Risk of poor public perception	- Undertake proper public participation - Continuous public sensitization
Branding of County products	Co-operatives	- Community mobilization - Building capacity Quality and quantity of production	Risk of poor public coordination	Public participation towards information disbursement
Industrialisation	- Water Department - Infrastructure - Kenya Power	- Construction of CAIP	Change in construction parameters	Regulation and tracking of construction process

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	- Safaricom - Ministry of industrialization		Lack of funding from the National Govt.	Confirmation that 250M from National Government has been shared with the County
Tourism infrastructure development	Road Infrastructure	Improvement of cultural sites & awareness. Building of access roads	-Diversion of funds -incomplete projects by contractors	Payment when only work has been completed Prequalification of competent firms
Capacity building and standardization	Hotels Camps Lodges	Putting hotels and lodges on level of competing	Reluctance by hotel owners to undertake the TRA guidelines to classification	Sensitization on the need and benefits of classifying.
Tourism promotion and Marketing	Tourists sites Hotels Camps Lodges Flora and fauna	Increased visitors, hence increased revenue with further triple effect	In adequate funding Poor product packaging	Stakeholder partnership Fair pricing
Tourism product development	Cultural Tourism Sport Tourism Adventure tourism	Creating awareness to the masses about Murang'a Scenic areas* products to offer	In adequate funding Inadequate personnel in the tourism office -goodwill	Lobbying for greater fund allocation and personnel employment. Greater goodwill from the leadership

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3.6.3. Proposed Grants, Benefits and Subsidies to be Issued

Table 3.16: Proposed Grants, Benefits and Subsidies to be Issued

Type of payment (e.g., Education bursary, Bashara fund etc.)	Amount (Kshs. M)	Beneficiary	Purpose
Mango subsidy	50	Lower Murang'a Farmers Co-operative Society members	Control post-harvest losses Increase mango production in the County Benefit mango farmers leading to eradication of poverty,
Milk Subsidy	150	Dairy Co-operative Society members. MCCCU Kigoro Dairy Kahuro Dairy Kangari United	Increase in milk production in the County Aggregation of milk producers for financial benefit.

3.6.4. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.17: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Govts' Contributions/ Interventions in the last Annual Strategic Plan
Trade and Investment		
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	Markets Development (Local markets and market sheds)
Industrialization		
Kenya vision 2030	Economical pillar	The County Aggregated Industrial Park (CAIP)
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	The County Aggregated Industrial Park (CAIP)
Cooperative Development		
Bottom-up Economic Transformation Agenda (BETA)	Transforming the Micro, Small, and Medium Enterprise (MSMEs) Economy;	Cooperative societies development and promotion

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3.7. Education and Technical Training

A. Early Childhood Development Education (ECDE)

Vision: Enhanced Quality Early Childhood Education

Mission: To provide a conducive learning environment in the ECDE centers.

Sub sector Goals

a) Enhance curriculum implementation and supervision.

b) Improve teachers' skills.

c) Enhance quality teaching/learning in all our centers by maintaining qualified teachers.

d) To provide clean hygienic child friendly classrooms/toilets.

e) Contract/Repair ECDE center classroom and fully equip them.

f) Create a good and safe playing environment for the learners.

g) To ensure children imagination, physical, cognitive & emotional strength is enhanced.

h) Improve the nutrition value of our ECDE learners

i) Ensure access, retention and completion of our ECDE learners.

j) Improve skills and talents among the young children at this early age.

Sub Sector Priorities and Strategies

The sector priorities and strategies are summarized in Table below:

Sector Priorities	Strategies
Curriculum implementation and supervision	a) Train ECDE teachers on curriculum development and reforms (CBC). b) Enhance digital learning and implementation c) Provision of adequate and relevant teaching and learning materials d) Enhance monitoring and supervision e) Recruit additional teachers to meet the recommended teacher pupil ratio of 1:25 f) Enhance quality teaching and learning in all ECDE centres g) Ensure Completion, retention, progression and Transition from pre-primary to primary
Feeding program.	Maintain and improve the feeding program for ECDE learners
Digital learning and TAYARI Program	Integrate digital and Tayari program learning activities
Play and rest materials	Provide play and rest materials in ECDE centres
Absorption of ECDE teachers on permanent	To implement the COG and SENATE recommendations on employment of ECDE teachers

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and pensionable terms of service	
Free ECDE tuition	To establish capitation for ECDE learners to facilitate free pre-primary education
Co-curricular activities	Provide facilitation to ECDE pupils in festivals from Sub County to the national festival
Play and rest materials	Provide play and rest materials to all public ECDE centres to enhance good health and promote talents to the ECDE learners
ECDE Centres of Excellence	Identity and equip ECDE centres of excellence
Infrastructure development	a) Modernize infrastructure such as: a. Construct/renovate and equip classrooms and offices in all wards b. Provision of child-friendly furniture c. Construction and renovation of child-friendly toilets and ablution blocks d. Fencing of ECDE centres b) Build partnerships with relevant stakeholders including UN agencies, UNICEF, UNDP, and financial institutions such as the World Bank and Africa Development Bank c) Education infrastructure to provide for reasonable accommodation of PWDs in its universal design; Equip schools to accommodate leaners with disabilities through provision of lifts, ramps, sign language interpreters, etc.
Intervention Scholarship program	Enhance the scholarship program to bright and needy students in our primary schools, the best three KCPE students per school, and the 1st semester university students from Murang'a county day secondary schools

Vocational Training

Vision : High quality vocational and technical education centres

Mission: To provide relevant, modern vocational and technical skills

Goals:

a) Improve the quality of training.

b) To improve the training environment.

c) To review the development and implementation of the curriculum in VTCs as per the TVETA standards

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Sector Strategic Priorities

Sector Priorities	Strategies
Capitation for VTCs	• Collaboration between the national and county governments to realize national education goals. • Linkages with the concerned stakeholders in technical training to enhance relevance of technical skill • Negotiation between the Executive and Assembly to allocate the capitation money • Ensure completion, retention, progression and transition from secondary to TVETS
Quality Assurance and Standards	• Monitor and evaluate curriculum implementation as per TVET Act 2016 regulation to improve quality of training.
Training of VTCS trainers	• Equipping the trainers with the latest managerial and teaching skills which will help in promotion
Renovation of infrastructure and construction of new ones.	• Construct/renovate and equip workshop, classrooms and offices in all wards • Construction and renovation of hostels and ablution blocks in selected VTCs
Tools and Equipment.	• Collaboration between the national and county governments to Improve the quality of training • Cooperation between the county government and development partners to equip the VTCs
Co-curricular /Skill Competition	• Identification and nurture of talents in youth by creating healthy competition among trainees
Innovative courses and resources	• Partnership with technology companies and institutions such as Huawei, CISCO, Safaricom, etc. • Introduce free WIFI

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3.7.1. Sector Programmes and Projects

3.7.1.1. Sector Programmes

Table 3.18: Summary of Sector Programmes for the FY 2026/2027

Sub Sector: Early Childhood Education (ECDE)					
Programme Name: Administration, Planning and Support					
Objective: To promote effective and efficient service delivery					
Outcome: Enhanced Efficiency and effectiveness in service delivery					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
Administration Services	Staff remuneration.	Staff remunerated			342
Recruitment of ECDE teachers.	ECDE teachers recruited.	No. of ECDE teachers recruited.	1085	1338	10
Monitoring Evaluation and reporting of curriculum implementation.	ECDE centers monitored and the monitoring reports of the same.	No. of monitored ECDE centers.	455	669	2
Sub Total					**354**
Programme Name: Education Support Programmes					
Objective: To enhance access to quality education					
Outcome: An educated society					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
Co-curricular / Skill improvement	Drama and music festivals attended	No. of ECDE centres that qualify to the national level in drama and music festivals	2	5	5
Teaching and learning materials	ECDE Centres equipped with curriculum, play and rest materials	No. of ECDE Centres equipped with curriculum, play and rest materials	669	669	15

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ECDE centres furniture	ECDE centers equipped with small plastic chairs and tables across the county	No. of ECDE Furniture purchased.	6200	8000	10
Teacher Refresher courses and curriculum development	Trained ECDE teachers and officers on CBC and E-LEARNING	No. of trained ECDE teachers and officers	1085	1085	1.5
Scholarship and intervention	Retention of needy and bright students in schools	No. of beneficiaries	56,276	60,000	300
Sub Total					**331.5**
Programme Name: Early Childhood Development Education (ECDE)					
Objective: To enhance access and quality Early Childhood Development Education (ECDE)					
Outcome: Improved Quality of education and Training in Early Childhood Development Education					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
ECDE feeding program (Uji Program)	ECDE learners provided with uji	No. of ECDE learners	36,374	36,374	113.5
Sub Total					**113.5**
Sub Sector: Vocational Training					
Programme Name: Administration, Planning and Support					
Objective: To promote effective and efficient service delivery					
Outcome: Enhanced Efficiency and effectiveness in service delivery					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
Personnel Services	New staff recruited	No. of new staff recruited	176	20	7
Capitation	Trainees enrolled in regular programme	No. of trainees enrolled	6,504	8000	8
Quality Assurance and Standards	Quality Assurance reports done	No. of Quality Assurance reports done	65	100	3
Training of Instructors	Trained and certified instructors	No. of trained and certified instructors	0	180	3

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Sub Total					**21**
Programme Name: Polytechnic Improvement					
Objective: To improve access to quality training					
Outcome: Skilled manpower for economic empowerment					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh)**
Renovation of Infrastructures and construction of new ones	Renovated/Constructed workshops	No. of Renovated/Constructed workshops	0	6	10
Tools and Equipment	VTCs equipped	No. of equipped VTCs	34	34	30
Co-curricular / Skill Competition	Sports competitions held	No. of Sports competitions held	0	8	3
Sub Total					**43**
Grand Total					**863**

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3.7.2. Proposed Grants, Benefits and Subsidies to be Issued

Table 3.19: Proposed Grants, Benefits and Subsidies to be Issued

Type of payment (e.g., Education bursary, Bashara fund etc.)	Amount (Ksh.) M	Beneficiary	Purpose
Scholarship	300	60,000	Enhance retention of students in schools by supporting the bright and needy students.
ECDE feeding program (Uji Program)	113.5	36,374	Enhance retention of ECDE Learners in schools and ensure 100% transition to primary school.

3.7.3. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.20: Linkages with National Development Agenda, Regional and International Development Frameworks

National/Regional/ International Obligations	Aspirations/ Goals	County Governmental Contributions/ Interventions in the last CADP
Kenya Vision 2030	Social Pillar	The Uji feeding program targets to benefit 36,374 learners. The county scholarship program targets to benefit 60,000 students. Offering free Early Childhood Development and Education (ECDE) and employing teachers. Conducting monitoring and evaluation (M&E) exercise to ensure accountability and quality assurance in vocational training.
	Economic Pillar	Training 8,000 individuals on technical skills, renovating workshops, training instructors and providing tools and equipment necessary to vocational training centers.
Africa agenda 2063	A prosperous Africa based on inclusive growth and sustainable development: Ensuring well-educated citizens and a skills revolution underpinned by science,	The scholarship program aims to support 60,000 bright and needy students. Training and infrastructure development in Vocational Training Centres.

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	technology and innovation.	
SDGs	Goal 2: Zero Hunger	The Uji feeding program targets to benefit 36,374 learners ensuring children can learn without the distraction of hunger, a fundamental requirement for achieving universal education.
	Goal 4: Quality Education	The Uji feeding program targets to benefit 36,374 learners to increase primary school transition rates, strengthening the entire educational pipeline. The scholarship program aims to benefit 60,000 students. Continued collaboration with EIDU to integrate digital learning, CBC (Competency-Based Curriculum), and the TAYARI Program to ensure early learners are prepared for the modern educational environment. Frequent M&E exercise to reinforce compliance with national standards, enhance institutional quality, and improve the overall reputation and effectiveness of vocational training centers.

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3.8. Health and Sanitation

Vision: A healthy, productive, and nationally competitive county.

Mission: To provide quality healthcare services that are accessible, equitable, and sustainable to the population of Murang'a County and beyond.

Sector Goal: Better health in a responsive manner.

Sector Objectives:
The following strategic objectives aim to realize the Murang'a County Health Sector Vision:
a) Promote Universal Health Care (UHC).
b) Support optimal health and survival of pregnant mothers and babies.
c) Strengthen advocacy for social health insurance coverage.
d) Strengthen the integrated surveillance and health services automation systems.
e) Adopt and implement nutrition interventions affecting pregnant mothers, school children, and the vulnerable. f) Strengthen community nursing for improved health services.
g) Strengthen collaboration with private and other sectors that impact health.

Sector Strategic Priorities:
a) Eliminate communicable conditions.
b) Halt and reverse the rising burden of non-communicable conditions.
c) Reduce the burden of violence and injuries.
d) Provide essential healthcare services that are affordable, equitable, accessible, and responsive to client needs.
e) Minimize exposure to health risk factors.
f) Strengthen collaboration with private and other sectors that impact health.

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3.8.1. Sector Programmes and Projects

3.8.1.1. Sector Programmes

Table 3.21: Summary of Sector Programmes for the FY 2026/2027

Programme Name: Administration, Planning and Support Service										
Objective: To improve efficiency and effectiveness in health care services										
Outcome: Quality Health Service delivery										
Sub-Program	**Project Name**	**Location**	**Description of Activities**	**Green Economy Consideration**	**Estimated Cost (Ksh.M)**	**Sources of Funds**	**Time Frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
General Administration, Planning, and Support Services	Staff Remuneration	Countywide	Payment of salaries, allowances, and benefits to health sector staff, including CHV stipends		2,650	County Govt	Q1 – Q4	Timely payment of all health personnel	Ongoing – salaries processed monthly	HR
	Use of Goods and Services	Countywide	Procurement of assorted office equipment and services; payment of utilities, travel, publicity, hospitality, fuel,	Adoption of energy-efficient lighting, water-saving devices, and low-emission fuels	70	County Govt	Q1 – Q4	Number of assorted office equipment/services procured; uninterrupted utility supply	Ongoing	Department of Health

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			maintenance, and medical gases							
	Planning, Budgeting, and M&E	HQ	Conduct planning, budgeting, and monitoring & evaluation activities for all health Programmes	Use of digital M&E tools to reduce paper usage	5	County Govt	Q1 – Q4	Annual workplans and budgets prepared; quarterly reviews conducted	Ongoing	Depart ment of Health
	Nutrition SMART Survey	County wide	Conduct a SMART survey to determine county and sub-county nutrition status (stunting, wasting, underweight, obesity)	Digital data collection tools to minimize paper waste	5	MCG, NI	Q1	1 SMART Survey completed	New	Depart ment of Health
	Medical Oxygen & Other Gases	Health Facilities	Procurement of oxygen cylinders	Source cylinders locally to reduce transport emissions and encourage cylinder recycling/reuse	15	MCG	Q1 – Q4	cylinders procured	Ongoing	Depart ment of Health Services

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Capacity Development for Health Workers	Recruitment of Technical and Casual Staff	Countywide	Recruit technical and casual staff to improve HCW/patient ratio	Promote local employment to reduce commuting emissions	10	County Government	2026/27	Increased HCW/patient ratio – number of staff recruited	Ongoing	Department of Health Services
	Health Workers Training	Countywide	Train health personnel on professional skills and climate-resilient health practices	Incorporate climate-resilient and sustainable health practices in training	5	County Government	2026/27	Number of personnel trained	ongoing	Department of Health Services
	Theatre Staff Training	County Hospitals	Training of 24 theatre staff to improve surgical services	Skilled staff improve efficiency, reduce complications	5	MCG	Q1-Q4	24 HCWs trained	1 county-level surgical workshop conducted	Dept. of Health Services
	Sensitization of Health Facility In-Charges on PR, Procurement & Customer Relations	County-wide	3-day training for 250 health facility in-charges on public relations, procurement, and customer care	Use of digital materials to reduce printing; local venues to reduce travel emissions	7	MCG	FY 2025/26	250 health workers trained	New	Department of Health
Establishment of Legal frameworks (Bills)	Development of the Nutrition Bill	County HQ	Development of the County Nutrition Bill		5	MCG	Q1-Q2	1 Nutrition Bill	New	Department of Health

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	Health Strategy Development	County HQ	Develop policies & strategies aligned to CIDP goals	E-documentation to reduce paper	5	MCG	Q1-Q4			
Social Health Protection	Enhanced Health Coverage & Support – Kang'ata Care (Health Fund)	County-wide	Provision of healthcare cover to poor and vulnerable families	Use of digital claim systems to reduce paperwork, and reduced transport emissions by decentralizing registration	150	MCG	Q1 – Q4	150,000 households covered	Ongoing	Department of Health & Sanitation
Programme Name: Curative and Rehabilitative Health Services										
Objective: Provide accessible essential health services										
Outcome: Reduced morbidity and mortality										
Health Products and Technologies	Procurement of Pharmaceuticals	All public facilities	Procure and distribute essential medicines to health facilities	Bulk procurement reduces costs and fuel use	500	MCG (County Govt)	Q1 to Q4	80% commodity fill rate	Ongoing	Department of Health
	Procurement of non-pharmaceuticals	All public facilities	Procure and distribute non-pharmaceutical supplies (e.g., gloves, syringes, PPE)	Consolidated orders reduce packaging waste and transport	200	MCG (County Govt)	Q1 to Q4	80% availability level	Ongoing	Department of Health

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Hospital Level Services	General Outpatient Services	County wide	Provision of outpatient services in hospitals and health centers	Local access reduces need for long-distance travel	5	MCG	Q1-Q4	1,955,306 outpatient visits	Ongoing service delivery	Dept. of Health Services
	Emergency & IPC Capacity Building	Referral Hospitals	Train HCWs on emergency care, infection prevention, and control	Improved IPC minimizes environmental and human health risk	20	MCG	Q1-Q4	175 HCWs trained	Ongoing	Dept. of Health Services
	Mental Health Services	Referral Hospitals	Provision of mental health services in county hospitals	Community-based care reduces need for institutionalization	5	MCG	Q1-Q4	8 hospitals offering services	Ongoing	Dept. of Health Services
Muriranjas Telemedicine Hub	Telemedicine Infrastructure	Muriranjas Level 4 Hospital	Set up a hub with desktops, fast internet, solar backup, and telemedicine software.	Solar energy for sustainability; the hub runs on solar.	5	County Govt	FY 2024/2025	Serve 6,000patients/month	Completed	Dept. of Health and ICT
NCD Telemedicine Services	Expansion	County-wide	Expand to 15 more facilities;	Use of solar power	7	County Govt & Partners	FY 2026/2027	Serve 8000patients/month	New	Dept. of Health and ICT

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			employ 7 clinicians;							
Laboratory and Diagnostic Services	Procurement of Laboratory Reagents	County wide	Procurement and distribution of essential reagents for diagnostics	Efficient diagnostics reduce wastage and unnecessary treatment	130	MCG	Q1-Q4	All operational labs are supplied	Ongoing	Dept. of Health Services
	TB & Malaria Lab Capacity Building	County wide	Conduct 5-day capacity building trainings on TB, Malaria microscopy, and commodity management	Improved diagnostics reduce unnecessary referrals/emissions	5	County Govt, Partners	FY 2026/2027	150 HCWs trained (70 TB, 40 Malaria, 40 CM)	All trainings completed and monitored	Dept. of Health Services
	Laboratory Safety Equipment	Selected Facilities	Equip laboratories with safety hoods	Improved lab safety reduces hazardous waste	5	MCG	Q1-Q4	10 labs equipped	Procurement and installation phase	Dept. of Health Services
	Lab Commodity Supervision and EQA	County wide	Conduct quarterly 3-day supervision and	Better lab management reduces wastage	2	MCG	Q1-Q4	4 supervision rounds & 4 EQA rounds	Regular quarterly reports submitted	Dept. of Health Services

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			external quality assessment for TB, HIV, and Malaria labs	and expired stock						
Programme Name: Preventive and Promotive Health Services										
Objective: To Increase Awareness and Prevention of Diseases										
Outcome: Reduced Burden of Disease										
Immunization	Routine Immunization SIAs Campaign Outreaches	County-wide	Scale up uptake of immunization services	Safe medical waste disposal	5	MCG	Q1 - Q4	Immunization coverage over 90%	Ongoing	Department of Health
TB and Leprosy Control	Community-level TB screening and diagnosis	All sub-counties	Scale up community TB screening and diagnosis through outreach and facility support	Use of solar-powered mobile clinics and safe disposal of biohazards	2	MCG	Q1-Q4	80% of target population screened	ongoing	Department of Health.
	Training and sensitization of healthcare workers on TB guidelines	165 health facilities countywide	Conduct training for health workers on updated TB guidelines	Digital training materials to reduce paper use	5		Q1-Q4	All Health workers in the 165 health facilities	ongoing	Department of Health

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	Procurement of a spirometer and consumables	MCRH and Kigumo	Procure and install spirometer units with diagnostic consumables	Energy-efficient devices and e-waste compliant disposal	2		Q1-Q4	2 spirometers and their consumables	ongoing	Department of Health
	Installation of a digital AI X-ray machine	Ithanga Hospital	Procure and install a digital AI-assisted chest X-ray machine for TB diagnosis	Low-radiation, AI-based imaging with energy efficiency	3		Q1-Q4	1 functional digital X-ray machine installed	ongoing	Department of Health
HIV Testing and Counseling (HTS)	HIV Testing and Counseling Initiative	County-wide	Scale-up of HIV testing services in facilities and communities	Use of solar-powered cold chain and digital tools	20	County Govt, Partners	FY 2025/26	200,000 individuals tested	Ongoing – scale-up in health facilities and outreach	County Department of Health
eMTCT	Elimination of Mother-to-Child Transmission	County-wide	Testing pregnant mothers, initiating ART, and follow-up	Integration into existing RMNCAH programs to optimize resources	15	County Govt, Partners	FY 2025/26	95% of HIV+ pregnant women on ART	In progress – linkage with ANC and CHV referrals	County Department of Health
Care and Treatment (ART Services)	HIV Care and Treatment Program	Major facilities	Enroll and retain PLHIV on ART and monitor viral suppression	Digital EMR systems to reduce paper use and travel	15	County Govt, Partners	FY 2025/26	95% viral suppression rate	Continuous – EMR system roll-out	County Department of Health

