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

MURANG'A COUNTY
THIRD COUNTY INTEGRATED DEVELOPMENT PLAN (2023-2027)









Sustainable development for socio-economic transformation

COUNTY ASSEMBLIES FORUM (CAF)
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NAIROBI, KENYA

MURANG'A COUNTY
INTEGRATED DEVELOPMENT PLAN
(2023-2027)

COUNTY VISION, MISSION AND MOTTO

COUNTY ASSEMBLIES FORUM (CAF)
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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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Abbreviations and Acronyms

AfDB	African Development Bank
AI	Artificial Insemination
AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
APHIA II	AIDS, Population & Health Integrated Assistance II
ART	Anti- Retroviral Treatment
ASAL	Arid & Semi- Arid Lands
ASL	Above Sea Level
AWS	Athi Water Services
BCC	Behaviour Change Communication
BOG	Board of Governors
BPO	Business Processes Outsourcing/ Off- showing
CBO	Community Based Organization
CCC	Comprehensive Care Centre
CCSP	Community Capacity Support Programme
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CIGs	Common Interest Groups
CoMEC	County Monitoring and Evaluation Committee
CMR	Child Mortality Rate
COVID-19	Corona Virus Disease 2019
ECDE	Early Child Development Education
EIA	Environmental Impact Assessment
EMCA	Environmental Management & Coordination Act
FBO	Faith-Based Organization
GDP	Gross Domestic Product
GHGs	Green House Gases
GOK	Government of Kenya
HCW	Health Community Worker
HDI	Human Development Index
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IEBC	Independent Electoral & Boundaries Commission
IFMIS	Integrated Financial Management Information Systems
IMR	Infant Mortality Rate
KCB	Kenya Commercial Bank
KDHS	Kenya Demographic Household Survey
KEBS	Kenya Bureau of Standards
KEMSA	Kenya Medical Supplies Agency
KENHA	Kenya National Highway Authority

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KeRRA	Kenya Rural Roads Authorities
KFS	Kenya Forest Services
KIE	Kenya Industrial Estate
KNBS	Kenya National Bureau of Statistics
KPLC	Kenya Power and Lighting Company
KURA	Kenya Urban Roads Authority
LPG	Liquefied Petroleum Gas
LSK	Law Society of Kenya
MMR	Maternal Mortality Rate
MNH	Maternal Neonatal Health
MOU	Memorandum of Understanding
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACC	National Aids Control Council
NaMATA	Nairobi Metropolitan Area Transport Authority
NARIGP	National Agriculture Rural Inclusive Growth Project
NCDs	Non-Communicable Diseases
NCPD	National Cereals & Produce Board
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations
NHIF	National Health Information Fund
NIMES	National Integrated Monitoring & Evaluation System
NNMR	Neo Natal Mortality Rate
NSEC	National Socio-Economic Council
ODP	Ozone Depleted Products
OVCs	Orphans & vulnerable Children
PLWHAs	People Living With HIV/AIDS
PM&E	Participatory Monitoring and Evaluation
PMC	Project Management Committee
PMTCT	Prevention of Mother to Child Transmission
PNMR	Post Natal Mortality Rate
PPPs	Public Private Partnerships
RMNCAH	Reproductive, Maternal, Neo-Natal, Child and Adolescent Health
SBA	Skilled Birth Attendance
SCCU	Sub- County coordinating Unit
SCCU	Sub- County Coordinating Unit
SCDPO	Sub County Development Planning Officer
SCEC	Sub- County Environment Committee
SHEP Plus	Small Holder, Horticulture Empowerment Promotion Unit Project
SMEP DTM	Small and Micro Enterprises Programme Deposit Taking Microfinance

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SMEs	Small & Medium Enterprise
SP	Sector Programme
TB	Tuberculosis
TBA	Traditional Birth Attendant
TFR	Total Fertility Rate (TFR)
UHC	Universal Health Care
UNDP	United Nations Development Programme
UTaNRMP	Upper Tana Natural Resources Programme
VCT	Voluntary Counselling & Testing
VIP	Ventilated Improved Pit (Latrine)
WARMA	Water Resource Management Authority
WRA	Women of Reproductive Age-18-49
WRUA	Water Resource Users Association
YP	Youth Polytechnics

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Glossary of Commonly Used Terms

Baseline	Analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made
Demographic Dividend	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 county competitiveness, revenue generation etc. They may be derived from the Kenya Vision 2030 (and its MTPs) or the County Transformative Agenda
Food Farmacy	Is an emerging programme model designed to increase the access to and consumption of healthy foods
Green Economy	An economy that aims at reducing environmental risks and ecological scarcities and that aims for sustainable development without degrading the environment
Indicator	A sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards 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
Outcome Indicator	A specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.
Outcome	Intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project
Output	Immediate result from conducting an activity i.e. goods and services produced
Performance indicator	A measurement that evaluates the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages
Programme	A grouping of similar projects and/or services performed by a Ministry or Department to achieve a specific objective; The Programmes must be mapped to strategic objectives
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
Sectors	Composition of departments, agencies and organizations based on services and products they provide. For the purposes of Murang'a County planning, the CIDP sectors are listed as follows: a) Public Administration and ICT Department b) Finance and Economic Planning c) Agriculture, Livestock and Fisheries d) Roads, Housing and Infrastructure e) Trade, industrialization, Tourism and Cooperative f) Health and Sanitation

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	g) Lands, Physical Planning and Urban Development h) Education and Technical Training i) Youth, Sports, Culture and Social Services j) Water, Irrigation Environment and Natural Resources
Sustainable Development	Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs
Target	Planned level of an indicator achievement
The Blue Economy	The use of the sea and its resources for sustainable economic development. The Blue Economy covers both aquatic and marine spaces, including oceans, seas, coasts, lakes, rivers, and underground water. It encompasses a range of productive sectors, including: fisheries, aquaculture, tourism, transport, shipbuilding and repair, energy, bio prospecting, bunkering, sport fishing, port services, marine insurance, freight forwarding and underwater mining and related activities

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Foreword

Kenya is living through an exciting period, a period of renewal and economic transformation aimed at finally recalibrating the country's economy to serve all citizens. This ambition has been captured at the national level through the ruling party's "Bottom-Up Economic Transformation Agenda (BETA)."

The county is the most critical unit of development in Kenya. The county 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 third generation Murang'a County Integrated Development Plan (CIDP), the county's development blueprint, which outlines the programmes and projects it plans to implement during the next five-year plan period (2023 – 2027). The Plan is a social contract between the County Government and the people of Murang'a. It is well anchored on the global commitment to the seventeen Sustainable Development Goals, and the regional and national development objectives. This third generation CIDP also builds on achievements of the second CIDP for the 2018-2022 plan period that ended on 30th June 2023. Gaining from the experience gathered during the implementation process of the second CIDP (2018-2022), it also incorporates the aspirations of the Manifesto of the ruling political party with a view to putting the county on a trajectory of high, broad-based, inclusive and sustainable growth.

Additionally, the development of this CIPD took cognizance of the national development agenda and the aspirations of the Kenya Constitution 2010. The role of the county towards realization of the national development agenda as stated in a number of policy documents is clearly mapped out. These policy documents include: The United Nations Sustainable Development Goals (SDGs), Africa Agenda 2063, the Kenya Vision 2030, and its Fourth Medium Term Plan (MTP), presently anchored in the President's "Bottom-Up Economic Transformation Agenda (BETA)."

Healthcare remains a very important agenda in our county. Annually, the health sector takes the lion's share of the county's budget, a factor that is justified by the demographic characteristics of the county. The census data for Murang'a County in the years 1999, 2009 and 2019 reveals that the population has stagnated at around one million residents, with the 2022 population estimated at 1,095,371 people against 1,056,640 in 2019. The registered voters in 2022 were about 650,000, implying that the county has more adults than minors.

The ageing population could help explain the recent upsurge of non-communicable diseases (cancer, diabetes, high blood pressure) in Murang'a. The county proposes a two-pronged approach to address this challenge. First is strengthening the NHIF coverage, and secondly, establishing a fund to cover the costs of every expectant mother seeking pre and post-natal services in the county public health facilities. This

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fund will be known as "Kang'ata Care." I have every confidence that Kang'ata Care will help improve the health and well-being of the people of Murang'a. In addition we have planned for the completion of stalled health facilities and renovation of existing ones.

Murang'a County is heavily dependent on agriculture, which accounts for 60 per cent of its economic activities. More than 70% of Murang'a residents are employed, directly and indirectly, by the sector. Within the third CIDP plan period, the county government will, therefore, focus on agricultural crops and livestock, including: mangoes, dairy farming, coffee, tea, avocadoes, macadamia, bananas and other industrial crops. In this aspect, it is expected that Murang'a Kilimo will play a pivotal role towards promoting youth engagement in agriculture. The county will engage in value addition to boost incomes in agriculture and diversify its economy from the heavy reliance on primary production. In addition, appropriate legal frameworks to underpin this agenda will be developed. We will also work to strengthen co-operatives, as they are a strong pillar in organising farmers to boost productivity and market their produce.

Globally, urban areas are broadly projected to grow very fast, with about 66% of global population expected to be living in urban areas by 2050. To plan for this expected expansion in urban population, the county will invest in urban renewal projects, such as paving of roads, street lighting, sewerage systems and public housing, among others. In addition, the county plans to work closely with the national government to implement a programme on affordable housing at Makenji area, which is part of the gazetted Bus Rapid Transit (BRT) corridor line 2. Towards this end, the Spatial Development Master Plan will provide guidance.

As we seek to enhance economic growth, standards of living, governance, public service delivery, and engagement of the private sector, we adopted an inclusive and consultative process to prepare this CIDP as mandated by the Constitution of Kenya 2010. We were cognisant of the fact that the county's most valuable asset is her entrepreneurial human resource. The CIDP, therefore, gives attention to the mobilization of human, financial, and technical resources. On this basis, the Murang'a County Government calls upon people of Murang'a, including the diaspora community, private sector players, and other strategic partners, to join us in the implementation of this CIDP. We all realize the importance of efficiency and effectiveness in implementing this transformative agenda, in which we will all be spurred by our memorable clarion call, "*Kamuingi Koyaga Ndiri*" (Unity is Strength).

We have to be bold. We have to do things differently. We have to do away with old attitudes and embrace new mind-sets. Above all, we have to desire to make Murang'a County the best county that it can become.

With all stakeholders on board, I have full confidence that we can achieve the targets laid out in this Third County Integrated Development Plan (2023-2027).

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His Excellency, Dr Irungu Kangata, PhD
Governor,
Murang'a County

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Acknowledgement

This Third County Integrated Development Plan (CIDP) was prepared in line with section 104 of the County Governments Act 2012 and will guide the preparation of subsequent policy documents and development processes, including the Annual Development Plans, Annual Work Plans, and Budgets and Procurement Plans.

The CIDP reflects the strategic priorities of the Murang'a County Government for the next five years. Among others, it is anchored on national, regional and global policies, including the Vision 2030 and the Medium-Term Plan IV (2023-2027). The Plan outlines clear reporting systems, measurable goals and objectives, a cost estimate for the implementation plan, an efficient county-based resource mobilisation framework, and provisions for monitoring, evaluation, reporting and learning system.

The CIDP offers detailed guidance for budgeting, project funding, monitoring, and assessment. The Plan preparation was participatory, involving a broad range of stakeholders, including: national and county government personnel, professionals, business persons, development partners, civil society organizations, and the general public.

We are thankful to His Excellency the Governor, Dr. Irungu Kang'ata, for his wise leadership and insights provided in preparation of this Plan. We are also appreciative of the technical assistance provided by the county personnel and stakeholders, especially the County's Department of Economic Planning under the leadership of Chief Officer, P.G. Kahora, Director, Stephen Mwangi, as well as the economists in the department, including: Justin Gatuita, Walter Ojwang, Charles Njuguna, Gabriel Wachira, Claire Nyaguthii, Judith Mwaniki, Ann Njoroge and Ann Kamau. In addition, we recognize Dr. Samuel Kerunyu Gichere, for his technical support in guiding the CIDP preparation process.

We appreciate the very helpful normative guidelines from the national government that made it to possible for us to prepare this CIDP. We also extend our gratitude to the Speaker of the County Assembly, County Assembly Committee on Finance and Economic Planning, Clerk, and Members of the County Assembly for actively participating in forums which significantly enriched the CIDP.



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CECM, Finance and Economic Planning

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Executive Summary

Murang'a County is one of the 47 Counties created under the Kenya Constitution 2010. It is located in the central region of the Republic of Kenya and lies between latitudes 0° 34'; 1°7' South and longitudes 36°; 37° 27' East. The county covers a total area of 2,558.8 Km^2, and borders Nyeri to the North, Kiambu to the South, Nyandarua to the West, and Kirinyaga, Embu and Machakos counties to the East. Administratively, the county is divided into seven constituencies and 35 wards, with 9 sub counties, 32 divisions, 118 locations, 294 sub locations and 2,478 villages. The 2019 Population and Housing Census recorded a population of 1,056,640 persons in Murang'a County. The population growth rate is estimated at 1.2 percent per annum, with the number of people slated to rise to 1,108,594 in 2023, 1,135,521 in 2025 and 1,163,103 persons in 2027. The male-female sex ratio for the county is 49:51.

During the plan period (2023-2027), the county targets to have 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 is driven by a socio-economic agenda focusing on reducing inequalities in access to productive resources as primed in 'the Bottom-up transformative economic model.

In order to achieve these targets, the county will invest in comprehensive Information Communication Technology (ICT) and network connectivity, targeting automation of services in revenue, health, agriculture and administration. In addition, the county also targets to improve access to markets and social amenities through upgrading to bitumen standards of 40 Kilometres of urban roads, opening 1,225 km of access roads, and maintenance of 5,250 Km of access roads. This is envisaged to improve the road network and reduce the distance to an all-season road to within 2 km from any residential area. Further, the county targets to increase business hours within the urban areas through installation of 400 poles of streetlights and floodlights. To enhance the aesthetics within its towns, the county will install 19,500 square metres of cabro-pavements within the urban areas.

The agricultural sector targets to modernize production and market accessibility of major crops that include tea, coffee, avocado, mangoes, macadamia and horticulture crops. 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 having adequate infrastructure within its 272 health facilities. The county will also scale up the universal health cover for the vulnerable groups and establish model health facilities.

The county government realizes the important role played by the national government, and the essence of effective collaboration of the national and county governments'

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socio-economic agenda, especially in roads and housing. The county will, therefore, work closely with the national government, especially in implementing the affordable housing agenda.

The process of identifying and prioritizing the projects and programmes to be implemented over the next five years 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. References were made to the provisions of the Constitution of Kenya 2010; County Government Act 2012; Transition to Devolved Government Act 2012; Urban Areas and Cities Act, 2011; Public Finance Management Act (PFMA) 2012; and the National Government Coordination Act 2013.

Whilst the first chapter of the CIPD gives a general overview and background of the county, chapter two gives a summary of the review of the implementation of the previous CIDP (2018-2022). Chapter three summarizes the County Spatial Development Framework while chapter four tabulates the strategic programmes and sub-programmes by sector. Chapter 5 is on Monitoring, Evaluation, Reporting and Learning, while Chapter 6 discusses the resource requirements and sources of financing for the CIDP. Annexes provide critical information about the county.

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CHAPTER ONE
1. COUNTY OVERVIEW

1.1. Background

Murang'a County is one of the 47 counties created under the Kenya Constitution 2010. Administratively, the county is divided into 7 constituencies and 35 wards within the 9 sub-counties, 32 divisions, 118 locations, 294 sub-locations and 2,478 villages. The County 2019 Population and Housing Census recorded a population of 1,056,640 persons.

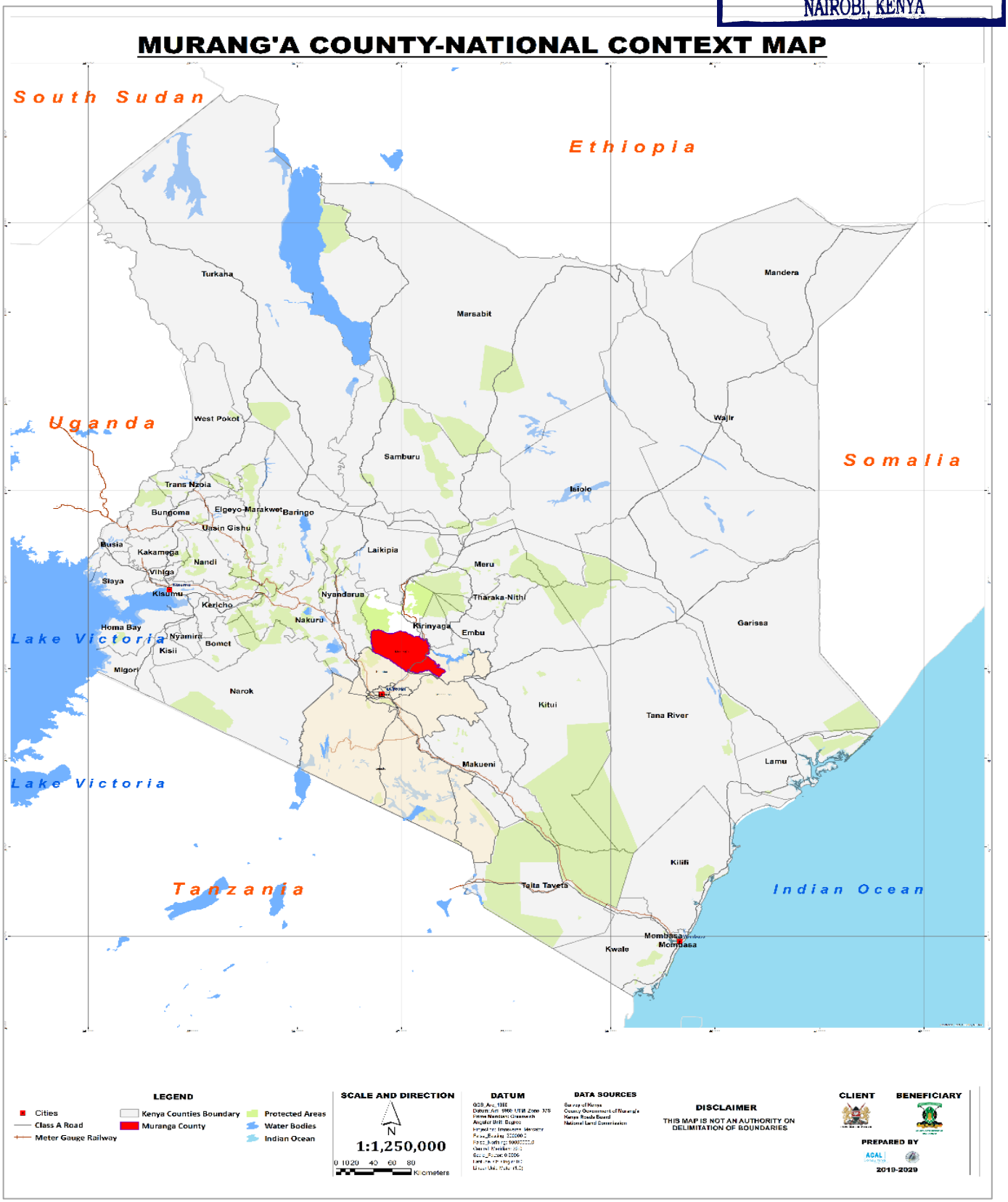
Murang'a County is the home to the mythical Mukurwe wa Nyagathanga, a relic for the Agikuyu cradle which serves as memorabilia of Gikuyu and Mumbi. It is believed that Gikuyu and Mumbi, the ancestral parents of the Agikuyu resided in this place together with their nine daughters, creating the clan system that is the core of the Gikuyu community. The shrine within the county provides a significant landmark, not only to Murang'a, but the entire central region due to its ancestral, spiritual, and cultural heritage. It was a place for offering sacrifices to Mwene-Nyaga (God), especially during moments of calamities, internal conflicts or invasion.

The county headquarters is situated at Murang'a town, previously referred to as Fort Hall. It is predominantly inhabited by the indigenous Kikuyu community. The county is traversed by rugged hilly landscape and lies within the rolling Kikuyu farmlands. Being the epicenter, it attracts traders and farmers from far and wide. Buoyed by its proximity to Nairobi, the county is fast urbanizing with vibrant activities, including agriculture, transportation and hospitality, commerce, and quarrying. The county is known for its fertile farming soil and good climate. Although tea and coffee are the county's main cash crops, food crops, such as maize, beans, sweet potatoes, arrow roots, pumpkins and bananas, are also grown in the county. The county is an active member of the Central Region Economic Block (CEREB).

1.2. Position and Size of Murang'a County

The county is located in the central region of the Republic of Kenya and lies between latitudes 0° 34'; 1°7'South and Longitudes 36°; 37° 27' East. The county covers a total area of 2,558.8Km$^{2.}$ and 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.

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Map 1.1: Location of the County In Kenya

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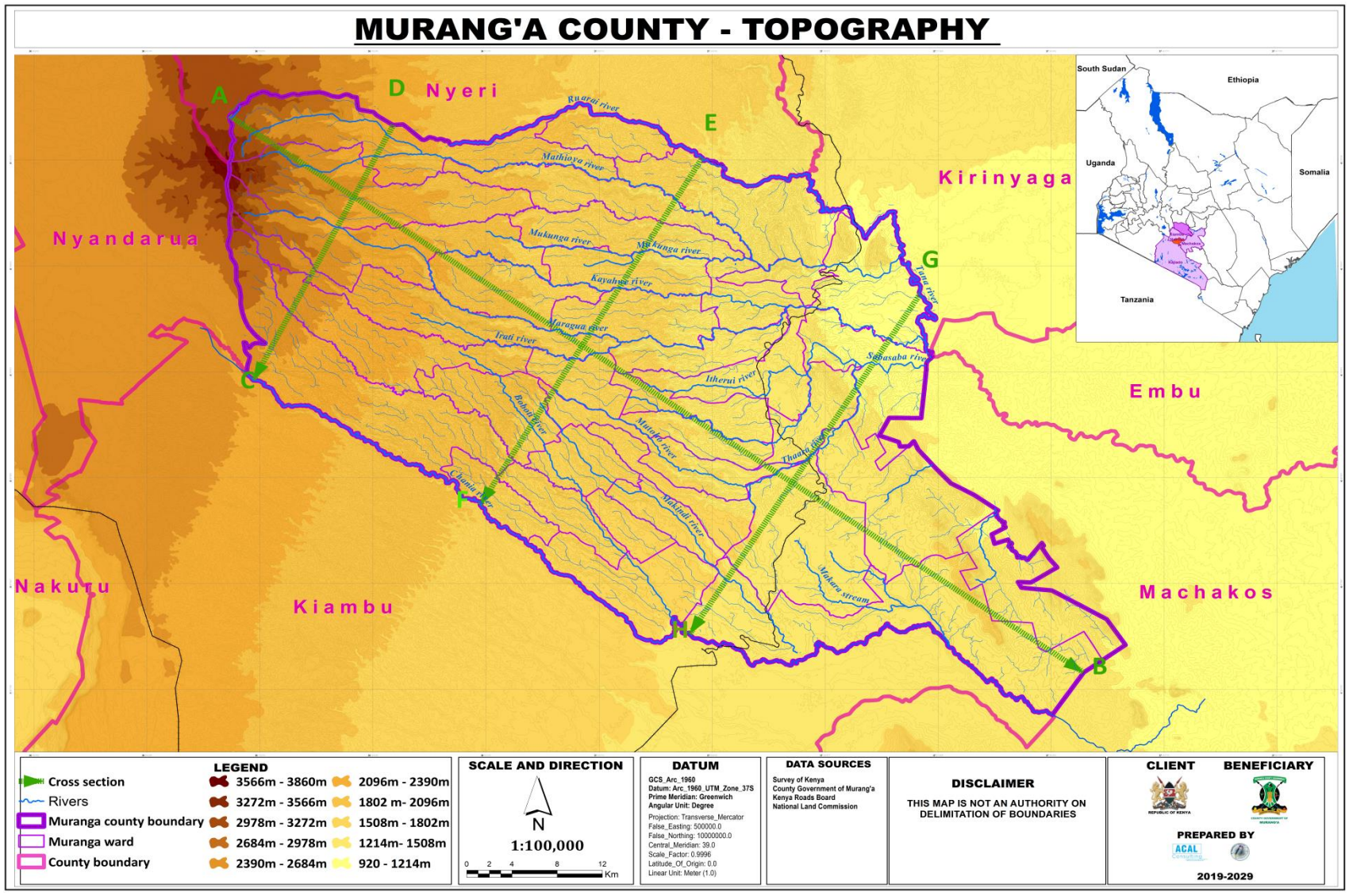
1.3. Physiographic and Natural Conditions

1.3.1. Physical and Topographic features

The western part of the county, which is along the slopes of the Aberdare Forest, is 3353m above sea level. On the other hand, the eastern part is 914m above sea level. The western highlands have deep dissected topography and drain into various rivers. These rivers flow from Aberdare ranges to the west, south eastward and drain into the Tana River. The county's geology and basement system comprises volcanic rocks of the Pleistocene age and Achaean rocks. The western part of the county bordering the Aberdare ranges is characterised by volcanic rocks while the Eastern part is composed of the rocks of the basement system. Porous beds and disconformities within the volcanic rock system form important aquifers, collecting and moving ground water, thus regulating water supply from wells and boreholes. The county's rugged, dissected topography and geology are both an asset and liability to the county's development. The highest parts bordering Aberdare ranges form the rain catchment areas, from where most of the rivers passing through the county originate.

The volcanic rocks make fertile soils, which, in turn, facilitate agricultural activities. The ecological conditions in the high areas provide a suitable environment for tea and coffee farming. However, this dissected topography causes gulley erosion and landslides, making the construction and maintenance of bridges and roads are very expensive. The topography of Murang'a County is shown in Map 1.2.

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Map 1.2: The Topography of Murang'a

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1.3.2. Climatic Conditions

The climatic conditions of the county consist of the western region with an equatorial 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, as a result, 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 Aberdare 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 dairy farming, which form the most common sources of basic household food consumption and income. In the eastern areas, the annual temperature ranges from 26 to 30 degrees Celsius, while the mean minimum annual temperature ranges 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 minimum and maximum annual mean temperatures.

1.3.3. Ecological Conditions

The county is composed of six agro-ecological zones as shown in Map 1.3. Zone 1 consists of the highest potential areas where forestry, tea and tourism industry are the major economic activities. Zones 2 and 3 are the lowlands lying to the east of Aberdares, which are generally suitable for both coffee and dairy farming. The flat area of Makuyu division in Maragua constituency is characterized by arid and semi-arid conditions. This forms the agro-ecological zones 4, 5, and 6. In these zones, coffee and pineapple plantations thrive under irrigation.

The six agro-ecological zones provide ideal and conducive climate for production of tea, coffee and dairy in the upper and mid regions that have an equatorial and sub-tropical climate. The flatter eastern areas, characterized by arid and semi-arid conditions, provide suitable environment for coffee and pineapple plantations. The highest areas in the west have deeply dissected topography, and are drained by several rivers.

All the rivers flow from the Aberdare ranges to the West, South Eastward to join Tana River. This provides the necessary topography and gradient for irrigation. The geology consisting of volcanic rocks of the Pleistocene age and basement system rock of Achaean type occupying the western part of the county bordering the Aberdares

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provide porous beds and disconformities within the volcanic rock system. These



important aquifers, collecting and moving ground water, thus regulating water supply from wells and boreholes. Soils emanating from the volcanic activity are generally fertile and important for agriculture with the slopes in the rich volcanic soils on the higher altitudes particularly suitable for tea growing.

Administrative and Political Units

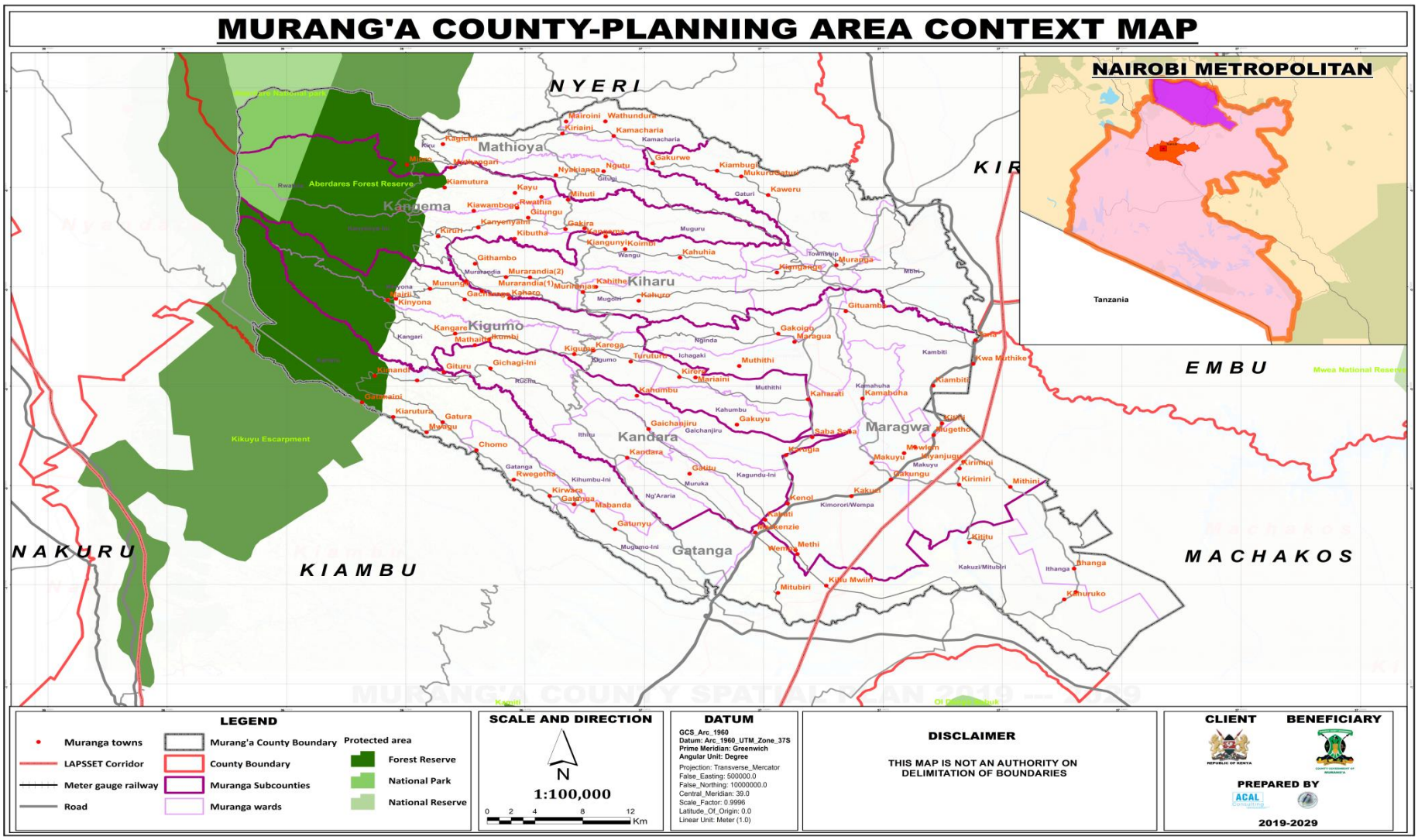
1.3.4. Administrative Subdivision (sub-counties, wards, villages)

The county is divided into Nine (9) sub-counties; Gatanga, Ithanga, Kahuro, Kandara, Kangema, Kigumo, Mathioya, Murang'a East and Murang'a South. Map 1.4 and Table 1.1 illustrates the administrative units, the land area, number of divisions, the number of locations, and number of sub-locations in each sub-county.

***This map excludes Gatanga Subcounty (Ithanga & Gatanga) that were under Thika district before

Map 1.3 : Murang'a Agro-Ecological Zones

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Map 1.4: County's Administrative and Political Units

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Table 1.1: 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

1.3.5. County Government Administrative Units by Constituency

The County is divided into seven (7) constituencies; Kiharu, Kangema, Mathioya, Gatanga, Kigumo, Kandara, and Maragua. The constituencies have wards as the administrative units. The distribution of the administrative units, wards, and villages are as shown in Table 1.2.

Table 1.2: County Government Administrative Wards

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

1.3.6. Political Units (Constituencies and Wards)

According to the Independent Electoral Boundaries Commission (IEBC), the county is divided into seven (7) constituencies namely Gatanga, Kandara, Kangema, Kigumo, Kiharu, Maragua and Mathioya. Table 1.3 shows the respective constituencies and wards in each constituency.

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Table 1.3: County's Electoral Wards by Constituency

S/ No.	Constituency	County Assembly Wards	
		No. of Wards	Wards
1.	Gatanga	6	Kihumbu-ini, Kariara, Ithanga, Gatanga, Kakuzi/Mitumbiri and Mugumoini
2.	Kandara	6	Ithiru, Ngararia, Muruka, Kagundu-ini, Gaichanjiru and Ruchu
3.	Kangema	3	Muguru, Kanyenya-ini and Rwathia
4.	Kigumo	5	Kangari, Kinyona, Kigumo, Muthithi, Kahumbu
5.	Kiharu	6	Township, Gaturi, Mbiiri, Wangu, Mugoiri, Murarandia
6.	Maragua	6	Kimorori/Wempa, Makuyu, Kambiti, Ichagaki, Nginda, Kamahuha
7.	Mathioya	3	Gitugi, Kiru, Kamacharia
	Total	**35**	

Source: IEBC, Murang'a County Government

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1.4. Demographic Features

1.4.1. Population Size, Composition and Distribution

According to the 2019 Population and Housing Census, the population of Murang'a County was estimated at 1,056,640 persons with a population growth rate of 1.2 percent per annum. The county population is projected to rise to 1,108,594 by 2023, 1,135,520 by 2025, and 1,163,100 persons by 2027.

The most populated sub-counties are Gatanga, with 187,989 people, and Murang'a South, with about 184,824 people. The population by sex consisted of 523,940 males, and 532,669 females (see Table1.4). Other than those people living in the Aberdare Forest (Forest guards and families), Kangema has the lowest population of 87,989 people, with that population projected to grow to 88,553 persons by 2027. The male-female sex ratio for the County is 98 males against 100 females. The high female population may be attributed to the migration of men as they search for employment and business opportunities.

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Table 1.4: Population Projection by Sub-counties

Sub- County	2019 (Census)	2020 (Estimate)	2021 (Estimate)	2022 (Projection)	2023 (Projection)	2024 (Projection)	2025 (Projection)	2026 (Projection)	2027 (Projection)
Aberdare Forest	43	44	44	45	45	46	46	47	47
Gatanga	187,989	190,258	192,555	194,880	197,232	199,613	202,023	204,462	206,930
Kahuro	88,193	89,258	90,335	91,426	92,529	93,646	94,777	95,921	97,079
Kandara	175,098	177,212	179,351	181,516	183,707	185,925	188,170	190,441	192,740
Kangema	80,447	81,418	82,401	83,396	84,403	85,421	86,453	87,496	88,553
Kigumo	136,921	138,574	140,247	141,940	143,653	145,387	147,143	148,919	150,717
Mathioya	92,814	93,934	95,068	96,216	97,378	98,553	99,743	100,947	102,166
Murang'a East	110,311	111,643	112,990	114,354	115,735	117,132	118,546	119,977	121,425
Murang'a South	184,824	187,055	189,313	191,599	193,912	196,253	198,622	201,019	203,446
Total	**1,056,640**	**1,069,396**	**1,082,305**	**1,095,371**	**1,108,594**	**1,121,977**	**1,135,521**	**1,149,229**	**1,163,103**

Source: County Statistics Office

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1.4.2. Population Projections by Age Cohort

According to the 2019 population census, those between the ages of 5-9 and 10-14 have the largest populations of 114,251 and 117,758 respectively (see Figure 1.1 and Table 1.5). The population was in 2022 estimated at 118,439 and 122,074 respectively.

The same trend, if maintained, implies that for the same cohorts, the population will be expected to grow to 122,780 and 126,549 by the year 2025, and 125,762 and 129,623 by the end of the CIDP period in 2027.

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.

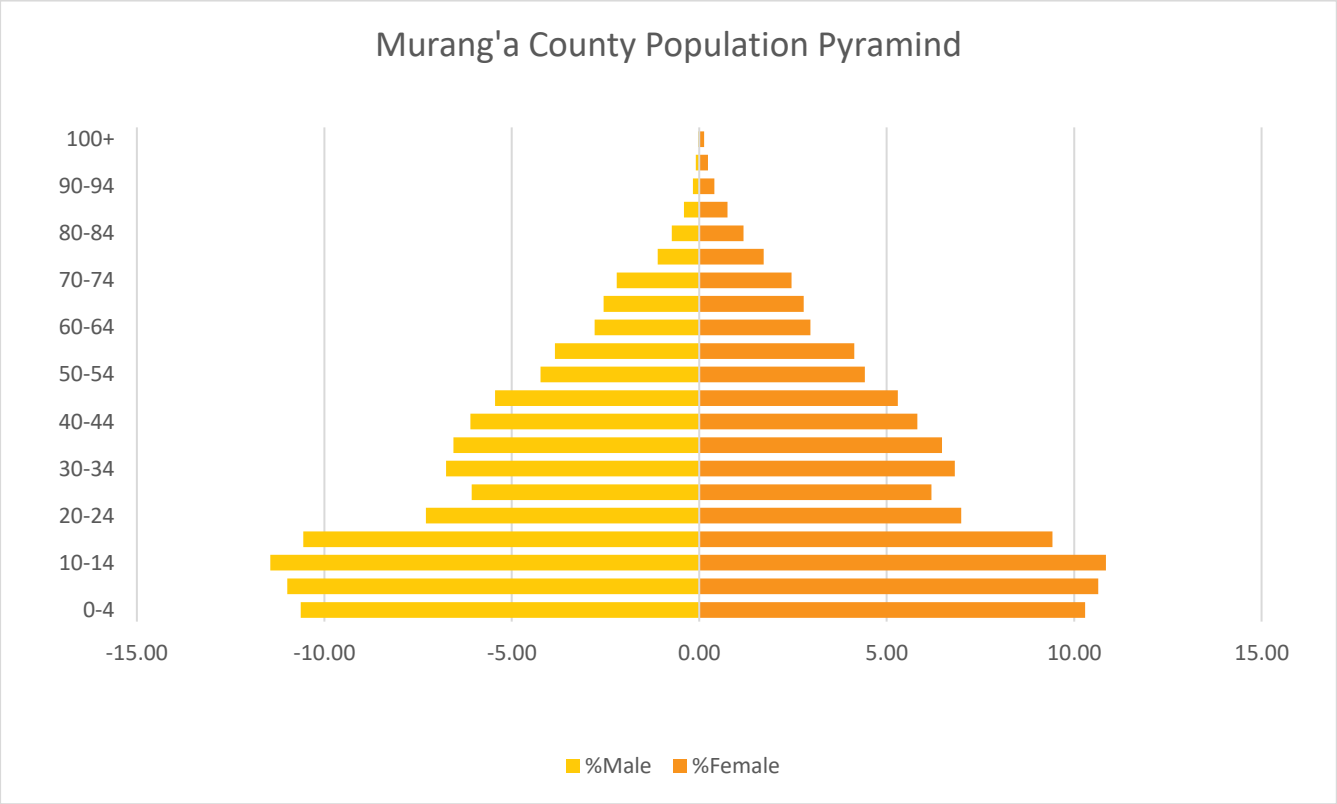


Figure 1.1: Estimated Murang'a County Population by Age Cohorts

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Table 1.5: Population Projections by Age Cohort

Age Cohort	2019 Census			2022 Projections			Projection 2025			Projection 2027		
	M	F	T	M	F	T	M	F	T	M	F	T
0-4	55,695	54,819	110,514	57,736	56,828	114,565	59,853	58,911	118,764	61,307	60,342	121,649
5-9	57,564	56,687	114,251	59,674	58,765	118,439	61,861	60,919	122,780	63,364	62,399	125,762
10-14	59,951	57,807	117,758	62,148	59,926	122,074	64,427	62,122	126,549	65,991	63,631	129,623
15-19	55,307	50,160	105,467	57,334	51,999	109,333	59,436	53,905	113,340	60,880	55,214	116,093
20-24	38,214	37,212	75,426	39,615	38,576	78,191	41,067	39,990	81,057	42,064	40,961	83,026
25-29	31,823	32,975	64,798	32,989	34,184	67,173	34,199	35,437	69,635	35,029	36,297	71,327
30-34	35,380	36,354	71,734	36,677	37,687	74,363	38,021	39,068	77,089	38,945	40,017	78,962
35-39	34,374	34,523	68,897	35,634	35,788	71,422	36,940	37,100	74,040	37,837	38,001	75,839
40-44	31,951	31,021	62,972	33,122	32,158	65,280	34,336	33,337	67,673	35,170	34,147	69,317
45-49	28,548	28,255	56,803	29,594	29,291	58,885	30,679	30,364	61,044	31,424	31,102	62,526
50-54	22,188	23,528	45,716	23,001	24,390	47,392	23,844	25,284	49,129	24,424	25,899	50,322
55-59	20,187	22,035	42,222	20,927	22,843	43,770	21,694	23,680	45,374	22,221	24,255	46,476
60-64	14,624	15,823	30,447	15,160	16,403	31,563	15,716	17,004	32,720	16,097	17,417	33,515
65-69	13,356	14,856	28,212	13,846	15,401	29,246	14,353	15,965	30,318	14,702	16,353	31,055
70-74	11,534	13,123	24,657	11,957	13,604	25,561	12,395	14,103	26,498	12,696	14,445	27,141
75-79	5,793	9,160	14,953	6,005	9,496	15,501	6,225	9,844	16,069	6,377	10,083	16,460
80-84	3,811	6,312	10,123	3,951	6,543	10,494	4,096	6,783	10,879	4,195	6,948	11,143
85-89	2,163	4,001	6,164	2,242	4,148	6,390	2,324	4,300	6,624	2,381	4,404	6,785
90-94	866	2,112	2,978	898	2,189	3,087	931	2,270	3,200	953	2,325	3,278
95-99	451	1,205	1,656	468	1,249	1,717	485	1,295	1,780	496	1,326	1,823
100+	152	695	847	158	720	878	163	747	910	167	765	932
Age NS	8	6	14	8	6	15	9	6	15	9	7	15
Inter-Sex			31			31			31			31
Total	523,940	532,669	1,056,640	543,145	552,194	1,095,370	563,054	572,434	1,135,520	576,730	586,339	1,163,100

**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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1.4.3. Population Projections by Urban Area

The most populated urban areas in Murang'a are Kenol and Murang'a Town, with the population estimated at 44,086 and 43,314 persons respectively as reported in the 2019 Population and Housing Census. This population is projected to rise to 48,527 and 47,678 persons by the end of the plan period as shown in Table 1.6.

The County Government has planned to provide efficient and effective basic human needs, such as, water, sewer systems, urban roads and non-motorized transport in all urban centres. In so doing, Murang'a and Maragua urban areas have been combined to form one municipality.

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Table 1.6: Population Projections by Urban Area

Urban Area	2019 Census			2022 Projections			Projection 2025			Projection 2027		
	M	F	T	M	F	T	M	F	T	M	F	T
Kangari	1,919	2,177	4,096	1,989	2,257	4,246	2,062	2,340	4,402	2,112	2,396	4,509
Kenol	21,209	22,876	44,086	21,986	23,715	45,701	22,792	24,584	47,376	23,346	25,181	48,527
Kiria-ini	1,742	2,038	3,779	1,806	2,113	3,919	1,872	2,190	4,062	1,918	2,243	4,161
Maragua	4,006	4,591	8,577	4,153	4,759	8,912	4,305	4,934	9,239	4,410	5,054	9,463
Murang'a	21,056	22,258	43,314	21,828	23,074	44,902	22,628	23,920	46,548	23,178	24,501	47,678
Sabasaba	1,130	1,308	2,438	1,171	1,356	2,527	1,214	1,406	2,620	1,244	1,440	2,684

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

Source: KNBS

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1.4.4. Population Density and Distribution

The county average population density as per the 2019 Population and Housing Census is 413 persons. It is projected at 428 persons per square km by 2022, and is expected to grow to 455 persons per square km by the end of the plan period (2027).

The most densely populated sub-county as per the 2022 population projections is Kandara, at 742 persons per square KM, while Gatanga sub-county is the least, at 314 persons per square KM. By the end of the plan period, it is projected that Kandara sub-county population density will be 817 persons per square KM while Gatanga Sub-county will grow to 345 persons per square KM as shown in Table 1.7.

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Table 1.7: Population Distribution and Density by Sub-County

Sub County	2019 Census			2022 (Projection)			2025 (Projection)			2027 (Projections)		
	Area (KM²)	Population	Density	Area (KM²)	Population	Density	Area (KM²)	Population	Density	Area (KM²)	Population	Density
Aberdare Forest	173.30	43	0.25	173.30	45	0.26	173.30	46	0.27	173.30	47	0.27
Gatanga	599.00	187,989	314	599.00	194,880	325	599.00	202,023	337	599.00	206,930	345
Kahuro	169.00	88,193	522	169.00	91,426	541	169.00	94,777	561	169.00	97,079	574
Kandara	235.90	175,098	742	235.90	181,516	769	235.90	188,170	798	235.90	192,740	817
Kangema	173.46	80,447	464	173.46	83,396	481	173.46	86,453	498	173.46	88,553	511
Kigumo	242.10	136,921	566	242.10	141,940	586	242.10	147,143	608	242.10	150,717	623
Mathioya	178.00	92,814	521	178.00	96,216	541	178.00	99,743	560	178.00	102,166	574
Murang'a East	241.00	110,311	458	241.00	114,354	474	241.00	118,546	492	241.00	121,425	504
Murang'a South	547.20	184,824	338	547.20	191,599	350	547.20	198,622	363	547.20	203,446	372
Total	**2558.96**	**1,056,640**	**413**	**2558.96**	**1,095,371**	**428**	**2558.96**	**1,135,521**	**444**	**2558.96**	**1,163,103**	**455**

Source: KNBS

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1.4.5. Population Projection by Broad Age Groups

As summarized in Table 1.8, the population projection for Murang'a County is distributed as per the following age groups:

Age group under 1: This age group comprises children who are below one year. The 2022 projected population of this age group stands at 22,237, which represents 2.03 percent of the total population. This population is estimated to grow to 23,612 by end of the plan period 2027. The county's immunization coverage currently stands at 87.9 percent above the national figure of 77 percent. However, measures have to be put in place to curb the infant mortality rate of 30/1000 live births, which is lower than the national rate of 32/1000 live births.

Age group 0-4 (Under 5): The 2022 projected population of this age group stands at 92,328. This population accounts for 8.43 percent of the entire population and is estimated to grow to 95,712 and 98,037 in 2025 and 2027 respectively. The under-five mortality rate is 11/1000 live births against the national mortality rate of 41/1000 live births.

Age group 3-5 (Pre-primary School): This age group comprises children in Early Childhood Development Education (ECDE). The 2022 projected population for this age group stands at 70,021 accounting for 6.39 percent of the total county's population. It is projected to grow to 72,587 by 2025 and 74,351 by end of the plan period. The male accounts for 50.3 percent of this age group.

Age Group 6-13 (Primary School): This is the population of Primary School going age and it accounts for 17.66 percent (193,422) of the total population, this age cohort is expected to grow to 200,512 in 2025 and 205,382 by end of the Plan period, 2027.

Age group 13-19 (Secondary School): It is estimated that 159,001 persons were in secondary school going age in the year 2022. This population is expected to grow to 164,829 and 168,833 in 2025 and 2027 respectively. The net enrolment in secondary schools for this group, which constitutes 14.52 percent of the county population, stands at 49.3 percent (61,904) for males and 50.7 percent (63,658) for females.

Age group 18-35 (Youth Population): The county's youth population in 2018 was estimated at 232, 440, accounting for 19.0 percent of the total population. It was estimated that the population would have grown to 244,864 in 2020, and 257,934 by 2022. This age group is the most productive, with the highest unemployment rate, and inadequate skills.

Age group15-49 (Reproductive Age): Reproductive health issues remain critical to the county as women face many challenges. The county's fertility rate stands at 3 children

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per woman, Maternal Mortality Rate is at 77/100,000 live births against the national ratio which stands at 342/100,000 live births, and a contraception prevalence of 19.9 percent, against the country's 44 percent. The 2022 projected population for this age group was 259,682, which accounts for 23.7 percent of the county's population. The group is estimated to grow to 269,201 and 275,739 in 2025 and 2027 respectively.

Age group 15-64 (Labour Force): The projected labour force in the county in 2022 was 647,372, which constitutes 59.1 percent of the total county population. It is estimated to increase to 671,101 and 687,402 in 2025 and 2027 respectively. This implies that the county has a readily available labour force (human resource) and, therefore, there is a need for the formulation of programmes that would develop human resource skills. In addition, the county has to formulate strategies to strengthen the sectors that constitute its economic base so that employment opportunities can be created.

Age group above 65: The county's elderly population was estimated at 92,874 in 2022. This accounts for 8.48 percent of the total population, and is projected to increase to 96,278 in 2025, and 98,617 by 2027. The designing of social protection programmes need to take this into account.

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Table 1.8: Population Projections by Broad Age Groups

Age Group	2019 Census			2022 (Projection)			2025 (Projection)			2027 (Projections)		
	M	F	T	M	F	T	M	F	T	M	F	T
Infant Population (<1Year)	10,902	10,549	21,451	11,302	10,936	22,237	11,716	11,337	23,052	11,612	12,000	23,612
Under 5 Years Population	44,793	44,270	89,063	46,435	45,893	92,328	48,137	47,575	95,712	48,730	49,306	98,037
Pre-School (3-5 Years)	33,974	33,571	67,545	35,219	34,802	70,021	36,510	36,077	72,587	36,953	37,397	74,351
Primary School (6-13 Years)	94,172	92,411	186,583	97,624	95,798	193,422	101,202	99,310	200,512	101,722	03,660	205,382
Secondary School (13-19 Years)	79,886	73,493	153,379	82,814	76,187	159,001	85,850	78,979	164,829	80,898	87,935	68,833
Youth (15-29 Years)	125,344	120,347	245,691	129,938	124,758	254,697	134,701	129,331	264,033	132,473	37,973	270,446
Women of Reproductive Age (15-49 Years)	-	250,500	250,500	-	259,682	259,682	-	269,201	269,201	-	275,739	275,739
Economically Active Population (15-64 Years)	312,596	311,886	624,482	324,054	323,318	647,372	335,932	335,169	671,101	343,310	344,092	687,402
Aged (65+)	38,126	51,464	89,590	39,523	53,350	92,874	40,972	55,306	96,278	56,649	41,967	98,617

Source: KNBS

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1.4.6. Population of Persons with Disability

According to the 2019 Kenya National Population and Housing Census, the number of persons with disabilities, was 102,527, which accounted for 9.7 percent of the total county population. This calls for strategic partnerships with stakeholders in order to address the needs of persons with disabilities.