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									and ART refill	
Community HIV Prevention	Community Sensitization for HIV Prevention	Key hotspots	Community mobilization, peer education, condom distribution	Use of local materials and clean energy during events	8	County Govt, Partners	FY 2025/26	80 outreach events	Planning stage – targeting high-risk zones	County Department of Health
HIV Commodity Management	HIV Commodities Supply Chain Strengthening	All facilities	Procurement and distribution of HIV test kits and ARVs	Efficient logistics and fuel-optimized routing	20	County Govt, Partners	FY 2025/26	100% of facilities with no stock-outs	Procurement ongoing – logistics optimization	County Department of Health
Malaria Control	Malaria Prevention & Control	All Sub-Counties	1. Malaria case management trainings 2. Malaria data quality audits 3. Supportive supervision for treatment & data management 4. Public awareness campaigns 5. Public-private partnership for standard treatment	1. Minimize pesticide use in repellents 2. Prevent drug wastage due to resistance 3. Reduce intervention costs 4. Healthier workforce for economic growth	1	MCG	1 year	Public and private health workers trained	New	Department of Health

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			6. Stakeholders' collaboration							
	Malaria Data Quality Improvement	All Sub-Counties	Conduct audits to improve malaria data quality for precision in decision-making	Efficient data reduces misdiagnosis and overuse of drugs	0.5	MCG	1 year	All health facilities audited annually	New	Department of Health
	Supportive Supervision for Malaria	All Sub-Counties	Field visits to ensure compliance with treatment protocols and data reporting	Minimizes repeated treatments and unnecessary prescriptions	0.5	MCG	1 year	Quarterly supervision in all facilities	New	Department of Health
	Community Awareness Campaigns	All Sub-Counties	Conduct public campaigns on early diagnosis and seeking treatment rather than self-medication	Reduces drug misuse and prevents the accumulation of expired drugs	0.4	MCG	Q1	General public reached in each ward	New	Department of Health
	Public-Private Partnership on Malaria	All Sub-Counties	Promote standard malaria treatment protocols across borders and	Reduced duplication of services and optimized drug use	0.4	MCG	Q2	Public & private pharmacies engaged	New	Department of Health

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			private facilities							
	Stakeholder Engagement for Malaria Control	All Sub-Counties	Coordinate actions with sectors like Water, Agriculture, Education & Environment to reduce breeding sites	Integrated actions reduce need for chemical spraying	0.2	MCG	Q4	Multi-sectoral malaria taskforce operational	New	Department of Health
	Malaria Prevention & Control	All Sub-Counties	1. Malaria case management trainings 2. Malaria data quality audits 3. Supportive supervision for treatment & data management 4. Public awareness campaigns 5. Public-private partnership for standard treatment 6. Stakeholders' collaboration	1. Minimize pesticide use in repellents 2. Prevent drug wastage due to resistance 3. Reduce intervention costs 4. Healthier workforce for economic growth	1	MCG	1 year	Public and private health workers trained	New	Department of Health

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Family Planning Promotion	FP Awareness	All sub-counties	Distribute commodities, media outreach	Digital messaging and e-referrals	2	MCG	Q1-Q4	1000 CHPs and 500 HCPs	200CHPs and 50 HCPs	Department of Health
Maternal Healthcare	RMNCAH Quality Improvement	County-wide	Provide safe delivery and ANC services	Reduce waste via bulk supplies, biodegradable, calibrated	15	MCG	Q1-Q4	18,000 drapes in 167 Health facilities	2000 drapes procured	Department of Health
	Maternal support	All health facilities	Ensure safe deliveries (bag, leso, baby shawl, soap and jelly) and trainings on maternal health	Digital messaging	50	MCG	Q1-Q4	20,000 pregnant women	10,000 pregnant women	Department of Health
	MPDSR Meetings	70 health facilities	Meeting for reviewing and auditing maternal and perinatal deaths and near misses	Virtual meetings	15	MCG	Q1-Q4	1400 HCPs	-	Department of Health
	Capacity building on EMONC	9 sub-county hospital	Training on EMONC	Google docs registration	2	MCG	Q1-Q4	100HCPs	60HCPs	Department of Health
Reproductive Health	Reproductive Health Campaigns	countywide	Conduct awareness drives, media outreach, and community dialogues on FP and	Use of paperless IEC materials; solar-powered PA systems	2	MCG	Q1-Q4	50% of the population	-	Department of Health

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			maternal health							
Disease Surveillance	Health Security Enhancement by establishment of a county public health operation centre.	County HQ	Identify/ repurpose suitable rooms and equip. Identify and train rapid response teams on PHEOC operations, outbreak response and data management.	Reduced environmental contamination through timely disease containment and safe disposal of biohazards	2	MCG	Q1/Q2	1	Three trained resource persons at county level and surveillance coordinator at sub county level.	Department of health
	Establish county one health unit	County HQ	Develop and implement county's one health strategic plan and annual operation plan	Reduced environmental contamination through timely and coordinated response to public health emergencies	2	MCG	Q1	1	Draft one health strategic plan is available.	Department of Health
Preventive and Promotive Health Services	Digital Preventive Outreach	County-wide	Deploy telehealth-supported community outreach for early screening, referral, and follow-up for hypertension and diabetes	Use of digital tools by CHPs: solar-powered devices	6	County Govt & Partners	FY 2026/2027	Screen 100,000 individuals	New	Department of Health

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Health Care Waste Management in Hospitals	Purchase of incinerators	In all level 4 hospitals	To purchase 7 incinerators for those Level 4 Hospitals that do not have	Electric incinerators that do not generate smoke	10	County Government	July 2025 to June 2026	7	There is one incinerator at MCRH and another one at Maragua L 4 which nreeds repair	Health and Sanitation Department
	Purchase of personal protective devices	In all health care facilities	In all health care facilities by waste handlers		0.7	County Government	July 2025 to June 2026	Assorted items		Health and Sanitation Department
	Purchase of health care waste receptacles	In all health care facilities	Assorted items to be used In all health care facilities		2	County Government	July 2025 to June 2026	Assorted items		Health and Sanitation Department
School Health	Deworming	Public Primary Schools	To give school going children dewormers		5	County Government	uly 2025 to June 2026	153,294		Health and Sanitation Department
Sanitation	K-WASH Program	Ithanga Sub County	Sanitation improvement at household level, health care facilities, primary schools & market centres		3	County Government & World Bank	July 2025 to June 2026	1 Sub County		Health and Sanitation Department

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Program Name: Nutrition and Dietetics										
Outcome: To ensure effective and efficient Nutrition and Dietetics service delivery.										
Objective: A county free of all forms of malnutrition.										
Clinical Nutrition Services	Inpatient Feeding	All Hospitals	Provision of balanced meals to inpatients	Use of recyclable containers	50	MCG	Q1–Q4	100% of admitted patients	Ongoing	Department of Health
	Therapeutic and Supplemental Feeding	All Health Facilities	Provision of therapeutic and supplementary food for malnourished patients	Biodegradable packaging	40	MCG	Q1–Q4	80% of facilities fully stocked	Ongoing	Department of Health
	Clinical Nutrition Commodities	All Hospitals	Procurement and distribution of clinical nutrition commodities	Bulk transportation to reduce emissions	20	MCG	Q1–Q4	80% stock level across facilities	Ongoing	Department of Health
Maternal, Infant and Young Child Nutrition (MIYCN)	Nutrition Assessment, Counselling & Support	Countywide	Conduct routine nutrition assessment and counselling among women of reproductive age	Digital nutrition assessment tools	20	MCG	Q1–Q4	100% of women of reproductive age	Ongoing	Department of Health

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	Micronutrient Supplementation & Deworming	Countywide	Distribution of iron-folic acid, Vitamin A, Zinc, and dewormers to children	Biodegradable packaging	15	MCG, NI	Q1–Q4	100% of children 6 months to 5 years	Ongoing	Department of Health
Nutrition Support for Vulnerable Groups	Nutrition Support for OVCs	Countywide	Provide nutrition support to orphans and vulnerable children (OVCs)	Use of eco-friendly packaging and local, sustainable food sources	4	MCG	Q1–Q4	20% of registered orphans & vulnerable children	Ongoing	Department of Health
Nutrition monitoring	Conduct Nutrition SMART Survey	Countywide	To determine county and sub-county nutrition status (Stunting, Wasting, Underweight, Obesity)	Digital collection tools to reduce paper	6	MCG, NI	Q1	1 SMART Survey	New	Department of Health
Grand Total					**4,186.7**					

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3.8.1.2. Sector Projects

Table 3.22: Sector Projects for FY 2026/2027

Programme Name: Health Facilities Infrastructure Development										
Sub-Program	**Project Name**	**Location**	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh.)**	**Sources of funds**	**Time Frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Medical Equipment and Transport Management	Medical Equipment Procurement	County wide	Procurement of medical and other clinical equipment	Energy-efficient and reusable equipment to minimize waste	80	County Govt, Partners	FY 2026/2027	All key facilities equipped	Procurement contracts signed	Dept. of Health Services and Medical Equipment Management
	Maintenance of Medical Equipment	County wide	Routine servicing and repairs of medical equipment in hospitals and health centers	Extending equipment lifespan reduces electronic waste and minimizes frequent procurement	20	MCG	2025/26	All critical hospital equipment maintained in optimal working condition	Ongoing – Annual maintenance contracts in place	Murang'a County Government (MCG)
	Ambulance Procurement	County wide	Procurement of new ambulanc	Fuel-efficient vehicles or solar-	50	County Govt, Partners	FY 2026/2027	10 ambulances	Vehicles delivered and deployed	Dept. of Health Services

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			es to strengthen referral and emergency services	powered equipment options				procured	to priority areas	
Health Infrastructure Development	Expansion and Renovation of Existing Health Facilities	County wide	Structural upgrades, expansion of maternity wings, and refurbishment of outpatient/inpatient blocks.	Use of energy-efficient lighting and water-saving plumbing fixtures.	100	County Government / Development Partners	2025/26	50 facilities upgraded and renovated	Ongoing	Dept. of Health Services
Health Infrastructure	Health Facilities Maintenance	County wide	Routine maintenance and renovation of existing health facility buildings to ensure functionality and safety	Promote water-saving plumbing systems; implement preventive maintenance to reduce waste	70	MCG, Partners	2025/26	50	Ongoing	Dept. of Health Services

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Waste Management Systems in Major Health Facilities	Installation of Modern Incinerators and Construction of Waste Segregation Bays	County wide (Major Health Facilities)	Installation of modern incinerators and construction of waste segregation bays	Promotes safe disposal and reduces medical waste pollution	10	MCG	2025/26	Modern incinerators are installed and operational in at least 3 major facilities	New	Department of Health
Telemedicine	Telemedicine Infrastructure Scale-Up – Phase	Muriranjas	Expansion to underserved wards; add equipment and connectivity	Energy-efficient devices, solar-powered routers	7	County Govt	FY 2026/2027	15 new facilities	New	Dept of Health ICT
	Digital Hypertension and Diabetes Screening	countywide	Community outreach and digital referral for NCD screening	Use of digital & solar devices for screenings	5	County Govt & Partners	FY 2026/2027	Screen 100,000 individuals	New	Dept. of Health, CHPs
Program Name: Nutrition and Dietetics										
Outcome: To ensure effective and efficient Nutrition and Dietetics service delivery.										
Objective: A county free of all forms of malnutrition.										

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Sub program	Project Name	Location	Description of Activities	Green Economy Consideration	Estimated Cost (Ksh.)	Sources of Funds	Time Frame	Targets	Status (Include Milestones)	Implementing Agency
Nutrition-Sensitive Infrastructure and Services	Establishment of Lactation Room	MCRH, Maragua Level 4 and County HQ	Establishment and equipping of lactation rooms to support breastfeeding	Use of solar energy and reusable containers	5	MCG, NI	Q1–Q4	3 lactation rooms	ongoing	Department of Health

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3.8.2. Proposed Grants, Benefits and Subsidies to be Issued

Table 3.23: Proposed Grants, Benefits and Subsidies to be Issued

Type of payment	Purpose	Key Performance Indicator	Target	Amount (Kshs. M)
Kang'ata Care-support	Increase access to health insurance	Increase in insured population	40,000	100
Maternal support care	Increase hospital attendance and reduce home delivery	% Increase in hospital deliveries	20,000 pregnant women	50

3.8.3. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.24: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations / Goals	County Government Contributions / Interventions (FY 2026/27)
Bottom-Up Economic Transformation Agenda (BETA) & MTP IV	Health Sector Transformation: Strengthen service delivery and infrastructure	- Expansion of renal dialysis services to more hospitals - Recruitment and training of additional health staff - Expansion of hospital infrastructure and procurement of medical equipment
Sustainable Development Goals (SDGs) – Goal 3	Good Health and Well-being: Ensure healthy lives and promote well-being for all	- Increased access to essential medicines through bulk procurement - Expanded immunization, deworming, and maternal support kits for 20,000 women - Nutrition SMART survey to guide policy - Scale-up of NCD digital screening (100,000 people)
African Union Agenda 2063	Healthy and Well-Nourished Citizens; Silencing the Guns (addressing health impacts of conflict and violence)	- Improved trauma and emergency care services through new ambulances and upgraded casualty units - Strengthened mental health services in county hospitals - Enhanced nutrition interventions (therapeutic feeding, micronutrients)
Regional Frameworks (EAC Health Strategy, IGAD Health Initiatives)	Cross-border Health Initiatives and Regional Cooperation	- Strengthened inter-facility emergency referral systems (new ambulances) - Collaboration with regional health organizations in TB, HIV, and malaria control - Adoption of AI digital X-ray for TB at Ithanga Hospital and improved disease surveillance through PHEOC

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World Health Organization (WHO) / Global Health Commitments	Strong health systems and universal coverage	- Procurement and maintenance of medical and diagnostic equipment (Ksh 100M) - Telemedicine scale-up to 15 new facilities - Establishment of County Public Health Emergency Operations Centre (PHEOC) for outbreak response
Paris Agreement / Green Economy Commitments	Climate-resilient and sustainable health systems	- Installation of 7 modern smoke-free incinerators - Use of solar-powered telemedicine hubs and digital tools - Adoption of water-saving plumbing and energy-efficient systems in health facility renovations

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3.9. Lands, Physical Planning and Urban Development

Sector vision and mission

Vision: Sustainable utilization of land, sustainable land management for all and controlled planned areas within the county.

Mission: To provide an integrated spatial framework for coordinating development efforts by promoting efficiency in land administration within the county.

Sub-sector goals and targets

Lands and survey: Ensure effective management of land and easy access to land ownership information

Urban and Regional Planning: Ensure controlled development in urban and market centres

Urban development

Ensure safe, accessible and sustainable services for urban populations.

- Indicate key statistics for the sector/ sub-sector
- The strategic priorities of the sector/sub-sector (Identify the development needs and the priorities strategies to address the needs)

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3.9.1. Sector Programmes and Projects for the FY 2026/2027

Program I: Administration, Planning and Support Services					
Objective: To Improve Administrative Services					
Outcome: Outcome: Improved efficiency and effectiveness in service delivery					
Sub Program	**Key Outputs**	**Key performance indicators**	**Baseline (current status)**	**Planned Targets**	**Resource Requirements (Kshs. M)**
Administration Planning and Support	Well enumerated staff	No. of employees on the payroll	30	32 staff	8
	Increased human resource for service delivery	No. of Staff employed	-	4 Staff employed	3
	Well insured staff	No. of staff insured	-	36 staff	2
	Enhanced capacity for service delivery	No. of assorted office equipment procured	-	100 office equipment procured	8
		No. of Trainings and Capacity Building sessions done	-	4 trainings done	2
	Well informed public	No. of publications and advertisements done No. of public participations done		10 publications 10 public participations	5
	Well supplied offices with utilities	No. of offices supplied by utilities		18 offices	4
	Improvement in capacity to deliver by the department	No. of policies done	-	1 policy, Research done	5
		No. of meetings/seminars/committees attended	-	12 Sub- County Committee	3

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	Enhanced service delivery and timely approvals through capacity building.			meetings(monthly) 12 departmental and interdepartmental meetings 4 committee meetings 12 County Committee meetings(monthly) 6 seminars/group meetings	
		No. of letters/Memos/invitations issued	-	35 individual representation invites/meetings	5
	Increased service delivery	No. of vehicles procured	1	1 vehicle	8
	Efficient service delivery	No. of vehicles maintained/serviced	1	3 vehicles	2
Program II: Physical Planning and Development control					
Objective: To have all Urban and Rural areas planned					
Outcome: Planned Urban and Rural areas					
Sub Program	**Key Outputs**	**Key performance indicators**	**Baseline (current status)**	**Planned Targets**	**Resource Requirements (Kshs. M)**

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Replanning of Urban centres	Draft development plans	No of development plans prepared	-	10 development plans prepared	10
		No. of public participations done	-	20 public participations	5
Preparation of new spatial plans	Draft spatial plans	No of spatial plans prepared	1	1 spatial plan	10
		No. of public participations done	0	4 public participations	2
Development Control	Approval/deferment/rejection for development applications	No. of development applications approved/differed/rejected	440	500 development applications	4
		No of stay orders/Enforcement notices issued	240	50 Enforcement notices issued	3
Program III: Land survey and GIS					
Objective: Increase access to ownership of Land, well surveyed public land					
Outcome: Surveyed Land, adjudicated land and digitization of land information, Accessible digital land information					
Sub Program	**Key Outputs**	**Key performance indicators**	**Baseline (current status)**	**Planned Targets**	**Resource Requirements (Kshs. M)**
Demarcation of access roads	Improved county access roads	No of access roads demarcated	-	30 access roads	1
Land and boundary disputes	Solved land disputes	No of land disputes solved	-	25 land disputes	1
Demarcation of public land	Secured public land	No of parcels surveyed	-	15 public lands	3
GIS	Development of GIS module in water, environment and health, agriculture	Number of modules developed	2	2 modules	30

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Land Succession	Increased no of succession grants confirmed and issued	No of grants issued	-	500 land succession grants confirmed and issued	15
Program IV: Land Administration and Valuation					
Objective: To appraise land and add value to land and other related assets					
Outcome: Efficient management of leasehold land and Revenue Enhancement					
Sub Program	**Key Outputs**	**Key performance indicators**	**Baseline (current status)**	**Planned Targets**	**Resource Requirements (Kshs. M)**
Land Valuation	Completion of Valuation roll and updated valuation register	No. of urban centres with a valuation register	-	10 urban centres	10
Land Administration	Land registration on market plots leases	No of leases prepared	-	1000 leases	10

Capital Projects for the FY 2026/2027

Programme Name: Land survey and GIS								
Project name and location	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh.)**	**Sources of funds**	**Time frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Solar Power (Lands Offices)	Supply & installation of solar power supply	9 Solar-powered offices & Lab	10 million	MCG	1 year	Lands offices & GIS Lab	New	Lands & Physical Planning dept.

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3.9.2. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.25: Linkages with National Development Agenda, Regional and International Development Frameworks

Bottom-Up Economic Transformation Approach (BETA) And MTP IV	Agriculture Transformation:	Increase access to land
	Affordable housing	Provide land for housing projects
SDGs	Goal 10: Reduced Inequalities	Improving access to all genders in the inheritance of land through successive issuance of grants in succession of land
	Goal 11: Sustainable cities and communities	Sustainable urban planning and improvement of urban utilities for all
	Goal 13: Climate Action	Sustainable environment-friendly urban designs and the creation of green spaces in the urban set-up
	Goal 15: Life on Land	It highlights the importance of biodiversity conservation and the need to recognize the rights of Indigenous communities to their ancestral territories and natural resources

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3.10. Youth, Culture, Gender, Social Services and Special Programmes

Youth

Vision: To create a self-reliant and empowered youth population that contributes positively to the socio-economic development of Murang'a County and beyond.

Mission: Empower youth through skills development, capacity building and community service, Provide the youth with opportunities to enhance their employability, promote entrepreneurship, and engage in activities that contribute to the overall wee-being and development of their communities

Culture

Vision: A vibrant society thriving in rich cultural heritage
Mission: To promote, preserve, revitalize and develop culture

Sports

Vision; Sports promotion for all for economic development and healthy living

Mission: Be a leader in sports Development

Gender and Social Services

Vision: A competitive and empowered society

Mission: To promote and develop gender and social inclusivity for socio-economic empowerment

Library

Vision: The hub of information and knowledge for empowerment

Goal: Promote Literacy and Lifelong Learning, Enhance Access to Information and Technology, Expand and Improve Library Services.