By type, most people have mobility and visual disabilities at 37,260 and 20,820 persons respectively, with the least being communication at 7,327 persons. The age between 0-14 years' accounts for 53.9 percent of the total county population of persons with disability. This phenomenon has implications on the need to focus on education infrastructure which are accessible to all.

Table 1.9 gives the distribution of persons with disability by type of disability, age, and sex.

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Table 1.9: Population of Persons with Disability by Type, Age and Sex

Age	0-14			15-24			25-34			35-54			55+		
Type	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Visual	11,135	4,268	6,867	734	302	432	510	184	326	1,782	599	1,183	6,659	2,431	4,228
Hearing	4,796	2,068	2,728	305	175	130	258	134	124	624	325	299	2,821	1,014	1,807
Mobility	19,262	6,537	12,725	502	287	215	540	294	246	2,615	1,054	1,561	14,341	4,240	10,101
Self-care	6,537	3,051	3,486	502	318	184	474	305	169	900	566	334	3,231	1,064	2,167
Cognition	9,002	3,945	5,057	696	426	270	732	445	287	1,635	885	750	4,607	1,415	3,192
Communicating	4,529	2,497	2,032	605	362	243	524	321	203	735	433	301	934	375	559

Source: KNBS 2019

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1.4.7. Demographic Dividend Potential

The demographic dividend is defined by United Nations Populations Fund (UNFPA) as "the economic growth potential that can result from a shift in a population's age structure, mainly when the share of the working age population (15-64) is larger than the non-working age share of the population (14 and younger, and 65 and older).

Table 1.10, the county demographics show an increasing number of people in the active labour force (15-64). The county plans to intensify strategies for engagement of this active population with a view to increasing productivity and growth of all sectors of the county's economy. It will also strengthen the county human capital base and employment opportunities through investment in education, training and skills development. The county will also invest in the key sectors of agriculture, infrastructure, technology, and innovation.

Given that the demographic window of opportunity for Murang'a County has opened, more focus should to be given to creating employment and income opportunities for the working age population so that they can contribute to accelerated socio-economic development of the county. However, the younger population must have access to quality education, adequate food nutrition, and quality health, in order for the envisaged "demographic gift" to occur. Moreover, the increase in dependency ratio is a negative for the county, since an increasing number of residents are dependent.

Table 1.10: Demographic Dividend Potential

Category	2019	2023	2024	2025	2026	2027
Population Size	1,056,640	1,108,594	1,121,977	1,135,521	1,149,229	1,163,103
Population below 15 (%)	32.42	34.01	34.42	34.84	35.26	35.68
Population 15-64 (%)	59.10	62.01	62.76	63.51	64.28	65.06
Population above 65(%)	8.48	8.90	9.00	9.11	9.22	9.33
Dependency Ratio	0.69	0.73	0.73	0.74	0.75	0.76
Fertility Rate	3.2	3.0	3.0	3.0	2.9	2.9

Source: KNBS 2019 Census and KDHS 2022

1.5. Human Development Index

During the second CIDP planning period (2018-2022), the County Human Development Index (HDI) was 0.56, while the national ratio was 0.52. This implies that the county was performing better in terms of human development. Currently, the HDI is 0.5621 and 0.601 respectively for the county and national levels. This shows that the county is performing better though there is a significant decline compared to the

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2013-2017 HDI index. This is partly attributed to growing unemployment especially amongst the youth, which currently stands at 22%.

1.6. County Poverty Profile

Poverty is a complex and multifaceted phenomenon. Until the 1980s, the monetary poverty approach was largely the only way to measure and report poverty. This money metric way of measuring poverty has been found to be less inclusive in terms of identifying the poor. It is also not easily interpreted within policy-making circles. When poor people, for example, are asked in participatory studies what makes them feel poor, they indicate a wide range of deprivations: not having enough to eat, having inadequate housing material, being sick, having limited or no formal education, having no work, and living in unsafe neighbourhoods.

Multidimensional poverty measures attempt to reflect this complex experience of poverty that considers multiple dimensions of well-being beyond just monetary poverty. The multidimensional approach to measuring poverty was given more impetus by the 2030 Sustainable Development Goals (SDGs), where Goal 1 aims at ending poverty in all its forms everywhere. The SDGs require all countries to measure and report poverty using all approaches and support all forms for the various age groups.

In Kenya, the KNBS published the first ever report that analyses and compares poverty using both approaches (source: KNBS Comprehensive Poverty Report 2020). Using data from the Kenya Integrated Household Budget Survey of 2016/16, the report findings confirmed that using a monetary measure alone does not capture high incidence of multidimensional poverty. The monetary poverty rate for Murang'a is 24.6%, which is 11-percentage point lower than the national rate of 35.7%, with approximately 259,751 people in Murang'a being monetarily poor. Murang'a has a multidimensional poverty rate of 43.2%, which is 19-percentage point lower than the monetary poverty rate of 24.6%, with a total of 456,156 people being multi-dimensionally poor.

When disaggregated by age groups, 33.5% of children in Murang'a are multi-dimensionally poor. This is 19 percentage points lower than the national average of 52.5%. Among the youth, 43.6% are multi-dimensionally poor, compared to a national average of 48.1%, while for the elderly population, 40.9% are multi-dimensionally poor, compared to a national average of 55.7%.

Among children aged 0-17, the core drivers of multidimensional poverty are housing (63.7%), sanitation (37.2%), water (31.4%) and nutrition (22.3%). For the youth aged 18-34, the core drivers of multidimensional poverty are housing (54.8%), education (51%), economic activity (42.1%), sanitation (33.1%) and water (26%).

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Among adults aged 35-59, the core drivers of multidimensional poverty are economic activity (84.4%), education (74.1%), housing (60.3%) and sanitation (36.6%). Among the elderly aged 60+, the core drivers of multidimensional poverty are housing (60%), education (45.7%), water (34.3%) and sanitation (34.1%).

1.7. Theory of Change

This CIDP for the 2023-2027 plan period aims at socio-economic transformation of the county for sustainable development and for the benefit of all. To achieve this overall objective, the county realises its historical and hidden entrepreneurial capacity that potentially could be developed and managed to stimulate economic growth and development. Since independence, the county has had a rich history of successful cooperative movement that is mainly agricultural-based. The county, like the rest of the country, has of late experienced various challenges, including increased levels of unemployment, food insecurity, poor access to health care, high levels of illiteracy and transition levels.

To address the above challenges, the county, through this CIDP, seeks to change the status quo. Specifically, the county will be focusing on among others, increased agricultural production, productivity and value addition; improved Universal Health Care; education sector interventions, including school-feeding programme; community-based development projects of roads and ECDE infrastructure; health centres; and markets. The county aims at achieving these objectives through the traditional cooperative spirit of the people of Murang'a in the motto, Kamùingì Koyaga Ndìrì (Unity is Strength).

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CHAPTER TWO

2. PERFORMANCE REVIEW OF THE SECOND CIDP (2018-2022)

2.0. Overview

This chapter gives an overview of the implementation status of the second CIDP (2018-2022) programmes and projects. It analyses county revenue streams (equitable share, grants and own source), comparing the budgeted versus the actual revenue. The chapter tabulates county expenditure by sector/sub-sector, comparing the estimated against the actual budget. It finally summarizes key sectoral achievements with a focus on outcomes and outlines the challenges and lessons learnt during the implementation.

2.1. Analysis of the County Revenue Sources

The county has two broad sources of revenue: the national sharable revenue comprising equitable share as per the Commission on Revenue Allocation (CRA); conditional grants and loans; and own source revenue collected locally by the county from various sources.

The Murang'a County Government Equitable Share has been on a steady increase, rising from Kshs 6.25 billion in 2018/19, Kshs 6.68 billion in 2019/20, Kshs 6.46 Billion in 2020/21, Kshs 7.18 Billion in 2021/22 to Ksh 7.18 Billion in 2022/23 financial years as indicated in Table 2.1.

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Table 2.1: Analysis of County Revenue Sources

Revenue Source	2018/2019		2019/2020		2020/2021		2021/2022		2022/2023	
	Projection (Kshs M)	Actual (Kshs M)	Projection (Kshs M)	Actual	Projection (Kshs M)	Actual	Projection (Kshs M)	Actual	Projection (Kshs M)	Actual
Equitable Share	6,779.77	6,248.60	7,520.48	6,679.83	8,012.69	6,456.60	7,534.51	7,180.16	7,990.78	7,180.16
Conditional Grants (GOK)	942.36	354.65	250.37	282.19	310.76	350.34	364.97	175.97	153,3	-
Conditional Grants (Development Partners)	117.69	457.53	335.03	520.78	541.13	637.46	685.26	761.32	466.2	-
Own Source Revenue	960.00	704.03	960.00	580.30	900.00	627.16	1,500.00	520.32	600.00	
Balance B/F (Revoted)		750.00		525.00		540.66		1,039.22		300.00
Total	**8,799.86**	**8,514.81**	**9,065.88**	**8,588.11**	**9,764.58**	**8,612.22**	**10,084.75**	**9,676.99**	**8,877.27**	**8,619.78**

Source: County Treasury

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2.1.1. Analysis of the County Own Source Revenue

The main sources of local revenue ranked by amounts collected include Licenses, Health (NHIF reimbursements), plot rent/land rates, plan approvals and building materials and other cess.

The projections for own source revenue were Kshs 960,000,000 both for FYs 2018/2019 and 2019/20. The same was revised to Kshs 900,000,000 and Kshs 1,500,000,000 respectively for FYs 2020/2021 and 2021/2022. However, the actual revenue realized was Kshs 704,030,420 and Kshs. 520,317,425 respectively for FYs 2018/2019 and 2021/2022, indicating a general downward trend as shown in Table 2.2.

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Table 2.2: Analysis of County Own Source Revenue

Local Revenue Sources / FY	2018/2019		2019/2020		2020/2021		2021/2022	
Department/Revenue item	Budgeted	Actual Revenue	Budgeted	Actual Revenue	Budgeted	Actual Revenue	Budgeted	Actual Revenue
Licenses	221,936,953	126,378,883	106,453,611	105,811,246	99,800,260	142,683,456	199,800,260	106,214,073
Plot rent/land rates	85,737,502	60,126,961	66,833,528	53,077,908	62,656,433	69,562,753	62,656,433	52,727,019
Other cess revenue	3,031,002	21,883,240	6,130,486	30,464,265	5,747,331	43,272,008	5,747,331	37,553,539
House rent/stall/hall	12,620,023	8,151,673	11,405,486	5,348,648	10,692,643	6,088,784	10,692,643	3,864,556
Bus Park fee	34,178,856	28,719,937	62,168,765	19,568,017	58,283,217	24,631,551	58,283,217	26,647,768
Parking fee	38,439,493	18,592,165	38,407,404	21,188,492	36,006,941	25,056,136	36,006,941	21,125,468
Market fee	57,448,382	53,712,820	68,396,963	39,866,857	64,122,153	46,390,801	64,122,153	42,663,662
Plan approval	26,258,990	36,907,306	49,801,478	9,654,982	46,688,886	2,848,192	46,688,886	2,837,038
Self-help group	3,600,692	3,825,810	4,053,310	1,324,551	3,799,978	1,471,325	3,799,978	998,187
Morgue fee	4,267,584	2,341,690	2,344,737	1,764,911	2,198,191	1,545,454	2,198,191	1,589,982
Sub division/transfer	14,814,243	7,114,440	22,301,378	6,199,421	20,907,542	8,692,414	20,907,542	4,760,952
Liquor	54,150,514	28,003,100	39,932,690	29,438,559	37,436,897	24,056,184	37,436,897	16,098,213
Motor bikes	4,995,274	6,833,610	16,830,870	2,188,647	15,778,941	2,651,387	15,778,941	1,075,519
Slaughter	985,873	3,010,010	1,958,445	1,910,676	1,836,043	1,068,984	1,836,043	1,013,666
Building materials & other cess	96,630,345	62,713,630	82,360,716	46,508,937	77,213,171	29,414,570	77,213,171	33,045,131
Advertisement	24,012,869	17,027,999	11,630,645	6,335,818	10,903,729	10,463,947	10,903,729	11,312,809
Education & poly	1,323,271	2,380,600	1,419,809	166,189	1,331,071	139,776	1,331,071	45,350
Other land-based revenue	3,526,160	3,242,610	10,994,325	3,985,709	10,307,180	2,749,224	10,307,180	2,507,105
Sale of forms	13,921,583	8,565,260	13,093,859	3,620,329	12,275,493	7,684,076	12,275,493	5,366,238
Environmental Conser. Fee (Conservancy)	24,418,657	13,515,289	22,204,586	9,452,486	20,816,800	16,085,549	20,816,800	12,160,977
Impounding fees	3,020,846	5,277,070	6,494,386	1,667,021	6,088,487	1,544,129	6,088,487	1,653,322
Penalties	3,216,308	1,749,735	2,486,645	453,856	2,331,230	1,632,704	2,331,230	2,121,027
Fire fighting	606,074	3,183,230	24,308,535	11,776,580	22,789,252	17,373,124	22,789,252	14,014,973
Land, housing & phy. Planning	1,366,285	1,302,650	14,600,000	1,475,830	13,687,500	8,421,917	13,687,500	2,246,989
Mariira farm (Revenue)	1,262,972	2,483,171	2,321,783	170,482	2,176,672	195,835	2,176,672	140,662
Cooperatives (audit fee)	1,017,634	840,110	838,396	662,314	785,996	495,988	785,996	272,106
Livestock (AI Services)	2,327,915	3,331,125	18,727,888	2,167,160	17,557,395	1,865,290	17,557,395	153,290
Meat inspection	19,605,670	8,210,880	15,781,040	8,746,517	14,794,725	10,920,614	14,794,725	12,318,686
Vet. clinical services	465,368	47,220	6,390,710	1,210,759	5,991,291	0	5,991,291	657,090
Hospital Charges	154,007,298	139,482,031	185,110,820	132,099,827	173,541,390	92,409,655	173,541,390	81,250,808

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Local Revenue Sources / FY	2018/2019		2019/2020		2020/2021		2021/2022	
Department/Revenue item	Budgeted	Actual Revenue	Budgeted	Actual Revenue	Budgeted	Actual Revenue	Budgeted	Actual Revenue
Public health	45,534,192	24,008,915	42,118,140	21,045,894	39,485,756	22,866,755	39,485,756	18,825,282
Weights & measures	1,271,172	1,067,250	2,098,566	948,543	1,967,406	2,882,016	1,967,406	3,055,938
Sub-Total	**960,000,000**	**704,030,420**	**960,000,000**	**580,301,431**	**900,000,000**	**627,164,598**	**1,500,000,000**	**520,317,425**

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2.2. County Budget Expenditure Analysis

For the FY 2019-2020, analysis of expenditure by sector as shown in Table 2.3 shows that the Health and Sanitation Sector recorded the highest absorption rate of the budget at 93.92 per cent, while the Sector of Environment & Climate Change recorded the least absorption rate of the budget at 42.78 per cent. The sector of Health and Sanitation had the highest budget allocation at KES 3,262.5 million at 36.98 per cent of the total budget.

For the FY 2020/21, the Health and Sanitation Sector recorded the highest absorption rate of budget at 96.00 per cent, while Environment & Climate Change Sector recorded the least absorption rate of budget at 42.63 per cent. Health and Sanitation Sector had the highest budget allocation at KES 3,770.30 million representing 42.43 per cent of the total budget.

The analysis of expenditure for FY 2021-2022 shows that the sector of Public Service Administration recorded the highest budget absorption rate at 94.74 per cent, while the Sector of Environment & Climate Change recorded the lowest at 17.04 per cent. The Health and Sanitation Sector had the highest budget allocation and expenditure at KES 4,595.38 million and KES 4,005.28 million respectively. The Health and Sanitation Sector accounted for 49.69 per cent of the total county expenditure.

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Table 2.3: County Sector Approved budget and Expenditure Analysis

Financial Year	2019-2020				2020-2021				2021-2022			
Sector Name	Total Budget Allocation (Kshs. M)	Total Actual Expenditure (Kshs. M)	Variance	Absorption rate (%)	Total Budget Allocation (Kshs. M)	Total Actual Expenditure (Kshs. M)	Variance	Absorption rate (%)	Total Budget Allocation (Kshs. M)	Total Actual Expenditure (Kshs. M)	Variance	Absorption rate (%)
Agriculture, Livestock & Fisheries	852.1	661.79	190.31	77.67	766.65	661.79	104.86	86.32	1,187.33	665.14	522.19	56.02
Education and vocational training	672.4	506.54	165.86	75.33	580.21	444.17	136.05	76.55	632.51	515.68	116.83	81.53
Environment & Climate change	92.9	39.74	53.16	42.78	78.07	33.28	44.79	42.63	44.59	7.6	36.99	17.04
Finance, IT & Economic Planning	294.9	188.5	106.4	63.92	351	188.6	162.4	53.73	458.57	320.84	137.73	69.97
Health & Sanitation	3,262.5	3,064.09	198.41	93.92	3,770.3	3,619.59	150.71	96	4,595.38	4,005.28	590.1	87.16
Road, Transport, Energy and Public works	734.2	649.5	84.7	88.46	585.72	542.93	42.79	92.69	584.6	304.64	279.96	52.11
Lands, Housing & Physical Planning	159.3	70.11	89.19	44.01	313.48	194.29	119.2	61.98	282.03	83.51	198.52	29.61
Water and Irrigation	175.6	90.47	85.13	51.52	222.1	123.46	98.64	55.59	136.72	111.95	24.77	81.88
Trade, Industry and Tourism	255	238.81	16.19	93.65	270.65	238.7	31.95	88.2	514.15	190.33	323.83	37.02
Youth, Sport, Culture and Social Services	195.2	118.7	76.5	60.81	125.71	103.42	22.29	82.27	186.44	118.05	68.39	63.32
County Assembly	805.1	576.73	228.37	71.63	835.14	730.26	104.88	87.44	971.3	786.06	185.24	80.93
Governorship, County Coordination and Administration	332.2	292.8	39.4	88.14	318.32	251.57	66.75	79.03	323.26	258	65.26	79.81
Public Service Admin	945.7	883.5	62.2	93.42	622.92	574.96	47.96	92.3	707.96	670.69	37.27	94.74
Public Service Board	46.2	27	19.2	58.44	44.64	28.69	15.95	64.27	43.72	22.57	21.15	51.62
Total	8,823.30	7,408.28	1,415.02	83.96269	8,884.91	7,735.71	1,149.20	87.06571	10,668.56	8,060.34	2,608.22	75.55228

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2.3. Sector Programmes Performance Review for the Second CIDP Plan Period

2.3.1. Public Administration and ICT Department

The department coordinates government activities including liaison with the County Assembly for the legislation and implementation of policies. Other major functions domiciled within the department are public service, including: performance evaluation and ISO certification, project coordination and monitoring, performance management, as well as internal audit. The Public Administration and Information Communication Technology Department consists of the following Directorates:

a) Administration and Coordination
   - Coordination of Government Services
   - Enforcement and Compliance
   - Fire Services and Disaster Management
   - Fleet management

b) Human Resource
   - Payroll Management
   - Human Resource Management and Development

c) Performance Management Directorate
   - Performance Contracting
   - Performance Appraisals
   - ISO Certification

d) ICT and Public Communication Directorate
   - Information Communication Technology and Public Communication
   - Information and Public Communication

e) Public Service Board; and

f) Internal Audit

g) Project Coordination, Monitoring and Evaluation

2.3.1.1. Administration and Coordination Directorate

The mandate of this directorate is to enhance coordination and service delivery. Under the Kenya Devolution Support Program, 19 members of staff were trained on integrated environmental assessment and audit, 14 staff members assessed on a senior management course, 2 on strategic leadership development program, and one on transformative development course. Eleven county & sub county offices received new office equipment (e.g. desk top computers, metallic cabinets, laptops).

The following were the achievements, challenges, emerging issues, and lessons learnt for the directorate and divisions:

A. Achievements

a) It successfully coordinated ten departments at the county headquarters and at the sub-county level. It also developed the organizational structure and set up and operationalized the Office of the County Attorney.

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b) The Fire and Disaster Management Division responded to all reported emergencies; sensitized public, business premises, firms and learning institutions on fire and disaster management; issued fire clearance certificates to fire compliant businesses, firms and institutions, and consequently contributing to revenue generation in the county; conducted external and on-the-job trainings; and acquired a new fire engine GKB 420W, thus improving response capacity.
c) The Enforcement Section recruited 100 enforcement officers against a target of 70; procured 30 requisite uniforms for the enforcement officers; and initiated development of county by-laws.

B. Challenges

The challenges experienced during the period included:

a) Covid-19 pandemic which hindered the implementation of various activities
b) Coordination of departments was greatly impacted while officers were working from home
c) Inadequate funding
d) Lack of facilitation for office equipment and stationery
e) Insufficient rescue equipment and protective equipment such as rope rescue and emergency medical gears.
f) There are only three fire stations distributed across the county thus prolonging response time when long distances need to be covered.

C. Emerging Issues

Covid-19 forced the county to adopt a new way of doing business. Coordination of county departments while working from home was a new phenomenon. Only the officers in departments offering essential services remained in the office.

D. Lessons Learnt

The lessons learnt include:

a) There is a need for adequate preparedness for unforeseen emergencies, such as the Covid-19 pandemic
b) Team work plays a critical role in achievement of organizational goals
c) The need for well-coordinated channels of communication
d) A well-defined organizational structure and coordinated enhances performance
e) Policy formulation, implementation and compliance are of great importance to delivery.

2.3.1.2. Information Communication Technology and Public Communication

A. Achievements

The sector achieved the following:

a) A Local Area Network was installed in all eight sub-county offices which were also connected with 5Mbps internet to facilitate the implementation of a Revenue Management System.

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b) A bulk SMS platform was acquired to enable easy communication with the public across the county.

c) The resource centre program was started in 2018 to provide the youth with access to internet in all sub counties. The program had been implemented to the level of acquisition of office space, and construction of some workstations in Kiharu sub-county after the Ministry of Information Communications and Technology gave approval for the resource centre to be housed at their premises.

d) The Murang'a County website was designed to enhance public communication. Through the website, the public can access information about vacancies, tenders, public documents, and follow up on county events and projects. In 2022, it was revamped to make it more interactive to better serve the needs of the public.

B. Challenges

The challenges include:

a) Inadequate facilities and equipment both in IT and Public Communication.
b) Lack of harmonization from the ICT Authority to guide ICT and public communication operations across all counties.
c) Lack of office space and related infrastructure, especially in sub counties.

C. Emerging Issues

During second CIDP plan period, the Covid 19 outbreak enhanced the use of ICT by the public due to the 'work from home' programme.

D. Lessons Learnt

There is a need to sensitize staff and the top management on ICT, since it is vital in efficient delivery of county services.

2.3.1.3. Human Resource

A. Achievements

In the Plan Period, the department appraised and classified 50% of the existing records and trained 11 records management officers. Six human resource offices were networked with the IPPD system and ten officers trained on the Unified Payroll System. The performance management unit reviewed and rolled out a new staff performance appraisal management tool as well as trained 3000 employees on performance management.

The department developed four draft policies, namely: Training Policy, Records Management Policy, Occupational Health and Safety Policy and Performance Management Policy. Also developed were a draft strategic human resource plan and ten departmental structures and staffing plans. The department trained 50% of the employees, conducted a skills audit and established a skills inventory. It also provided

a medical cover, group personal accident cover, work injury benefit (WIBA) cover and group life cover.

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B. Challenges

The Directorate experienced the following challenges

a) Low allocation of funding for implementation of programmes /projects;
b) Small office space and limited equipment;
c) Covid 19 pandemic hindered implementation of various activities;
d) Resistance to change;
e) Inadequate consultation between department and agencies;
f) Poor job placement;
g) Lack of capacity building and orientation;
h) Lack of mobility and airtime facilitation;
i) Inadequate policy and guidelines formulation and implementation.

C. Emerging Issues

The emergence of Covid- 19 resulted in staff working from home, but most were ill-equipped as they lacked computers and other ICT technologies and applications

D. Lessons Learnt

Lessons learnt include:

a) The need for adequate disaster/pandemic preparedness;
b) The importance of team work in achieving goals;
c) The need for well-coordinated channels of communication;
d) Organizational culture is key to performance;
e) Devolved services should be decentralized to the ward level;
f) There is a need to develop and implement adequate well-structured systems;
g) There is a need to capacity build and have proper job placement of employees.

2.3.1.4. Project Coordination, Monitoring and Evaluation

A. Achievements

The achievements during the 2018-2022 period include;

a) Deployment and capacity building of three M&E officers was undertaken
b) Institutionalization of M&E in all county departments

B. Challenges

The challenges included:

a) Inadequate technical capacity on the part of the County Monitoring and Evaluation Unit.
b) Inadequate facilitation of the M&E function; project coordination and M&E was allocated insufficient funds to enable effective collection, analysis, reporting and dissemination of findings.
c) The challenge of hosting the Monitoring and Evaluation Directorate in Administration rather than in the Economic Planning Unit.

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C. Emerging Issues

The emergence of Covid-19 slowed down the implementation of several programmes and projects.

D. Lessons Learnt

They include:

a) Inculcation of M&E culture across the departments/directorates facilitates the achievement of objectives.
b) The monitoring and evaluation findings can be used to promote accountability to the public.
c) The monitoring, evaluation, learning and reporting function should be highly linked to the economic planning function of the county.

2.3.1.5. Internal Audit

A. Achievements

Internal audit staff were trained on relevant skills in order to improve the processes of audit. In addition, an Audit Committee was established and is operational.

B. Challenges

a) The absence of a risk management profile makes it difficult to evaluate the adequacy and reliability of information available for decision making.
b) High turnover of staff to other departments.
c) Inadequate budgetary allocation.
d) Lack of capacity building for seconded staff.

C. Emerging Issues

The emergence of Covid-19 slowed down the implementation of several programmes and projects.

D. Lessons Learnt

The Audit section is guided by the Public Finance Management Act. It mitigates loss of public resources.

2.3.1.6. Public Service Board

A. Achievements

During the plan period, the board was able to meet all the ten departmental requests for recruitment, thus establishing adequate work force in the county public service. In the promotion of values and principles, the board reports annually to the relevant bodies. Human resources policies are in draft form awaiting completion.

B. Challenges

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The sector encountered various challenges in fulfilling its mandate. They included the following:

a) Inadequate human resource policies
b) Lack of compliance with the NCIC guidelines on staffing diversity in the existing workforce.

C. Emerging issues

The Covid 19 pandemic halted the recruitment and development of staff, thus hindering service delivery.

D. Lessons Learnt

Lessons learnt include:

a) Adequate planning and funding are a requirement to cater for disaster and pandemic preparedness
b) Succession planning should be embraced to ensure no vacuum is left in the departments
c) Timely disbursement of funds is key to performance

2.3.2. Finance and Economic Planning

The sector is composed of finance, economic planning, county budget, procurement, and revenue.

2.3.2.1. Finance

The Finance Directorate comprises revenue, procurement, accounts and county budget units.

A. Achievements

During the Plan Period, the directorate steered the planning, resource allocation and utilization in all the functions of the county

B. Challenges

These includes:

a) Low absorption of development funds as illustrated by the expenditure of Kshs.1.37 billion in FY 2021/22 from the annual development budget allocation of Kshs.3.29 billion. The development expenditure represented 41.7 per cent of the annual development budget.
b) A high wage bill, which accounted for 40.9 per cent of the annual realised revenue of Kshs.8.35 billion in FY 2021/22, thus constraining funding to other programmes.
c) The underperformance of own-source revenue at Kshs.520.32 million against an annual projection of Kshs.1.58 billion, representing 32.9 per cent of the annual target.
d) High level of pending bills
e) Use of manual payroll. Personnel emoluments amounting to Kshs.504.12

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million were processed through the manual payroll and accounted for 11.6 per cent of the total payroll cost. The manual payroll is prone to abuse and may lead to loss of public funds where the internal control systems are weak.

f) Inadequate supervision of projects and programmes under implementation.
g) Inadequate facilities and office space, which affected service delivery.

C. Emerging Issues

When the pandemic first appeared in Kenya in March 2020, usual economic operations were disrupted and resources were redistributed to cater for Covid-19 programs. This reduced the amount of money available for other programmes and projects.

D. Lessons Learnt

There is a need for effective resource matching of approved and budgeted county priorities

2.3.2.2. Economic Planning

A. Achievements

During the plan period, the directorate timely prepared and submitted for approval the following county economic policy documents:

- The County Integrated Development Plan
- The County Annual Development Plans
- The County Annual Progress Reports (C-APR)
- The financial and non-financial reports to the Office of the Controller of Budget (OCOB)

b) Participated in the preparation of the following budgeting policy documents:
   - County Budget Review Outlook Paper
   - County Fiscal Strategy Paper
   - Budget estimates for financial years

c) The department also provided technical support to other departments and donor-funded programmes, such as KDSP, KUSP, NARIGP, and ASDSP.
d) Management of County Statistical data;

B. Challenges

These include:

a) Late submission of departmental inputs for incorporation into various statutory time bound reports, such as the Annual Development Plans (ADPs) and County Annual Progress Reports (CAPRs).
b) Insufficient funding and facilitation of critical departmental activities.
c) Weak M&E structure incapable of tracking the implementation of planned activities.
d) Insufficient fora for capacity-building departments on effective planning

e) Non-operational County Integrated Monitoring and Evaluation System (CIMES)
f) Lack of a Resource Mobilization Unit for proposal writing and developing partnerships

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C. Emerging Issues

During the implementation period, the issue of Covid 19, affected public participation in programmes and projects.

D. Lessons Learnt

a) Effective and efficient monitoring, evaluation, learning and reporting is of necessity a function of the economic planning directorate; and
b) There is an urgent need to create a Resource Mobilization Unit to be domiciled in the economic planning directorate for proposal writing and partnership development.

2.3.2.3. Revenue

A. Achievements

The revenue section was able to reverse the decreasing trend of own source revenue which at the start of the planning period only stood at 50.5%.

B. Challenges

The following challenges made it difficult to realize the targeted amount.

a) The county government failed to review the Finance Act during the period, making it difficult to explore new areas of revenue enhancement. The last review was undertaken in 2018.
b) Inadequate support from management: Revenue collection relies on supervision and monitoring to ensure enhanced collection of revenue. The management provided inadequate support to achieve this. Specifically, fuel for revenue vehicles was not provided, all the revenue vehicles in the sub counties were either unserviceable or grounded, and enforcement officers were not facilitated to undertake their duties.
c) Enforcement Challenge: the county has an enforcement section under the department of administration. The county enforcement officers are required to assist the revenue section where enforcement of revenue defaulters is required, including taking such defaulters to court. However, the absence of a legal framework to prosecute offenders makes this difficult. As a result, the county relies on those who chose to pay voluntarily.
d) Non-Automation of Revenue Management: the County failed to automate revenue operations over the period, despite the department making requisitions for automation. As a consequence, the department was unable to detect a decline in revenue from specific areas.
e) Lack of training for revenue staff: for efficient performance, every worker needs capacity building to improve and enhance performance skills. During the planning period, no training or capacity building was undertaken.

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f) Political Interference; during the period, especially during the electioneering year, there were a number of political pronouncements that incited traders against paying the requisite county revenue. This affected revenue collection negatively.
g) Unrealistic revenue targets: the county continuously set unrealistic targets over the planning period. The highest amount ever collected was Kshs.700 million p.a, while the lowest was Kshs. 454 million p.a. Despite this, the county budgeted between Kshs 1 billion and Kshs 1.6 billion annually which was unrealistic.

C. Emerging Issues

During the implementation period, the Covid 19 pandemic affected revenue collection. The resultant economic recession and economic hardship led to the closure of businesses and, in turn, low revenue collection.

D. Lessons Learnt

Management support is very crucial in revenue mobilization, review of the County Finance Act every year would have gone a long way towards enhancing revenue. Embracing modern methods of revenue mobilization, including undertaking a valuation roll, would have sparked a rise in local revenue as witnessed in other counties.

2.3.3. Agriculture, Livestock, Fisheries Services

2.3.3.1. Agriculture (Crops)

During the CIDP period (2018-2022), the crops sector programmes being implemented were; food and nutrition security, cash crop development, and capacity building and extension. The Department also established a County Agriculture Sector Steering Committee (CASCOM), to facilitate implementation of Food and Nutrition Security. The Directorate partnered with large scale agro-preneurs and processors, such as Kakuzi and Delmonte.

A. Achievements

i. Food and Nutrition Security Programme

Under the Programme, 2,500 metric tonnes of hybrid maize and 250,000 (50 kg) bags of topdressing fertilizer were purchased and distributed to 250,000 farming households countywide.

At the end of the 5-year period, 2,571 metric tons of hybrid maize seeds and 225,893(50kg) bags of top-dressing fertilizer had been distributed during long rain seasons. Over the five (5) years, household food supply improved by 1.5 million bags of maize valued at KES 4.8 billion. During the period, weather fluctuations in some seasons adversely affected production.

One facility was to be established and operationalized at a cost of KES 300m.This was not realised as no funds were allocated over the five years.

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ii. Cash Crop Development Programme

The Avocado upgrading sub programme distributed 1,729,000 Hass Avocado seedlings to 292,540 farmers. The area under Hass production increased by 5,532 hectares. The crop planted in the first year is currently in flowering stage. Once mature, we project to realise additional 99,576 metric tonnes of avocado fruits annually valued at KES 7 billion. The seedlings were procured jointly by Murang'a County Government and the Upper Tana Nairobi Water Trust Fund.

iii. Capacity Building and Extension Services Programme

During the CIDP 2018-2022 period, the Crops Directorate targeted to offer extension services to 636,000 farmers using different approaches and methodologies, such as SHEP approach, farm field schools, field days, farm demonstrations, barazas, group and individual farmer visits. The farmers reached were 351,450 as indicated in Figure 2.1. The low achievement was due to the COVID 19 pandemic containment measures, which restricted human contact and movement across the county (March 2020- July 2022).

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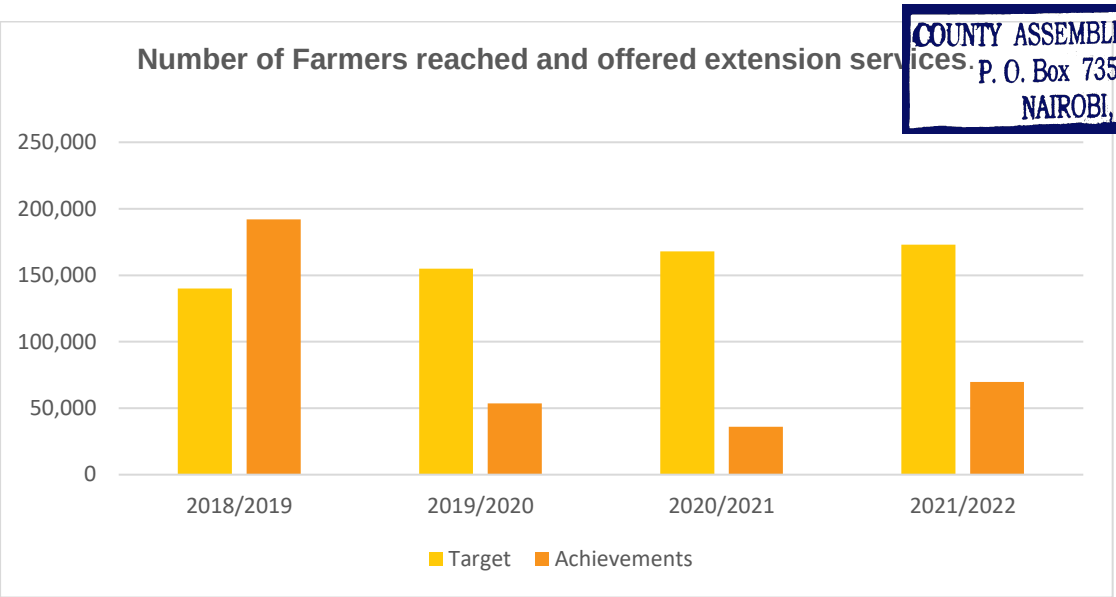


Figure 2.1: Number of Farmers reached and offered extension services per year

B. Challenges

The challenges included:

a) Prolonged drought adversely affected rain fed and irrigated farmlands.
b) Increased farm input prices, for example, CAN fertilizer rose from Ksh. 2,500 in July 2021 to Ksh. 5,400 in 2022.
c) Emergence of the following migratory pests; fall army worm, African army worms (Long Rains-2022), desert locusts (Short Rains 2019), quelea birds (Short Rain-2021 and Long Rains 2022) in rice fields.
d) Invasion of velvet monkeys caused the destruction of crops (maize, tender beans, coffee, mangoes, banana, macadamia). There was no compensation under Wildlife Crop Damage Act.
e) Covid-19 pandemic affected extension service delivery at production and marketing levels as containment protocols demanded reduced group sizes, minimal human contact and restricted movement across counties (March 2020-July 2022).
f) Receding workforce due occasioned by retirements

C. Emerging Issues

These include:

a) There is a need to incorporate nutrition sensitive agriculture in all projects and programmes addressing food and nutrition security. This will reduce incidences of nutrition related diseases in the county, such as diabetes, hypertension and malnutrition.
b) There is a need to establish food farmercies that will enhance culture and food traditions by supporting healthy, diversified and culturally appropriate diets.

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c) ICT packages developed and incorporated in agriculture enhanced information and extension service delivery. This included interventions, such as, video conferencing, during COVID 19 pandemic.
d) Indigenous technical Knowledge (ITK) if incorporated in the extension system can improve planning for farm operations.
e) There is a need to develop better technologies and innovations by establishing strong research –extension linkage at the county level. There is also need to create an inventory for them.

D. Lessons Learnt

These include:

a) When making plans for projects and programmes there is a need to factor in the costs for possible emergencies; and
b) It is imperative to apply ICT communication tools.

2.3.3.2. Livestock Development

A. Achievements

The Livestock Production Department, in collaboration with Upper Tana Natural Resources Programme (UTaNRMP), distributed 840 dairy cows to 56 common interest groups spread across all the sub counties. The programme also carried out 39,347 farm visits, held 76 field days, 727 demonstrations, and 2,122 group-training sessions.

B. Challenges

These include:

a) Nil disbursement of livestock development funds in the period under review, this adversely affected planned departmental activities;
b) Low staffing levels of extension staff (15) to cover all the 35 county wards;
c) There was a problem accessing farmers and farmer groups as three departmental vehicles were reallocated from the department; and
d) The prolonged drought in 2017 - 2019 affected fodder availability leading to low livestock productivity.

C. Emerging Issues

The outbreak of COVID 19 in 2020 affected extension services, as there was no physical contact with farmers and staff had to use innovative ways, such as phone calls and messages to consult with farmers.

D. Lessons Learnt

a) Collaboration with sector stakeholders in service delivery avails the necessary departmental operational resources. The stakeholders included development projects (NARIGP, UTaNRMP, and ASDSP);
b) Using emerging and innovative extension approaches and technology (SMS, WhatsApp and phone calls) enhances service delivery; and
c) Prioritizing climate smart agriculture practices, such as fodder irrigation and silage making, enhances livestock production.

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2.3.3.3. Veterinary Services

A. Achievements

The Department achieved the following:

a) Insemination of 60,209 cows; inspection of 654,906 carcasses (bovine, caprine, ovine and porcine), production of 326,008 hides and 87,124 skins, and conducted 97,375 farm visits.
b) Collected KES 96,666,281 in revenues.

B. Challenges

These were:

a) Inadequate budgetary allocation;
b) Delay in accessing approved budgets;
c) Lack of customization of existing national policies, acts, strategies to fit county needs.
d) Lack of sanitary documents;
e) Lack of a structured engagement with private practitioners, health department and law enforcement officers;
f) Understaffing in the county director's office, laboratory, leather development offices.

C. Emerging Issues

These include

a) Antimicrobial resistance is a major concern;
b) Outbreaks of diseases that had been previously eradicated, such as CBPP;
c) Slaughter of animals at unlicensed establishments; and
d) Training of farmers by unlicensed players in the value chain.

D. Lessons Learnt

These include:

a) That the veterinary department would perform better with private practitioners actively involved in its operations;
b) Licensing, inspection and adherence to the laid rules and regulations have been neglected and need to be revived; and
c) Veterinary departed would operate better with the implementation of the veterinary department development fund-VSDF.

2.3.3.4. Fisheries

A. Achievements

During the plan period, 7,651 farm visits and 366 field days were organized, which raised productivity from 67kg per 300m^2 to 82Kg of fish per 300m^2. Five public dams

were stocked with 30,000 fingerlings in Maragua sub-county. The Department carried out 32 "eat more fish campaigns." Further, over 200 fish inspections were undertaken and 85% of fish traders in the county licensed.

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Challenges

The challenges experienced were as follows:

a) COVID -19 affected activities during the implementation period
b) Budgetary allocation on programs anchored in the CIDP 2018-20222 were funded at 10%.
c) The competition with the national government for fingerlings in the past three years
d) High cost of production of inputs, such as fish feeds, purchase of pond liners and fishing equipment.

C. Emerging Issues

a) COVID -19 affected the implementation activities during the period, especially field days, demonstrations and meetings which were banned.

b) Erratic weather patterns for the last two years of implementation caused some streams to dry up in some areas.

D. Lessons Learnt

These included:

a) Collaboration with other sector players, such as the state department of fisheries, UTaNRMP project, NARIGP project, enhanced implementation of various programs, especially on stocking of dams
b) Collaboration with other non-governmental and faith-based organizations assisted farmers in the development of water pans, some of which have been stocked with fish.

2.3.3.5. Agribusiness, Value Addition, Marketing and AgroSMEs

A. Achievements

The Agribusiness and Marketing Department undertook market intelligence research that led to compliance with agricultural produce and product market requirements and standards.

B. Challenges

Several challenges were encountered that included but no limited to:

a) Inefficient Market infrastructure and managements
b) Low commercialization
c) Low compliance with agricultural produce and product market standards and requirement
d) Inadequate and inconsistence supply of agricultural commodities
e) Inefficient use of ICT in marketing
f) Poor post-harvest management

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g) Low value addition of agricultural commodities
h) Low levels of agricultural market intelligence, research and innovations
i) Inadequate access to domestic, regional and export/international markets
j) Multiple taxes, levies and fees increasing the cost of doing business
k) Lack of policy to support development and growth of agricultural marketing produce and product.

C. Emerging Issues

Some of the emerging issues encountered were:

a) Covid-19 which limited movement of goods, both locally and internationally
b) Theft of agricultural produce, such as avocado, banana and coffee.

D. Lessons Learnt

The following were the lessons learnt:

a) Partnership worked well with other programmes, such as ASDSP, NARIGP, HCD, Hand in Hand East Africa.
b) Use of ICT to reach many people, where bulk SMS were used to pass information
c) Collaborations with private agro-entrepreneurs.

2.3.3.6. Agricultural Value Chains, Organic Agriculture, Policy and Strategy Directorate

The directorate is involved in agricultural value chains, organic agriculture, policy and strategy

A. Achievements

The directorate developed the following policy documents:

a) Murang'a County Agro Ecology Policy 2022-2028
b) Murang'a County Agro Ecology Act 2022
c) Murang'a County Avocado Act 2022
d) Drafts Murang'a County Mining and Quarrying Policy
e) Drafts Murang'a County Alien and Invasive Species Policy
f) Drafts Murang'a County Rural Roads and Storm Water Policy
g) Drafts Murang'a County Wetland and Riparian Policy
h) Draft Murang'a County Food and Nutrition Bill 2022
i) Draft Murang'a County Electronic Farm Inputs Subsidy Policy
j) Draft Public Finance Management Agriculture Farm Inputs Mangoes Fund
k) Draft Public Finance Management Agriculture Farm Inputs Dairy Milk Fund

B. Challenges

The following challenges were encountered

a) Near grounding of extension activities in key mandate areas due to non-facilitation
b) Poor coordination and planning within the department

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c) High staff turnover resulting from natural attrition followed by non-replacement (no hiring of new staff)
d) Lack of funding to directorate in both recurrent and development votes
e) Diversion of departmental bulk funds to emerging issues, such as relief food and seeds
f) Lack of consistency in project support from the County Treasury

C. Emerging Issues

The following were the emerging issues during the implementation period of the 2018-2022 CIDP:

a) The need to strategize on greening agriculture to meet market demands (export), especially fruits and vegetables
b) Non-performance of existing coffee sub sector policy and strategy to match vision for sector revival
c) Enhancing the role of the county in the restructuring of the tea sector
d) Lack of strategy in project development and partnership creation between county and development partners
e) Need to relook at fisheries potential in Murang'a County in terms of policy and strategy
f) Strategy to achieve the regional protocol on Maputo Declaration and alignment to CAADP and Vision 2030
g) Long term strategy for agriculture as a key driver in county economic development and revenue generation
h) Legislative and strategy support in irrigation
i) Need for strategy on the growth of fruits and vegetables for export
j) Need to develop a clear fisheries strategy for the county
k) A need for a competitive youth strategy to drive inclusivity

D. Lessons Learnt

a) Need to focus ADP and CIDP programming and aligning to budgets provision
b) Need to avoid over running budgets beyond allocations
c) Need to support extension services in order to achieve food security
d) Critical role of strategic planning
e) Need for sub sector coordination as proposed in CASCOM legislative paper

2.3.3.7. Coffee Development

A. Achievements

The directorate increased coffee production through promotion of several strategies, such as the introduction of farmer field schools and provision of subsidized farm inputs. It also improved the efficiency of coffee primary processing through training of factory managers and the construction of coffee drying tables. Other strategies included increasing acreage of coffee by developing and distributing 4.2 million coffee seedlings.

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The coffee directorate also developed the county coffee revitalisation program action plan, which was adopted by the national government and is being implemented in eight counties as a pilot. It is being implemented in Murang'a under the NARIGP project. It also participated in the GIZ coffee innovation fund competition. One proposal on water conservation was considered and is being implemented in Rwegetha Factory in Gatanga.

The directorate initiated the establishment of a coffee cupping laboratory as well as the Murang'a County Coffee Platform, which is part of the Global Coffee Platform Re-organisation and restructuring of the Murang'a Farmers Co-op Union. It has also introduced Kenya coffee to Nebraska State (USA) as well as the Singapore online coffee auction.

B. Challenges

The following were encountered:

a) Lack of adequate transport.
b) Adverse weather impacted negatively on the lower part of the county.
c) Understaffing, for example, five officers retired without replacement.
d) There was the continued perception that the prices of coffee were low.
e) Coffee theft from the primary processing factories.
f) The coffee co-operatives use outdated manual systems for records keeping.
g) The coffee societies held high debts and therefore lacked adequate funds to run their operations, this limited their ability to access finance.

C. Emerging Issues

These included:

a) COVID -19 affected coffee directly. Coffee is an export crop consumed mainly by Europe and America – these two regions were affected by the pandemic and, in turn, exports decreased.
b) There is a need to adopt technology and automation of processes. Some factories have started solar drying of coffee which is saving on labour and exposure of coffee to thieves.
c) Natural coffee is becoming popular and there is, therefore, a need to train farmers on this.
d) There is an observed increase in the number of small-scale farmers seeking pulping licenses.
e) There is a need to carry out needs assessment, prioritization and validation along the value chain.
f) There is a need for participatory design in capacity development and enhancement along the value chain.
g) There is a need to develop practical incentives that will encourage better production chain at all levels of coffee supply chain.
h) There is a need to carry out needs assessment, prioritization and validation along the value chain.

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i) There is a need for participatory design in capacity development and enhancement along the value chain.
j) There is a need to develop practical incentives that will encourage better production chain at all levels.

D. Lessons Learnt:

The Coffee Directorate has the following lessons learnt:

a) The coffee co-operatives have the potential to attract other financiers and alternative sources of funding
b) The coffee co-operatives have a large catchment area hence immense potential for growth
c) Adoption of technology and staff creativity eased departmental service delivery, especially data collection and reporting.
d) Purchase and/or repair of vehicles and timely servicing of existing vehicles and motor cycles will enhance staff mobility for effective service delivery.
e) The existence of disease resistant coffee varieties, such as Batian & Ruiru 11 from the Coffee Research Institute, will enhance productivity.

2.3.3.8. KATC Mariira Farm

A. Achievements

The Kenyatta Agricultural Training Centre KATC Mariira farm was able to train 35,000 farmers through non-residential training, outreaches and stakeholders' field days. However, a target of 50,000 farmers was not met due to the Covid-19 effect. Two stakeholders' farmers' field days were held annually with an average of 3000 farmers per field day in attendance.

B. Challenges

a) Lack of transport for efficient movement of officers, as well as transport for ferrying of farmers to attend training. More farmers can be served if the ATC gets a bus to ferry learners.
b) The lack of funds from the county finance office made many of the planned activities fail. Consideration for revolving funds to the ATC may assist in ensuring funds availability throughout.
c) The acquisition and delivery of inputs, materials and feeds procured from the county headquarters failed, and the little done was irregular - especially the dairy animal feeds. This had significant effect on the nutrition of the animals, and hence lowered their production.
d) The limitation in terms of available training infrastructure and equipment at the agro-processing unit (APU) minimizes the chances of reaching out to more farmers. In addition, it reduces the number of products which can be value added and promoted at the ATC.
e) The negative perception of the youth towards agriculture, causing their reduced engagement in agricultural activities.
f) Adverse weather conditions affecting crop performance.