Objective: Literacy and Educational Development, ICT Integration and Digital Inclusion

Strategic priorities: Literacy and Educational Development

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3.10.1. Sector Programmes and Projects for the FY 2026/2027

3.10.1.1. Sector Programmes

Table 3.26: Summary of Sector Programmes

Programme Name: Library Services					
Objective: Literacy and Educational Development, ICT Integration and Digital Inclusion					
Outcome:					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh.) M**
Books loaning	Books borrowed	Number of the junior and adult books borrowed	826	5,000	No funds needed
	Library attendance	Number of library attendees	1,554	7,000	No funds needed
Registration of new patrons	New members registered	Number of new library members	436	4,500	No funds needed
Outreach programs	School & institution registered	Number of school & institution registered	7	45	0.5
Basic computer training	Library users trained	Number of students who complete the course	0	450 trainees	0.4
Book clubs	Library users attending the sessions	Number of patrons who attends reading sessions	3	10 book clubs	0.1
Construction of ICT center	ICT center constructed	Status of ICT center construction	0	100% complete	2
Sub Total					**3**
Programme Name: Sports					
Objective: Promotion of sports and talents					
Outcome: Increased involvement and enrolment of community members in sports activities					

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Sub Programme	Key Outputs	Key Performance indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Ksh.) M
Sports Talent Development	Youth sports teams trained	No. of youths sports teams trained			10
Stadia Development	An international stadium at Mumbi	Status of construction		Phase 1	National Government
Provision of Sports equipment and uniform	Sports equipment and uniforms issued	Number of teams benefiting with the equipment and uniforms	280	280	15
Tournaments and Competitions	Tournaments and Competitions held	No. of tournaments held	1	1	10
KICOSCA	Attend KICOSCA games in	No. of county employees /Disciplines participating		12	15
ELASCA	Attend ELASCA in Uganda	No. of employees participating		20	5
Sub Total					**55**
Programme Name: Youth Development					
Objective: Promote holistic empowerment and participation of the youth in socio-economic activities and skills acquisition					
Outcome: Improved social skills, increase self-employment, increase skills achievement					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh.) M**
Murang'a Youth Service	Youth enrolled in community service, trained and granted start-up capital	Number of youths enrolled No. of youths transitioned to vocational training	2100	3150	79.75

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		No. of youth that graduate and receive start-up capital			
Grant	MYS graduates supported with start-up capital	No. of graduands	2100	3150	47.25
Boda-boda	Boda riders trained and issued with smart licences	No. of boda riders	700	1050	6
Sub Total					**133**

Programme Name: Social Services and Gender					
Objective: To improve the capacity of marginalized groups					
Outcome: Improved livelihood, gender equality and social inclusion					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh.) M**
Group Registration	Groups Registered	No. of Groups Registered	2,000	3,000	1
Assistive Devices provision	Assistive devices provided	No. of devices and types	820	500	5
Disability Assessment	PWD identified	Number of new PWD identified		In all 35 wards	1
Capacity building	Groups capacity building Meetings held	No of groups attended No of meetings held	-	500	0.8
Prevention of GBV	Kandara Children Home Hall renovated to be a rescue center	1 No. Rescue center renovated	0	1	5
Children Welfare	Food staff to children homes	No. of children homes benefiting	0	2	3
Capacity building on gender issues	Capacity building workshops held	No. of workshops held. No. of participants	5 workshops annually	9 workshops (1 workshop in each subcounty)	2
Sub Total					**17.8**

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Programme Name: Culture					
Objective: To promote and preserve all functional aspects of culture for sustainable development					
Outcome: Empowered cultural practitioner, conserved heritage sites and functional cultural facilities					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh.) M**
Kikuyu Music Festival	Festivals held	No. of participants attending	1	1	4
Conservation of Heritage sites	Perimeter wall & Renovation of Mukurwe wa Nyagathaga	% of completion	0	100%	20
Mapping & Documentation of heritage sites	Heritage sites Documented Museums = 0 Cultural activities = 29 Shrines = 5 Registered Cultural practitioners =329 Performing Artists = 976 Other cultural Assets = 17	Heritage sites documented	Museums = 0 Cultural activities = 29 Shrines = 5 Registered Cultural practitioners =329 Performing Artists = 976 Other cultural Assets = 17		0.5
Sub Total					**24.5**
Grand Total					**233.3**

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3.10.1.2. Sector Capital Projects

Table 3.27: Sector Projects for FY 2026/2027

Programme Name:								
Project Name and Location	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh. M)**	**Sources of funds**	**Time Frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Construction of ICT center	Partitioning and equipping the ICT center	Solar power available	10	MCG	1 Year	1 ICT center		Library Services (User)
Upgrading Mukurwe wa Nyagathaga	Construction of perimeter water, rehabilitation of 9 huts and hall	Conservation of indigenous trees	20	National Museum of Kenya & MCG	2026-2028	Mukurwe wa Nyagathaga	Barbed wire	Culture (User)

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3.10.2. Proposed Grants, Benefits and Subsidies to be Issued

Table 3.28: Proposed Grants, Benefits and Subsidies to be Issued

Type of payment (e.g., Education bursary, Bashara fund etc.)	Amount (Ksh. M)	Beneficiary	Purpose
MYS Grant	47.25	MYS participants	Start-up capital

3.10.3. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.29: Linkages with National Development Agenda, Regional and International Development Frameworks

National/ Regional/ International Obligations	Aspirations/ Goals	County Contributions/ Interventions in the last Annual Strategic Plan
Youth Development		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Youth skilling, employment and wealth creation	2,045 Youths engaged in Murang'a Youth Service
Sports		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Talent promotion	35 Ward tournaments held
Culture		
Sustainable Development Goals (SDG)	SDG 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage	29 Cultural activities 5 Shrines 329 Registered Cultural practitioners 976 Performing Artists and 17 Other cultural Assets registered
Social Services		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Support for PLWD	Provided assistive devices to PLWD

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3.11. Water, Irrigation, Environment and Natural Resources

3.11.1. Water Services Sub Sector

Vision:

A county with well-connected water and sewerage systems which are efficiently run for sustainable social economic growth

Mission:

To develop and manage domestic water and sewerage infrastructure for effective service delivery

Sub Sector Goals

Achieve universal access to affordable, reliable and sustainable water and sewerage services

The Strategic Objectives are -:

a) To develop and sustainably maintain new water production and distribution infrastructure to accelerate improved water and sanitation services in the county
b) Rehabilitation and upgrading abandoned or dilapidated domestic water utilities to make them usable and beneficial again
c) Providing oversight for all water supply providers within the county for coordinated water service provision
d) Improving domestic water storage capacities to needy communities and institutions
e) Increase domestic water supply coverage for better socio-economic development of Murang'a County
f) Increase the proportion of urban population accessing improved sewerage
g) Provide oversight for all water supply providers within the county for coordinated water service provision

Sub Sector Strategic priorities

Priorities	Strategies
Increase domestic water supply coverage for better socio-economic development of Murang'a County	a) Enhance the coordination role of water service providers b) Map out unserved and underserved areas in Murang'a County c) Identify viable water supply sources to cover those areas. d) Plan and design viable projects to meet water demand e) Budgeting and implementation (through the construction of water intake structures, drilling of boreholes, laying of water mainlines, storage tanks and distribution networks for identified projects) f) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in water project development activities
Improve sewerage services coverage for better socio-	a) Map out unserved and underserved areas in the County b) Identify viable sewerage construction sites and sewer line routes to serve those areas

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economic development of Murang'a County	c) Plan and design identified projects to meet the sewerage disposable needs for those areas. d) Budgeting and implementation of identified projects. e) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in sewerage project development activities
Improving domestic water access points to hygienically acceptable levels for reduction/ eradication of water-borne diseases.	a) Identify all communal water points where access to water isunhygienic. b) Plan and design for suitable water access points/ kiosks. c) Budget and implement identified water access points. d) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in upgrading of water points development activities.
Improving domestic water storage capacities to needy communities and institutions	a) Identify needy communities and institutions for supply of water storage facilities. b) Procure and construct water storage tanks of various capacities for needy communities. c) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in construction of water storage facilities
Providing oversight for all water supply providers within the county for coordinated water service provision	a) Regular monitoring and evaluation of their water supplyprocesses b) Holding regular consultative meetings
Rehabilitation and upgrading abandoned or dilapidated domestic water utilities to make them usable and beneficial again	a) Mapping and identifying all abandoned or dilapidated viable projects for rehabilitation e.g., boreholes. b) Planning, designing and budgeting for rehabilitation works. c) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in water projects rehabilitation works.
Promoting use of modern technologies for better and efficient water services delivery	a) Identifying technological gaps to be addressed e.g., installation of solar power systems, digital metering, water bottling etc. b) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in new technology development.
Mitigating effects of climate change	a) Water conservation efforts such as planting trees in watercatchment areas b) Reduction of water wastage through modern technologymeasures c) Capacity building of water stakeholders on climate changemitigation measures
Gender mainstreaming and involvement of youth,	a) Involving them in project development and management

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women and physically challenged people in project implementation and management.	b) Capacity building in domestic water use conservation and recycling
Promote water harvesting and storage	Water harvesting through Water tanks
Water master plan formulation	Develop a Murang'a water master plan

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Water Services Sub Sector Programmes and Projects

Table 3.34: Summary of Water Services Sub Sector Programmes for FY 2026/2027

Programme Name: Administration, Planning and Support Services					
Objective: To enhance coordination, efficiency and service delivery					
Outcome: Enhanced customer satisfaction					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Administration Services	Vehicles Procured	No. of vehicles procured and maintained	2	1	7
	Salaries and Allowances	No. of Staff on Payroll	20	25	5
	Construction of new office building	No. of offices constructed	5	1	3
	Well-equipped administrative water offices	No. of administrative water offices well equipped	1	10	3
	Procured survey equipment, water quality monitoring equipment	No. of survey equipment/ water surveillance sets procured	0	1	2
Personnel Services	Trained staff	No. of staff trainings held	0	20	1
	Recruitment of new staff	No. of new staff recruited	1	5	3
Sub Total					**24**
Programme Name: Water and Sewerage					
Objective: To provide domestic water and sewerage services through development of related infrastructure					
Outcome: Increased coverage of domestic water supply					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Ksh. M)**
Domestic Water Supply	Drilled and equipped of Boreholes	No. of H/H connected with water	183,335	1,400	40
	Boreholes Rehabilitated	No. of H/H connected with water	183,335	1000	20

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	Last Mile Pipelinne Connectivity	No. of H/H connected with water	183,335	1,200	120
	Water Storage to ECDE Centres	No. of ECDE centers installed with water tanks and water harvesting facilities.	131	80	16
	Construction of new River intake structures	No. of Households connected with water	2,600	1,500	100
	Digital meters installed	No. of consumer water meters installed	6,000	6,000	24
		Reduction of NRW by 10 %	NRW levels at 41.8 %	NRW level at 37.6 %	
Improving hygiene standard in domestic water access points	Construction of modern Water Kiosks	No. of modern water kiosks constructed	35	10	3
Sub Total					**323**
Grand Total					**347**

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Sub Sector Capital Projects

Table 3.30: Water Services Sub Sector Capital Projects for FY 2026/2027

Programme Name: Water and Sewerage								
Project Name and Location	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh.)**	**Sources of funds**	**Time Frame**	**Targets**	**Status (Include Milestones)**	**Implementing Agency**
Borehole Drilling and Equipping in the County	Hydrogeological survey , drilling , equipping with pump, elevated tanks and solar systems	Solar system installations	40,000,000	MCG	9 Months	Supply of 1,400 new Households with water	Location of the project sites identified	MCG
Borehole rehabilitation and installation of solar power systems in the County	Installation of new water pumps , solar power, and painting water tanks and pump houses	Solar system installations	20,000,000	MCG	9 Months	Supply of 800 new Households with water	Location of the project sites identified	MCG
Last Mile Pipeline Connectivity	Supply, delivery, installation and setting of water distribution pipelines	Use of HDPE pipes for conveyance	120,000,000	MCG	12 months	Supply of 1,500 new households with water	ALL 35 wards in Murang'a	MCG
Water Storage To ECDE Centers	Supply, delivery, and installation of ECDE water storage tanks	Rain water harvesting	16,000,000	MCG	12 Months	Access 4,000 learners with reliable water supply	ALL 35 wards in Murang'a	MCG
Water infrastructure development	Construction of Kiama tumbi intake, water tank, laying of conveyance pipelines	Use of HDPE pipelines	100,000,000	MCG	10 Months	Supply 1,500 new households with reliable domestic water	Muthithi and Kahumbu wards	MCG
Water conservation-Consumer meters installation	Supply, delivery, and installation of water consumer meters	Use of Plastic Mold water meters	24,000,000	MCG	9 Months	Supply and install new 6,000 watermeters and erduce NRW by 2%	5 WSPs areas of jurisdiction where water installations are located	MCG

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3.11.2. Irrigation, Drainage and Water Storage Sub Sector

Vision: Irrigation, Drainage and Water Storage Service provider of choice

Mission: To provide quality Irrigation, Drainage and Water storage technical services fairly and efficiently.

Sub Sector Goals
To increase the area under irrigation for increased agricultural production and productivity

Sector Objectives
To increase utilization of land through irrigation.
To mobilize and promote efficient utilization of resources.
To strengthen institutional capacity.
To promote participation of various stakeholders in planning, implementation and management of irrigation
To mainstream governance, HIV/AIDS and gender in irrigation schemes.
To provide monitoring and evaluation.

Sub Sector Strategic priorities

Priority	Strategy
Increase area under irrigation	a) Identify new irrigation schemes where community has expressed need. b) Conducting feasibility studies to determine the technical and socioeconomic viability of schemes. c) Survey, plan and design the identified irrigation schemes. d) Budgeting and implementation through intake construction, laying of pipelines and distribution network. e) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in irrigation.
Development of water harvesting and storage infrastructure for irrigation.	a) Mapping areas for construction of irrigation storage facilities e.g., dams, water pans and water tanks. b) Plan and design irrigation water storage facilities. c) Construction of the required storage facilities. d) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in irrigation.
Enhancing ownership by the beneficiaries for schemes sustainability	a) Involving beneficiaries and other stakeholders in all irrigation schemes development stages b) Training of irrigation schemes management committees on leadership skills, record keeping and basic financial management c) Benchmarking tours of other well managed irrigation schemes. d) d) Establishment and legalization of Irrigation Water Users' Associations (IWUAs) at scheme level to oversee water use and equitable distribution, undertake operation and maintenance, and resolve conflicts.
Capacity building for sustainable management of developed irrigation schemes	a) Enhancing farmer education and awareness, and improving communication and information flow.

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	b) Ensuring compliance with environmental, statutory and legal requirements c) Training on efficient utilization and management of irrigation water. d) Improving irrigation technology such as the use of solar energy and other renewable energy in pumping. e) Assisting the irrigation farmers in market identification. f) Public-Private Partnerships by encouraging private sector players to invest and participate in irrigation
Rehabilitation and upgrading of existing under-utilized irrigation systems.	a) Mapping areas for rehabilitation and upgrading of irrigation structures. b) Plan, design and budget for rehabilitation works.
Adopting modern irrigation technologies	a) Adopting new irrigation technologies such as the use of solar energy and other renewable energy in pumping. b) Training irrigation water users on emerging new technologies such as use of pipe detectors & underground pipe leakages c) Partnering with manufacturers in on-farm demonstrations for the new technologies
Gender mainstreaming and involvement of youth, women and physically challenged people in irrigation development and management.	a) Involving them in irrigation schemes development and management. b) Capacity building in irrigation emerging issues
Mitigating effects of climate change and disaster management	a) Enhancing compliance with environmental, statutory and legal requirements b) Construction of small dams and water pans to collect flood water flows c) Use of climate smart agriculture by use of water conserving irrigation methods such as drip irrigation, digging of terraces, planting water friendly trees along the river banks

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Irrigation Sub Sector Programmes and Projects

Table 3.31: Summary of Irrigation Sub Sector Programmes for FY 2026/2027

Programme 1: Administration, Planning and Support Services					
Objective: To enhance coordination, efficiency and service delivery					
Outcome: Enhanced customer satisfaction					
Sub Programme	**Key Outputs**	**Key Performance indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Administration Services	Vehicles Procured	No. of vehicles procured	0	1	8
	Construction/repair irrigation office with Well-equipped administrative irrigation offices	No. of offices constructed /repaired and well equipped	3	2	3
	Procured current survey equipment and tools	No. of survey equipment procured	0	1	5
Personnel Services	Training of staff	No. of staff trained	none	3	1
	Recruitment of new staff	No. of new staff recruited	3	5	5
	Staff Remuneration	No. of staff remunerated			22
Sub Total					**44**
Programme 2: Water Resources Management					
Objective: To increase access to irrigation water					
Outcome: Increased household incomes and food security					
Irrigation Policy Development and Management	Developed policy document	No. of Developed policy documents made	none	1	3
Irrigation Development and Management	Households with access to irrigation water	No. of households irrigating	7,711.35	500	70
	Procured drip irrigation kits	No. of drip kits procured kits	0	2	2
Drainage Development	Household incomes and food security	No. of households with increased incomes		650	5

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Irrigation Water Storage and Flood Control	Household with Irrigation Water Storage and Flood Control	No. of households	500	300	5
Institutional strengthening and capacity building	Knowledge and skills of farmers on irrigation technologies	No. of farmers with increased knowledge and skills on irrigation technologies	40	1,800	5
	Increased knowledge and skills of stakeholders on irrigation technologies	More knowledgeable staff and farmers on best practices, community priorities etc	40	7,000	5
Establishment of County Irrigation Development Unit (CIDU) TEAM/OFFICE	Recruitment of new staff required and promotion of existing ones	No. of staff recruited and county staff promoted	none	12	15
	Capacity building of all staff on purpose and function of CIDU members	No. of staff trained on function of CIDU	1	15	2
Sub Total					**112**
Grand Total					**156**

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Irrigation Sub Sector Capital Projects

Table 3.32: Irrigation Sub Sector Capital Projects for FY 2026/2027

Programme Name:								
Project Name and Location	Description of activities	Green Economy consideration	Estimated cost (Ksh. M)	Sources of funds	Time Frame	Targets (Households)	Status (Include Milestones)	Implementing Agency
Mukurwe wa nyagathanga Gaturi ward, Kiharu Sub-County	Deriver pipes and installation of pipes for the conveyance/mainlines and distribution system	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	750	N.I.A/MCG	2025 TO 2027	1,000	Intake complete sedimentation tank complete Project at 30%	N.I.A/S.D.I/MCG
Marigot irrig.ithiru ward kandara sub county	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 154 households to irrigate 16 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture	80	MCG /NIA/SDI	2025 TO 2027	154	New Very active members using gunny bags as intake	MCG.SDI, NIA
Ajibika-Ruchu and ithiru wards-kandara sub county	Construction of phase 2-construction of new intake and entire infrastructure in chathanda river To supply water for irrigation to 400 households to irrigate 40 Ha.	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	550	N.I.A/S.D.I/MCG	2025 TO 2027	1,000	Phase1 complete phase2. 60% complete	N.I.A/SDI MCG
Aberdare irrig.Kariara ward, Gatanga Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 400 households to irrigate 16 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	500	N.I.A/S.D.I/MCG	2025 TO 2027	400	New	N.I.A/S.D.I/MCG
Nyanjigi Muguru Ward,	Phase 2-Extension of main and sub main ,distribution pip Construction pipeline	Use of new technology in irrigation application i.e drip	250	N.I.A/S.D.I/MCG	2025 TO 2027	1,000	Phase1 complete with intake	N.I.A/MCG

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Kangema Sub-County	Construction of 42.9 Km of distribution lines. 1170 No. Infield es To supply water for irrigation addition 1,000 households to irrigate 200 Ha.	irrigation, smart agriculture, environment conservation					and other infrastructure 80% complete	
Mithanga gachogi Rwathia Ward, Kangema Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 500 households to irrigate 50 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	100	N.I.A/MCG	2025 TO 2027	500	New projects with very active farmers	N.I.A/S.D.I/MCG
Kayu kiwambogo Rwathia Ward, Kangema Sub-County	Upgrading the conveyance from 6inch to8inch,laying of sub mains, and distribution system	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	87	N.I.A/S.D.I/MCG	2025 TO 2027	350	Incomplete stalled project 40% done	N.I.A/S.D.I/MCG
Mirira Mbiri ward, Kiharu Sub-County	Construction pipeline appurtenances. Construction of 15.41 Km of distribution lines. 2300No. Infield connections System testing	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	320	N.I.A/S.D.I/MCG	2025 TO 2027	2,300	63%. Stalled	N.I.A/S.D.I/MCG
Marimira Muguru Ward, Kangema Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 100 households to irrigate 10 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	40	MCG & community	2025 TO 2027	100	New	MCG & community
Nginda irri. Nginda ward Maragua sub county	**Pending works:** 4km conveyance construction. Construction of pipeline appurtenances, implementation of 1350 No. Infield connections. System testing.	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	110	N.I.A/MCG	2025 TO 2027	1,350	Stalled	N.I.A/MCG
Karungangi Wempa ward, Maragua Sub-County	Construction of intake, solarized pump, laying of conveyance, main lines and distribution pipes.	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	50	MCG & community	2025 TO 2027	200	New	MCG & community

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	To supply water for irrigation to 200 households to irrigate 20 Ha							
Mathareini – Ndonga Kigumo & Kahumbu wards, Kigumo Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 2000 households to irrigate 200 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	350	N.I.A/S.D.I/MCG	2025 TO 2027	2,000	Office Constructed already	N.I.A/S.D.I/MCG
Kahumbu ichagaki Kahumbu ward & ichagaki	Construction of intake, conveyance, main lines and distribution pipes and installation of hydrum To supply water for irrigation 250 households to irrigate 25 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	3	MCG, frigoken & community	2025 TO 2027	250	New	MCG, frigoken & community
Iharu irrigation Kinyona ward	Upgrading piping system-conveyance, mainline and submain, distribution system and infields	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	3	MCG & community	2025 TO 2027	360	Existing and well managed but poor infrastructure	MCG & community
Kariu-kairini Njumbi Ward, Mathioya Sub-County	Construction of intake, conveyance, main lines and distribution pipes and installation of hydrum To supply water for irrigation 300 households to irrigate 25 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	3	MCG & community	2025 TO 2027	300	New but very active members	MCG & community
Gigakima irrig. kangari ward kigumo subcounty	Inter basin river transfer from Githika river to gathika to increase quantity of water at intake-construction of intake, conveyance, relocate main line	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	4	MCG & community	2025 TO 2027	1,500	Project infrastructure complete but has little water at intake	MCG & N.I.A PLUS community
Kahaini punda milia	Construction of intake, conveyance, main lines and distribution pipes. To supply	Use of new technology in irrigation application i.e drip	100	N.I.A/S.D.I/MCG	2025 TO 2027	600	New project	N.I.A/S.D.I/MCG

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Makuyu ward Maragua	water for irrigation to 600 households to irrigate 200 Ha	irrigation, smart agriculture, environment conservation						
Gaimbuga karurumo & Nginda ward Maragua Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 500 households to irrigate 50 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	250	N.I.A/S.D.I/MCG	2025 TO 2027	500	New project but designed	N.I.A/S.D.I/MCG
Gatunguru Njumbi Ward, Mathioya Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 500 households to irrigate 50 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	300	N.I.A/S.D.I/MCG	2025 TO 2027	500	New project	N.I.A/S.D.I/MCG
Mirichu murika, Mugoiri ward, Kahuro Sub-County	Extension of sub main, distribution piping system and installation on infields	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	518	N.I.A/S.D.I/MCG	2025 TO 2027	2,000	Stalled project	N.I.A/S.D.I/MCG
Gikindu irrigation. Kambirwa and gikindu ward kiharu sub county	Extension of min line phase 2,construction of valve chambers and distribution system, infields to 1200 farmers not covered in 1st phase	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	40	N.I.A/S.D.I/MCG	2025 TO 2027	1,200	1st phase complete serving 500 farmers	N.I.A/S.D.I/MCG
Gakima Murarandia ward, Kahuro Sub-County	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 800 households to irrigate 80 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	530	N.I.A/S.D.I/MCG	2025 TO 2027	800	New project	N.I.A/S.D.I/MCG
Kakuzi/mitumbiri wards Gatanga sub county	Construction of intake, conveyance, main lines and distribution pipes. To supply water for irrigation to 350 households to irrigate 35 Ha	Use of new technology in irrigation application i.e drip irrigation, smart agriculture, environment conservation	400	N.I.A/S.D.I/MCG	2025 TO 2027	350	New project	N.I.A/S.D.I/MCG

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3.11.3. Environment and Natural Resources

Sector Vision, Mission and Goals

Vision : A clean, secured and sustainably managed environment and natural resource conducive to county prosperity

Mission: To promote, monitor, conserve, protect and sustainably manage the environment and natural resources for county development

Sub Sector Goal: To ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources.