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C. Emerging Issues

These were:

a) The emergence of Covid- 19 resulting to lock down, social distancing and banning of public assembly brought a paradigm shift in the mode of working and use of ICT.
b) Establishment of Mariira Campus of Murang'a University of Technology at Mariira Farm had some effects on the implemented of the training programmes. The ATC could not hold residential trainings since the hostels were assigned to university students. However, the university brought new synergy in training and innovations

D. Lessons Learnt

a) Covid-19 challenges brought about new strategies of working and communication, such as the use of zoom for meetings.
b) There is a need to rebrand of Kenyatta Agricultural Training Centre, Mariira Farm, and enhance collaboration with stakeholders.
c) There is a need to create a digital platform for farmers and stakeholders.
d) There is a need to expand and improve the existing irrigation infrastructure from 3 acres to 10 acres.

2.3.3.9. Agricultural Sector Development Support Programme Phase Two (ASDSP II)

A. Achievements

The programme had targeted to reach 23,633 value chain actors dealing with dairy, bananas, and french beans). By the end of the period, the programme had achieved 60% of the target, which is 14,170 value chain actors (VCAs). This achievement was through the 30 service providers (SPs) targeted and achieved as seen in Table 2.4.

Table 2.4: Annual Targets and Achievements across the ASDSP- Supported Value Chains

	Dairy (Cow milk)		Bananas		French beans		Total	
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
2018/2019	0	0	0	0	0	0	0	0
2019/2020	0	0	0	0	0	0	0	0
2020/2021	0	0	0	0	0	0	0	0
2021/2022	14,000	4,000	1600	840	815	420	16,500	8,460
2022/2023	6,051	8,000	705	560	352	280	7,023	5,640
Total	20051	12,000	2305	1400	1167	700	23,523	14,100

B. Challenges

The challenges were:

a) Delayed transfer of donor funds from CRF to the commercial account
b) Covid-19 challenges leading to less farmers attending trainings

c) Adverse weather conditions affecting crops performance

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C. Emerging Issues

The emerging issue was misunderstanding between some VCOs and the County Government in the management and marketing of farm produce

D. Lessons Learnt

The lessons learn were:

a) Covid-19 challenges brought about new strategies of working and communication
b) The use of ICT payment applications has improved efficiency in the dairy sector
c) Individuals and cooperatives can also thrive well when given a chance to plan their own activities without too much interference by the authorities

2.3.3.10. National Agricultural and Rural Inclusive Growth Project (NARIGP)

A. Achievements

Component 1: Supporting Community-Driven Development

The overall objective of this component is to strengthen community level institutions' ability to identify and implement investments that improve their agricultural productivity, food security and nutritional status; and, linkages to selected value chains (VCs) and Producer organizations (PO). The achievements for this component were:

a) Supported 745 groups with 25,391 farmers (10,410males and 14,981 females) to implement micro projects under the following windows; 521 Value Chains and Sustainable Land Management (VC/SLM) groups, 95 Livelihood, 90 Vulnerable and Marginalised Groups (VMG) groups and 39 Nutrition Mainstreaming (NM) groups;
b) It also disbursed KES 203,398,899 to the groups and trained farmers on technology innovation and management practices of each value chain and each farmer has adopted at least one each.

Component 2: Strengthen Producer Organizations (POs) and Develop Value Chains.

The objective of this component is to strengthen Producer Organizations (POs) and improve market access for smallholder producers. Through a VC approach, CIGs and VMGs formed under Component 1 were to be supported in order to make them strong business-oriented POs.

During the CIDP period the Achievements were:

a) Inclusion of membership to the POs; The membership of FPOs increased from 13,440 to 30,034. Two additional county POs were started under poultry and avocado value chains. The CIG federated to join FPOs increased from 191 to 567 The POs are distributed as follows:
    - Avocado Value Chain - 7 cooperatives, 94 CIGs

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- Dairy cows - 4 cooperatives, 139 CIGs
- Bananas - 4 cooperatives, 85 CIGs
- Local chicken - 1 cooperative, 249 CIGs
- Coffee- 7 cooperative societies, 635 CIGs

As a result of increasing POs membership, the annual turnover for the supported POs increased from KES 1.178 billion to KES 1.496 billion. The profit increased from KES 23.704 million to KES 42.7 million

b) Implementation of Enterprise Development Plans

- Banana ripening chamber for Gikama Agribusiness Cooperative Society which was at 30% completion.
- Establishment of a fodder production unit for Kangari United Dairy Cooperative which was at 65% complete
- Rehabilitation of 7 coffee factories-at procurement stage

c) Value chain upgrading

- The establishment of avocado pest free zone for Murang'a Avocado Farmers' Cooperative Union (at 50% completion).
- The establishment of a poultry hatchery and breeding farm for Murang'a Poultry Farmers' Cooperative (at 52% completion).
- Establishment of banana processing facility (processing of banana flour and baking of banana products) for Sabasaba Agribusiness Cooperative (at 40% completion).
- Establishment of Avocado Aggregation Centre for Murang'a Avocado Farmers' Cooperative Union (at procurement stage).
- Installation of milk pasteurization unit for Kangari United Dairy Cooperative (at procurement stage).

Component 3: Supporting County Community-Led Development.

The objective of this component is to strengthen the capacity of county governments to support community-led development initiatives. These include county investments that support value chains and sustainable land management. The achievements include:

a) There are 13 Projects which have been supported

- Ititu Ikundu Irrigation Scheme which will serve 457 households and has reached 70% completion

The sustainable land management initiative has implemented projects in the following regions:

- Sabasaba, Muthithi Ward, Kigumo Sub-county
- Warugara, in Kiru Ward, Mathioya Sub-county
- Makindi, Ithiru Ward, Kanadara Sub-county
- Mugongi, Mugoiri Ward, Kahuro Sub-county

Under implementation

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- Gaaci, Kagunduini Ward, Kandara Sub-county
- Boboti, Ruchu Ward, Kandara Sub-county
- Kagwanja Mukui, Kamacharia Ward, Mathioya Sub-county
- Gachocho, Kinyona Ward, Kigumo Sub-county
- Thamara, Muthithi Ward, Kigumo Sub-county
- Mika, Mugoiri Ward, Kahuro Sub-county

a) Implementation of the 4 Sustainable Land Management Projects have enabled the installation of 258 farm ponds for runoff harvesting with a capacity of 100m^3 each have been installed for harvesting runoff and providing water for small scale irrigation. To increase tree, cover 23,500 Hass avocado and 16,000 agroforestry tree seedlings were planted. A total of 4677 hectares were conserved and 46.24 ha were put under irrigation.

Disruptive Agricultural Technologies

Extension in collaboration with KUZA, soil analysis in collaboration with Agrocare, Marketing of agricultural produce by m-shamba and support for AI services in collaboration with Digi-cow as seen in Table2.5.

Table 2.5: Achievements for the NARIGP programme for the period 2018-2022

S/No	Activity	Target	Achieved	Completed	Balance
a)	Supporting microprojects for farmer groups (CIG)s	1,279	745	645	534
b)	Training provided to CIGs on Technology, Innovation and Management Practices (TIMPs)	7,500 days	7,598 days	-	-
c)	Increase land area under TIMPs/SLM	3,400Ha	2.603Ha	2,603Ha	797Ha
d)	Supporting investments for famer producer organization (FPOs)	14	14	0	14
e)	Development and implementation of Environmental and Social Management Plans	14	14	0	14
f)	Support implementation of value chain multi-community investment (Irrigation project)	1	1	70% completion	30% implementation
g)	Support implementation of sustainable land management projects (SLM)	12	12	4	8 projects at 10% implementation
h)	Support farmers with Disruptive Agricultural Technologies (DAT)-e-extension, produce marketing, soil analysis and AI services	8,700	1,365	1,365	7,335

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2.3.4. Roads, Housing and Infrastructure

A. Sector Achievements

The directorate achieved the following:

a) Rehabilitated 2km of streetlights and 15 floodlights
b) Installed 3000sqms of cabro stones
c) Opened 245km of access roads, graded 330km, gravelled 16km and constructed 17 bridges/footbridge and box culverts.
d) Upgraded approximately 2100 km of county roads (unclassified roads)
e) Formulated a housing policy and forwarded to County Assembly for approval
f) Identified Makenji Land for affordable housing
g) Supervised renovation and upgrading of 40 polytechnic in the county
h) Supervised rehabilitation of institutional infrastructure (hospitals, CDS,)

B. Challenges

The sector faced the following challenges:

a) Encroachment on feeder roads
b) Unforeseen calamities, such as landslides and COVID 19 pandemic
c) Fieldwork logistical challenges i.e., no supervision vehicles
d) Road encroachment by private developers
e) Inadequate office space
f) Insecurity – vandalism of streetlights and road furnitures

B. Emerging Issues

The directorate encountered unforeseen calamities e.g., collapsing of a bridge, flooding etc.

C. Lessons Learnt

The following were the lessons learnt

a) Need for intersectoral collaborations
b) Timely disbursement of resources is vital for successful project implementation

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2.3.5. Trade, industrialization, Tourism and Cooperative Development

The Department is composed of:

a) Trade
b) industrialization
c) Tourism
d) Cooperative Development

2.3.5.1. Trade

A. Achievements

The following were achieved:

a) 18 markets and market sheds were constructed, including Gikoe (2022), Gatumbi (2020) and Kabati washrooms (2018);
b) Provision of small trader loans amounting to 20 million through the small trader empowerment program's special purpose vehicle – Wachuuzi SACCO;
c) The weights and measures program calibrated over a thousand machines in the 7 sub-counties annually;
d) There was an increase in private industrial investments numbers from 13 to 21. This has brought about an increase in employment; and
e) Traders of agro-products, pottery and weaving and small-scale producers attended two trade fairs annually.

B. Challenges

The following were the challenges:

a) Worksite & Related Infrastructure
    i. Limited common manufacturing facilities
    ii. Inadequate amenities in the worksite including water supply, designated areas for waste disposal and internet connection
b) Market Environment
    i. Low level of awareness and uptake of AGPO
    ii. Low trade participation due to few approaches used in promoting local and international trade
c) Technical Capacity
    i. Limited skills
    ii. Low rate of understanding and adaptation of new technology
    iii. Inadequate incubation services
    iv. Low uptake of innovation and patenting
d) Governance & Regulatory Framework
    i. High cost of acquisition and renewal of licenses and permits
    ii. Inadequate awareness on existing policies and laws and low participation in their formulation
e) Risk Preparedness & Management
    Insufficient risk preparedness and management
f) Financial Inclusion
    Undiversified access to financial services

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A. Emerging Issues

The following were the emerging issues:

a) Digital Marketing - There has been an uptake of digital businesses as the new way of engagement. The business model of selling goods and services or providing information to consumers concerning products and services digitally.
b) Covid 19 caused massive displacement of businesses and families; reduced business operations, disrupted supply chains, among other effects.
c) Due to increased globalization, the county has an opportunity to encourage foreign investment and export that will open markets leading to increased demand for resources found in the county.

D. Lessons Learnt

a) Have contingency plans for unforeseen pandemics and calamities
b) Need for integrated co-ordination with other departments
c) Have increased linkages with the national government and the private sector

2.3.5.2. Tourism

A. Achievements

The following were the achievements over the 2018-2022 plan period:

a) Identification, mapping and documentation of the following six heritage and cultural centers: Mukurwe wa Nyagathanga, Fort Hall Residence, Wangu wa Makeri Homestead, Paramount Chief Karuri wa Gakure Homestead, Tuthu Religious Shrine and Mau 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.
b) Contracted the Department of Hospitality, Tourism and Leisure Studies of Kenyatta University to be the lead consultant in the rehabilitation of Mukurwe wa Nyagathanga to a vibrant centre of cultural tourism and culture learning with a theme of "LETS GO TO MUKURWE WA NYAGATHANGA TO PRAY AND GIVE THANKS.
c) Organized a cultural festival event at Mumbi Grounds in 2019, which attracted a variety of stakeholders.
d) Organized cycling event in 2018 and 2020 along the Nyoka road. It attracted 62 professional cyclists from around the country. The outcome was to diversify the tourism experience and showcase the countryside panoramic sceneries, thus promoting Aberdare Tourism Circuit.
e) Took 22 different Tour operators and 96 visitors into the Aberdare through two separate entry points for the adventure tourism of hiking and camping.
f) Mapped two entry points and footpath into the Aberdares, the Wanjerere, in Kangema/Mathioya and Gatare in Kigumo sub-counties.
g) Attended five tourism expos and fairs in different counties and centers, namely: Kakamega County, Kilifi County, Meru County and twice at Sarit Centre.

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h) Produced a video documentary showcasing tourism sites, accommodation facilities and enumerated activities in the county. It was christened as THE GEM ADMIST ROLLING HILLS.

B. Challenges

The following were the challenges:

a) Financial constraints resulting from limited budget allocation, and bureaucracy in securing funds
b) Inadequate staffing, with only one staff in the section
c) Lack of appreciation of the socio- economic potential of tourism
d) Centralization of critical decision-making organs
e) Covid-19 impacts
f) Lack of a tourism regulatory framework for the county
g) Limited facilitation on transportation, allowances and remitting stipends to consultants

C. Emerging Issues

The following were the emerging issues:

a) Tourism development requires a collaborative approach between private stakeholders and government entities. The latter to give guidelines on incentives and regulation through friendly legislation.
b) Need to diversify tourism to enhance the premium experience. This should be followed by modern and affordable accommodation, one area to tap into is the homestay, i.e. Murang'a has many of its resident population residing in neighbouring counties of Kiambu an Nairobi, a number of them have built palatial homes, for prestige and cultural attributes at their rural homes, but are deserted. It is for this reason we need to identify such residences for regulation with the aim of converting these residences into accommodation facilities at a fee.

B. Lessons Learnt

The following were the lessons learnt:

a) There is a need to align the Governor manifesto to capture all sectors for fair play in resources allocation.
b) Tourism development is largely a consumer sector; hence a significant amount of resource allocation is fundamental if the county is to realize tangible benefits from tourism.
c) County has a lot of tourism resources that are yet to be utilized and a definite approach is required in identifying, mapping, developing and marketing.
d) There is a need to diversify into unique tourism exploits for maximum experiences and to create different arena from other destinations
e) The county ought to steward a conducive environment through a legislative framework so as to attract serious investors.

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2.3.5.3. Cooperative Development

A. Achievements

The following were the achievements:

a) Construction of Murang'a County Creameries in 2019 at Maragua. The plant has the capacity of processing 20,000L per hour of UHT milk. It can also produce yoghurt, cheese, and semi-long life packed milk.
b) Acquisition of ten 5,000-liter milk coolers distributed to farmer cooperatives.
c) Stabilized the price of Milk at KES 35 per kg from previous payment of KES 28.
d) Managed to control middlemen/brokers in the dairy sector which led to the stabilization of the price of milk
e) Held five sensitization workshops across the county where 80 board members and 165,000 members of cooperative societies were trained. In addition, 15,000 new members of cooperative societies were recruited
f) Registered 32 new cooperative societies and revived 7 dormant ones

B. Challenges

The following were the challenges:

a) Inadequate staffing hampering extension services. In the cooperative development section, there are five cooperative officers against the 43 proposed, while in the cooperative audit section, only six cooperative auditors are available against the required number of 30 to effectively serve the entire county.
b) Inadequate funding affected extension services and hampered efficient service delivery. Budgetary proposals for logistics and other office accessories were not honoured.
c) Huge disparities in development amongst the cooperative societies across the county. Whereas some are highly developed, some have stagnated at rudimentary levels.
d) Political interference in cooperative societies
e) Challenges in succession planning within the directorate due to inadequate human resource capacity. Since only a few officers at the top are properly trained, cooperative technical officers require extensive training to offer quality extension services, this is posing succession challenges.
f) Rampant wrangles within the cooperative movements across the county.
g) Limited capacity to use modern technology in the management of cooperatives across the county.
h) Low numbers of youth and women participating in the cooperative movement across the county.

2.3.5.4 Cooperative Audit

A. Achievements

These include:

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a) Through the Audit Section appropriation in aid (AIA), 316 audits were undertaken, earning the county KES 6,490,000 in revenue.
b) Carried out 40 audit inspection extension services throughout the county
c) Successfully conducted three liquidations at Kagaa Farmers' Cooperative Society, Kandara Farmers' Cooperative Societies and Mugoiri Five Farmers Cooperative Society.
d) Carried out four enquiries at New Murarandia SACCO, Kimma SACCO, Kukena SACCO, and MNK SACCO
e) Participated in the liquidation of KPCU Ltd in collaboration with the national government
f) Implemented accounting systems in 35 dairy cooperatives.
g) Registration of Murang'a Cooperative Creameries.

B. Challenges

The challenges encountered include:

a) Inadequate staffing affecting audit extension services. There are only six auditors in-post against the optimal required number of 30 to effectively cover the county
b) Inadequate budgetary allocations impacted on provision of extension services as the allocation was not enough to cover the entire county audit extension services
c) Impacts of Covid -19 Pandemic
d) Inadequate technical capacity in cooperatives to prepare quality financial reports

C. Emerging Issues

These include:

a) Need to adopt use of ICT in operations and management of cooperatives across the county
b) Need to establish a Cooperative Development Fund targeting youth and women owned cooperatives
c) Succession planning in the directorate and cooperatives need to be addressed to forestall situations where there are no experienced professionals to facilitate cooperative operations
d) Cooperatives need to be encouraged to engage professionals who are also people with integrity to stem the frequent wrangles and corruption.

D. Lessons Learnt

These include:

a) Management reforms and use of ICT should be integrated in the operations and management of cooperative movements.
b) There is a need for cross-sectoral synergy to promote producer-based cooperatives and address the problems of fragmentation and informality that exist in the supply chain.

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c) Continuous capacity building and sensitization is important in enhancing cooperative leadership and management.
d) Vibrant cooperative movements are hinged on stable markets devoid of middlemen/brokers.

2.3.6. Health and Sanitation

A. Sector Achievements

Curative Health Services

This programme aims at providing quality medical services and, therefore, reducing morbidity and mortality through early diagnosis and prompt treatment. Under the program, the following services were provided: outpatient, forensic and diagnostic, inpatient, health products and technologies, specialized health services, and mental health services management whose key outcome is to increase access to treatment and rehabilitation of mental health patients.

During the period under review, per capita utilization rate was 2.3 visits per person in the year 2018/2019 which then reduced to 1.2 visits per person in the following year 2019/2020. This was attributed to Covid-19 restrictions. The Average Order Refill Rate (ORR) of the 22 tracer medicines by quantity was as follows; FY 2018/2019 the County received medicines from Kenya Medical Supplies Authority (KEMSA) twice at ORR of 82% and 98%. In FY 2020/2021, the county received medicines from KEMSA and local suppliers at ORR 75%.

The department undertook outreach services in hard-to-reach areas and schools in the beginning of the plan period through the Beyond Zero Campaigns, but activities halted. Mental health reverse referrals were also prioritized. Pharmaceutical and non-pharmaceutical products were procured and distributed to the 114 health facilities. Medical equipment and including resuscitative machines, blood pressure machines, and patient monitors were procured.

Under the Administration Planning and Support Services Program, the Health Department aimed at, first, improving efficiency and effectiveness in health care services by ensuring compliance with set standards and norms, and, second, improving the staffing level to be able to achieve the recommended Healthcare Worker (HCW)/patient ratio.

The recommended HCW/Patient ratio in the county has not yet been met. The county revenue allocation for the Health Department improved from 25% in 2018/2019, to 34.9% in 2019/2020, and 35% in 2020/2021. Outputs achieved include:

a) Recruitment of staff: Lab Technicians -120, Clinical Officers-58, Health Records and Information Officers (HRIOs) -31, Nurses – 248, Community Oral Health Officers (COHO) – 9, Radiologists – 1, Community Health Advisers (CHA) – 54, Medical Officers – 39, Medical Engineers – 1, Public Health Officers (PHOs) – 28, Radiographers -4, Pharmaceutical Technicians – 8, Pharmacists – 9,

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Community Health Officers (CHO) – 3, Nutritionists – 19, Social Workers – 7, Orthopaedic Technicians – 8, Physiotherapists – 2, Anaesthetists – 1, Dentists – 1, Plaster Technicians – 4, Mortuary Attendants – 6, Casual Staff – 177(NHIF clerks, General clerks, Cleaners, Watchmen and Drivers)

b) Maragua Hospital - Erecting walkways, renovation of maternity wing and expansion of the new-born unit.
c) Murang'a County Referral Hospital (C.R.H) - renovations to create youth friendly services room and waiting bay
d) Murang'a County Referral Hospital - I.C.U
e) Murang'a County Blood Satellite Centre
f) Murang'a County Referral Hospital - L.A.N – UHC
g) Covid- 19 equipment support
h) Construction of youth friendly centre and waiting bay in Maragua Hospital
i) Incinerators fencing
j) Renovation for the three isolation centers
k) Kenneth Matiba Hospital -renovation and equipping
l) Kangema Hospital - theater renovation and equipping
m) Kigumo Hospital - administration block and laboratory building
n) Purchase of two landcruiser vehicles
o) 1 Ambulance procured
p) 2 generators procured (Kigumo, Kangema)
q) 1 Immuno-Essay Machine procured
r) 5 labs renovated
s) Vaccine carriers procured
t) Expansion of renal dialysis services at Murang'a Level 5 Hospital.
u) Hand washing facilities and sanitization
v) Oxygen plant.
w) Renovation of mortuaries

Preventive and Promotive Health Services:

This program aims at increasing awareness and prevention of diseases. The community level health units have the responsibility of providing health services to the population. The county has engaged 1,700 community health workers with a monthly stipend, and intends to increase the number as well as engage community health volunteer nurses.

During the period under review (2018-2022), preventive and promotive health services had the highest score among the three program areas. Reproductive, maternal, new-born, child and adolescent health (RHNCAH) services achieved most of the planned activities. This was facilitated by the Transforming Health Systems for Universal Care (THS-UC) World Bank funding for the county. Nutrition sub program was also boosted by Nutrition International. The TB and HIV program also had a remarkable achievement. The HIV prevalence rate in Murang'a County is 2.4%, an average of about 19,824 persons. HIV prevalence rate in females and males is 3.3% and 1.4% respectively.

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The county established three Isolation centres to cater for COVID 19 cases, as well as an ICU at Murang'a Level 5 Hospital.

Other key achievements for the 2018-2022 CIDP, included: the establishment of inter facility provision of emergency and referral health services, improvement of health services through the provision of diagnostic and therapeutic medical equipment, such as generators for power, oxygen plants, managed equipment supplies from national government, and expansion of renal dialysis services at the Muranga Level 5 hospital.

Reproductive Health services

The programme has several sub programmes i.e., family planning services, maternity and child health services, immunization services and nutrition services.

Family Planning Services: The sub programme aimed at increasing access to family planning services. During the period under review, the county targeted to increase access to family planning services by 5% to 70 %. The current family planning coverage is 34.7%. The low access rate is explained by the utilization of long-term family planning methods, while utilization rate measures the number of visits, hence does not capture the number of people already on family planning. The programme will continue in the next planning period.

Maternity and Child Health Services aim at increasing skilled delivery. During the period under review, the county targeted to increase skilled delivery by 5% to 58%. The achievement was 79%. The programme will continue in the next planning period. The county also targeted to increase the 4th Antenatal Care (ANC) uptake from 39 % to 49%. The achievement was 51.5 %.

Immunization Services aim at increasing immunization coverage. During the period under review, the county targeted to increase the percentage of fully immunized children by 20% to 79%. The target was surpassed, with coverage at 93%. Efforts are being made to ensure that all children are immunized against preventive diseases. The medical personnel have now changed the strategy of waiting for children to be brought to the health facility, by moving from house to house to ensure that no child is left out.

Nutrition Services aim at reducing the number of malnourished children. During the period under review, the county targeted to reduce the number of children under five years with stunted growth by 20%, (baseline was 19.6%), reduce the number of children of under 5 years who were underweight by 20 %,(baseline was 11.4%), and improve exclusive breastfeeding rate among children below 6 months by 20%, which at the time was 61%. By the year 2021, the proportion of children under five years attending child welfare clinics who were stunted stood at 2.7%, while those who were underweight were 8.6%.

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Linda Mama Programme

'Linda Mama' is a free health insurance cover that targets women in Kenyan slums and rural areas. It is meant for the women who cannot afford the NHIF card which goes for less than 5 dollars a month. It covers pregnancy, and expires three months after delivery. During the period under review, the percentage of skilled delivery for the years 2018, 2019, 2020 and 2021 was 65.8%, 66.8%, 79% and 79% respectively. The Linda Mama Programme has played a key role in improving the access to quality maternity services.

B. Sector challenges

The following challenges were encountered

a) Inadequate funding for the sector
b) Low health insurance coverage in the country and high cost of health services
c) Lack of adequate laboratory services
d) Inadequate emergency services for delivery and under-utilization of existing antenatal services;
e) Inadequate skills and competences of health workers
f) Poor surveillance systems due to lack of automation of health services
g) Interruption of immunization by frequent power outages and erratic gas supply, logistical challenges in support supervision and supplies and breakdown of equipment
h) Increased cases of NCDs due to: poor health seeking behaviour in the community, lack of fitness facilities at workplace
i) Inadequate capacity for emergency and disaster preparedness
j) Increased cases of mental health challenges
k) Inadequate health infrastructures and equipment
l) Weak enforcement of existing laws and policies
m) Increased road accidents due to poor road infrastructure and untrained road users

Emerging Issues

They included:

a) Emergence of drug resistant strains of diseases.
b) Increased teenage pregnancies
c) Increased gender-based violence
d) Antimicrobial Resistance

Lessons Learnt

They included:

a) It is important to prioritize the planned projects for proper and smooth implementation.
b) There is a need to have an emergency kitty for emerging public health challenges. This should be in the plan before the emergencies to allow timely interventions.

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c) There is a need to have some substantial amount of funds in the health facilities especially the hospitals to enable smooth running and management of the same.
d) Provision of aqua tabs to households may curb water related illnesses.
e) Strengthening universal health coverage activities, such as recruiting households to the NHIF programme.

2.3.7. Lands, Physical Planning and Urban Development

2.3.7.1. Lands, Physical Planning and Urban Development

Sector Achievements

a) Established and operationalized the Murang'a Municipality, an agency of Murang'a County Government, created under Section 9(3) of the Urban Areas and Cities Act, 2011. The Municipality was awarded a Charter in 2019 vide gazette notice no. 11 of 3rd December 2019. Further, the functions were transferred vide gazette notice No. 10189 of 4th December 2020.
b) Preparation of County Spatial Plan (90%);
c) Preparation of Integrated Strategic Urban Development Plans for Kangari, Maragua, Kenol, Murang'a and A2 Corridor.
d) Succession program;
e) Titling: 10 freehold Titles and 100 Mjini Land Letters of Allotment.
f) Boundary Disputes: 80 boundary disputes were resolved;
g) Opening of Access Roads: 100KM of access roads were opened up;
h) Preparation of Part Development Plans (PDPs): 24 PDPs prepared; and
i) Draft Delmonte Master Plan initiated.

Sector Challenges

The challenges encountered included:

a) Scarce financial allocation.
b) Fieldwork logistics (transport and equipment).
c) Inadequate office space.
d) Weak inter-sectorial synergies in revenue collection.

Emerging Issues

The emerging issues include:

a) Planning, surveying and titling of MCG land (in Delmonte) and plots in town centres
b) Digitization and automation.

Lessons Learnt

There were two main lessons learnt:

a) Inter-sectoral collaborations are needed
b) Timely allocation of resources is vital for effective and efficient service delivery
c) There is a need for synergies between the county and the municipality

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2.3.7.2. Murang'a Municipality

The Municipality is an agency of Murang'a County Government created under Section 9(3) of the Urban areas and Cities Act, 2011. The Municipality became fully operational when it was awarded a Charter vide gazette notice no. 11 of 3rd December 2019. The functions were transferred vide gazette notice No. 10189 of 4th December 2020. Functionally, the Municipality was structured into four directorates premised on four board committees to provide an integrated system and offer effective and efficient service infrastructure. The directorates include:

a) Transport, Infrastructure, Public Works, Housing and Urban Development
b) Health, Sanitation, Water and Environment
c) Legal, Education, Social Services and Partnerships
d) Administration, Finance, Public Service, IT and Economic Planning

The following were the Municipal achievements, challenges and lessons learnt during the plan period (2018-2022):

Achievements

a) Upgraded the following urban roads to cabro standards: Mortuary Road; Mahesh-Total Junction NMT Walkway
b) Upgraded the following town roads to bitumen standards: JCT Hospital Road-Stage - KPLC – Lands Offices – JCT Kiria-ini Road; JCT Family Bank Back Lane Access Roads; Amica Bank Building Access Road; JCT Brewery Depot – JCT Murang'a High School Link Road; JCT Magunas Supermarket – JCT Magunas Whole Sale Road;
c) Upgraded Mukuyu Bus Park and Parkings along Mukuyu Alpha Junction-Mukuyu Market to cabro standards;
d) Constructed NMT walkways along Unaitas-Benrose Junction Road; JCT Kiria-ini Road – Lands Offices; and JCT Mentor SACCO Building – KPLC Offices;
e) Improved parking bays within the CBD;
f) Procured and distributed safety gears for waste management;
g) Procured and distributed modern litter bins to businesses within CBD;
h) Collected, separated and transported solid waste to Karii dump site;
i) Undertook community sensitization on communicable and non-communicable diseases;
j) Coordinated mobilization and mass vaccination against the Covid 19 pandemic;
k) Trained 30 solid waste handlers;
l) Renovated and fenced Mukuyu Social Hall
m) Created and operationalized Youth Council within the Municipality to champion the empowerment of the youth;

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n) Improved infrastructure within Kieni Polytechnic, Murang'a School for the Deaf, Ndutumi polytechnic as well as Kisomo Maliwazo Adult Centre;
o) Improved Municipal recreational parks at Maragua and within Murang'a town CBD
p) Spearheaded the creation of two new municipalities; Kenol and Kangari and six town administrations; Kiria-ini, Kangema, Kahuro, Kandara, Ithanga and Kirwara

Challenges Encountered

The sector challenges include:

a) Limited resources to effectively manage the ever increasing menace of solid waste
b) Poor market information and linkages
c) Inadequate policies to facilitate effective Municipality functions. For example, the Municipality by-laws are still in draft form
d) Delipidated urban infrastructure that include access roads, back streets, drainage systems
e) Inadequate budgetary allocations
f) Weak linkages and communication structures that hinder effective information flow to and from the county departments
g) Lack of framework for synergies with other county departments in project implementation
h) Unmet revenue targets
i) Weak inter-sectorial synergies in revenue collection.
j) Inadequate staff in some critical sectors, such as engineering, finance, planning and procurement
k) Overlapping functions with other county departments
l) Widespread use of unclean energy within the Municipality aggravating the impacts of climate change
m) Inadequate office space
n) Uncontrolled developments and mushrooming of structures affecting development of necessary infrastructure

Emerging Issues

a) There is a need for extensive framework on PPP and how other stakeholders can be brought on board to supplement the Municipal service delivery.
b) The Municipality By-laws are very important in enforcing various development control requirements.

essons Learnt

During the implementation of Municipality Integrated Development Plan 2018-2022, several lessons were learnt and noted to inform the future structuring and implementation of capital projects within the Municipality:

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a) Public participation and sensitization through regular engagement spurred an inherent demand for accountability and higher level of service infrastructure. There is need to enhance funding and engagement of the public
b) Need to carry out extensive feasibility studies before inception of capital-intensive projects to determine the social, economic, environmental and political implications. This is important in stemming any impacts on social livelihoods and environment.
c) Synchronization of planning and budgeting enhance timely completion. Right budgeting further prevents piling of pending bills which is a recipe for inflated project costs, litigations and destroyed image.
d) Synergy with county departments enable avoidance of duplication. There is need for clear structures for cross-sectoral implementation synergies and mitigation of adverse effects
e) There is a need for a unit to undertake resource mobilization function; Due to the inadequate resourcing for the Municipality, there is need for collaborating platform with other public and private partners to raise funds for the required Municipality infrastructure services.

2.3.8. Education and Technical Training Sector

2.3.8.1. ECDE Directorate

The county has 648 public ECDE Centres distributed along the eight sub counties, with a total enrolment of 41,373 pupils. The Centres are managed by 1,040 teachers contracted by the county government, who are awaiting deployment by the Public Service Board on permanent and pensionable terms of service.

A. Achievements

The Directorate achieved the following:

a) The ECDE feeding program has been on-going, thus raising enrolment in the ECDE sector
b) Access to ECDE education has been enhanced by free ECDE tuition, which has been enabled by the employment of ECDE teachers and the provision of T/L and play materials.
c) Provision of the scholarship fund for 4700 bright and needy students as an intervention program F/Ys 2019 up to 2022.
d) Increased enrolment of ECDE learners from 36,000 pupils in 2019 to 41,343 pupils in 2022 due to the introduction of the feeding program and later **UJI** program
e) Improved monitoring and assessment of ECDE sector after integration and intervention of EIDU program on digital and TAYARI program
f) 99% transition of pre-school learners from ECDE to primary education.
g) Construction and renovation of classrooms as follows: -
    - 5 classrooms and 12 toilets in 2021/2022 F/Y
    - 1 ECDE centre renovation of 2 classrooms and an office plus 6 double toilets and a urinal'

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B. Challenges

The following were challenges:

a) Inadequate resources -under-funding of the development budget has undermined growth in school infrastructure
b) Bureaucracy in the procurement process
c) Shortage of teachers
d) Rise in absenteeism due to the withdrawal or inconsistency of the lunch program
e) Poor and dilapidated infrastructure
f) Inadequate and proper teaching and learning materials
g) Inadequate play and rest materials.

C. Emerging Issues

The following were emerging issues:

a) EIDU/Tayari program on digital learning
b) Covid 19 issues
c) The Influx in pupils' enrolment hence teachers' shortages
d) Drought leading to malnutrition

D. Lessons Learnt

The lessons learnt includes:

a) Determine needs from the ground
b) Involve the community in service delivery
c) Prioritization of projects due to limited funding
d) Procurement should start early in the financial year
e) Carry out a needs assessment and public participation
f) Involve the stakeholders in service delivery
g) Regular assessment of the progress of any project or service is necessary

2.3.8.2. Vocational Training

This sector is in charge of training in vocational and technical skills, such as motor vehicle mechanic, plumbing etc. In Murang'a County, the vocational training centers are well established and the county has the highest number of these institutions in the country at seventy (70) spread across the 35 wards. The county has a special training Programme known as "Ufundi kwa Vijana" that offers short courses of between two to three months and, so far, more than 26,583 trainees have graduated. This calls for concerted effort to consolidate the gains and improve the quality and relevance of these institutions in delivering their core mandate.

A. Achievements

Achievements during the plan period include:

a) 65 VTCs have received capitation from the national government
b) Renovation and rehabilitation of 36 VTCs to improve training environment.
c) 8250 regular trainees have graduated
d) 26,583 short course trainees have also graduated.

e) The sector held 8 co-curricular activities across the county
f) 274 casual Instructors employed
g) Five new VTCs started

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B. Challenges

The challenges encountered included:

a) Lack of adequate funds for capitation
b) Delay in disbursement of funds
c) Poor perception towards VTCs by the society
d) Lack of enough modern tools and equipment to train skills relevant to the current job market
e) Linkages with relevant attachment agencies & industry
f) Collaboration with primary schools where VTCs are hosted
g) The poor state of infrastructure i.e., old classrooms, toilets, workshops etc
h) Outdated curriculum in some programmes, such as motor vehicle mechanics
i) Lack of capacity building of officers in the directorate

C. Emerging Issues

Two outstanding issues emerged

a) Covid pandemic which disrupted the training programme and co-curricular, and
b) Drought and poverty have affected enrolment in some sub counties

D. Lessons Learnt

The lessons learnt were:

a) Create awareness to the society of the programme offered in VTCs
b) Adequate funds should be allocated to this sector to assist our youths in acquiring vocational skills
c) Organize refresher courses to the staff on emerging technologies and financial management
d) Create collaboration and partnership with the relevant industries

2.3.9. Youth, Sports, Culture and Social Services

2.3.9.1. Youth Development

The Directorate of Youth Affairs was first established in December 2005 to address the socio-economic challenges hindering the Kenyan youth from achieving the Millennium Development Goals. With the promulgation of the Constitution of Kenya, 2010, and subsequent re-organization of government ministries, the youth docket has been domiciled in several ministries, and is currently one of the three state departments in the Ministry of ICT, Innovation and Youth Affairs. In 2013, two functions of the directorate were devolved; Training and Empowerment.

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A. Achievements

During the period under review 2018-2022, the department achieved the following:

a) Trained 800 youths on access to government procurement opportunities (AGPO)
b) Trained and linked 20 youth owned SMEs on access to youth funds
c) Engaged 1,200 youths in direct labour (construction of MCC, ICU, Mumbi and Ihura stadium)
d) Provided 2,000 boda-boda riders with licenses, reflector jackets and umbrellas

B. Challenges

There were challenges that included:

a) Rampant use of drugs and substance abuse among the youth
b) Apathy in accessing available opportunities offered by the government
c) Over reliance on handouts and external support
d) Limited recognition of youth innovations
e) Increase in mental health breakdown due to hopelessness
f) Negative social media impact

C. Emerging Issues

The emerging issues include:

a) High social media influence
b) High rate of crime
c) High rate of HIV
d) High rate of unwanted pregnancies and abortions
e) Covid pandemic disrupted programmes implementations.

D. Lessons Learnt

There were two lessons learnt:

a) Importance of networking and collaboration with relevant actors, and
b) Proper planning and prioritization of youth programmes and projects

2.3.9.2. Sports

In the period under review 2018-2022, the Department of Sports planned to develop sports and talent under various programs which include; sports stadia development, sports talent development, sports administrators' education and empowerment.

A. Achievements

Achievements included:

a) Stadia development at Ihura Stadium and Mumbi Stadium that entailed construction of a perimeter wall, gate installation, installation of pop-up irrigation system and levelling of the football pitch
b) Talent development; organized Under-18 cricket tournament at Kimorori playground, taekwondo youth tournament at Kiharu grounds, cross country county championship at Gakoigo stadium, and KICOSCA games that produced and presented a national and an international team

a) Sports equipment and teams kitting; assorted equipment distributed to 400 football teams, and assorted equipment issuance to 50 volleyball teams

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B. Challenges

The following challenges were encountered:

a) Change of county priorities in funding and delays in procurement of goods and services
b) Inadequate budgetary allocation
c) Inadequate technical staff in the department
d) Inadequate transport facilitation
e) Weak Intersectoral coordination in project development and management

C. Emerging Issues

The emerging issues included:

a) Increase on abuse of drugs and substances among the athletes
b) Migration of Murang'a athletes to other counties for trainings
c) Inclusion of sports for physically challenged
d) Athlete activism

D. Lessons Learnt

a) Proper planning, partnership development and coordination with other sports stakeholders is critical
b) There is a need to formulate policies and legislation on sports

2.3.9.3. Culture

A. Achievements

The following were the achievements:

a) Participated in the Kenya music and cultural festivals both at the county and national levels
b) Held Community cultural festivals
c) Held 50 Capacity building workshops for cultural practitioners
d) Mapped 10 cultural sites and monuments (heritage sites)
e) Promoted natural health products where seven samples were sent to Primates Research Institute for clinical testing and analysis to counter Covid-19.
f) Endorsed registration of cultural groups, artists, herbalists and other cultural practitioners.
g) 35 herbalists and 10 young champions were trained on Natural Products Industry.

B. Challenges

The main two challenges were

a) Financial constraints, and
b) Inadequate staffing

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C. Emerging Issues

These includes:

a) Covid 19 pandemic. With the emergence of Corona Virus, herbalists were engaged to respond to the pandemic by making curative products
b) Performing artists were used as a platform to create awareness and educate the public about the pandemic.

C. Lessons Learnt

These were the lessons learnt:

a) Strengthened financial and procurement processes to ensure timely implementation of programmes and projects.
b) There is a need to enhance collaboration, partnerships and networking.
c) Enhanced monitoring and evaluation for effective and efficient service delivery and project implementation.

2.3.9.4. Social Services and Gender Directorate

A. Achievements for the Period 2018-2022

During the period under review, 280 wheelchairs, 30 walking frames, and 20 clutches were issued to people living with disability. Also, 150 children were rescued and placed in children's homes where they are safe and have access to education, shelter, clothing and food. In addition, two toilets were constructed, one at Koimbi Children's Home while the other was constructed together with a kitchen at Kandara Children's Home. Seven hundred self-help groups were registered, while 2000-self-help groups have been empowered and trained. On gender mainstreaming, the number of women in top leadership position was 9 out of the 46 positions, which translate to 19%. However, there was an improvement to 26% of woman in leadership positions within Murang'a County.

B. Challenges

The challenges include:

a) Inadequate funding
b) Gender-based violence
c) Reported cases of child trafficking, abduction, kidnapping, and physical abuse.

D. Lessons Learnt

The following were the lessons learnt

a) There is a need for programs prioritizing
b) There is a need for inter-sectoral collaboration to achieve a common goal.

2.3.10. Water, Irrigation Environment and Natural Resources

2.3.10.1. Water and Sewerage Directorate

The directorate is charged with the responsibility of offering domestic water and sewerage services to the county. The county has 10 permanent rivers, about, 2740

shallow wells, 95 protected springs, and 345 unprotected springs. There are 85 water pans and 12 dams.

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1. Achievements for the 2018-2022

Whilst the households connected to water were 212,912, households with access to portable water were 156,467. The county has 28 water resource associations. The directorate provided water to 212,912 households out of 318,105 households in the county. This represented 67 percent coverage in domestic water supply. On the other hand, only 38,134 households were connected to sewerage services representing 12 percent coverage. The services were offered through 5 public water supply entities, 35 community projects and 11 county boreholes as shown in Table 2.6.

Table 2.6: Domestic Water service level in the county

No.	Water Supply Source	Production {M³/Day}	Households Served
1.	Murang'a Water and Sanitation Company	10,500	25,505
2.	Murang'a' South Water and Sanitation Company	16,685	73,409
3.	Kahuti Water and Sanitation Company	16,154	30,433
4.	Gatanga Community Water Scheme	13,110	28,231
5.	Gatamathi Water and Sanitation Water Company	10,196	37,178
6.	Eleven County Boreholes	660	5,926
7.	35 Community Water Projects	2,587	12,229
	Totals	**69,892**	**212,912**

2. Challenges

The challenges experienced include:

a) High levels of non-revenue water due to leaks, water theft and pipe bursts.
b) Inadequate budgetary allocation to the sector
c) Vandalism of water infrastructure
d) Old and dilapidated water infrastructure leading to high levels of water wastages through leaks and bursts
e) Destruction of water supply infrastructure by other developers

The vandalism of water infrastructure occasioned heavy water losses as shown in Table 2.7

Table 2.7: Water Losses for the Year 2021

S/NO.	NAME OF WATER SUPPLY PROVIDER (WSP)	AREAS SERVED (SUB-COUNTY)	WATER LOSSES %
a)	Murang'a Water and Sanitation Company (MUWASCO)	Kiharu	25
b)	Murang'a South Water and Sanitation Company (MUSWASCO)	Kigumo, Kandara and Maragua	48

c)	Kahuti Water and Sanitation Company (KAWASCO)	Kangema and Kahuro	64
d)	Gatanga Community Water Scheme	Gatanga and Ithanga	46
e)	Gatamathi Water and Sanitation Water Company	Mathioya	63
	Average		**48**

Source WASREB

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3. Sector emerging issues

The emerging issues included:

a) Public private partnerships (PPPs) are becoming inevitable in implementation of water programmes, and
b) Natural calamities, such as landslides and floods that destroy water supply infrastructure
c) Diminishing river flows due to changing climate change

4. Lessons learnt

The lessons learnt included:

a) To reduce the accumulation of pending bills, care should be taken when awarding contracts and abiding by the approved budgetary allocations,
b) Skewed priorities may arise from political influence,
c) The development of water supply infrastructure is capital intensive, hence, to supplement Government allocation, PPP programmes should be enhanced, and
d) The future of water supply development in the county is through construction of flood water storage structures, such as dams and pans, due to climate change.

2.3.10.2. Irrigation Directorate

A. Achievements

A total of 13 Irrigation schemes were initiated and these include Mirichu- Murika in Kahuro Sub-county, Nyanjigi in Kangema Sub-county, Githuya in Kandara Sub-county, Mirira in Kiharu Sub-county Nginda in Maragua Sub-county and Ndakaini Wanduhi in Gatanga Sub-county among others increasing the land under irrigation to 45,000Ha. Under the same programme, the directorate had planned and managed to increase the number of farmers trained in using modern irrigation technologies from 9,000 to 13,500 farmers (50%)

One mega dam (Maragua Dam) was constructed along Maragua river to supply water to the lower side of Murang'a, de-silting was done to Mugira Dam in Maragua sub county as well as Gakaki irrigation scheme intake works in Kahuro sub county. A total of over 100 water pans were also constructed in the Murang'a South region.

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B. Challenges

The following were the challenges:

a) Inadequate staffing
b) Inadequate funding
c) Un-coordinated policies, legal, institutional and regulatory frameworks
d) Under-exploited irrigation potential due to low levels of public participation and investments
e) Vandalism and theft of Irrigation infrastructure
f) Destruction of irrigation infrastructure by builders and road contractors.
g) Diminishing river flows due to changing weather patterns, climate change and illegal water abstractions,
h) Inadequate and un-coordinated information in irrigation research, science and technology

C. Sector emerging issues

The emerging issues included:

a) Cumbersome and expensive process of way leaves acquisition that derail project implementation.
b) Natural calamities e.g. landslides and floods that destroy irrigation infrastructure such as intakes, pipelines and storage facilities
c) Diminishing river flows due to changing weather patterns and climate change

D. Lessons learnt

The lessons learnt included:

a) Coordination with major stakeholders including development partners
b) Stakeholder consultation and participation is important for the success of projects and ownership

2.3.10.3. Environment and Natural Resource.

A. Achievements

The following were the achievements during the plan period:

a) **Environment Management and Protection Programme:** Three hundred (300) litterbins were acquired and distributed to the nine sub-counties. One thousand (1000) assorted waste collection tools and one thousand (1,000) pieces of protective equipment were procured and issued to two hundred and sixty-three workers. County environment committee was gazetted in 2018 for a period of three years. Beautification of Kangema and Kenol towns by planting of ornamental trees and flowers along the streets. One waste collection truck was procured.

   A total of 1000 young people were trained across the county on reduce, re-use and recycle on waste management through public private partnership. Whilst 150 waste collection chambers were constructed in Gatanga, Kangema, Kigumo and Maragua sub counties, Kangema and Karii dumpsites were improved by gravelling of access

roads. On the other hand, the Mitubiri Sanitary Landfill, which is funded by the Word Bank and part of the Nairobi Metropolitan Services Improvement Project (NAMSIP), is 80% complete.

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b) **Natural Resource Conservation and Management Programme:**
   a. The rehabilitation of three degraded areas (Kiang'ombe gullies, Kagumo in Kahuro, and Kora in Mathioya).100 seedlings nurseries were established.
   b. Punda Milia Dam was desilted.
   c. 10Km of Saba and Maragua river banks were rehabilitated by planting bamboo and other indigenous trees.
   d. 520,000 tree seedlings were procured and distributed to various public institutions and planted.

B. Sector Challenges

The following were the challenges:

a) Insufficient funding.
b) Climate change issues
c) Covid-19 challenges
d) Lack of legal instruments (policy on waste management and forestry).

C. Emerging Issues

Covid-19 was of great challenge during the period under review

D. Lessons Learnt

There were two lessons learnt:

a) Solution to the challenge of inadequate funds, splitting the project budget and entering into public private partnerships.
b) Bureaucracy in procurement affects achievement of the departmental work plan.
c) Supervision of projects was difficult due to lack of mobility.
d) Unreliable weather affects programs and implementation plan
e) There is a need to domesticate national government legislations, such as EMCA.

The natural resources available and challenges are summarized in Table 2.8.

2.3.11. County Assembly

The County Assembly is one of the two Arms of the County Government with the other being the County Executive. The Assembly is constitutionally mandated to undertake the legislative, oversight and representation roles on behalf of the County. In the discharge of itsconstitutional mandate, the Assembly is comprised of elected and nominated Members. The Members are ideally assisted by a team of competent professionals and qualified personnel led by the Assembly Clerk, while the overall leader of the Assembly is the Hon. Speaker to whom the Clerk is answerable. Whilst the Assembly is an arm of the County government, it is distinct and independent from the Executive and enjoys autonomy in the execution of its mandate and management

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of its affairs. The overall supervision and conduct of the Assembly as well as ownership of its property and policy direction overview is undertaken by the County Assembly Service Board (CASB), which is chaired by the Hon. Speaker. The Board is equally mandated to implement several circulars from various commissions that coordinate the functions of County Government, such as the Salary and Remuneration Commission (SRC) and the Commission on Revenue Allocation (CRA).

Article 185 of the Constitution sets out the authority of the County Assembly, which has 35 elected officials and 14 nominated members. The Speaker is an elected official of the Assembly.

A. Sector Achievements

During the Plan Period, the County Assembly considered and passed various legislation including those supporting the budget process

B. Sector Challenges

There is weak coordination of policies and legislations

C. Emerging Issues

The most urgent immediate issue is the need for an effective administrative unit to help coordinate activities.