Sector Priorities and Strategies

Table 3.33.: Environment and Natural Resources Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Enhance environmental planning	a) Strengthen the environmental planning and coordination committee b) Develop a county-based environmental policy, legislation and regulations for mainstreaming environment into development c) Build capacity for environmental planning d) Support mainstreaming on environmental planning.
Efficient waste management mechanisms	a) Lease/procure waste collection vehicles b) Mounting of litter bins c) Construction of refuse chambers d) Improvement of waste disposal sites e) Provision of waste collection tools f) Development of solid waste laws g) Provision of PPEs for casual workers in the department h) Construction and operationalization of sanitary land fill. i) Preparation of policies, legislation and regulations on waste management
Prevention of noise and air pollution	a) Acquisition of noise meters b) Preparation of policies, legislation and regulations on noise control
To increase farm forest cover	a) Establishment of tree nurseries b) Procure and distribute tree seedlings c) Preparation of policies, legislation and regulations on forestry
To rehabilitate degraded sites	a) Identification and mapping of degraded sites and landscapes b) Rehabilitation of degraded sites and landscapes c) Water catchment areas protection

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Promotion of clean energy	a) Promotion of commercial agro-forestry for wood fuel (firewood and charcoal) b) Promotion of energy saving technologies e.g., jikos and kilns
Integrate climate change measures into county policies strategies and planning	Development of climate change policy and action plans
Capacity building on environmental issues	a) Sensitization of the public on environmental issues b) Staff training on short courses and emerging issues
Promotion economic valuation of county's natural capital	a) Identify and assess major landscape degradation for restoration b) Identify natural capital resources for valuation

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Sub Sector Programmes and Projects

Table 3.36: Summary of Environment and Climate Change Sub Sector Programmes

Sub Programme	Key Outputs	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Ksh. M)
Programme Name: Administration, Planning and Support Services					
Objective: To enhance coordination, efficiency and service delivery					
Outcome: Enhanced customer satisfaction					
Administration Services	Office equipped	No. of office equipped	10	10	5
	General administration	Utility bills paid	10	10	1
Personnel Services	New personnel recruited	No. of new personnel recruited	245	10	8
	Trained/capacity build staff	No. of staff trained	150	20	2
	Staff Remuneration	No. of staff remunerated			50
Sub Total					**66**
Programme Name: Environment Management and Protection					
Objective: To attain clean and healthy environment					
Outcome: An improved and sustainably managed environment					
County Environmental Monitoring and Management	Litterbins acquired	No. of litterbins acquired	1030	1000	2
	Inspectorate vehicles procured	No. of Inspectorate vehicles	0	1	5
	PPE sets acquired	No. of PPE sets acquired	0	1000	5
	Waste collection vehicles procured	No. of waste collection vehicles procured	1	1	10
	Waste collection tools acquired	No. of Waste collection tools acquired	1000	1000	9
	Excavator acquired	No. of excavator acquired	0	1	15
	Dozer acquired	No. of dozer acquired	0	1	15
	Youths sensitized on 3Rs	No. of youth sensitized on 3Rs	0	4	2

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	Waste transfer stations improved	No. of Waste transfer stations improved	0	5	5
	Incinerator construction	No. of incinerators constructed	0	1	5
	Drop off points constructed	No. of drop off points constructed	0	5	5
	Noise monitoring equipment acquired	No. of noise monitoring equipment acquired	0	1	2
	Inspectorate visits done	No. of inspectorate visits done	4	4	2
	Beatification of towns, recreation sites and greening programs done	No. of beatification of towns, recreation sites and greening programs done	0	2	9
	Environment committee members trained	No. of environment committee members trained	35	35	2
	Members of community trained on environmental conservation and protection	No. of members of community trained on environmental conservation and protection	35	35	2
Sub Total					**95**
Programme Name: Natural Resources Conservation and Management					
Objective: To increase the tree cover, conserve resources and rehabilitate degraded ecosystems					
Outcome: Conserved resources					
Forest Conservation and Management	Tree seedlings planted	No. of tree seedlings planted	200,000	200,000	20
	Nurseries established	No. of Nurseries established	0	9	2
	County Annual State of Environment report developed	No. of Annual State of Environment reports developed	1	1	5

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	County forest rehabilitated	No. of County forest rehabilitated	0	1	3
	Schools provided with energy saving jikos	No. of schools provided with energy saving jikos	0	5	7
Water catchment area protection, rehabilitation, and conservation	Kilometre of riparian areas rehabilitated	No. of Kilometres of riparian areas rehabilitated	10 km	10km	5
	Dams desilted	No. of dams desilted	0	1	7
Water resources conservation and protection	Promote water harvesting and storage infrastructure	No. of schools supported with water harvesting infrastructure	0	8	9
Sub Total					**58**
Programme Name: Climate Change Governance and Coordination					
Objective To Increase Resilient Of Changing Climate					
Outcome: Adaptation Strategies					
Climate change policies and Bills	Climate change policy and Bill developed	No. of Climate change policy and Bills developed	1	1	5
Capacity building and Public Awareness	Capacity build/Sensitized community members on climate change and enhanced institutional capacity	No. of community members trained on climate change and enhanced institutional capacity	35	35	12
Financing climate change action programs	Financed climate change programs	No. of climate change programs financed	0	35	50
Mainstreaming Climate change actions	Mainstreamed Policies and plans	No. of Policies and plans	0	1	2
Mitigation and adaptation measures against adverse effects of climate change	County climate change action plan finalized	No. of action plans finalized	1	1	1
Sub Total					**70**
Grand Total					**285**

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Environment and Climate Change Sub Sector Projects

Table 3.34: Environment and Climate Change Sub Sector Projects for FY 2026/2027

Programme Name: Environment Management and Protection								
Project name and Location (Ward/Sub county/ county wide)	**Description of activities**	**Green Economy consideration**	**Estimated cost (Ksh.)**	**Source of funds**	**Time frame**	**Targets**	**Status (Include milestones)**	**Implementing Agency**
Waste collection vehicles, County	Procure waste collection vehicles		12	MCG	2025-2026	1	New	MCG
Sanitary land fill Mitumbiri	Construction of sanitary land fill		1.2 billion	Partner	Ongoing	1	Ongoing	Ministry of land and housing
Natural Resources Conservation and Management								
Ecosystem restoration	Establishment of nurseries		2	MCG	2025-2026	35	Ongoing	MCG
	Procure and distribute tree seedlings		5	MCG and partners	2025-2026	200,000	Ongoing	Mcg and partners
Programme Name: Climate change Governance and Coordination								
Financing climate change action projects	Financed community led climate change projects		150	MCG	2025-2026	35	New	MCG

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3.11.4. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.37: Linkages with National Development Agenda, Regional and International Development Frameworks

National / Regional /International Obligations	Aspiration Goals	County Government contributions / Interventions
Water		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Water harvesting	A total of 25,000 liters of water storage capacity was installed in 25 Early Childhood Education centers.
	Drilling and equipping of boreholes	1200 new households to be connected with safe domestic water supply in the county.
Sustainable Development Goals (SDG)	Goal 6: Clean water and sanitation	1200 new households to be connected with safe domestic water supply in the county.
		A total of 25,000 liters of water storage capacity was installed in 25 Early Childhood Education centers.
		About 5,000 ECDE learners benefited through accessibility of reliable domestic water supply.
Irrigation		
Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Construction of new irrigation schemes	New irrigation projects constructed in partnership with National Irrigation Authority
	Expansion of existing irrigation schemes	Irrigation projects expansion in partnership
Sustainable Development Goals (SDG)	Goal 1: No poverty	Trained 9 irrigation groups Held 6 stakeholders' forums through the community initiatives. Conveyed irrigation water to individual farms to enable farmers to undertake intensive horticultural farming.
	Goal 2: Zero hunger	
Environment and Natural Resources		

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Bottom-Up Economic Transformation Approach (BETA) and MTP IV	Sustainable waste management	Construction of sanitary landfill at gikono in 50 acres' land
		Construction of 50 waste collection chambers across the county
		Procurement of truck of garbage collection
	Environment protection	Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Sensitization forum and training on climate change
		Over 10 kms of riparian areas has also been protected
Africa Agenda 2063	Bio-diversity, conservation and Sustainable natural resource management.	Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Over 10 kms of riparian areas has also been protected
	Climate resilience and natural disasters preparedness	Sensitization forum and training on climate change
Sustainable Development Goals (SDG)	Goal 13: Climate Action	Development the county climate change policies
		Sensitization forum and training on climate change
		Planting of over 200,000 tree seedlings in schools and various public sites across the county
		Over 10 kms of riparian areas has also been protected
	Goal 15: Life on land	Construction of sanitary landfill at Gikono in 50 acres' land
		Construction of 50 waste collection chambers across the county
		Procurement of truck of garbage collection

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3.12. Municipalities

Sector Overview

Urban areas by virtue of their unique characteristics manifests the 'face' of the County and is crucial for both the development of a County and Nation. Most of a country's wealth is created in its urban areas, hence the maxim that: urban areas are the engines of economic growth and development. Provision of adequate infrastructure and the necessary social services—education, health, recreation, safety and security, improve the quality of life of urban citizens. The quality of life is viewed from the perceptive of access to public spaces and enhanced safety and security. In its pursuit of distributed development, the municipalities seeks to enhance gender equality, protect the rights of minority and vulnerable groups, and ensure civic participation by all in the social, political and cultural spheres.

Vision, Mission and Goals

Vision: A commercially vibrant municipalities providing safe environment for sustainable development

Mission: To provide sustainable and efficient service infrastructure for holistic social and economic growth of urban areas

Strategic Priorities and Strategies

To realize its broad objective of commercially vibrant municipalities providing safe environment for sustainable development, the sector will prioritize the following specific strategies:

A. Murang'a Municipality

Strategic Priorities	Strategies
Department: Finance, Administration, Human Resource, ICT and Economic Planning	
Revenue Enhancement and Management	a) Train staff on revenue management, best practices in financial management b) Institutionalize public participation in the budget process c) Fast track approval of Municipal by-laws d) Complete the valuation roll to guide rating and property valuation
Institutional Capacity and Public Participation	a) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissions b) Provide adequate office space and accompanying infrastructure including internet access c) Map municipal stakeholders for active engagement d) Develop framework for public private partnership e) Train staff on public participatory processes, community score cards and report writing
Participatory budgeting process	a) Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents b) Establish municipal database/fact sheet c) Map municipal revenue sources/streams with projections d) Institutionalize public participation on strategic planning and budget process

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	e) Train staff on public budget process f) Institutionalize framework for monitoring and evaluation, data dissemination and feedback
Department: Public Works, Infrastructure, Housing and Urban Planning	
Enhance town planning and development control	a) Prepare part development plans for satellite towns b) Fast track approval of Municipality By-laws c) Review Integrated Strategic Development Plan for Murang'a Municipality to accommodate reviewed boundary d) Rehabilitate government houses under the management of the Municipality
Service Infrastructure Development	a) Provide robust transport, drainage and sanitation service infrastructure b) Upgrade Municipal roads to bitumen/cabro standards c) Pave and continuously maintain town access roads d) Integrate drainage systems with road networks e) Integrate NMT with road networks f) Upgrade bus parks, streets and walkways g) Increase provision of parking spaces h) Provide street furniture within towns i) Increase streetlighting
Safeguard against encroachment and damage to service infrastructure	a) Complete formulation and approval of physical development by-laws b) Enhance maintenance of established service infrastructure
Enhance accessibility and town aesthetics	a) Improve street naming and addressing b) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines c) Expand existing bus parks to accommodate more vehicles
Department: Legal, Social Services, Education, and Partnerships	
Integrate recreational and cultural services to enhance local tourism	a) Construct Agikuyu Cultural and Heritage centre (Opposite Murang'a University) containing a library, exhibition hall for kikuyu cultural artefacts, a hero's corner and a social hall b) Zone and develop Migingo area as an urban park
Develop sustainable infrastructure service	a) Develop markets to promote local economic development b) Upgrade Kayole, Marigiti and Mukuyu markets to modern markets to accommodate more traders. c) Provide support infrastructure in markets including piped water, public conveniences as well as solid waste management d) Improve access roads and accessibility within market places e) Establish/improve livestock markets and abattoirs f) Develop jua-kali sheds to increase and formalize the jua-kali activities
Develop sustainable social amenities and facilities	a) Maintain and protect social recreational parks and open spaces within the Municipality b) Improve/upgrade social halls within the Municipality c) Beautify social parks and open spaces within the Municipality d) Improve all public open spaces within the Municipality
Department: Health, Sanitation, Water and Environment	
Environment Protection and Conservation	a) Provide sustainable, efficient and effective solid waste management services b) Formulate waste management policy

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	c) Develop and implement municipality waste management plan d) Rehabilitate/improve the Karii dumpsite to a Transfer Station as identified in the integrated waste management plan for transfer to Mitubiri sanitary landfill. e) Capacity build stakeholders on solid waste management f) Enhance PPP in waste collection in order to increase waste collection coverage and frequency. g) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment h) Install street bins in appropriate locations in town. i) Designate neighbourhoods' solid waste transfer stations. j) Involve public and private developers and businesses in clean-up activities as an effective way in solid waste management.
Provide sustainable, efficient and effective liquid waste management services	a) Construct/maintain storm water drains along all roads within the town. b) Partner with MUWASCO to develop and extend the sewer reticulation to cover the entire Municipality. c) Advocate for and enforce fencing of the shallow wells to protect them from pollution.
Enhance environment and social safeguards protection within the Municipality	a) Increase inspection and licensing of quarries within the Municipality b) Institutionalize Grievance Redress Mechanism framework c) Institutionalize and enforce OSHA standards d) Undertake ESSIA and NEMA certification before initiating any capital project e) Enforce NEMA, WaRMA and other environment regulations
Enhance landscaping, beautification and greening of public open spaces	a) Integrate street furniture along the town streets b) Control illegal structures and building materials c) Enhance greenery and town beautification
domestic water within the Municipality	a) Collaborate with MUWASCO and other development partners to ensure 100% domestic water connections to households b) Promote water harvesting at the household and institutional levels
Enhance integrated disease surveillance, improve food and water quality control services and promote community health	a) Establish community health units b) Engage community health volunteers c) Train community health volunteers d) Establish community-based health information e) Sensitize staff on priority disease surveillance areas f) Increase inspection and licensing of food establishments g) Enforce food safety laws and prosecute offenders
Improve sanitation standards within the town CBDs	a) Construct toilets within commercial areas b) Conduct regular public cleaning campaigns c) Enhance waste recycling techniques

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B. Kenol Municipality

Strategic Priorities	Strategies
Department: Finance, Administration, Human Resource, ICT and Economic Planning	
Programme: General administration, Planning and Support Services	
Institutional Capacity and Public Participation	a) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissions b) Provide adequate office space and accompanying infrastructure including internet access c) Map municipal stakeholders for active engagement d) Develop framework for public private partnership a) Train staff on public participatory processes, community score cards and report writing
Revenue Enhancement and Management	b) Train staff on revenue management, best practices in financial management c) Institutionalize public participation in the budget process d) Fast track approval of Municipal by-laws e) Complete the valuation roll to guide rating and property valuation
Participatory budgeting process	a) Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents b) Establish municipal database/fact sheet c) Map municipal revenue sources/streams with projections d) Institutionalize public participation on strategic planning and budget process e) Train staff on public budget process f) Institutionalize framework for monitoring and evaluation, data dissemination and feedback
Department: Public Works, Infrastructure, Housing and Urban Planning	
Programme: Development Control	
Enhance town planning and development control	a) Prepare part development plans for satellite towns b) Develop municipal zoning regulations c) Review Integrated Strategic Development Plan for Kenol Municipality to accommodate reviewed boundary
Service Infrastructure Development	a) Provide robust transport, drainage and sanitation service infrastructure b) Upgrade Municipal roads to bitumen/cabro standards c) Pave and continuously maintain town access roads d) Integrate drainage systems and NMT with road networks e) Upgrade streets and walkways f) Increase provision of parking spaces g) Increase streetlighting
Safeguard against encroachment and	a) Complete formulation and approval of physical development by-laws

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damage to service infrastructure	b) Enhance maintenance of established service infrastructure
Enhance accessibility and town aesthetics	a) Improve street naming and addressing b) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines c) Construct bus parks to accommodate more vehicles
Department: Legal, Social Services, Education, and Partnerships	
Programme: Social Infrastructure Service and Welfare	
Develop sustainable infrastructure service	a) Develop markets to promote local economic development b) Upgrade existing markets to accommodate more traders. c) Provide support infrastructure in markets including piped water, public conveniences as well as solid waste management d) Improve access roads and accessibility within market places e) Establish/improve livestock markets and abattoirs a) Develop jua-kali sheds to increase and formalize the jua-kali activities
Develop sustainable social amenities and facilities	a) Maintain and protect social recreational parks and open spaces within the Municipality b) Improve/upgrade social halls within the Municipality c) Beautify social parks and open spaces within the Municipality d) Improve all public open spaces within the Municipality
Department: Health, Sanitation, Water and Environment	
Programme: Public health, sanitation, water and Environment	
Environment Protection and Conservation	a) Provide sustainable, efficient and effective solid waste management services b) Formulate waste management policy c) Develop and implement municipality waste management plan d) Capacity build stakeholders on solid waste management e) Enhance PPP in waste collection in order to increase waste collection coverage and frequency. f) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment g) Install street bins in appropriate locations in town. h) Designate neighbourhoods' solid waste transfer stations. i) Involve public and private developers and businesses in clean-up activities as an effective way in solid waste management.
Enhance environment and social safeguards protection within the Municipality	a) Increase inspection and licensing of quarries within the Municipality b) Institutionalize Grievance Redress Mechanism c) Institutionalize and enforce OSHA standards d) Undertake ESSIA and NEMA certification before initiating any project e) Enforce NEMA, WaRMA and other environment regulations
Enhance landscaping, beautification and	a) Integrate street furniture along the town streets b) Control illegal structures and building materials c) Enhance greenery and town beautification

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greening of public open spaces	
domestic water within the Municipality	a) Collaborate with MUWASCO and other development partners to ensure 100% domestic water connections to households b) Promote water harvesting at the household and institutional levels
Enhance integrated disease surveillance, improve food and water quality control services and promote community health	a) Establish community health units b) Engage community health volunteers c) Train community health volunteers d) Establish community-based health information e) Sensitize staff on priority disease surveillance areas f) Increase inspection and licensing of food establishments g) Enforce food safety laws and prosecute offenders
Improve sanitation standards within the town CBDs	a) Construct toilets within commercial areas b) Conduct regular public cleaning campaigns c) Enhance waste recycling techniques

C. Kangari Municipality

Strategic Priorities	Strategies
Department: Finance, Administration, Human Resource, ICT and Economic Planning	
Programme: General administration, Planning and Support Services	
Institutional Capacity and Public Participation	a) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissions b) Provide adequate office space and accompanying infrastructure including internet access c) Map municipal stakeholders for active engagement d) Develop framework for public private partnership a) Train staff on public participatory processes, community score cards and report writing
Revenue Enhancement and Management	b) Train staff on revenue management, best practices in financial management c) Institutionalize public participation in the budget process d) Fast track approval of Municipal by-laws
Participatory budgeting process	a) Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents b) Establish municipal database/fact sheet c) Map municipal revenue sources/streams with projections d) Institutionalize public participation on strategic planning and budget process e) Train staff on public budget process f) Institutionalize framework for monitoring and evaluation, data dissemination and feedback

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Department: Public Works, Infrastructure, Housing and Urban Planning	
Programme: Development Control	
Enhance town planning and development control	a) Prepare part development plans for satellite towns b) Develop municipal zoning regulations c) Review Integrated Strategic Urban Development Plan (ISUDP) for Kangari Municipality
Service Infrastructure Development	a) Provide robust transport, drainage and sanitation service infrastructure b) Upgrade Municipal roads to bitumen/cabro standards c) Pave and continuously maintain town access roads d) e) Integrate drainage systems and NMT with road networks f) Upgrade bus parks, streets and walkways g) Increase provision of parking spaces h) Increase streetlighting
Safeguard against encroachment and damage to service infrastructure	a) Complete formulation and approval of physical development by-laws b) Enhance maintenance of established service infrastructure
Enhance accessibility and town aesthetics	a) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines b) Expand bus parks to accommodate more vehicles
Department: Legal, Social Services, Education, and Partnerships	
Programme: Social Infrastructure Service and Welfare	
Develop sustainable infrastructure service	a) Develop markets to promote local economic development b) Provide support infrastructure in markets including piped water, public conveniences as well as solid waste management c) Improve access roads and accessibility within market places d) Establish/improve livestock markets and abattoirs e) Develop jua-kali sheds to increase and formalize the jua-kali activities
Develop sustainable social amenities and facilities	a) Maintain and protect social recreational parks and open spaces within the Municipality b) Improve/upgrade social halls within the Municipality c) Beautify social parks and open spaces within the Municipality d) Improve all public open spaces within the Municipality
Department: Health, Sanitation, Water and Environment	
Programme: Public health, sanitation, water and Environment	
Environment Protection and Conservation	a) Provide sustainable, efficient and effective solid waste management services b) Formulate waste management policy c) Develop and implement municipality waste management plan d) Capacity build stakeholders on solid waste management e) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment f) Install street bins in appropriate locations in town. g) Designate neighbourhoods' solid waste transfer stations.

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	h) Involve public and private developers and business clean-up activities as an effective way in solid waste management.
Enhance environment and social safeguards protection within the Municipality	a) Increase inspection and licensing of quarries within the Municipality b) Institutionalize Grievance Redress Mechanism c) Institutionalize and enforce OSHA standards d) Undertake ESSIA and NEMA certification before initiating any project e) Enforce NEMA, WaRMA and other environment regulations
Enhance landscaping, beautification and greening of public open spaces	a) Integrate street furniture along the town streets b) Control illegal structures and building materials c) Enhance greenery and town beautification
Enhance integrated disease surveillance, improve food and water quality control services and promote community health	a) Establish community health units b) Engage community health volunteers c) Train community health volunteers d) Establish community-based health information e) Sensitize staff on priority disease surveillance areas f) Increase inspection and licensing of food establishments g) Enforce food safety laws and prosecute offenders
Improve sanitation standards within the town CBDs	a) Construct toilets within commercial areas b) Conduct regular public cleaning campaigns c) Enhance waste recycling techniques

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3.12.1. Sector Programmes and Projects

Table 3.35: Summary of Sector Programmes

A. MURANG'A

Programme: General administration, Planning and Support Services					
Objective: To improve municipal operation efficiency and accountability					
Outcome: Improved municipal operation efficiency and accountability					
Sub Programme	**Key Output**	**Key Performance Indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Planning, and Support Services	Vehicles procured	No. of Vehicles procured	-	1	6
	Use of goods and services	Assorted office Equipment/services procured	LS	LS	10
	Renovated/ improved offices	No. of office units renovated	5	1	0.5
	Renumerated Staff	No. of staff in the payroll system	-	-	51
	New staff recruited	No. of new staff recruited	-	-	-
Urban Governance and Public Participation	Structured citizen engagement and participation facilitated	No. of public fora convened	4		1
	Municipal governance and management processes strengthened	No. of Board meetings	20	20	3
	Functional mechanisms for efficient service delivery and grievance resolution system established	% of complaints and grievances related to urban service delivery attended to and the effectiveness of redress mechanisms	50	75	0.1
Financial Management and Reporting	Budget process public participation fora	No. of budget process public fora held	1	1	0.25
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared	1	1	0.05
	Operational automated revenue system	Revenue system operational	1	1	0.1
	Approved Municipal By- laws	Copy of approved Municipal by-laws	1	1	0.5
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender	50	50	1

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	Approved Municipal organizational structure	Copy of approved Municipal organizational structure in place	1	-	-
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning	1	1	1
Policy formulation, planning and reporting	Municipal Integrated Development Plan Review Report for FY 2025/2026	Copy of Municipal Integrated Development Plan Review Report for FY 2025/2026	1	1	2.5
	Approved Municipal Annual Strategic Plan for FY 2026/2027	Copy of approved municipal Annual Strategic Plan	1	1	0.4
	Municipal Annual Investment Plan and Budget FY 2026/2027	Copy of Municipal Annual Investment Plan and Budget FY 2026/2027	-	-	-
	Municipal handbook of indicators	Copy of Municipal handbook of indicators	-	-	-
Information Communication Technology (ICT)	Operational LAN/WAN	No. of offices connected with WAN/LAN	0	15	0.05
	Established town administrations	No. of town administrations gazetted and operational	0	2	-
Sub Total					**77.5**
Programme 2: Works, Infrastructure, and Urban Planning					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
Urban Development	Urban roads infrastructure constructed or upgraded and maintained	Kms of urban roads/streets constructed	1	1	15
		Kms of urban roads/streets maintained	-	-	-
		Kms of roads constructed	-	-	-
		Kms of roads maintained	-	-	-
	NMT infrastructure developed	Kms of walkways constructed	2.5	2.5	5
		Kms of walkways maintained			
	Streetlighting infrastructure installed and maintained	No. of streetlights installed	0	5	0.5
		No. of floodlights	0	1	0.5
		Proportion of streetlights maintained (%)	50	60	0.5
		Proportion of floodlights maintained (%)	50	60	0.5
	Improved/ upgraded	No. of bus parks	0	0	0

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	bus parks	upgraded/ improved			
Development Control Enforcement and Development Control	Approved zonal plans	No. of zonal plans prepared and approved	0	0	0
	Efficient and financially sustainable urban development control services enforced	Average time taken to approve development plans	-	-	-
		No. of applications seeking approval			-
Sub Total					**22**
Programme 3: Social infrastructure and welfare					
Objective: Provide robust municipal social infrastructure services					
Outcome: Robust municipal social infrastructure services					
Social infrastructure and welfare services	Sustainable provision of social amenities	No. of social halls constructed/maintained	3	50	1
		No. of Market Stalls and Lockups Renovated/ improved/ Extended	0	-	0
		No. of markets developed	1	1	PPP
		No. of house/ units renovated	0	-	0
	Increased provision and utilization of green spaces	No. of public recreational/green spaces/ parks constructed	1	2	1.5
		% of public spaces beautified	0	50	1
		Acreage of public spaces beautified	0	-	-
		No. of users of recreational facilities	150	300	-
	Accessible and functional bus and taxi stands	No. of bus stands constructed			1
		No. of bus stands maintained	0	4	-
		No. of taxi stands constructed	0	1	-
Sub Total					**4.5**
Programme 4: Public health, sanitation, water and Environment					
Objective: Sustainably manage waste, water and environment within the municipality					
Outcome: Safe, secure, clean and liveable urban environment					
Environmental Management	Environment Impact Assessment (ESIA) conducted for urban development projects	Proportion of urban development projects subjected to Environmental Impact Assessment (%)	20	50	1
	Solid waste efficiently managed	No. HHs reached with Municipal solid waste management	-	-	-

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		Tonnage of solid waste collected	-	-	-
		Tonnage of solid waste disposed	-	-	-
		No. of litter bins procured	100	-	-
		No. of PPEs procured	500	500	0.05
		No. of boots/gears procured	100	100	0.05
	Waste collection and material recovery facilities constructed/ maintained	Karii dump site maintained	1	1	1
		No. of waste collection sites maintained	30	-	-
		No. of skip trucks with skip procured	1	-	-
	Urban tree planting and maintenance initiatives implemented	No. of trees planted and maintained	0	100,000	0.5
Public Health Services	Public health and sanitation practices within urban communities strengthened Pollution control	Kms of drainage system rehabilitated	0	3	30
		No. of trained CHVs	50	-	-
		No. of trained PHOs	10	-	-
		Proportion of food handlers inspected and licensed (%)	30	50	1.2
		No. of funeral homes/ mortuaries upgraded	1	-	-
		No. of pollution control measures implemented	0	1	-
Sub Total					**33.8**
Programme 5: Kenya Urban Support Programme					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
KUSP - UDG	Bitumen standard urban roads/ streets	Kms of urban roads/streets	4	2.5	50
	Upgraded municipal drainage system	Kms of drainage system	5	3	5
	Bitumen/ Cabro standard walkways	Kms of walkways	2.5	3	5

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	Solar-powered floodlights	No. of operational solar-powered floodlights	0	-	2
	Solar-powered streetlights	No. of operational solar-powered streetlights	0	-	2
KUSP UIG	Feasibility study report for KUSP II APA 1 Projects	Feasibility study report	0	1	-
	Environmental and Social Safeguards Assessment (ESSIA) & NEMA Certification for proposed UDG Project	Approved ESSIA Report NEMA Certificate	0	1	-
	Design of proposed APA 1 UDG Project	Project Design	0	0	-
	Board/Staff Capacity building, training and peer learning	No. of meetings/conferences/ workshops	0	3	-
	Review of Murang'a Municipality Integrated Development Plan 2023-2027	No. of workshops convened	0	1	-
	Municipal Annual Strategic Plan (Annual Investment Plan & Budget) FY 2025/2026	No. of workshops convened	0	1	-
	Private Sector Engagement Framework	No. of workshops/ Meetings convened	4	4	-
	ICT Accessories, Laptops, Desktops, Printers, Phones	Assorted ICT Accessories	-	5	-
	Environment safety and protective gears		-	Assorted	-
	Staff training/ Short courses on waste management, social safeguards, urban planning, and project management	No. of staff trained on short courses - waste management, social safeguards, urban planning, and project management	-	10	-
Sub Total					**64**
Grand Total					**201.75**

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B. KENOL

Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
Programme 1: General administration, Planning and Support Services					
Objective: To enhance administration and service delivery within the Municipality					
Outcome: Enhanced service delivery infrastructure and coordination					
General Administration, Planning, and Support Services	Vehicles procured	No. of Vehicles procured	-		-
	Public Fora convened	No. of public for a convened	4		1
	Board meetings convened	No. of Board meetings	20	20	2
	Use of goods and services	No. of assorted office Equipment/services procured	LS	LS	5
	Constructed office administration block	Administration office block completed	-	1	5
	Renumerated Staff	No. of staff in the payroll system	-	-	18
	New staff recruited	No. of new staff recruited	-	-	-
Financial Management and Reporting	Budget process public participation fora	No. of budget process public fora held	1	1	0.5
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared	4	4	0.05
	Preparation and operationalization of Municipality By- laws	Implementation reports of Municipality By-laws	1	1	0.5
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender	10	10	1
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning	1	1	1
Policy formulation, planning and reporting	Review of A2 Corridor Integrated Strategic Urban Development Plan (ISUDP) 2019-2029	Approved A2 ISUDP 2019-2029 Review Report	1	1	1.5
	Municipal handbook of indicators	Copy of Municipal handbook of indicators	-	-	-
Sub Total					**35.5**
Programme 2: Works, Infrastructure, Housing and Urban Planning					
Objective: Sustainably manage urban institutional and infrastructure services					

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Outcome: Quality urban institutional and infrastructure services					
Urban Development	Constructed urban bitumen/cabro standard roads/streets	Kms of urban roads/streets improved to bitumen/cabro standards	-	1	20
	Maintained urban bitumen/cabro standard roads/streets	Kms of urban roads/streets improved	1	1	5
	Maintained urban drainage systems	Kms of drainage system maintained	1	1	5
	Maintained bitumen/ Cabro standard walkways	Kms of walkways maintained	1	1	1
Sub Total					**31**
Programme 3: Social infrastructure and welfare					
Objective: Provide robust municipal social infrastructure services					
Outcome: Robust municipal social infrastructure services					
Social infrastructure and welfare services	Maintained Municipal social halls	No. of social halls maintained	1	1	1
	Constructed/ Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended	0	-	2
	Constructed/ upgraded markets	No. of markets developed	1	1	PPP
Sub Total					**3**
Programme 4: Public health, sanitation, water and Environment					
Objective: Sustainably manage waste, water and environment within the municipality					
Outcome: Safe, secure, clean and liveable urban environment					
Solid Waste Management	Litter bins procured	No. of litter bins procured	100	-	-
	PPEs procured	No. of PPEs procured	500	200	0.05
	Boots and other gears procured	No. of boots/gears procured	100	50	0.05
	Maintained dump sites	Karii dump site maintained	1	1	1
	Maintained waste collection sites	No. of waste collection sites maintained	30	-	-
	Skip truck with skip	No. of skip trucks with	1	-	-

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	purchased	skip procured			
Public Health and Sanitation	Trained CHVs	No. of CHVs trained	50	-	-
	Trained public health officers	No. of PHOs trained	10	-	-
	Water and Food Quality Control Services	Consumables	-	-	0.5
		DSA	-	-	0.6
Sub Total					**2.2**
Programme 5: Kenya Urban Support Programme					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
KUSP - UDG	Bitumen standard urban roads/ streets	Kms of urban roads/streets	4	2.5	50
	Upgraded municipal drainage system	Kms of drainage system	5	3	5
	Bitumen/ Cabro standard walkways	Kms of walkways	2.5	3	5
	Solar-powered floodlights	No. of operational solar-powered floodlights	0	-	5
	Solar-powered streetlights	No. of operational solar-powered streetlights	0	10	2
KUSP UIG	Feasibility study report for KUSP II APA 2 Projects	Feasibility study report	0	1	-
	Environmental and Social Safeguards Assessment (ESSIA) & NEMA Certification for proposed UDG Project	Approved ESSIA Report NEMA Certificate	0	1	-
	Design of proposed APA 2 UDG Project	Project Design	0	0	-
	Board/Staff Capacity building, training and peer learning	No. of meetings/conferences/ workshops	0	3	-
	Review of Kenol Municipality Integrated Development Plan 2023-2027	Kenol Municipality Integrated Development Plan 2023-2027 Review Report	0	1	-

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	Municipal Annual Strategic Plan (Annual Investment Plan & Budget) FY 2026/2027	Kenol Municipality Annual Strategic Plan 2026/2027 (Annual Investment Plan & Budget FY 2026/2027)	0	1	-
	Environment capacity building and procured safety and protective gears	No. of Capacity building sessions on environment management Safety gears and protective gears acquired	-	Assorted	-
	Staff training/ Short courses on waste management, social safeguards, urban planning, and project management	No. of staff trained on short courses - waste management, social safeguards, urban planning, and project management	-	10	-
Sub Total					**67**
Grand Total					**138.75**

C. **KANGARI**

Sub Programme	Key Output	Key Performance Indicators	Baseline (Current Status)	Planned Targets	Resource Requirement (Kshs M)
Programme 1: General administration, Planning and Support Services					
Objective: To enhance administration and service delivery within the Municipality					
Outcome: Enhanced service delivery infrastructure and coordination					
General Administration, Planning, and Support Services	Public Fora convened	No. of public for a convened	4	4	1
	Board meetings convened	No. of Board meetings	20	20	2
	Use of goods and services	No. of assorted office Equipment/services procured	LS	LS	5
	Constructed office administration block	Administration office block completed	-	1	5
	Renumerated Staff	No. of staff in the payroll system	-	-	22
	New staff recruited	No. of new staff recruited	-	-	-
	Budget process public participation fora	No. of budget process public fora held	1	1	0.25
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared	4	4	0.05
	Operationalization of Municipality By-laws	Implementation reports of Municipality By-laws	1	1	0.5

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	Trained staff	No. of staff trained disaggregated by section and gender	10	10	1
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning	1	1	1
	Review of Kangari integrated Strategic Urban Development Plan (ISUDP) 2019-2029	Approved Kangari ISUDP 2019-2029 Review Report	1	1	1.5
Sub Total					**39.3**
Programme 2: Works, Infrastructure, Housing and Urban Planning					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
Administration and Support	Constructed urban bitumen standard roads/ streets	Kms of bitumen/cabro-standard roads	1	1	15
	Constructed drainage systems	Kms of drainage system maintained	1	1	5
	Constructed NMTs	Kms of bitumen/cabro-standard NMT	1	1	5
	Approved zonal plans	No. of zonal plans prepared and approved	0	0	0
Social infrastructure and welfare services	Maintained Municipal social halls	No. of social halls maintained	0	1	1
	Constructed/ Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended	0	-	0
	Constructed/ upgraded markets	No. of markets constructed	1	1	PPP
Solid Waste Management	Litter bins procured	No. of litter bins procured	-	-	-
	PPEs procured	No. of PPEs procured	-	500	0.05
	Boots and other gears procured	No. of boots/gears procured	-	100	0.05
	Maintained dump sites	Karii dump site maintained	1	1	1
	Maintained waste	No. of waste collection	-	-	-

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	collection sites	sites maintained			
	Skip truck with skip purchased	No. of skip trucks with skip procured	-	-	-
	Trained CHVs	No. of CHVs trained	-	-	-
	Trained public health officers	No. of PHOs trained	-	-	-
Sub Total					**1.1**
Programme 5: Kenya Urban Support Programme					
Objective: Sustainably manage urban institutional and infrastructure services					
Outcome: Quality urban institutional and infrastructure services					
KUSP UIG	Board/Staff capacity building, private sector engagement framework, training and peer learning	No. of meetings/conferences/ workshops	-	10	-
	Community environment conservation workshops, Protective gears Planted tree seedlings	Assorted safety and protective gears procured	-	LS	-
	Review of Kangari Municipality Integrated Development Plan 2023-2027	Validated Kangari Municipality Integrated Development Plan 2023-2027 Review Report	-	2	-
	Kangari Municipality Annual Strategic Plan (Annual Investment Plan & Budget) FY 2026/2027	Approved Kangari Municipality Annual Strategic Plan (Annual Investment Plan & Budget) FY 2025/2026	-	1	-
	ICT Accessories, Laptops, Desktops, Printers, Projector	Laptops, Desktops, Printers & assorted ICT Accessories	-	LS	-
	Office furniture Accessories	Chairs, conferences tables, other assorted accessories	-	LS	-
	Sub Total				**28.2**
Grand Total					**67.5**

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3.12.1.1. Sector Capital Projects

Table 3.36: Sector Projects for FY 2026/2027

A. MURANG'A

Sub Programme	Project Name and Location (Ward/ Sub County)	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, Q2, Q3, Q4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Programme: General Administration, Planning, and Support Services										
Planning & Support Services	Proposed improvement of municipal offices	Renovations Partitions Paintings	2	MCG	Q2	No. of offices improved				
Programme: Works, Infrastructure, Housing and Urban Planning										
Urban Development	Proposed rehabilitation of municipal roads/ streets	Improvement to municipal bitumen/cabro, drainage system and NMTs within Murang'a and Maragua towns	25	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	4.5	Ongoing	Municipality	PWD friendly NMTs and road rumps
Programme: Social infrastructure and welfare										
Social infrastructure and	Proposed improvement of municipal	Rehabilitation of Municipal houses,	10	MCG	Q3, Q4	No. of social halls		On going	Municipality	PWD friendly rumps

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welfare services	houses, municipal markets and lockups	markets and lockups				No. of Market Stalls and Lockups No. of markets No. of house/ units				
Social infrastructure and welfare services	Proposed improvement of municipal stalls and lockups	Rehabilitation of municipal stalls and lock-ups	1	MCG	Q3, Q4	No. of Market Stalls and Lockups	**2**	On going	Municipality	PWD friendly rumps
	Proposed rehabilitation of municipal houses	Rehabilitation of municipal houses	1	MCG	Q3, Q4	No. of municipal houses	10	Ongoing	Municipality	PWD friendly rumps
Programme: Public health, sanitation, water and Environment										
Solid Waste Management	Rehabilitation/ improvement of Karii dump site	Waste compaction/ improvement of access roads	5	MCG	Q2, Q3	Acres of waste area compacted	2	Ongoing	Municipality	Conservation of riparian land
Programme: Second Kenya Urban Support Programme (KUSP II)										
Kenya Urban Support Programme (UDG)	Proposed upgrading to bitumen standards of municipal roads/ streets, upgrading of	Upgrading to bitumen standards of municipal roads/ streets, upgrading of drainage system, and	62	World Bank (KUSP II - UDG)	Q1, Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	2.5	**New**	Municipality	PWD friendly NMTs and road rumps

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	drainage system, and construction of NMT walkways within Murang'a and Maragua towns	construction of NMT walkways								

B. KENOL

Sub Programme	Project Name and Location (Ward/ Sub County)	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, Q2, Q3, Q4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Programme: General Administration, Planning & Support Services										
General Administration & Support Services	Proposed construction of municipality administration block	Procurement Construction works	5	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	1	Ongoing	Municipality	PWD friendly NMTs and road rumps
Programme: Works, Infrastructure, Housing and Urban Planning										
Urban Development	Proposed rehabilitation of municipal roads/ streets	Procurement Construction works	25	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/	4.5	Ongoing	Municipality	PWD friendly NMTs and road rumps

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						NMTs improved				
Programme: **Social infrastructure and welfare**										
Social infrastructure and welfare services	Proposed improvement of Kenol market	Procurement Construction works	PPP	MCG	Q3, Q4	No. of social halls No. of Market Stalls and Lockups No. of markets No. of house/ units	-	On going	Municipality	PWD friendly rumps
Social infrastructure and welfare services	Proposed improvement of municipal social halls	Procurement Rehabilitation works	1	MCG	Q3, Q4	No. of social halls	1	On going	Municipality	PWD friendly rumps
Programme: Second Kenya Urban Support Programme (KUSP II)										
Kenya Urban Support Programme (UDG)	Proposed upgrading to bitumen standards of municipal roads/ streets, upgrading of drainage system, and construction of NMT walkways	Procurement Construction works Sensitization and capacity building	62	World Bank (KUSP II - UDG)	Q1, Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	3	**New**	Municipality	PWD friendly NMTs and road rumps

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C. KANGARI

Sub Programme	Project Name and Location (Ward/ Sub County)	Description of Activities	Estimated Cost (Kshs M)	Source of Funds	Time frame (Q1, Q2, Q3, Q4)	PI	Targets	Status (New/ Ongoing)	Implementing Agency	Link to Cross-cutting issues (Green Economy, PWDs)
Programme: General Administration, Planning & Support Services										
General Administration & Support Services	Proposed construction of municipality administration block	Procurement Construction works	5	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	4.5	**Ongoing**	Municipality	PWD friendly NMTs and road rumps
Programme: Works, Infrastructure, Housing and Urban Planning										
Urban Development	Proposed rehabilitation of municipal roads/ streets	Procurement Construction works	25	MCG	Q2, Q3	Kms of roads/ streets/ drainage system/ NMTs improved	4.5	**Ongoing**	Municipality	PWD friendly NMTs and road rumps
Programme: **Social infrastructure and welfare**										
Social infrastructure and welfare services	Proposed improvement of Municipal market	Procurement Construction works	PPP	MCG	Q3, Q4	No. of social halls No. of Market Stalls and Lockups No. of markets No. of house/ units	1	On going	Municipality	PWD friendly rumps
Social infrastructure and welfare services	Proposed improvement of municipal social halls	Procurement Rehabilitation works	1	MCG	Q3, Q4	No. of social halls	1	On going	Municipality	PWD friendly rumps

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3.12.2. Contribution to the National, Regional and International Aspirations/ Concerns

Table 3.37: Linkages with National Development Agenda, Regional and International Development Frameworks

A. Murang'a Municipality

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Interventions
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads to bitumen standards - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Construction of municipality markets in collaboration with National and county government
	Social inclusion and participation	- Convening of quarterly public fora - Convening public participation sessions during which the residents prioritize projects to be implemented - Implementation of gender mainstreaming framework - Implementation of public participation guidelines
	Improved urban services and quality of life	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	- Greening of one public open space - Tree planting in riparian lands
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Construction/improvement of municipal market in collaboration with county and national government
	Environment sustainability	- Greening of public open space - Management of Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	- Construction of municipal markets in collaboration with national and county governments
	Infrastructure development	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning
Africa Agenda 2063	Governance and institutional strengthening	- Operationalization of Kenol and Kangari municipalities and institutionalization of quarterly urban fora

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SDGs	SDG Goal 11 on smart cities	- Operationalization of Kenol and Kangari municipalities - Upgrading of urban road infrastructure
	SDG 6 on clean water and sanitation, SDG 13 on climate action	- Planting of trees - Development control

B. Kenol Municipality

Development Framework	Aspirations/ Goals	Municipality Interventions
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads to bitumen standards - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Construction of municipality markets in collaboration with National and county government
	Social inclusion and participation	- Convening of quarterly public fora - Convening public participation sessions during which the residents prioritize projects to be implemented - Implementation of gender mainstreaming framework - Implementation of public participation guidelines
	Improved urban services and quality of life	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	- Greening of one public open space - Tree planting in riparian lands
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Construction of municipal market in collaboration with county and national government - Spearheading delineation of six administrative towns in the county
	Environment sustainability	- Greening of public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	- Construction of municipal markets in collaboration with national and county governments
	Infrastructure development	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning

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Africa Agenda 2063	Governance and institutional strengthening	- Operationalization of Kenol municipality and institutionalization of quarterly urban fora
SDGs	SDG Goal 11 on smart cities	- Operationalization of Kenol municipality - Upgrading of urban road infrastructure
	SDG 6 on clean water and sanitation, SDG 13 on climate action	- Planting of trees - Development control

C. Kangari Municipality

National/ Regional/ International Obligations	Aspirations/ Goals	Municipality Interventions
Bottom-up Economic Transformation Agenda (BETA)	Job creation	- Upgrading of urban roads to bitumen standards - Opening of backstreets facilitating business opportunities both for skilled and unskilled labor directly, and through SMEs - Construction of municipality markets in collaboration with National and county government
	Social inclusion and participation	- Convening of quarterly public fora - Convening public participation sessions during which the residents prioritize projects to be implemented - Implementation of gender mainstreaming framework - Implementation of public participation guidelines
	Improved urban services and quality of life	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT
	Environment sustainability	- Greening of one public open space - Tree planting in riparian lands
Vision 2030 (Medium Term Plan IV)	Economic growth and industrialization	- Construction of municipal market in collaboration with county and national government - Spearheading delineation of six administrative towns in the county
	Environment sustainability	- Greening of public open space - Rehabilitated Karii dump site
East Africa Community Agenda 2050	Industrialization and employment	- Construction of municipal markets in collaboration with national and county governments
	Infrastructure development	- Upgrading of 1.2 Kms of urban roads to bitumen standards - Improving 1.2 Kms of urban drainage system - Construction of 1.2 Kms of NMT

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	Environment sustainability	- Greening of 1 public space and rehabilitation of Karii dump site contributed to the East African community agenda on green urban planning
Africa Agenda 2063	Governance and institutional strengthening	- Operationalization of Kangari Municipality and institutionalization of quarterly urban fora
SDGs	SDG Goal 11 on smart cities	- Operationalization of Kangari Municipality - Upgrading of urban road infrastructure
	SDG 6 on clean water and sanitation, SDG 13 on climate action	- Planting of trees - Development control

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3.13. County Assembly

Key Roles

The County Assembly's members play the following roles:

a) Representation of the electorate
b) Examine and accept candidates for county public office appointments in accordance with the 2012's County Government Act No. 17
c) Legislative role as contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the constitution
d) In accordance with Article 207, they approve the county government's budget and expenditures.
e) Oversight over the county executive committee and any other county executive organs.
f) Accept the County Government's borrowing in accordance with Article 212 of the Constitution and county planning for development.