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2.4. Water and Natural Resource Assessment

Table 2.8: Natural Resource Assessment

Natural Resource	Dependent Sectors	Status, Level of Utilization; Scenarios for Future	Opportunities for Optimal Utilization	Constraints to Optimal Utilization	Existing Sustainable Management Strategies
Maragua River	Water	Underutilized up stream	Can support more domestic water supply by construction of new intakes-ongoing Maragua dam also to have a component of domestic water supply to the lower area of Murang'a County Sub-County	Upstream damming; Nitrification; deforestation along the river banks	a) Legal and policy enforcement b) River rehabilitation programme c) Conservation of forest upstream where the river originates d) Conservation of Riparian land next to the river to be enhanced
Thika River forms the boundary of Murang'a and Kiambu Counties –used by both counties	Water	over utilized upstream	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of forest upstream where the river originates d) Conservation of Riparian land next to the river to be enhanced
Kimakia River	Water	over utilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations

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					c) Conservation of forest upstream where the river originates d) Conservation of Riparian land next to the river to be enhanced
Kiama River	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced
Makiama River	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced
Irati River	Water	over utilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation measures enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of forest upstream where the river originates d) Conservation of Riparian land next to the river to be enhanced

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Kayawhe River	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced
Gondo River	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced
Mathioya North River	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	-Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced
Mathioya South	Water	Underutilized upstream-	Can support more people with domestic water-if modern intakes are constructed and water conservation enhanced	-Cultivation upstream making the resource more polluted	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the river to be enhanced

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Silanga Dam -Kagunduini	Water	Underutilized	Can support people with domestic water-if modern intake, water treatment facility and distribution network are developed	-Demarcation of dam area and protection of dam riparian land required	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the dam to be enhanced
Mugira Dam - Kabiti	Water	Underutilized	Can support people with domestic water- modern intake, water treatment facility and distribution network are developed	-Demarcation of dam area and protection of dam riparian land required	a) Legal and policy enforcement b) Strengthening of water resource user associations c) Conservation of Riparian land next to the dam to be enhanced
Borehole sources	Water	Underutilized	Can support people with domestic water- If all existing and those to be developed in future are provided with a solar system as a source of power.	-development of boreholes to be coordinated-All boreholes to be equipped with solar system as a county Government policy.	Legal and policy enforcement
Springs and shallow wells	Water	Underutilized	Can support more people with domestic water- if storage facilities are provided and solar systems installed where pumping is to be done	development of springs and wells to be coordinated-.	Legal and policy enforcement
River Maragua	• Irrigation	Over-utilized for irrigation	• Can support more food production through modern irrigation technologies	• Uncontrolled abstractions • Encroachment of riparian areas	a) Legal and policy enforcement b) Catchment conservation

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Mathioya North and Mathioya South Rivers	• Irrigation	Underutilized for irrigation	• Can support more food production through modern irrigation technologies	• Uncontrolled abstractions • Encroachment of riparian areas	a) Legal and policy enforcement b) Catchment conservation
Forest {Aberdare, Kiambicho and county forest}	Kenya forest services Irrigation Tourism Wildlife	Intact but requires some enrichment with indigenous trees	• Eco tourism • Non-wood forest products • Carbon credit • Water towers • Growing commercial forest. • Revenue	• Encroachment • Human wildlife conflict	Legal and policy enforcement
Building sand	-Miners Infrastructure Builders	Overutilized	-revenue	Uncontrolled harvesting	Legal policy guideline
Building stones	Miners Infrastructure	Overutilized	Revenue	Uncontrolled harvesting	Legal policy guideline

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2.5. Development Issues

Table 2.9 provides the analysis of development issues by Sector

Table 2.9: Sector Development Issues

Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
Sector 1: Public Administration and ICT				
Public Administration	Inadequate coordination of government services	Lack of appropriate structures and inadequate personnel	Inadequate skills and low funding	• Reorganisation of government management structures • Achieve ISO certification • Enhance performance contracting
ICT	Under-developed information, communication technology connectivity	Low investment in the subsector	Inadequate budget allocation	Mobilize stakeholders and partners with a view to improve and prioritize ICT connectivity
Sector 2: Finance, Economic Planning and other Cross-cutting Issues				
Revenue and Resource Mobilization	Unmet Revenue targets Lack of adequate Resource mobilisation strategy	• Unrealistic revenue targets • Financial leaks • Lack of adequate resource mobilisation skills	• Inadequate budget allocation • Lack of automation • Inadequate human skills	• Training and sensitization of Revenue collectors • Automation of county Revenue collection Systems
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	• Unclear placement of MERL within the County structure • Lack of established sub-county planning offices	• Inadequate technical staff monitoring and evaluation • Lack of adequate planning/statistics officers	• Create a Research, MERL and Resource Mobilization Units within Economic Planning

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
	learning (MERL) system	• Lack of adequate statistical information		• Create a county and subcounty statistical offices and placement of staff
Sector 3: Agriculture, Livestock and Fisheries				
Agriculture (Crops)	Decreasing farm land sizes	Land subdivision	Most of farm land is converted to un utilized plots	• land policy implementation on arable land • Invest on intensive farming and urban agriculture
	Insufficient crops baseline data	Insufficient baseline data collection and analysis for some crops	Lack of finances to conduct baseline data collection and analysis	• Allocation of resources for this activity • collect data continually • Set up team to collect CROP data continuously
	Low crop productivity	• Climate change • Inadequate extension services • Low soil fertility. • diseases and pests' infestation; • Frequent drought occurrences; • Poor irrigation methods; • Inadequate funding for irrigation; • High cost of farm inputs.	• Low productivity • Financial. Inadequate resource allocation • Low Land policy and climate change implementation • staff: farmer ratio. One technical staff serves more than 2700 farmers as compared to the ideal 1:500	• Involve the Youth through Student Led Agriculture extension • Establish Farm Hubs in each of the 35 wards • Pilot and practice climate smart agriculture and organic agriculture • Embrace irrigation agriculture through construction of irrigation schemes, water pans, • Implement soil and water conservation measures through catchment approach • Harness rain water by construction of dams, water pans and • Intensify soil testing to implement soil correction measures

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
				• Employment of more agricultural technical staff • Implement land and climate change policies • Set up Grain silos for disaster preparedness.
	Low level of adoption of modern farming technologies	• High cost of technology and machinery • Lack of skills	• Inadequate trained manpower • Lack of awareness	• Sensitization and awareness creation • Capacity building
	Low access to markets	• Unstructured market channels and cartels • Bureaucratic certification processes	• Inadequate market information • Inadequate dedicated market structures and facilities	Development of structured markets and related infrastructures
	Improper use of agro chemicals	Lack of adequate information and knowledge	Inadequate skilled man power	• Training of extension workers • Promoting use of organic agriculture
Fisheries	Low fish production and inadequate fish marketing infrastructure	• High cost of fish feeds • Poor quality fingerlings • Low investment in aquaculture	• High cost of inputs • Adverse effects of climate change • Inadequate technical capacity	• Sustainable aquaculture • Climate smart technologies • Capacity building of stakeholders • Introduce student led extension (SLE) services • Investment in fish feed manufacturing
Livestock	Low livestock productivity	• Poor livestock breeds • High cost of animal feeds and inputs • Low quality inputs • Poor marketing systems for livestock products	• Low yield of livestock due to poor breeds, diseases and pests' infestation • High cost of livestock inputs • High cost of AI services	• Educate farmers on livestock farming techniques • Intensify animal disease surveillance • Promote value addition • Revive livestock cooperatives • Introduce student led extension (SLE) services

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
			• Inactive and under developed cooperative societies dealing with livestock products; • Poor livestock management	• Open up livestock products marketing channels
Sector 4: Roads, Housing and Infrastructure				
Roads, Housing and Infrastructure	Poor and irregular maintenance	• High cost of road construction and maintenance • Narrow access roads • Inadequate funding of road maintenance activities	• Inadequate funding • Unpredictable weather patterns • Dissected terrain affecting the cost of construction	• Opening up of new roads • Widening of access roads • Timely maintenance of roads • Availability of dedicated conditional grants such as Road Maintenance Levy Fund (RMLF) • Strengthen coordination of the County and National Government Road agencies
	Storm water management systems in built-up areas	• Poor infrastructure such as drainage systems • Negligence by responsible parties	• Inadequate funding • Poor urban planning and coordination of urban services	Participatory planning, coordination and management of services involving all stakeholders
	Neglected railway line & stations and Kambirwa air strip	Under-utilized railway system and available air strip	Inadequate funding	Mobilize resources for the development for the air strip
Sector 5: Trade, Industrialization, Tourism and Cooperative				
Tourism	Untapped tourism potential	Absence of a Tourism Development Master Plan	Inadequate funding	• Education and awareness of the tourism potential • Develop and promote tourism products • Encourage public-private partnerships
Cooperatives	Poorly managed	• Existence of unethical product marketing	• Political interference in management of societies	• Establish and strengthen marketing structures

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
	cooperative sector	practices • Poor management in agricultural crops e.g., coffee • Inadequate value addition • Short comings of the cooperatives Act.	• Poor marketing infrastructure of agricultural crops and products	• Capacity building in the cooperatives sector
Trade	Inadequate market opportunities and infrastructure	• Increased migration to the urban centres • Dilapidated market infrastructure • Poor access to markets • Poor access to regional and international markets	• Inadequate funding • Inadequate staffing • Inadequate skills and capacities in marketing • Red tape in certification	• Mobilize additional resources • Participating in trade fair and expo • Capacity building in trade and marketing • Exploring new markets
Sector 6: Health and Sanitation				
Health	Low access to medical services	• Inadequate Accident and Emergency services in major hospitals • Inadequate theatre facilities • Inadequate Radiology services • Inadequate infrastructure for laboratory services •	• Inadequate budgetary allocations • High cost of medical equipment and health services	• Strengthened collaboration with Health-Related Sectors • Centralize Radiology services • CHVs and CHAs equipped for NCD screening and Community mobilization and sensitization • Collaborate with Agriculture to improve farming methods for food security and improved nutrition
	Exposure to health Risk factors	• Improper waste handling and disposal	• Poor enforcement on existing pollution laws	• Strengthened collaboration with Health-Related Sectors

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
		• Weak enforcement of existing pollution laws/principles • Low level of enforcement to stop smoking in public • Food insecurity and poor nutrition	• Low income from agricultural activities • Vulnerability of some populations • Skill gaps to support the established systems as well as weak linkages between the various core systems	• CHVs and CHAs equipped for NCD screening and Community mobilization and sensitization
	Dilapidated health facilities	• Non-functionality of critical inputs like maintenance and replacement plans • Bureaucracies & Lack of clear disposal guidelines of non-functional equipment	• Inadequate contracted maintenance services • Inadequate spare parts • Inadequate maintenance engineering technicians hence inadequate maintenance skills • Ineffective government insurance cover	Budget for maintenance in place
	Increasing burden of communicable and non-communicable conditions	• Poor health seeking behaviour • Food insecurity and poor nutrition • Anti – microbial Resistance • Mother to child HIV Transmission • HIV and STI • TB • Mental health challenges	• Lack of fitness centers • Overuse and misuse of antimicrobials • Lack of clean water and sanitation • Stigma • Lack of PMTCT services in some facilities • Poor adherence of mothers to HAART • Skill gaps to support the established systems as well as weak linkages between the various core systems	• CHVs and CHAs equipped for NCD screening and Community mobilization and sensitization • Adequate budgetary allocation • Strengthened collaboration with Health-Related Sectors

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
			• Inadequate lab support to monitor AMR surveillance • Frequent stock outs requisite medications • Lack of resources for community-based HIV prevention activities • Few TB treatment sites • Lack of isolation units	
Sector 7: Lands, physical planning and Urban development				
Lands, physical planning and Urban development	Inadequate urban infrastructure service network	• Garbage within the town CBD • Inadequate and parking bays and spaces in CBD and Mukuyu; • Non-working street lighting; • Non-maintained cemeteries funeral parkours and crematoria; • Poorly managed dump site at Karii.	• Inadequate funding • Lack of alternative disposal sites	• Mobilizing both government and private sector stakeholders and resources.
	Lack of title deeds	• Uneconomical land subdivision • High number of land disputes • Encroachment of public land and access roads	• Inadequate staffing • Inadequate information on surveys and conveyance	• Expedite dispute resolution mechanisms • Build and strengthen partnerships with private sector service providers • Sensitisation and education on land matters
Sector 8: Education and Technical Training				

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
Education and Technical Training	Declining education standards	• Inadequate education facilities • Poor role modelling • Understaffing	• Disruption from broken family structures • Inadequate budgetary allocations • Poverty • Unemployment	• Support ECDE education and polytechnics • Increase access to tertiary colleges and youth polytechnics • Modernize education physical facilities • Improve disbursement of bursaries to needy children • Reduce the staff to pupil ratio • Partner with stakeholders and other development partners
Sector 9. Sector: Youth, Sports, Culture and Social Services				
Youth and Sports	Vandalization of Sports facilities	Lack of adequate security	Inadequate funds	Strengthen utilization and management of sports facilities
	low Income, drugs and substance abuse	• inadequate employment opportunities • inadequate job readiness and market fit • Peer pressure and idleness	• Inadequate funding • Slow economic development • Inadequate sports facilities and equipment	• Promote income generating activities • Improve sports facilities and access road to the facilities • Develop and equip Youth polytechnics • Develop talent centres • Redesigning youth programmes and projects
Social Services	Gender inequalities in resource allocations and leadership.	• Unfavourable cultural practices • Lack of access to community resources	• Outdated cultural beliefs • Lack of implementation of affirmative action plans	• Improve gender-based education • Gender mainstreaming
	Teenage Pregnancies	• Poverty • Inadequate sex education • Broken family structures	Low incomes	• Social cultural education • Promote Income generation activities

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
Sector 10: Water, Irrigation, Environment and Natural Resources				
Water and Irrigation	Inadequate access to water for domestic use and irrigation	• Inadequate infrastructural investments • Vandalism of water and irrigation infrastructure • Destruction of water and irrigation infrastructure by other developers e.g., road contractors	• Management conflicts among water services providers • Inadequate funding for water and irrigation projects • Inadequate technical personnel and equipment • Poor leadership in community managed projects • Difficulties in securing way leave	• Review roles and responsibilities of water service providers including determination of their areas of jurisdiction • Increase investment in water sector • Training water users' groups • Protection of springs and catchment areas • Training on water harvesting technologies • Rehabilitate and commission stalled community boreholes • Construction of new irrigation systems • Enforcement of existing water use regulations
Environment and climate change	Environmental degradation and pollution	• Indiscriminate dumping of waste • Uncontrolled charcoal burning • Uncontrolled sand harvesting • Encroachment of riparian areas • Catchment degradation • Quarrying and Sand harvesting • Poor soil conservation methods	• Poverty • High cost of energy • Lack of alternative sources of income • Lack of enforcement of environment policies and legalisation	• Mainstream environmental planning into development • Increased institution collaboration in environment and natural resources management • Increased capacity building in environmental and natural resources management • Increased restoration of landscapes

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Directorate	Development Issue	Cause(s)	Constraint(s)	Opportunities
Cross-cutting Issues	Increasing levels of Poverty	• High unemployment; • Inadequate security personnel • Illicit Brews and drug abuse • Poor land tenure system.	• Low levels of employment opportunities • Deteriorating family structures • High transaction cost of land transfer • Drugs and substance abuse	• Investment in vocational and technical training • Mobilize stakeholders and partners with a view to establishing VTCs and other opportunities for business • Enhance social funding (Hustler Fund) • Mobilize stakeholders and partners to eradicate substance and drug abuse

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CHAPTER THREE

3. SPATIAL DEVELOPMENT FRAMEWORK

3.1. Overview of Spatial Development Framework

The Spatial Development Framework provides a base to guide the implementation of the county development programmes and projects. The framework aims to bolster the objective of secure land tenure and resilient communities. It integrates the strategic development dimension at the local level and describes thematic areas outlined in Murang'a County Spatial Plan for the period 2015-2045 as aligned to the National Spatial Plan (2015-2045). The Plan seeks to underpin urban and rural development linkages from a spatial framework perspective with a goal of accommodating population growth vis a vis provision of adequate and appropriate related services infrastructure.

The county spatial planning and implementation is aimed at improving the service infrastructure base and sustainable development that is critical for economic development. It is crucial in the realization of constitutional principles of efficiency, productivity, and sustainability. Previously, the focus has been on economic planning with little or no regard for spatial planning. The Murang'a County Spatial Plan (2015-2045) was developed under the Nairobi Metropolitan Services Improvement Programme (NaMSIP).

Under the spatial planning framework, the county government aims to strengthen urban services and infrastructure, emphasizing growth, equity, environment, and governance. During the preparation of the Murang'a Spatial Plan, the county also developed Integrated Strategic Development Plans (ISUDPs) which included the A2 corridor ISUSP, Maragua ISUDP, Murang'a ISUDP, Kandara ISUDP, and Kangari ISUDP.

3.2. Resource Potential Growth Areas

Resource potential growth area strategy provides an approach through which policy guidelines, plans, and development strategies take account of region-specific characteristics and interests. It provides for joint and shared inter-relationships grounded on economic and social functions. Regional characteristics and interests including physical nature, agro-ecological and state of infrastructure services as summarised in Table 3.1

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Table 3.1: Framework for Development of Growth by Region

Zone	Potential	Policies	Strategies
Western Region	Agriculture production Water catchment Forestry Tourism Agro-forestry Trade and Commerce Wildlife resources Dairy production Livestock production (Dairy)	- Increased investment - Environment conservation - Sustainable exploitation of natural resources - Sustainable urban land use and growth - Balanced growth - Densification of built-up areas - Development of key social and physical infrastructure	- Construction of key infrastructure to support resource exploitation and development - Natural resources mapping and exploitation - Environmental protection of sensitive areas and mining zones - Utilization of water resources for agriculture and food production - value addition - Environmental conservation - Intensive land use
Central Region	Agriculture production Water catchment Forestry Tourism Industry and value addition Agro-forestry Tourism (Cultural Sites) Livestock Production (Dairy) Trade and Commerce	- Sustainable use and exploitation of natural resources - Balanced growth - Increased investment in social and physical infrastructure - Environmental conservation - Sustainable urban land use and growth - Balanced growth - Densification of built-up areas - Development of key social and physical infrastructure	- Construction of key infrastructure to support resource exploitation and urban development - - Conservation of wildlife and forest resources - Resource mapping and exploitation - Urban development around key human settlement and investment - Enhanced agriculture and food production - value addition - Environmental conservation - Intensive land use - Conservation of wildlife and forest resources
Eastern Region	Agricultural (Irrigated) Industry and value addition Mining (Quarrying) Fisheries Trade and Commerce	- Sustainable use and exploitation of natural resources - Balanced growth - Increased investment in social and physical infrastructure - Environmental conservation	- Development and rehabilitation of key infrastructure in underserviced locations - Services to under-served populations - Environmental protection

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	Livestock production	- Sustainable urban land use and growth - Balanced growth - Densification of built-up areas Development of key social and physical infrastructure	- Construction of key infrastructure to support resource exploitation and urban development - Resource mapping and exploitation - Urban development around key human settlement and investment - Enhanced agriculture and food production - value addition - Environmental conservation - Intensive land use

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3.3. County Competitive Advantage

Accelerating the attainment of the County medium-term to long-term objectives is the primary aim of the County Spatial Development Framework as integrated into the CIDP (2023-2027) aspirations. Globalization offers opportunities in global markets besides the local markets, though with intensive competition. To enhance its competitiveness, the county should leverage its traditional strengths and opportunities, including vast arable land, conducive climate, proximity to Nairobi City, (within the Nairobi Metropolitan Region), an established culture of entrepreneurship as well as stable financial institutions, SACCOs and insurance agencies.

3.3.1. Land, Geological and Physiographic Capability

The County Spatial Framework aims to optimize the utilization of county land by rationally allocating activities considering land capabilities and potentials, and taking necessary steps to protect and conserve the environment. The framework categorizes land into land-based needs, including prime-agriculture areas, potentials of the low-lying semi-arid areas, accommodating increasing urban population and provision for future infrastructure utilities.

The county has a total area of 2,558.9 $km^{2,}$ of which 2,135 km^2 is arable land. The average farm size under large - scale holdings is 16 acres, while that of small-scale farms is 2.2 acres. The main land use activities in the county are cash crop farming, subsistence farming, livestock keeping, fish farming, housing, and forestry. Land holding is considered essential and it is estimated that 64.9 per cent of farmers have title deeds while 35.1 per cent does not have title deeds. Majority of the county population own land, and the incidence of landlessness is approximately 0.2 percent.

The entire county is suited to diverse livelihoods with capabilities across the county. The highest areas in the western parts are drained by several rivers and also form rain catchment areas. The geology consists of rich volcanic rocks generally fertile and highly suited for growing tea. This region falls under the agro-ecological zone one consisting of the highest potential zones where forestry and tea form the most important economic activities. Agro-ecological zones two and three are the lowlands east of the Aberdares and are generally suitable for coffee and dairy farming. Arid and semi-arid conditions characterize the flatter low-lying areas to the eastern part of the county. This forms the agro-ecological zones 4, 5, and 6 suitable for coffee and pineapple plantations. These areas including the eastern region, lower parts of Kigumo, Kandara, Kiharu and Maragua constituencies receive less rain and crop production requires irrigation.

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3.3.2. Location Advantage

The proximity and location of the county within the larger Nairobi Metropolitan Area provide its agricultural sector with the cost leadership advantage. As such, traders are able to provide products at an advantageous costs compared to other agricultural potential counties outside the Nairobi metropolis which effectively enable offering of products at a relatively lower price. As a market leader in the transport sector within the Nairobi metropolis, pool resources as a factor provide a competitive advantage which accrues due to industry alliances across industries. Other location advantages include Thika superhighway traversing other central region counties and connecting the Northern part of Kenya.

3.3.3. Established Culture of Entrepreneurship and Renown Entrepreneurs

Murang'a County is associated with established and eminent entrepreneurship culture that spans for decades. The culture of entrepreneurship accords the county with the required competitive edge especially in the City of Nairobi where the descendants of Murang'a rule in business interests ranging from transport, Nairobi Security Exchange, retail trade and hospitality, among others.

3.3.4. Established Financial Institutions & SACCOs

Established commercial banks, SACCOs and insurance agencies play a key role in the economic development through provision of financial services to the farmers, business people and the public in general. Besides provision of credit facilities, the financial institutions also advise the local people on the best businesses to venture into in order to get maximum returns. The government uses the financial institutions to channel funds such as the social protection fund to the vulnerable members of the population. Youth Enterprise Development Fund and Women Development Fund are also channelled through financial institutions. The Hustler Fund and other grant financing mechanisms may adopt the same financing channels.

3.3.5. Natural and Agro-forestry

The county has five indigenous gazetted forests namely: Gatare, Karua, Kiambicho and Wanjerere forests, covering a total area of 254.4 $km^{2.}$ These forests are in two zones: the tropical *montane* forest zone located along the Aberdare ranges and the semi-arid forest zone located in the lower parts of the county. However, there are 204,557 farm forests which are privately owned plantations. The main forest product in the county include timber (approximated at over 64 million running feet per annum), firewood (over 500,000 stacks), and seedling production of over 63 million per year. Other minor forest products include grass, bamboo sticks, medicinal herbs, honey and charcoal. The forests are also the major sources of various rivers, namely: Maragua, Mathioya North, Mathioya

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South, Kiama and Thika rivers. Agroforestry involves tree farming with crops and/or pasture and entails planting trees that do not compete with crops. The county has 270,879 acres under farm forestry in 204,557 farms. There are 282,774 people involved in farm forestry, with an average of 40 trees per farm.

3.4. Modernizing Agriculture

3.4.1. Agriculture Sector Overview

The agricultural sector is not only the driver of the county's economy but also the means of livelihood for most residents. The sector comprises crop production (industrial & food crops), horticulture, livestock, fisheries, and forestry. Agricultural transformation is essential for the county, as it has huge potential to spur growth and raise income. As at 2017, an estimated 58% of the Gross County Product (GCP) ranked 12th nationally with a contribution of 2.3% to the GDP came from agriculture Sector. Residents engage in small-scale farming and livestock keeping with over 60% of small-scale farmers growing tea and coffee, especially in the upper parts of Murang'a. Agricultural activities are dictated by the underlying climatic and geographical features across the county. Besides crop farming, other agricultural activities include dairy farming which is dominant with milk processing plants spread across the towns.

3.4.2. Development Objectives

The development objectives of the spatial urban plans are:

a) Protection of high potential agricultural areas from urban development;
b) Identification of opportunities for viable and appropriate economies and sustainable livelihoods in the hinterland;
c) Strengthening of agriculture through economic and infrastructure investment;
d) Creation of linkages between the hinterland and urban nodes to facilitate the flow of people, goods, services and capital between these areas; and
e) Creation of sustainable tourism opportunities linked to natural, cultural and recreation assets in the rural hinterland.

3.4.3. Intervention Strategies

The intervention strategies include:

a) Protection of economically viable agricultural activities in the county
b) Attention is given to the development of cooperatives, commonages and agri-villages in the agricultural areas.
c) Agri-villages must be promoted throughout the rural hinterland as a sustainable manner in which to integrate local economic development and residential settlement development;

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d) The subdivision of agricultural land into small, uneconomical land parcels, must be prevented.
e) Illegal land uses on farm portions, such as industrial and commercial developments that have no direct relation to agriculture, should be eradicated and moved to nodes.
f) Mining and quarrying activities may not be permitted within sensitive natural areas, high potential agricultural areas or near areas of high tourism potential.
g) Locate small-scale agriculture in closer proximity to nodes in order to ensure that small-scale farmers can easily access essential services as well as urban markets
h) Promote sustainable agricultural technologies and practices in order to limit negative externalities
i) Subdivisions of agricultural land for urban development should only be permitted around and contiguous to existing nodes in order to prevent leap-frog development and the inefficient development of service and movement networks

3.4.4. Value Addition

Value addition plays a vital role in provision of forward and backward linkages to the agricultural sector. With the shift to export-oriented manufacturing as the main thrust of Kenya's industrial policy, this sector provides potential opportunity as the country aims to raise the share of products in the regional market from 7% to 15 % and develop niche products for existing and new markets. Opportunities include development of Special Economic Zones (SEZs), Industrial Parks, Industrial Clusters, promotion of small and medium scale manufacturing firms, development of niche products, and commercialization of research and development results.