Sector Vision, Mission and Priorities

Vision: To be the leading County Assembly in the country in ensuring the provision of quality, professional and accountable services to the people of Murang'a County

Mission: To ensure the provision of quality, professional and accountable services to the people of Murang'a County

Sector Priorities and Strategies

The County Assembly falls under the purview of the Public Administration Sector in the County government, and as such, the Assembly is a subsector with programs implementable in a financial year, over the medium term and within the County Integrated Development Plan framework. The subsector priorities and objectives are premised on the following programs:

i. Legislation and representation
ii. Oversight
iii. General administration services

County Assembly Mandate

Article 185 of the Constitution sets out the authority of the County Assembly, which has 35 elected officials and 13 nominatedmembers. The Hon. Speaker is an elected official of the Assembly.

The County Assembly's members play the following roles:

a) Representation of the electorate.
b) Examine and accept candidates for county public office appointments in accordance to the 2012's County Government Act No. 17.
c) Legislative role as contemplated in Article 220(2) of the Constitution, guided by Articles

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201 and 203 of the constitution. In accordance with Article 207 they approve the county government's budget and expenditures.

d) Oversight over the county executive committee and any other county executive organs.
e) Accept the County Government's borrowing in accordance with Article 212 of the Constitution and county planning for development

3.13.1. Sector Programmes and Projects

3.13.1.1. Sector Programmes

Table 3.38: Summary of Sector Programmes

Sector: Murang'a County Assembly					
Programme: Legislation and Representation					
Objective: To improve the process of representation and legislation to enhance the involvement of public in legislation					
Outcome: enhanced involvement of public in legislation					
Sub Programme	**Key Output**	**Key Performance Indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Personnel Services	Salaries and Allowances Paid to Members Facilitation of Members to Undertake Legislative and representation role	Number of Members on the Payroll Number of Members Facilitated			270
Administration Services	Procurement of Goods and Services	Number of Bills and Legislative Proposals Drafted Number of equipment Purchased			50
Hansard System	Installed Hansard System	Hansard System Installed			20
Sub Total					**340**
Programme: Oversight					
Objective: To strengthen the capacity of Members of the Assembly to undertake oversight role					
Outcome: Enhanced automation of all systems and processes core to the functioning of the Assembly for efficient service delivery					
Sub Programme	**Key Output**	**Key Performance Indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Personnel Services	Allowances Paid to Members for Committee Sittings Facilitation of Members to Undertake Oversight Role	Number of sittings held and paid Number of Members Facilitated			200
Administration Services	Procurement of Goods and Services	Number of Bills paid Number of equipment Purchased			30

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Equipping and Refurbishments of Committee Rooms	Equipped and furnished committee rooms	Number of Committee Rooms equipped			40
Sub Total					**240**
Programme: General Administration					
Objective: To strengthen the capacity of staff to facilitate Members in discharging their constitutional duties in an effective & efficient manner					
Outcome: enhanced Members wellness for efficient service delivery					
Sub Programme	**Key Output**	**Key Performance Indicators**	**Baseline (Current Status)**	**Planned Targets**	**Resource Requirement (Kshs. M)**
Personnel Services	Salaries and allowances paid tostaff Members in thedischarge of their duties.	Number of Staff on the Payroll			200
	Training of staff	Number of Staff trained			
	Facilitation of staff to support	Number of Staff facilitated			
	Recruitment of key staff	Number of Staff recruited			
Administration Services	Procurement of Goods and Services O&M	a) No of equipment andmachines procured			50
		b) Utility bills and services paid			
		c) Statutory obligations			
Construction of an Administrative Block	Administrative Block Constructed	Administrative Block in Place			150
Sub Total					**400**
Grand Total					**980**

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CHAPTER FOUR

4. IMPLEMENTATION FRAMEWORK AND RESOURCE REQUIREMENT

4.1. Implementation Framework

Table 4.1: Stakeholders and their Role in CADP Implementation

S/No.	Sector / Institution	Role in Implementation of the CADP
1.	County Executive Committee	Oversight and coordination
2.	County Assembly	Collaboration and partnership in the development and enactment of supporting legislative framework
3.	County Government Departments	Responsible implementation
4.	County Planning Unit	Monitoring, Evaluation and Reporting on implementation
5.	Other National Government Departments and agents in the county	Collaboration and partnership Oversight and financing
6.	Development Partners	Provision of financial support
7.	Civil society Organizations	Corporation and fair representation
8.	Private sectors	Collaboration and partnership
9.	General public	Responsible citizens
10.	Financial institutions	Source of domestic borrowing
11.	Institutions of Higher learning	Capacity building and conduct research
12.	Office of the Auditor General	Responsible for auditing
13.	Office of the Controller of Budget	Responsible Budgeting
14.	Judiciary	Interpretation of laws
15.	Council of Governors	Coordination, consultation, information sharing and capacity building
16.	Faith-Based Organizations	Promote socio-economic development of the society

4.2. Resource Mobilization and Management Framework by Sector and Programme

Resource mobilization and management framework provides the projected resource requirements by sector, revenue projections, estimated resource gap and measures of addressing the gaps. Among other recommendations, the county will ensure efficiency and effectiveness of all budgetary resources availed to it for socio-economic development. The adopted strategies will include:

a) Identify and address issues causing delays in implementing development projects.
b) The County Public Service Board will establish an optimal staffing structure to ensure expenditure on personnel emoluments complies with Regulation 25 (1) (b) of the Public Finance Management (County Governments) Regulations, 2015.
c) The county shall address its revenue performance to ensure the approved budget is fully financed
d) The county leadership will take charge of the worsening pending bills situation to ensure genuine bills are paid without delay in the remaining period of the financial

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year

e) The government policy is that salaries should be processed through the IPPD system, and therefore the county will fast-track the acquisition of personal numbers for their staff

f) The County Treasury will ensure timely preparation and submission of financial reports to the Office of the Controller of Budget in line with Section 166 of the PFM Act, 2012.

4.2.1. Resource Requirement by Sector and Programme

Table 4.2.: Summary of Sector Financial Resource Requirements for FY 2026/2027

Sector Name	Amount (Ksh.) M
Public Administration and Coordination	
Administration, Planning and Support Services	411
Government Advisory Services	5
Leadership and Coordination of Department and Agencies	22
ICT	
Information Communication Technology and Public Communication Development	104
Human Resource	
Administration, Planning and Support Services	86
Leadership and Coordination of Departments	4,927
Public Service Board (PSB)	
Administration, Planning and Support Services	35.4
County Co-ordination and Management	30.7
Fire and Disaster	
Disaster Management and Control	155
Total Sector Requirement	**5,776.1**
Devolution and External Linkages	
Devolution Policies and Legal Reviews	26
Capacity Building and Technical Support for Implementation of Devolution	22.5
Budgeting, Financial Management and Resource Mobilization	12
Intergovernmental Relations and Structure	9.2
Human Resource Management, Development and Service Delivery	6.4
Development of Industrial Clusters and Products	18.5
Decentralization of units in the county	10.3
Participation and Civic Education	21.4
County Support and Coordination	16
County Assembly Oversight	11.1
Total Sector Requirement	**153.4**
Finance and Economic Planning	
Governor's Delivery Unit	
Administration, Planning and Support services	7.5
Finance	
Administration, Planning and Support services	98.5
Financial Services, Reporting, Budgeting and Policy	12
Economic Planning	
Administration, Planning and Support Services	29.5
Economic policy formulation and review	25
Monitoring and Evaluation	

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Administration, Planning and Support services	10.5
Monitoring and Evaluation	8.75
County Integrated Monitoring and Evaluation System (CIMES)	1
Revenue	
Administration, Planning and Support services	22
Resource Mobilization and Revenue	35
Budget and Fiscal Affairs	
Budgeting and Fiscal Affairs	25
Total	**274.75**
Agriculture, Livestock and Fisheries	
Agriculture (Crops)	
Inua mkulima mango /milk subsidy programme	205
Food and nutrition security program	447
Livestock Development	
Livestock Administration Planning and Support Services	7
Livestock Resources Management and Development	121
Veterinary Services	
Control of livestock diseases and pests' services	22.6
Animal Breeding Services	14
Veterinary Public Health Services	6
Hides and Skins Improvement and Leather Development	5
Veterinary Extension Services	4
Veterinary Fees and Charges	4
Fisheries	
Fisheries Development program	23.4
Total	**835.6**
Roads, Transport, Energy and Public Works	
Community Based Projects	357.5
Urban Development	150
Energy Distribution	80
Housing	45
Total	**632.5**
Commerce, Trade, Industry and Tourism	
Administration, Planning and Support services	15.8
Promotion of Trade and Investment	500.36
Industrial Park	500
Tourism and Marketing	23
Co-operative Development	28.98
Total	**1068.14**
Education and Technical Training	
ECDE	
Administration, Planning and Support	2
Education Support Programmes	331.5
Early Childhood Development Education (ECDE)	113.5
Vocational Training	
Administration, Planning and Support	14
Polytechnic Improvement	43
Grand Total	**504**

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Health and Sanitation	
Administration, Planning, and Support Services	282
Curative and Rehabilitative Health Services	884
Preventive and promotive health services	215.7
Nutrition and Diatetics	155
Total	**1,536.7**
Lands, Physical Planning & Urban Development	
Administration, Planning and Support Services	44
Physical Planning and Development control	34
Land survey and GIS	50
Land Administration and Valuation	20
Total	**148**
Youth, Culture, Gender, Social Services and Special Programs	
Library Services	3
Sports	55
Youth development	133
Social services and Gender	17.8
Culture	24.5
Total	**233.3**
Water, Irrigation, Environment and Natural Resources	
Water Services	
Administration, Planning and Support Services	16
Water and Sewerage	323
Irrigation, Drainage and Water Storage	
Administration, Planning and Support Services	17
Water Resources Management	112
Environment and Natural Resources	
Administration, Planning and Support Services	16
Environment Management and Protection	95
Natural Resources Conservation and Management	58
Climate Change Governance and Coordination	70
Total	**707**
Municipalities	
Murang'a Municipality	
General Administration, Planning, and Support Services	21.6
Financial Management and Reporting	0.9
Performance Management	2
Policy formulation,planning and reporting	2.9
Information Communication Technology (ICT)	0.05
Urban Development	22
Kenya Urban Support Programme - UDG	64
Social infrastructure and welfare services	4.5
Solid Waste Management	1.1
Public Health Services	30
Environment Management	1
Total	**150.05**
Kenol Municipality	
General Administration, Planning, and Support Services	13

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Financial Management and Reporting	1.05
Performance Management	2
Policy formulation,planning and reporting	1.5
Urban Planning (A2 ISUDP Review)	1.5
Urban Development	31
Urban Development Grant - UDG	67
Social infrastructure and welfare services	3
Solid Waste Management	1.1
Public Health Services	1.1
Total	**122.25**
Kangari Municipality	
General Administration, Planning, and Support Services	15
Financial Management and Reporting	0.5
Performance Management	0.15
Policy formulation,planning and reporting	1
Information Communication Technology (ICT)	0.15
Urban Development	25
Social infrastructure and welfare services	3
Solid Waste Management	1.1
Public Health Services	1
Total	**46.9**
4.3. County Assembly	
Legislation and representation	340
Oversight	240
General Administration	400
Total	**980**
Grand Total	**13,168.69**

4.3.1. Revenue Projections

4.3.2. County Revenue Projections

Table 4.3: Revenue Projection

Revenue Streams		Projected Amount (Kshs)		
		2024/2025 (Actual)	2025/2026 (Targets)	2026/2027 (Projections)
Equitable share	Equitable Share	7,511,867,031	7,887,460,383	8,281,833,402
	Equitable Share C/F	597,902,936	768,267,746	806,681,134
Local Revenue	Local Revenue	1,301,562,152	1,416,669,232	1,680,000,000
	Disposal of County Assets	-	190,000,000	209,475,000
Conditional Grants from National Government	Road Maintenance Fuel Levy	-	-	-
	Community health promoters	-	-	-
	Kenya Agricultural Business Development Project (KABDP)	-	-	-
	County Aggregated Industrial Parks	52,631,579	-	-
Equalization Fund	-	-	-	-

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Conditional allocations to County Governments from Loans and Grants from Development Partners	Nutritional International		20,000,000.00	22,650,000
	Finance for Locally Led Climate Action (FLLoCA)	-	80,729,613	80,729,613
	FLLoCA Carried Forward	-	-	-
	Primary health care in Devolved context program - DANIDA		9,701,250	9,701,250
	Primary health care in Devolved context program – DANIDA C/F	-	-	-
	National Agricultural Value Chain Development Program	-	151,515,152	151,515,152
	Kenya Urban Support Program – Urban Institution Grant	32,309,300	-	-
	Kenya Urban Support Program – Urban Development Grant	-	124,000,000	136,710,000
	Kenya Devolution Support Programme	-	390,000,000	390,000,000
	Agricultural Sector Deepening Support Program (ASDSP)	-	-	-
	Total	**9,514,495,041**	**11,038,343,376**	**11,768,695,551**

4.3.3. County Own Source Revenue Projections by Streams

Revenue Source	FY 2024/25		FY 2025/26	FY 2026/27
	Budget Amount (Kshs.)	Actual Amount (Kshs.)	Target Amount (Kshs.)	Projected Amount (Kshs.)
Licenses	202,540,450	247,108,774	260,000,000	286,000,000
Land Rate	80,200,000	77,072,366	100,000,000	110,000,000
Cess Revenue	8,357,815	9,179,606	10,000,000	11,000,000
House Rent/Stall/Hall	4,327,450	3,394,079	3,400,000	3,740,000
Bus Park Fee	39,788,100	39,269,438	39,500,000	43,450,000
Parking Fee	22,058,610	19,856,450	20,000,000	22,000,000
Barter Market Fee	49,810,875	50,158,286	50,200,000	55,220,000
Self Help Group	847,385	386,175	400,000	440,000
Liquor	109,084,260	97,758,276	100,000,000	110,000,000
Motor Bikes/Tuk-tuk	8,842,700	8,672,799	8,700,000	9,570,000
Buldg Mts & Other Cess	78,750,160	73,642,594	73,650,000	81,015,000
Advertisement	14,189,680	13,050,499	13,200,000	14,520,000
Lands & Planning Revenue	94,511,455	65,853,392	75,000,000	82,500,000
Impounding Fees	3,035,010	3,126,350	3,500,000	3,850,000
Other Revenues	5,498,330	33,562,607	6,419,232	7,061,155
Fire Fighting	1,536,760	1,428,600	1,500,000	1,650,000
Mariira Farm	28,015	1,011,188	1,100,000	1,210,000
Cooperatives (Audit)	259,930	79,530	100,000	110,000
Livestock(A.I)	-	-	-	-
Veterinary Services	22,020,240	18,750,010	20,000,000	22,000,000
Public Health	3,975,985	3,004,151	5,000,000	5,500,000
Weight & Measures	336,790	556,800	1,000,000	1,100,000
Hospitals /Health Centers	500,000	534,640,181	624,000,000	686,400,000
Total Revenue	**1,250,000,000**	**1,301,562,152**	**1,416,669,232**	**1,558,336,155**

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4.3.4. Estimated Resource Gap

Requirement (Kshs. M)	Estimated Revenue (Kshs. M)	Variance (Kshs M)
13,168.69	11,768.70	1,399.99

The total resource requirement in the FY 2026/2027 for all the sectors projected at Kshs. 13.17 Billion against a total projected resource revenue of Kshs. 11.77 Billion. This leaves a gap of Kshs. 1.40 Billion. To plug the gap, the County will look to partners with both local and international development stakeholders and further, utilize Public Private Partnerships to implement some of the planned initiatives.

4.4. Risk Management

Risk Category	Risk	Risk Implication	Risk Level	Mitigation Measures
Financial	Delayed release of funds	Project delays and potential cost overruns.	High	Engage with relevant stakeholders early for timely fund release. Prioritize essential activities.
		Increase in County's pending bills.	High	Advocate for timely disbursements and manage existing resources efficiently.
	Unresolved pending bills claims	Hindered program implementation.	Medium	Expedite resolution of pending bills through structured negotiations.
Operational	Inadequate skilled personnel	Inefficient project implementation	Medium	Upskill existing personnel and hire skilled staff where necessary.
Regulatory	Non-compliance with environmental laws	Legal penalties and project shutdown	High	Ensure all projects undergo environmental impact assessments.
Social	Resistance from local communities	Project delays and increased costs	Medium	Engage communities in planning and decision-making processes.
	Poor land use planning	Rise in unplanned development	High	Development and implementation of land use planning
	Inadequate supply of public utility	Encroachment on reserves and land grabbing	Medium	Compliance with legal and regulatory framework
Environmental	Climate change	Landslides	Medium	Compliance with legal and regulatory framework
		Persistent drought	Medium	Compliance with legal and regulatory framework

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Economic	Unstable macroeconomic conditions	Affect disposable income	High	Implement adaptive economic policies and source for alternative funding mechanism e.g., PPP
Health	Possible resurgence of pandemics	Disruption of economic activities	Low	Maintain preparedness and response strategies for potential future outbreaks.
Technological	Cybersecurity threats to data	Data breaches and loss of sensitive information	Medium	Implement strong cybersecurity measures, including regular updates and training.
Political	Political support	Low priorities on projects/programmes	Medium	Compliance with legal and regulatory framework Stakeholders engagement and sensitization

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CHAPTER FIVE
5. MONITORING, EVALUATION AND REPORTING

5.1. Introduction

5.2. Monitoring and Evaluation

Data must be gathered and analyzed as part of monitoring in order to ascertain whether the scheduled actions have been completed. The monitoring of the entire process—from planning to designing to execution—is crucial because it keeps planned activities under control, cuts down on duplication and waste, enables the deployment of corrective actions, and guarantees that projects and programs are completed on schedule.
Monitoring and Evaluation exercise will carry out by the department of Economic Planning. Monitoring and Evaluation Unit will keep track of how well projects and programs are being carried out. The unit will monitor and assess quarterly the status of the execution of scheduled projects and create reports for distribution to the appropriate persons for action.

Evaluation entails checking the impacts the Project/Programme activities have had on the community. By determining the degree of short- to medium-term results and long-term impacts accomplished, the intended and unforeseen consequences of these accomplishments, and the ways that are working and those that are not, it expands on the monitoring process. At the conclusion of the plan period, an evaluation will be conducted to determine the degree of program implementation and goal achievement.

5.3. Reporting

For the CADP 2026/2027 to be effectively implemented, MELR shall be coordinated by the MELR Unit. However, the overall responsibility of overseeing and managing the monitoring and evaluation of the CIDP will be on the CECM, Finance and Economic Planning. The MELR Unit will work closely with the CIMES Committees and shall advice the CECM to ensure that strategies are being implemented, performance is being measured, progress reports are prepared and discussed, and corrective action is taken where necessary.

Respective Departments shall be accountable for the completion of stated tasks in the CADP. Where necessary, the MELR Unit will help build and develop their capacities to undertake MELR activities. The CADP targets will be departmental annual work plans and will enable the department to understand, identify their roles and be fully involved in strategy implementation. The MELR Unit will aim at ensuring that detailed work plans with clear performance indicators and responsibility for their achievement are developed taking into consideration the prioritized activities in the County Annual Development Plan as derived the CIDP. The CIMES Committee (COMEC) shall coordinate with departments in cases of joint activities.

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5.4. Performance Indicators

Table 5.1: Sector and Sub Sector Indicators

Sector/ Sub sector	Key Performance Indicators	Baseline	End of Year Target
Public Administration and ICT			
Public Administration and Coordination	No. of county offices renovated	1	10
	No. sub county office constructed	-	4
	No. of ward administrator offices constructed	1	35
	No. of county offices maintained	-	
	No. of offices installed with CCTV security system	-	10
	No. of automated fleet management	1	1
	No. of fueling cards for all vehicles	-	100
	No. of unserviceable vehicles disposed	-	83
	No. of vehicles procured	-	19
	No. of vehicles maintained	-	100
	Number of legal officers appointed		
	No. of approved policies, programs and projects	-	10
	No. of intergovernmental/council of Governors Fora attended	-	12
ICT	No. of County Offices connected to the Network	-	4
	No. of health centres Connected to the network	161	161
	A functional audit system place	-	1
	A functional server room	-	1
	No. of major towns connected to free WIFI in the county	-	2
	No. of ICT equipment acquired	-	40
	No. of photography equipment acquired	-	5
	No. of vehicles	-	1
	No. of functional Management Information Systems developed	-	8
	A functional County e-government system	1	1
Human Resource	No. of service charters developed and implemented	-	10
	No. of customer satisfaction survey conducted	-	1
	No. of biometric clock in system installed	-	1
	No. of work environment survey conducted	-	1
	No. of employee satisfaction survey conducted	-	1
	Percentage of existing HR records digitized	-	1
	No. of attachments opportunities offered in the county	-	500
	No. of internship opportunities offered in the county	100	257

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of policies developed and implemented	-	1
	No. of strategic human resource plan	-	1
	No. of reviews done on the strategic human resource	-	1
	% of county employees trained	-	100%
	No. of occupational Health and safety policy developed	-	1
	No. sensitization done on occupational health and safety	-	1
	No. of staff welfare policy developed and implemented	-	1
	No. of sensitization done on staff welfare policy	-	1
	No. of staff welfare programs in place	1	1
	No of medical covers procured	1	1
	No. of signed performance contracts	60	60
	No. of performance management report	4	4
	No. of rewards and sanction policy developed	-	1
PSB	Renovated office block	0	1
	No. of motor vehicles procured	-	1
	Recruitment of Board Members	4	1
	No. of digitization machines	0	1
	No of officers trained on digitization machines	0	7
	a functional digitized recruitment system	0	1
	No. of officers trained on digitized recruitment	0	7
	No. of staff trained	1	7
	Increased Employee and customer satisfaction	0	1
	No. of service charter developed	0	1
	% Departmental staff needs/ requests	45%	100%
	No. of staff appraised	3,500	3,500 staff
	No. of HR policies finalized and implemented	1	1
Disaster Management and Control	No. of fire stations constructed	3	1
	No. of staff	31	51
	No. of fire stations renovated	1	3
	No. of disaster management Centre constructed and equipped	1	1
	No. of fire Engines	3	8
	No. of fire stations digitized	1	1
	No. fire hydrants installed	7	7
	No. of fire and disaster personnel trained	20	31
	No. of rescue gears procured	0	51
	No. of mapped disaster hazard and prone areas	0	9
	No. of sensitization held on disaster	5	15
Devolution and External Linkages	No. of Regional Economic Bloc meeting attended	-	2

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of intercounty collaborations held	-	2
	No. of enabling policies and legal frameworks developed	0	2
	No. of inter-governmental relation technical committees organized	-	2
	No of funding proposals developed	1	2
	No. of trade fairs facilitated by the county	1	1
	No. of investment deals/PPPs signed	-	2
Finance and Economic Planning			
Governor's Delivery Unit	No. of vehicles procured	-	1
	No. of staff capacity built and trained	-	10
Finance	No. of vehicles procured for Financial Services	-	1
	No. of staff trained	-	15
	No. of Valuation Reports	-	1
	No. of Solarized offices	1	10
	Approved vision 2050	-	1
	No. of Financial Policies	-	1
	No. of Financial Reports	5	5
	No. of storage containers	2	3
Economic Planning	County Planning Offices Rehabilitated	50%	100%
	No. of vehicles procured	-	1
	No. of plans and policies developed	4	5
	No. of staff capacity built and trained	-	10
	No. of ADPs developed	1	1
	No. of sectoral policies formulated or reviewed	-	1
	No. of quarterly ADP implementation reports	1	4
	County Statistical Abstracts developed	-	1
	No. of concepts developed	2	10
	No. of public participation held		1
	No. of workshops and training seminars attended	1	2
Monitoring and Evaluation	No. of County M&E policies approved	-	1
	No. of County Annual Progress Reports produced	-	1
	No. of vehicles bought	-	1
	No. of M&E Officers/Champions sensitized	-	15
	No. of sector-specific evaluation reports	-	10
	Handbook of county development indicators prepared	-	1
	No. of twinning/ benchmarking/ peer learning sessions	-	1
	No. of documentaries on county success stories produced	-	1
Revenue	No. of revenue vehicles	-	2
	No. of Revenue officers trained	-	100
	No. of Finance Acts reviewed	-	1
	Operational Automated Revenue Management Systems	1	1

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of County resource mobilization and revenue studies	-	1
	% increase in revenue	17	29
Budget and Fiscal Affairs	No. of policy documents produced	-	5
	Funding availed. b) Projects implemented by partners. c) Proposals prepared and submitted	-	24
Agriculture, Livestock and Fisheries			
Agriculture Crops	No. of Milk and Mango farmers benefiting through the Inua Mkulima subsidy and incentive	22,030	24,000
	No. of Maize farmers received hybrid maize	108,240	150,000
	No of farmers benefitting from Crop pests and disease Control measures	57,975	120,000
	No. of beneficiaries (trainees) through the KATC Mariira Farm	6,000	10,000
	No. of CIGs (NAVCDP)	5526	6,400
	No. of SACCOs (NAVCDP)	35	35
	No. of market linkages created	New project	100 per value chain
Livestock Development	No. of stations with offices and equipment	0	3
	Number of technical staff recruited	_	20
	No. of coolers distributed to cooperatives	0	5
	No. of animals registered	0	3500
	No. of model farms established (Mariira & Thailand and others started by co-ops as demo farms)	0	20
	Acreage under fodder (Bulking Bracharia/ Super Napier in Mariira ATC and dairy co-ops)	0	50
	Number of group training	272	350
	No. of Farm Visits	1068	5000
	No. of Demonstration farms	93	120
	No. of Field days	46	16
	No. of Dorper sheep	0	1000
	No. of local goats	0	1000
	No. of birds	0	7000
	No. of pigs	0	2000
	No. of rabbits	0	3500
	No. of farms rearing emerging livestock	0	8
	No. of dairy goat milk value addition centres	0	3
	No. of dairy value addition groups (Niche products e.g., Probiotic yoghurt)	0	105
	No. of Apiary establishment (For training, honey, hive products and crops pollination)	0	20
Veterinary	Number of cows inseminated	4,158	11,000
	No of carcasses inspected	Cattle-31,074 Goat-2,958 Sheep- 1,958 Pigs-48,905	42,000 cattle, 5,500 goats, 5,000 sheep, 65,000 pigs

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No of Quality hides and skins produced	40,176 Hides Goat Skins-2500 Sheep Skins 1600	40,000 hides, 4,000 goat skins, 5,000 sheep skins
	Number of Farmers visited and trained	26,044	45,000
	Amount of revenue collected and surrendered	Kshs. 22,658,900	Kshs 35,000,000
Fisheries	-No of fish ponds/Area under fish production(m2) -Weight (kg) of fish harvested	2056 fish ponds	-175 fish ponds (300M2) to targeted (5per ward), -180,000 fingerlings for fish farmers 92,000 kg of fish feeds
	No of fish "eat more fish campaign"	-	9 "eat more fish campaigns (one per subcounty)
	-No of farm visits -No of trainings	1320 fish ponds	1480 fish farm visits 18 field demos
	No of fisheries officer recruited	6	6
Roads, Housing and Infrastructure			
Roads, Housing and Infrastructure	Kms of road maitained	6450	2280
	No. of dispensary constructed	145	5
	No. of footbridges constructed.	360	35
	No. of Markets improved	140	10
	No. of Cabros installed per sqm	65000	50000
	No. of flood mast installed	389	130
	No. of Solar flood lights installed	1500	1800
	kms street lighting	25	3.5
	No. of offices renovated	3	1
	No. of ECDE Classrooms constructed	559	160
Commerce, Trade, Industry and Tourism			
Trade	No. of furnished and equipped work spaces	4	3
	High speed stable internet services	-	1
	No. of vehicles acquired	-	1
	No. of trainings attended	-	5
	No. of markets	8	4
	No. of markets with amenities	70	6
	No. of markets with clean water	70	9
	No. of markets with adequate lighting	70	9
	No of markets with PWD's accessibility	70	9
	No of products identified as homegrown	3	17
	Number of linkages established for various commodities	5	12.5
	Number of products visible online		18
	Number of trade exhibitions attended	3	8
	Number of value chain products promoted. Number of collaborative products shared.	3	4
	No of trainings held	-	8

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	Data collected and analyzed per sub-County	10	144
	Number of data canters established	-	8
	Operationalization of system	-	1
	Development of competitive index report	-	1
	Operationalization of SACCO	1	1
	No. of credit facilities partnering with County	-	4
	No. of networks created	-	4
	No. of conferences annually	1	1
	No. of cottage industries set up	-	25
	Implementation	-	1
	Operationalization of business forums	-	2
	Operationalization of Lab	-	1
	Number of machines inspected	1000	1000
	Creation and operationalization of innovation hub	-	1
Industrialization	Constructed and operational county industrial park	10%	30%
Tourism	construction of roads, gravelling and grading	-	8
	Identifying tourism sites and other niche products for documentation	38	20
Cooperatives	No. of amended By-laws	-	12
	Amount of money remitted	-	
	Impromptu Inspections	-	18
	Presiding over elections	-	170
	Wealth Declaration	-	398
	Filing Indemnity forms	-	140
	Annual Return Forms	-	62
	Approval of Borrowing Power	-	147
	Audit	-	
	Credit Policies	-	36
	Annual General Meetings	-	142
	Special General Meetings	-	54
	Management Committee meetings	-	282
	Joint committee meetings	-	160
	Cooperative leaders meetings	-	36
	Budget prepared	-	150
	Trial balance extracted	-	120
	Economic reports extracted	-	150
	Promote new cooperative	-	41
	Revive dormant societies	-	7
	Collect data bank	-	8
Education and Technical Training			
ECDE	No. of ECDE learners benefiting from uji program	36,374	36,374
	No. of needy and bright students benefiting from the scholarships	56,276	60,000
	No. of ECDE teachers and interns recruited	1085	1338
	No. of ECDE centres equipped with curriculum, play and rest centres	669	669

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of ECDE Furniture purchased.	6200	8000
	No. of ECDE centres that qualify to the national level in drama and music festivals	2	5
	No. of ECDE centres supervised	455	669
	No. of ECDE teachers and officers trained	1085	1085
Vocational Training	No. of trainees enrolled in regular programme	6504	8000
	No. of Vocational Training Centres	65	66
	No. of instructors	176	180
	No of Quality Assurance reports done	65	100
	No. of instructors trained	-	180
	No. of workshops renovated / constructed	-	6
	No. of tools and equipment procured	34	34
	Number of sports competitions held	0	8
Health and Sanitation			
Health and Sanitation	Five most common diseases (in order of prevalence)	• Upper Respiratory Tract Infections (URTI) • Malaria • Diarrheal diseases • Skin diseases • Pneumonia	
	Infant Mortality Rate (IMR)/1000	43 per 1,000 live births	
	Neo-Natal Mortality Rate (NNMR)/1000	36 per 1,000 live births	
	Maternal Mortality Rate (MMR/100,000)	75 per 100,000 live births	
	Post Neo-Natal Mortality Rate (PNNMR)/1000	7 per 1,000 live births (IMR – NNMR)	
	Child Mortality Rate (CMR)/1000	58 per 1,000 live births	
	Under Five Mortality Rate (U5MR)/1000	47 per 1,000 live births	
	Prevalence of stunting (Height for Age)	10% (children under 5)	
	Prevalence of wasting (Weight for Height)	2%	
	Prevalence of underweight (Weight for Age)	6%	
	Thinness (Adolescents 15–19):	Boys 43%, Girls 12% 15–19): Boys 43%, Girls 12%	
	Adult Nutrition (20–49 years)	17% of men are thin; 27% of	

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Sector/ Sub sector	Key Performance Indicators		Baseline	End Of Year Target
			women are overweight/obese	
	Life expectancy			
		Male	63	
		Female	67	
	Health Facilities No.			
	Level 5 (County Referral Hospital)	GOK	1	1
		Private	0	-
		FBO	0	-
	Level 4 (Sub-County Hospitals)	GOK	7	9
		Private	5	-
		FBO	4	-
	Level 3 (Health Centers)	GOK	27	32
		Private	5	-
		FBO	2	-
	Level 2 (Dispensaries)	GOK	131	140
		Private	61	-
		FBO	17	-
		NGO	1	-
	Private Clinics			
	Nursing Homes			
	Maternity Bed capacity			
	Health Facility Bed Capacity			
	ICU Beds		35	
	Doctor/patient ratio			
	Nurse/patient ratio			
	Clinical Officers		231	
	Laboratory Technologists		195	
	HIV prevalence (%)		1.4%	1.3%
	Mother-to-Child HIV transmission		6%	5%
	Patients on ARVs (No.)		18500	18700
	Average Distance to Health facility (km)		1–3	1
	4th Antenatal Care (ANC) (%)		46.54	70
	% of deliveries conducted by skilled birth attendant		70.75	80
	Exclusive Breastfeeding (0–6 months) %		60	90
	Health Facility Deliveries (%)		61.77	80
	Registered traditional herbalists and medicine men (No.)			
	Contraceptive use by women of reproductive age (15-49 yrs) (%)		40.3% overall (2021); injectables (49%), pills	

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
		(26%), implants (9%), IUDs (5%)	
	Immunization coverage (%)	96%	98%
	CHVs (No.)	2008	
	Crude Birth Rate	21.9 births per 1,000 population	
	Crude death rate	5.38 deaths per 1,000 population	
	Adequate Sanitation Access	Only 38% have adequate sanitation; 1% practice open defecation adequate sanitation; 1% practice open defecation	
Lands, Housing and Urban Development			
Lands, Physical Planning & Urban Development	No of access roads demarcated	-	30
	No of land disputes solved	-	25
	No of parcels surveyed	-	15
	Number of modules developed	2	2
	No of grants issued	-	500
	No of access roads demarcated	-	30
	No of land disputes solved	-	25
	No. of urban centres with a valuation register	-	10
	No of leases prepared	-	1000
Youth, Culture, Gender, Social Services and Special Programs			
Youth	Number of youths enrolled No. of youths transitioned to vocational training No. of youth that graduate and receive start-up capital	2100	3150
	No. of graduates	2100	3150
	No. of bodaboda riders licensed	700	1050
Sports	No. of youths sports teams trained		280 teams
	Status of construction	0	Phase 1
	Number of teams benefiting with the equipment and uniforms	280 teams	280 teams
	No of tournaments held	1 tournament per ward	1 tournament per ward
	No of county employees /Disciplines participating	12 disciplines	12 Disciplines
	No of employees participating	20	20 Participants
Social and Gender	No. of Groups Registered	2000	3000
	No. of devices and types issued	820	500
	Number of new PWD identified		In all 35 wards
	No of groups attended No of meetings held	-	500
	1 No. Rescue center renovated	0	1

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of workshops held.	5 workshops annually	9 workshops (1 workshop in each subcounty)
Culture	No. of Gikuyu festival held	1	1
	No. of conserved heritage site	0	1
	Heritage sites documented	Museums = 0 Cultural activities = 29 Shrines = 5 Registered Cultural practitioners =329 Performing Artists = 976 Other cultural Assets = 17	
Library Services	Number of the junior and adult books borrowed	826	5,000
	Number of library attendees	1,554	7,000
	Number of new library members	436	4,500
	Number of school & institution registered	7	45
	Number of students who complete the course	0	450 trainees
	Number of patrons who attends reading sessions	3	10 book clubs
	No. of ICT center constructed	0	1
Water, Irrigation, Environment and Natural Resources			
Water and Sewerage	No. of vehicles procured and maintained	2	1
	No. of Staff on Payroll	20	25
	No. of offices constructed	5	1
	No. of administrative water offices well equipped	1	10
	No. of survey equipment/ water surveillance sets procured	0	1
	No. of staff trainings held	0	20
	No. of new staff recruited	1	5
	No. of H/H connected with water	183,335	3,600
	No. of ECDE centers installed with water tanks and water harvesting facilities.	131	80
	No. of Households connected with water	2,600	1,500
	No. of consumer water meters installed	6,000	6,000
	Reduction of NRW by 10 %	NRW levels at 41.8 %	NRW level at 37.6 %
	No. of modern water kiosks constructed	35	10
Irrigation, Drainage, and Water Storage	No. of vehicles procured	0	1
	No. of offices constructed /repaired and well equipped	3	2
	No. of survey equipment procured	0	1
	No. of staff trained	0	3
	No. of new staff recruited	3	5

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of Developed policy documents made	0	1
	No. of households irrigating	7711.35	500
	No. of drip kits procured kits	0	2
	No. of households with increased incomes		650
	No. of households	500	300
	No. of farmers with increased knowledge and skills on irrigation technologies	40	1800
	More knowledgeable staff and farmers on best practices, community priorities etc	40	7000
	No. of staff recruited and county staff promoted	0	12
	No. of staff trained on function of CIDU	1	15
Environment and Natural Resources	No. of office equipped	10	10
	Utility bills paid	10	10
	No. of new personnel recruited	245	10
	No. of staff trained	150	20
	No. of staff remunerated		
	No. of litterbins acquired	1030	1000
	No. of Inspectorate vehicles	0	1
	No. of PPE sets acquired	0	1000
	No. of waste collection vehicles procured	1	1
	No. of Waste collection tools acquired	1000	1000
	No. of excavator acquired	0	1
	No. of dozer acquired	0	1
	No. of youth sensitized on 3Rs	0	4
	No. of Waste transfer stations improved	0	5
	No. of incinerators constructed	0	1
	No. of drop off points constructed	0	5
	No. of noise monitoring equipment acquired	0	1
	No. of inspectorate visits done	4	4
	No. of beatification of towns, recreation sites and greening programs done	0	2
	No. of environment committee members trained	35	35
	No. of members of community trained on environmental conservation and protection	35	35
	No. of tree seedlings planted	200,000	200,000
	No. of Nurseries established	0	9
	No. of Annual State of Environment reports developed	1	1
	No. of County forest rehabilitated	0	1
	No. of schools provided with energy saving jikos	0	5
	No. of Kilometres of riparian areas rehabilitated	10 km	10km
	No. of dams desilted	0	1

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of schools supported with water harvesting infrastructure	0	8
	No. of Climate change policy and Bills developed	1	1
	No. of community members trained on climate change and enhanced institutional capacity	35	35
	No. of climate change programs financed	0	35
	No. of Policies and plans	0	1
	No. of action plans finalized	1	1
Municipalities			
Murang'a Municipality	Kms of urban roads/streets upgraded to bitumen/cabro/concrete standards	7.5	11.3
	Kms of drainage system constructed	6	10
	Kms of NMT constructed	0	1
	No. of streetlights installed	0	5
	No. of streetlights maintained	-	50
	No. of floodlights installed	0	1
	No. of floodlights maintained	0	5
	No. of Environment Social Impact Assessments (ESSIA)	0	2
	Feasibility study reports	0	2
	No. of recreation parks maintained	0	1
	No. of social halls maintained	0	1
	No. of approved ESSIA Reports and NEMA Certifications	-	1
	No. of social halls maintained	1	1
	No. of markets constructed/ maintained	1	1
	No. of PPEs procured	100	100
	No. of boots/gears procured	3	5
	No. of public fora convened	4	4
	No. of Board meetings	20	20
	No. of quarterly financial reports prepared	4	4
	Copy of approved Municipal by-laws	1	1
	No. of staff trained disaggregated by section and gender	0	50
	Reviewed Municipal organizational structure	0	1
	Municipal Integrated Development	0	1
	Plan Review Report for FY 2025/2026	0	1
	Municipal Annual Strategic Plan 2026/2027	0	1
	Municipal Annual Investment Plan and Budget FY 2026/27	0	15
	No. of offices connected with WAN/LAN	0	2
Kenol municipality	Kms of urban roads/streets upgraded to bitumen/cabro/concrete standards	7.5	11.3
	Kms of drainage system constructed	6	10
	Kms of NMT constructed	0	1
	No. of streetlights installed	0	5

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of streetlights maintained	-	50
	No. of floodlights installed	0	1
	No. of floodlights maintained	0	5
	No. of Environment Social Impact Assessments (ESSIA)	0	2
	Feasibility study reports	0	2
	No. of recreation parks maintained	0	1
	No. of social halls maintained	0	1
	No. of approved ESSIA Reports and NEMA Certifications	-	1
	No. of social halls maintained	1	1
	No. of markets constructed/ maintained	1	1
	No. of PPEs procured	100	100
	No. of boots/gears procured	3	5
	No. of public fora convened	4	4
	No. of Board meetings	20	20
	No. of quarterly financial reports prepared	4	4
	Copy of approved Municipal by-laws	1	1
	No. of staff trained disaggregated by section and gender	0	50
	Reviewed Municipal organizational structure	0	1
	Municipal Integrated Development	0	1
	Plan Review Report for FY 2025/2026	0	1
	Municipal Annual Strategic Plan 2026/2027	0	1
	Municipal Annual Investment Plan and Budget FY 2026/27	0	15
	No. of offices connected with WAN/LAN	0	2
Kenol Municipality	Kms of urban roads/streets upgraded to bitumen/cabro/concrete standards	-	11.5
	Kms of drainage system constructed	-	11.5
	Kms of NMT constructed	0	1
	No. of streetlights installed	0	5
	No. of streetlights maintained	-	12
	No. of floodlights installed	0	1
	No. of floodlights maintained	0	5
	No. of Environment Social Impact Assessments (ESSIA)	0	2
	No. of recreation parks maintained	0	1
	No. of social halls maintained	0	1
	No. of approved ESSIA Reports and NEMA Certifications	-	1
	No. of social halls maintained	1	1
	No. of markets constructed/ maintained	1	1
	No. of PPEs procured	-	50
	No. of boots/gears procured	-	5
	No. of public fora convened	4	4
	No. of Board meetings	20	20

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Sector/ Sub sector	Key Performance Indicators	Baseline	End Of Year Target
	No. of quarterly financial reports prepared	4	4
	Copy of approved Municipal by-laws	1	1
	No. of staff trained disaggregated by section and gender	0	15
	Approved Municipal organizational structure	0	1
	Municipal Integrated Development	0	1
	Plan Review Report for FY 2025/2026	0	1
	Municipal Annual Strategic Plan 2026/2027	0	1
	Municipal Annual Investment Plan and Budget FY 2026/27	0	1
	No. of offices connected with WAN/LAN	0	3
Kangari Municipality	Kms of bitumen/ cabro-standard urban roads/ streets/	0	1
	Kms of bitumen/ cabro-standard NMTs	0	1
	Kms of roads/ streets/ drainage system	0	1
	No. of public fora convened	4	4
	No. of Board meetings	20	20
	Administration office block completed	-	1
	No. of budget process public fora held	1	1
	No. of quarterly financial reports prepared	4	4
	Implementation reports of Municipality By-laws	0	1
	No. of staff trained disaggregated by section and gender	0	10
	No. of twinning, exchange programmes/ peer learning	1	1
	Approved Kangari ISUDP 2019-2029 Review Report	1	1
	No. of social halls maintained	0	1
	No. of markets constructed	1	1
	No. of PPEs procured	0	500
	No. of safety boots/gears procured	0	100
	Karii dump site maintained	1	1
	No. of meetings/conferences/ workshops	0	10
	Assorted safety and protective gears procured	0	LS
	Validated Kangari Municipality Integrated Development Plan 2023-2027 Review Report	0	2
	Approved Kangari Municipality Annual Strategic Plan (Annual Investment Plan & Budget) FY 2025/2026	0	1

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5.5. Data Collection, Analysis and Reporting Mechanism

The County Department of Economic Planning officials, along with pertinent technical officers from the implementing department will carry out the monitoring and assessment exercise. Physical observation of the projects and programs being carried out will be required for the exercise, together with the actual verification of delivered items where appropriate and a survey of stakeholders to determine the impact of the projects and programs. The data from the Monitoring and Evaluation will be analyzed, and reports will be written and submitted to the Parties for his information and consideration of next steps. These summaries of the period's accomplishments, flaws, difficulties, and recommendations will be included. The reports must be kept both electronically and manually in the manual files as backups. All implementation status updates will be published on the county's official website. During the field exercise, data will be collected using the tools listed in the annexes.

5.6. Institutional Framework

This CADP will be implemented through a participatory approach that will involve all stakeholders. This therefore implies that all the implementing county departments will endeavor to identify roles and responsibilities of stakeholders in implementing programmes and projects as per the CADP. The participatory approach is expected to improve efficiency and effectiveness in service delivery.

It is acknowledged that most of the projects are community-based. This therefore implies that their participation will be critical in achieving the desired objectives in the implementation of programmes and projects. Likewise, civil society contributions are also acknowledged. In this case, national, regional and international NGOs will be engaged as deemed appropriate.

In support of the programmes and projects, financing will be sourced from the county government, national government, bilateral and multilateral agencies and development partner. Participatory consultations, meetings and workshops will be considered in the implementation of the CADP.

The proposed organizational arrangements are demonstrated in Figure 6.1.

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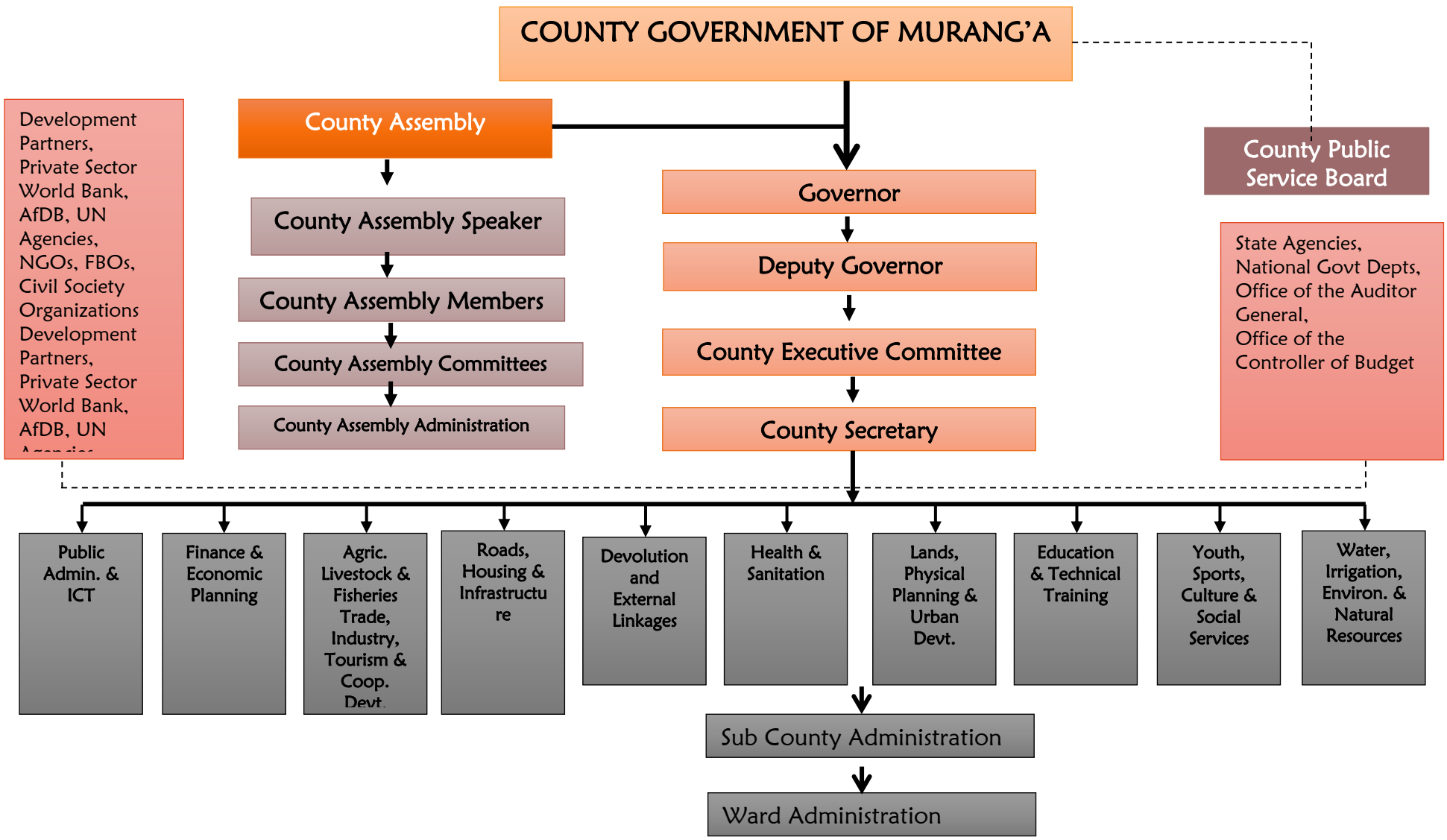


Figure 5-2: Organization Chart

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Each stakeholder category has a specific impact and influence on the successful implementation of the CADP (2026/2027).

5.7. Dissemination and Feedback Mechanism

To effectively disseminate, get feedback, and engage citizens in MELR processes, the following will be undertaken:

a) Monthly Review Meetings at the departmental level will be scheduled to ensure implementation is on track;
b) Quarterly Review Meetings for MELR will be scheduled to get and give feedback on the pertinent performance indicators;
c) The overall oversight of the CADP and its implementation shall remain the principal role of the MELR Unit within the department of Economic Planning. Therefore, progress reporting will be an Agenda Item in all quarterly meetings;
d) A Strategy Review Workshop for all Departmental MELR Officers will be held annually to evaluate the impact of operational plans at both operational and strategic levels.
e) MELR will be an integral part of Departmental staff performance Management system and will be linked to annual staff appraisal

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6. ANNEXTURES

6.1. Annex 1: Monitoring and Evaluation Matrix

Table 5.2: Monitoring and Evaluation Matrix

Sub Programme	Outputs	Key Performance Indicator(s) - KPI(s)	Unit of Measure	Baseline Value	Planned Targets	Achievements	Data Source	Responsible Agency	Reporting Frequency	Linkages to National International Obligations (SDGs, climate Change)

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6.2. Annex 2: County Urban Institutional Development Strategy

Background Overview

Murang'a County is predominantly a rural County and its fast urbanizing trends owe to its strategic location and accessibility to the capital city of Nairobi. Based on the 2019 KNBS Census results, Murang'a urban population was 118,309,142 representing 11.2% of the total population. The urban population growth trends continue to rise as more people migrate to towns in search of employment opportunities and established service infrastructure. Based on the Kenya National Bureau of Statistics (KNBS) census results of 2019, the major towns in the County in terms of population are Kenol (44,086), Murang'a (43,314), Maragua (8,577), Kangema (6,424), Kangari (4,096), Kiria-ini (3,799) and Sabasaba (2,438).

The census results showed that only seven urban areas had a population of over 2000. However, a separate report by the Alpex Consulting Africa Limited (ACAL) under the Kenya Urban Support Programme (KUSP) classified 60 urban areas in Murang'a County and based on the criteria provided by the Urban Areas and Cities Act, 36 of the urban areas met the population threshold for classification. The towns are evenly distributed across the county though most of them failed to meet the service provision requirement as per the First Schedule of the Urban Areas and Cities Act, 2019. Map 1 shows position.

The CUIDs puts in place framework, methodology and approaches that, if well implemented, will sustainably respond to the infrastructure service requirement for the urban residents. The specific objectives of the strategy are to:

- Streamline the County's overall approach to the management of urban areas within its jurisdiction
- Spell out the process through which the county will integrate urban development into county-wide planning that incorporates climate resilience and inclusivity considerations;
- Spell out the legal and regulatory reforms required at the County level to foster delivery of urban services
- Provide the Urban Areas Institutional Development framework for the Medium Term
- Provide an annual action plan and budget for achieving the county urban agenda.

Institutional Development for the County's Urban Areas

As envisaged under Article 48(1)(a) of the County Government Act, 2012, the County Government of Murang'a shall establish and decentralize provision of services to the urban areas in accordance with the Urban Areas and Cities Act, with the structures and functions as provided under the Act. As such, The County will confer municipal status on the urban areas that meet the criteria and confer town administration status on smaller urban areas that meet the requisite requirements. Further, in compliance with provisions of Article 104 (3), the Urban Areas shall be designated as planning authorities. The management of the Municipalities and town administrations shall be vested in the County Government and administered on its behalf by a board or committee respectively. For the Municipalities, the administration will also include a manager and staff appointed by the County Public Service Board.

The County and the Municipalities/town administrations will have an agency relationship. Municipalities and towns established shall operate within the framework of integrated development planning which shall strive to achieve the urban objectives of the County government. The integrated development plans (IDePs) prepared by Boards shall be the basis

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for preparation of annual strategic plans for the Municipalities. The adopted municipal integrated development plans shall be submitted to the County Executive Committee for adoption or amendment.

Every financial year, the urban boards or committees shall prepare, adopt and approve estimated revenue and expenditure for the year. The approved annual estimates shall be submitted to the County Executive for onward submission to the County Assembly for approval. At the same time, the Board or Committee shall keep records of account of its income, expenditure, assets and liabilities. The records of accounts shall also be submitted to the County Executive for transmission to the Auditor General for preparation of financial audit every three months.

The boards and committees once formed will serve as independent entities, which are able to prepare their own budget and have separate budgets as sub votes in the county Budget. This implies that, the board and County government will operate as separate entities but in tandem relationship, where the Governor and His executive committee will be part of proceedings within the County Urban boards and committees.
The county public service board will be used to recruit staff for the Municipal boards, town committees while the existing procurement and the board will adopt finance policies. The board will prepare its own urban investment projects / programs as per the County Integrated Development Plan, which is discussed at the County Executive Committee.

Legal and Regulatory Reforms at the County Level

In order to strengthen urban governance and management, development planning, urban investment, and the delivery of social and physical infrastructure within the urban areas throughout the county, the following legal and regulatory reforms are proposed:

i. Development and approval of an objective criteria for allocating funds to the urban areas as anticipated under Article 173 of the Public Finance Management Act, 2012
ii. Formulation/review of County development control regulations. This will include County Development Control Policy
iii. Development of County Valuation Roll
iv. Formulation of County Solid Waste Management Policy
v. Formulation of urban specific solid waste management policies and plans
vi. Formulation and approval of County and urban area specific public participation policies and frameworks
vii. Review of Integrated Strategic Urban Development Plans (ISUDPs) for Kenol, Kangari and Murang'a Municipalities
viii. Completion of Integrated Strategic Urban Development Plans (ISUDPs) for proposed six town administrations.

Capacity Building Actions

To be effective, capacity-building actions for the urban areas embraces all three aspects of individual, organizational and institutional capacities. Within the framework of human resource development (HRD), capacity-building actions will entail staff being equipped with skills, and access to information and knowledge to enable them to perform effectively. Organizational development will entail continued review of the organizational structures within the municipalities and town administrations and establishment of systems to enhance provision of more flexible and responsive service delivery.

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At the institutional level, capacity enhancement will include continuous implementation of the acts, policies and plans and formulation of requisite county policy and plans for improved implementation and delivery of urban service infrastructure. This will extend to the legal and regulatory changes that have to be made in order to enhance capacities of urban areas countywide.

Specific capacity building actions for Murang'a Urban management will entail inventory and case studies of existing urban management policy and legislative measures, and the development of appropriate policies and legislation for Murang'a County Urban management. Other capacity development areas include:

i. Civic education of stakeholders on issues including capacity for construction of buildings, certification of green buildings, transport planning and land use integration, implementation and certification of efforts in areas such as rain water harvesting, recycling and reuse of waste water, waste recovery, disaster management, identification and implementation of measures related to adaptation in the context of climate change management.
ii. Formation of community or neighborhood urban management associations, which will be registered to take active role in matters relating to their urban areas such as security, waste management, street lightening and maintenance etc.
iii. Strengthening inter-institutional linkages and processes with a view to ensuring more effective coordination of urban management institutions in the county
iv. Development and strengthening of the capacities of indigenous and local communities for participation in decision-making, policy formulation and implementation of urban management institutions.

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Annual Action Plan and Budget (2026/2027)

Attachment 1: Urban Area Matrix: Current Situation

Name(s) of urban area	Geographical and demographic data				Institutional status	Urban management							Hazards and Climate Impact
	Location	Estimated Population	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities	
Murang'a	0.7957° S, 37.1322° E	123,046	Y	Y	Chartered Municipality	Y (Urban Board)	Municipal Manager	Y (Requires improvement)	Staff deployed	Municipal budget vote line in the County budget	Spatial plan finalized ISUDP finalized IDeP 2023-2027 preparation ongoing	Municipal administration and management Drainage and runoff water maintenance Street lighting Improvement of town streets and estate feeder roads Solid waste collection and disposal / landfill Landscaping and beautification Bus park and parking bays Market shelters Animal sanctuary/orphanage	Preparation of climate action plan ongoing
Kenol	1.3691° S, 37.2256° E	110,771	N	Town Council	Chartered Municipality	N	Sub-County Administrator	Y (Requires renovation)	Sub County Administration staff	Municipal budget vote line in the County budget	Spatial plan finalized ISUDP finalized	Municipal administration and management Drainage and runoff water maintenance Street lighting Improvement of town streets and estate feeder roads	Preparation of climate action plan ongoing

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												Solid waste collection and disposal / landfill Landscaping and beautification Bus park and parking bays Market shelters Animal sanctuary/orphanage	
Kangari	29°16'49"N 57°06'30"E	75,022	N	Unclassified	Chartered Municipality	N	Sub-county administrator	Yes (Requires renovation)	Sub County Administration staff	Municipal budget vote line in the County budget	Spatial plan finalized ISUDP finalized	Municipal administration and management Drainage and runoff water maintenance and enhancement Street lighting Improvement of estate feeder roads Solid waste collection and disposal / landfill Landscaping and beautification Bus park and parking bases Market shelters Animal sanctuary/orphanage	Preparation of climate action plan ongoing
Kandara	0.8964° S, 37.0021° E	14,288	No	Town Council	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	5 professional and 15 technical	No separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated
Kahuro	0°45'S 37°00'E / 0.75°S 37°E	14,443	No	Unclassified	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	5 professional and 15 technical	No Separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated

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Kangema	0.6846° S, 36.9635° E	17,807	No	Town Council	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	20 professional and 45 technical	No Separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated
Kiria-ini	0°53′S 37°00′E	11,759	No	Unclassified	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	5 professional and 15 technical	No Separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated
Kirwara	0°93′S 37°00′E	12,399	No	Unclassified	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	5 professional and 15 technical	No Separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated
Kanguku	0°53′S 37°00′E	11,324	No	Unclassified	Under sub-county administrator	No	Sub-county administrator	Yes (Requires renovation)	5 professional and 15 technical	No Separate Budget	N	Town administration and management	climate action plan to start when the town committee is inaugurated

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Attachment 2: Urban Area Institutional Development Matrix - Proposals (3-5-Year Horizon)

Name(s) of urban area	General		Specific								Climate Change
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infrastructure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N	
Murang'a	Chartered Municipality	Chartered Municipality	Yes	Municipal Manager Yes	Yes (To be improved and furnished)	Staff deployed to essential offices Additional staff to be deployed	Has budget vote	Ongoing	Transferred/ gazetted functions	Reviewed boundaries approved by County Assembly	Y (Environment Officer) To factor climate change activities in proposed budget allocation
Kenol	Chartered Municipality	Chartered Municipality	Yes	Municipal Manager Yes	Yes (To renovate existing offices housing Sub County administrator and to procure office furniture's Proposed timeline is January 2025)	Staff deployed to essential offices Additional staff to be deployed	Has budget vote	Ongoing	Board in place Functions to be transferred vide gazette notice	Boundaries approved by County Assembly Awaiting finalization of process	Y (Environment Officer) To factor climate change activities in proposed budget allocation
Kangari	Chartered Municipality	Chartered Municipality	Yes	Municipal Manager Yes	Yes (To renovate existing offices housing Sub County administrator and to procure office furniture's Proposed timeline is January 2025)	Staff deployed to essential offices Additional staff to be deployed	Has budget vote	Ongoing	Board in place Functions to be transferred vide gazette notice	Boundaries approved by County Assembly Awaiting finalization of process	Y (Environment Officer) To factor climate change activities in proposed budget allocation

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Attachment 3: County Urban Area Institutional Development – Annual Action Plan & Budget

County: Murang'a **Financial Year:** 2026-2027

CUIDP Section	Activity	Timeframe (2026/2027) J	A	S	O	N	D	J	F	M	A	M	J	Implementation modality	Cost elements	Proposed budget (KES)
Developing institutions for urban management	Public participation / Hold consultations with urban residents in public investment management and selected service infrastructure areas			■			■			■			■	In-house County Government staff to be used	Training costs Reimbursements	1,500,000
	Review municipal charter for Murang'a, Kenol and Kangari						■	■	■	■	■			County Staff/ External consultants to be hired UDD staff and support needed	Consultancy fees Meeting costs Per diems for travel Local travel costs Training materials	1,500,000
	Conduct comprehensive training programs for municipal board members in Murang'a, Kenol, and Kangari on governance, financial management, strategic planning, and climate-resilient decision-making		■	■	■	■	■							In-house county government staff to be used / County Public Service Board	Training costs Reimbursements	5,000,000
	Provide specialized training for municipal staff on operational management, service delivery, digital tools (e.g., GIS for planning), and inclusive urban practices to improve efficiency and quality of infrastructure services		■	■	■	■	■							In-house county government staff to be used / County Public Service Board	Meeting costs Lunch allowance	5,000,000

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CUIDP Section	Activity	Timeframe (2026/2027)												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
	Data collection, valuation, public engagement, adjudication, and implementation for Valuation Rolls for municipal boards													External consultants to be hired UDD staff and support needed	Consultancy fees Meeting costs Local travel costs Training materials	6,000,000
	Establishment of municipal offices and infrastructure: Set up dedicated office spaces, equip with furniture, IT systems, and tools for Murang'a, Kenol and Kangari municipalities to enable effective administration and service delivery.													In-house county government staff to be used	Meeting costs	15,000,000
	Public-private engagement framework, participation and stakeholder consultations: Organize inclusive forums with residents, private sector, and civil society in urban areas to gather input on business diagnostics, service needs and infrastructure priorities, ensuring equitable and community-driven development													In-house staff to be used UDD staff and support needed	Meeting costs Reimbursements Local travel	5,000,000
	Spatial mapping of urban jurisdictions: Conduct GIS-													Spatial mapping of urban jurisdictions:	Consultancy fees	10,000,000

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CUIDP Section	Activity	Timeframe (2026/2027) J	A	S	O	N	D	J	F	M	A	M	J	Implementation modality	Cost elements	Proposed budget (KES)
	based mapping and surveying of municipal boundaries, land use, and infrastructure in Murang'a,													Conduct GIS-based mapping and surveying of municipal boundaries, land use, & infrastructure	Mapping equipment/software Field surveys Local travel	
Legal and Regulatory Reforms at the County Level	Solid waste management system development: Design and implement waste collection, recycling, and disposal strategies for urban boards													In-house staff with private sector partnerships for waste management. Equipment procurement	Training costs Operational setup	15,000,000
	Urban transport and connectivity enhancement: Plan and initiate first/last-mile connections, including pedestrian paths, bike lanes, and public transport integration													Collaboration with Nairobi Metropolitan Area Transport Authority (NAMATA) and county transport departments.	Planning consultancy Infrastructure design costs Stakeholder engagement	2,000,000
Total Budget																**66,000,000**
Resources															County Contribution	44,500,000
															Other budget Contributions (including KUSP II UIG)	21,500,000
															Total resources	**66,000,000**