Agricultural activities in the county are dictated by the underlying climatic and geographical features across the county. Besides crop farming, other agricultural activities include dairy farming which is dominant with milk processing plants spread across the town

3.4.5. Industrialization

Industrial potential is driven by the availability of raw materials in the form of minerals; agricultural produce; technology; skilled human resources; quality physical infrastructure that attracts investment, and markets (local or external). Other determinants of industrial potential include internal and external markets and the ability to attract investment in industrial activities. The industrial sector in the county is dominated by small and medium sized industries. Most of these industries are agro-processing firms with coffee being the leading followed by tea factories.

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They majorly produce semi-finished products which are exported to other counties and internationally as raw materials and therefore do not fetch optimum prices. There is a need for the factories to refine and package the end products to optimize returns and create more employment opportunities in the county. Only a few processors like Del Monte and Farm Nut produce finished products and hence are the largest employers compared to the others. The county has potential for more industries like the aforementioned, especially mangoes, bananas, and milk processing factories. There is also potential in pottery, where clay soil is exported to other counties instead of making finished product of clay for export. Most of the industries are rural based, dealing mainly in tea and coffee. Table 3.2 entails some strategies to spur agro-industrialization across various products.

Table 3.2: Agro Industrial strategies

Type of Industry	Potential	Constraints	Strategies
Rural-based industries for tea and coffee	Upper western regions	- Low adoption of technology - Limited/No value addition - Poor Linkage to markets - Presence of industry brokers (Cartels)	- Provide adequate, supportive transport and infrastructure - Diversify energy production sources to reduce costs of production and enhance its reliability - Introduce contract farming through SACCOs
Agro-based Industries for Dairy, Macadamia, Bananas, Avocado	Lower eastern parts of the County	- Low adoption of technology - Limited/No value addition - Poor Linkage to markets - Presence of industry brokers (Cartels)	- Provide adequate, supportive transport and infrastructure - Diversify energy production sources to reduce costs of production and enhance its reliability - Introduce contract farming through SACCOs

3.5. Opportunities for Tourism Development

Murang'a County has several tourist destinations, including Mukurwe wa Nyagathanga- the cultural homestead of the Agikuyu community; Tuthu Catholic Church Mausoleum- which houses Paramount Chief Karuri wa Gakure's Mausoleum; Ndakaini dam, the main source of water for Nairobi County; Kimakia fishing grounds in the Aberdares National Park - that has great opportunities for fishing adventures ;Karia ka Mbari ya Ngware - a sacred cultural heritage site where elders conduct prayers and other tradition and has a rich history on the origin of the Agikuyu.

Mathioya river has one of the most challenging rafting courses in Kenya, offering excellent opportunities for kayaking and swimming adventures. There are also great destination hotels, including: Hotel Nokras, Sagana Getaway Resort, Stanley's Haven, Muchiri Hotels and Aberdares Cottages among many others. Furthermore, the county has great landscapes

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along its breadth including tea farms and the Aberdares ranges, hills, and valleys offering great potential for agriculture tourism. (see Plate 3.1.) There are also numerous waterfalls that offer hydro-power generation and tourism opportunities.

The main wildlife in the county are elephants found in Aberdare Forest. Other wildlife in the county include columbus monkeys and their related species. Other tourism opportunities are in the hospitality industry, conference tourism, cultural tourism, and eco-tourism.

3.6. Human Settlements

The Kenya Vision 2030 anticipates that more than half of our nation's population will likely reside in urban areas following the current population trends. Thus, there is a need to plan for decent and high-quality urban livelihoods for the population. Ideally, human settlements perform the following functions:

a) Service Function: settlements facilitate the provision of schools, health services, public utilities, public transport, commercial banks, cooperatives, and administration among other important services. These serve not only the people in the towns, but also those in the surrounding areas.
b) Economic Function: These provide employment opportunities, e.g., within industries, commercial, and the above service functions. They provide a market for the local produce, which stimulates the conversion from subsistence to a cash economy. It also creates material advancement in both rural and urban centres through production of manufactured goods.
c) Residential Function: Human settlements also provide a residential function for people working in non-agricultural employment.

3.6.1. Human Settlement Policy

The Human Settlement Policy emanated from the detailed Human Settlement Strategy of 1978. This strategy is an overall framework for the management of urban growth and location of physical development in the urban and rural areas of Kenya so as to develop "a coherent system of human settlement." Five strategies were outlined to achieve the above:

a) The development of service centres;
b) The development of growth centres;
c) The development of an integrated transportation and communication system;
d) Rural development; and
e) The development of appropriate standards for urban infrastructure

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The main objectives of the above strategies are:

a) To continue promoting the maximum development of the rural areas in orde to improve living standards for the majority of the people;
b) To establish a more even geographical spread of urban physical infrastructure to promote more balanced economic growth throughout the nation as well as a more equitable standard of social services between different areas;
c) To encourage the expansion of several large towns in addition to Nairobi and Mombasa in order to promote regional growth, thereby providing more alternatives for the absorption of the migrant population and the problems arising from excessive concentration in these towns;
d) To continue developing a complementary network of communication so as to improve accessibility between centres of economic and social development;
e) To adopt standards for urban infrastructure which more closely relate to what can be afforded by the country as a whole; and
f) To continue improving the planning machinery and co-ordination between developmental agencies, which are responsible for planning, decision making, financing, implementing and administering a wide variety of services.

3.7. Natural Environment Conservation

3.7.1. Rationale for Conservation

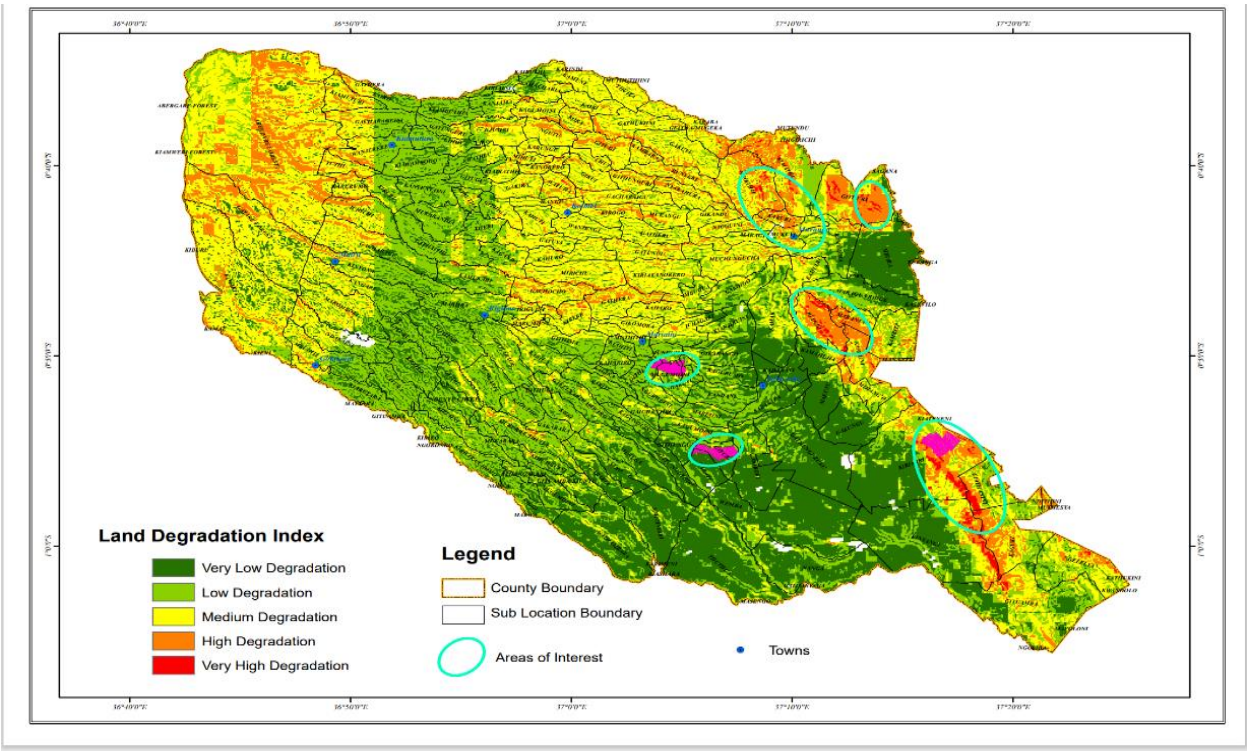
Article 42 of the Constitution of Kenya 2010 provides that every person has the right to a clean and healthy environment including the right to have the environment protected for the benefit of present and future generations through legislative measures. Further, Article 69 states that the state shall ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources, and equitable sharing of accruing benefits. Therefore, as a contributing share of the national agenda of a clean, secure and sustainable environment by the year 2030, specific county strategies will entail promoting environmental conservation through mainstreaming of green economy issues in every sectoral development programme. Other initiatives include tree planting along riparian lands, robust strategies to reduce pollution and waste management, efficiency in water and sanitation provision, adoption of climate smart agriculture and consumption of clean energy.

The development strategy for the natural open space system deals with the designation, protection and management of biodiversity and important ecosystems. The natural open space system generally comprises rivers, dams, riparian zones, wetlands, ridges and other environmentally sensitive areas. Sensitive ecological environments, on one hand, pose a constraint to development, as these parcels of land must remain free of development.

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Ecologically sensitive areas provide immense opportunities and value from an ecological, identity, place- making, attractiveness, tourism, and property value perspective. Wetlands in particular perform several critical ecological functions. They moderate impacts from flooding, control erosion, purify water and provide habitat for fish and wildlife. Natural areas are often also the most important tourist destinations in the county.

The Spatial Plan, therefore, aims to safeguard the functionality of the county's life-supporting ecosystem services and ensure appropriate and sensitive development around natural open spaces. Map 3.1 shows the identified Sustainable Land Management (SLM) areas initiated and being implemented through NARIGP. The county will continue implementing such programs to enhance environmental conservation and the wise use of natural resources.



Map 3.1: Sustainable Land Management Areas

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3.7.2. Objectives of the Natural Space System

These include:

a) To introduce policies that will restrict degradation and promote the preservation of the environment;
b) To improve water quality in rivers and water courses through the management of solid waste, waste water and industrial effluent;
c) To prevent illegal dumping in open spaces and rivers; and
d) To protect the county's indigenous forests.

3.7.3. Environment and Natural Resources Policy and Legislation Thrusts

The county will aim at developing and implementing relevant policies and strategies as well as legislation to help protect and conserve the environment and wise use of natural resources, among others, the county will:

a) Watercourses and wetlands rehabilitated to restore the ecological integrity
b) Watercourses must be protected from pollution resulting from development through the creation of open space buffers along watercourses that must remain free from development.
c) Remove eucalyptus trees from riparian zones.
d) Wetlands are protected from development through the introduction of a buffer around wetlands that must remain free from development.
e) Steep slopes that exceed 25 degrees are should be protected as ridges in accordance with the prescriptions of the Kenya Planning Handbook.
f) Rehabilitate degraded areas in order to ensure optimum functioning of ecosystem services.
g) Mining and quarrying activities may not be permitted within sensitive natural areas, high potential agricultural areas or near areas of high tourism potential.

3.7.4. Mining/Quarrying

Quarrying provides the primary source of building materials, especially bricks and building stones, for the building and construction industry. There are also sand quarries on the border of Murang'a and Machakos that are a source of income. However, quarries have been cited as operating without any clear regulatory framework, leading to dangerous operations. Most workers have no protective gear, water or toilets. In addition, work takes place in high vertical cliffs, and risky transport and tunnelling make the sites unsafe.

Several quarries are close to homesteads, schools, roads, rivers, railway lines and shopping centres. There are complaints of nuisance and danger posed by uncontrolled and illegal blasting, dust and water ponding in the pits. Quarries encroach onto ecologically sensitive areas and the deposition of waste in some waterways. There is notable land degradation

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due to inadequate rehabilitation and quarries' after-use plans. Nevertheless, quarries are important sources of employment and economic activities and provide opportunity for growth.

The county has prepared development and design guidelines for open spaces through the Department of Lands as summarized in Table 3.3.

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Table 3.3: Development and Design Guidelines for Open Space

Environment Feature	Definition		Guidelines
Riparian (River) Reserve	Land on each side of a watercourse as defined. Has a minimum of 2m, or equal to the full width of the river as measured between the banks of the river course up to a maximum of 30m for seasonal and perennial river		Every development must provide 3%-5% of the area for water retention reservoir - Natural flow of rivers and tributaries should be preserved and conserved. River reserves should become green networks (buffer zones to control pollution, surface erosion, squatters' intrusion) - Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents - Development along the Riparian Reserve should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the Riparian Reserve without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction. - The natural drainage channels and banks of rivers must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities
Slope	0 - 2%	Area where slope does not constrain Development	• Development in hill areas requires several conditions that must be observed not to endanger stability, balance and the harmony of the natural environment • Between 5 degrees to 15 degrees are considered as medium slopes and could be developed with the implementation of slope control measures

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	2 - 9%	Medium slopes which are developable although slope should be considered in site development plan and storm water management	• Between 15 degrees to 25 degrees could be developed with the implementation of control measures • Areas with slopes that exceed 25 degrees are not allowed any development from a safety perspective • Natural vegetation should be preserved on steep slopes to prevent soil erosion • A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas • All scenic vistas should be protected from development
	9 - 21%	Maximum slopes for motor vehicle access provided that all weather paved surfaces are available	
	21 - 27%	Urban development is seriously constrained, and slopes of more than 21% do not allow for motor vehicle Access	
	27 - 45%	No development allowed	

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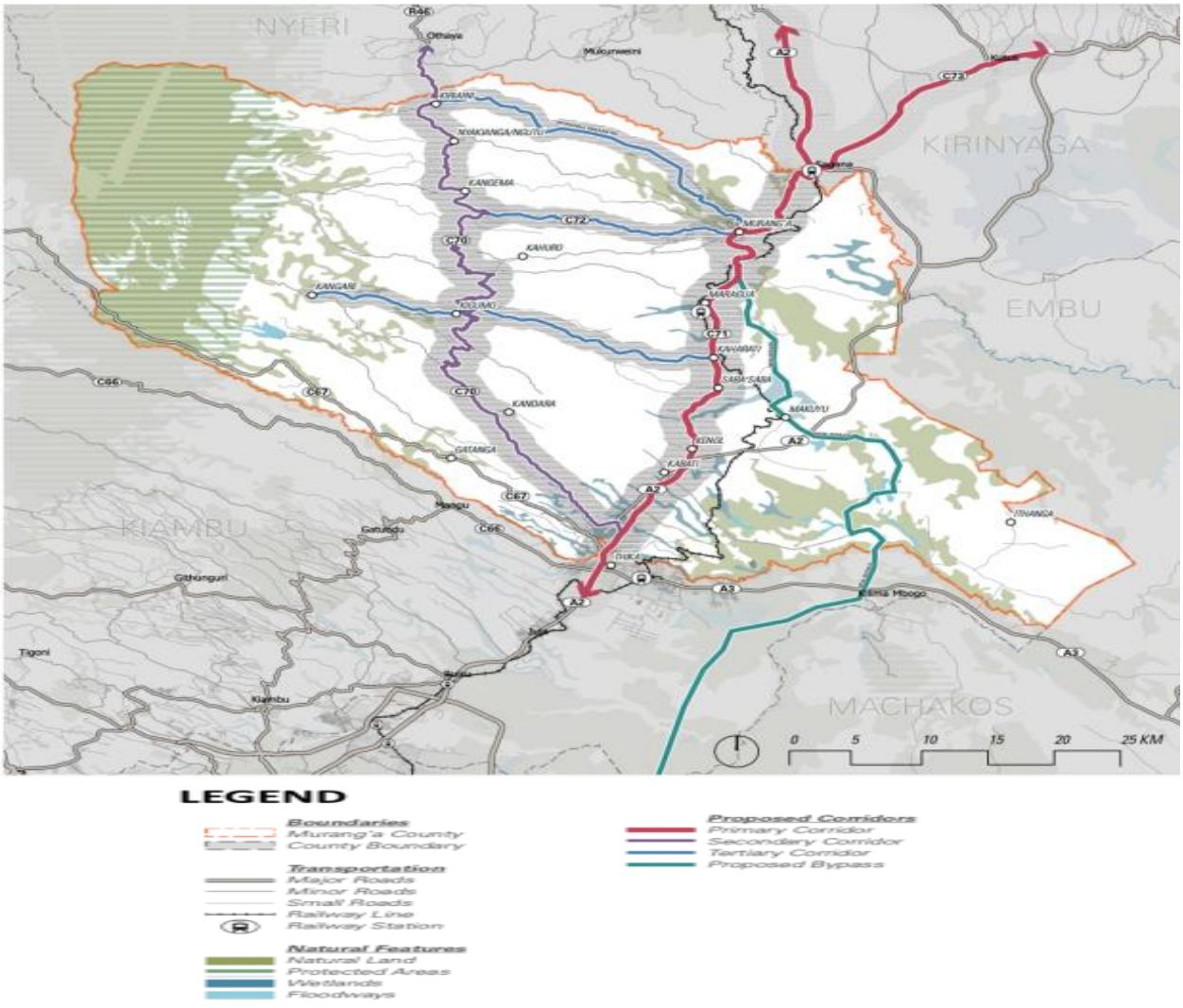
Natural Open Space System	The natural open space system comprises rivers, dams, riparian zones, wetlands, ridges and environmentally sensitive areas	• All natural open spaces should, as far as possible, be linked to form a continuous system of green open space through the demarcation of green corridors throughout the urban environment, which are then linked to public open spaces. • The natural open space system must be visible and "public" and not privatized in development enclaves. This is important from both a social equity perspective (i.e., that members of the community and visitors can have the visual enjoyment of the open spaces) and from a safety perspective (i.e., that the public can always monitor these areas which could potentially become dangerous areas). • All land uses along green open spaces must face onto the open space with active facades including windows and/or balconies and visually permeable fencing. No high walls may be permitted. • Pedestrian and cycling paths should, as far as possible, be incorporated into linear open space systems to increase the recreational value of the open space system and also to enhance safety through increased activity in or along the open space system.

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3.8. Transportation, Linkages and Connectivity

3.8.1. Transportation, Linkages and Connectivity as Enabler of Economic Development

Economic development in the county is partly dependent on the ability to move between and access different places and settlements in the county, and areas outside of the county. It is, therefore, important to create a functional and efficient regional movement network as the basis for economic development. A key factor of a prosperous regional economic network is network density, meaning the degree to which different parts of the region are functionally linked. "From the point of view of the economy of urban regions, lack of connectivity is translated into lack of competitiveness. The major county movement corridors and networks are shown in Map 3.2.



Map 3.2: Regional Movement Corridors and Networks

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3.8.2. Development Objectives for Transportation, Linkages and Connectivity

The following are the development objectives from a movement and connectivity perspective:

a) To ensure a clear hierarchy of roads that connect all the different parts of the county;
b) To improve public transport facilities and networks;
c) To improve the use of rail as a mode of public transport; and
d) On a local level, to improve and support non-motorized transport.

3.8.3. Development Proposals, Interventions and Guidelines

The development interventions required to improve accessibility and connectivity in the county are focused on the creation of a number of strong movement corridors.

a) There are two proposed north-south corridors, namely:
b) The A2-C71 route that must be developed as the primary corridor in the county, as an extension of the proposed A2 Corridor, and
c) The C70 route that must be developed as the secondary corridor.
d) There are three proposed east-west corridors, linking
    i. Murang'a Town with Kiria-ini,
    ii. Murang'a Town with the C70 corridor via Route C72 and
    iii. Kaharati with Kigumo and. Kangari
e) The function of the corridors is both mobility and economic in nature, as they will provide access to all the major nodes in the county as indicated in the spatial development concept.
f) The corridors must also be developed as the main public transport (i.e., bus) routes in the county, with stops in all the nodes along the corridors.
g) The proposed Eastern Bypass will have a strong mobility function, linking the county with areas to the south.
h) The railway line must be upgraded to facilitate the use of rail as a mode of passenger transport, in particularly for commuting to Nairobi.
i) All the major roads in the county must have supporting pedestrian infrastructure such as pedestrian crossings/bridges, signage, bus stops and pedestrian paths that are separate from the vehicular road lanes.
j) The regional movement network must support the rationalized regional nodal network in so far as transport infrastructure and services to and from these nodes must be improved to allow people to access employment, education, health and other services in these nodes.
k) Within the nodes, the local movement network should complement regional connectivity by ensuring good local accessibility and permeability. Table 3.5 sets out development and design guidelines that will apply to local movement networks within the nodes

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3.9. Public Infrastructure Utilities and Systems

Access to essential services underpins fundamental development indicators and ensures minimum health standards as defined by the World Health Organization. The standards incorporated in the sustainable development goals are the world's quantified targets for addressing and eventually eradicating extreme poverty in its many dimensions. The infrastructure system is categorized into economic and physical services such as railways, airports, roads, water supply, energy etc., and social infrastructure, including housing, health, and education facilities.

3.9.1. Water Resources

The National Water Policy 1999 set specific policy objectives covering four basic areas of water resources management, water supply and sewerage development, institutional arrangement and financing of water sector:

a) Preserve, conserve and protect available water resources and allocate them in a sustainable, rational and economical way.
b) Supply of water of good quality and in quantities that are sufficient to meet the various water needs including poverty alleviation, while ensuring safe disposal of wastewater and environmental protection.
c) Establish an efficient and effective institutional framework to achieve systematic development and management of the water sector.
d) Develop a sound and sustainable financing system for effective water resources management, water supply and sanitation development.

The country has limited natural renewable water resources estimated at 42.1 BCM/year. This consists of 20.6 BCM/year of surface water and 21.5 BCM/year of groundwater recharge as per the National Water Master Plan of 2013. Murang'a hosts (partly) one of the five "water towers"; Aberdares Range (103,315 ha) and form upper catchments of main perennial rivers flowing eastwards to the Indian ocean.

3.9.1.1. County Water Resource

The county is located within the Tana Catchment Area (TCA) with the available water resources consisting of the surface water runoff and sustainable yield of groundwater. The estimated ground water yield for the years 2010 and 2030 as per the National Water Master Plan are 6,533($MM^{3)}$) per year and 7,828 ($MM^{3)}$) per year respectively as shown in Table 3.4:

Table 3.4: Estimated Ground Water Yield

Year	Surface Water ($MM^{3)}$) per year	Ground Water ($MM^{3)}$) per year	Total ($MM^{3)}$) per year
2010	5,858	675	6,533
2030	7,262	567	7,828
Percentage of 2010 Values	124%	84%	120%

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The sustainable yield of groundwater was derived as 10% of the groundwater recharge in the catchment area excluding river courses and riparian areas with a width of 1 km, where groundwater abstraction will need to be restricted. It shows that the 2030 surface water runoff will increase to 124% of 2010 runoff, while the 2030 sustainable yield of groundwater will decrease to 84% of 2010 yield, both due to climate change impacts, resulting in an increase of 2030 available water resources to 120% of 2010 resources.

Water demand projection indicate that present water demands (2010) are estimated to be 14% of the available water resources, the water demands for 2030 are expected to increase drastically up to 105% of the available water resources in 2030. The ratio of 105% of water demand to water resources, which is called a water stress ratio, indicates severe situation in the water balance compared with the ratio of 40% regarded to indicate severe water stress.

3.9.1.2. Water Resource Endowment

Murang'a County's water resources are rivers, shallow wells, springs, dams, boreholes and roof catchment. There are 15 permanent rivers, 2740 shallow wells, 95 protected springs, 345 unprotected springs, 85 water pans, 12 dams and 250 boreholes that supply water for domestic and agricultural use in the county. All these sources supply 60 percent of the county population with clean and safe drinking water as shown in Table 3.5.

Table 3.5: County Water Resources

ITEM		UNITS
Households with access to piped water (No.)		161,311
Households with access to portable water (No.)		156,467
Permanent rivers (No.)		15
Shallow wells (No.)		2,740
Protected springs (No.)		95
Un-protected springs (No.)		345
Water pans (No.)		85
Dams (No.)		12
Boreholes (No.)		250
Distribution of Households by Main Source of water (%)	Piped into dwelling	52
	Piped	32
	Rain/harvested	2
	Borehole	7
	Protected well	2

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	Protected spring	1.5
	Unprotected well	1
	Unprotected spring	0.5
	Stream	1.4
	Water Vendor	0.4
	Dam	0.1
	Pond	0.1
	Lake	0
Water supply schemes (No.)		5
Average distance to nearest water point (km)		2.1
Households' distribution by time taken (minutes, one way) to fetch drinking water:	0	0
	1-4	156,900
	5-14	163,860
	15-29	110
	30-59	230
	60+	220
No. of Water Resource User Associations (WRUA) established		17

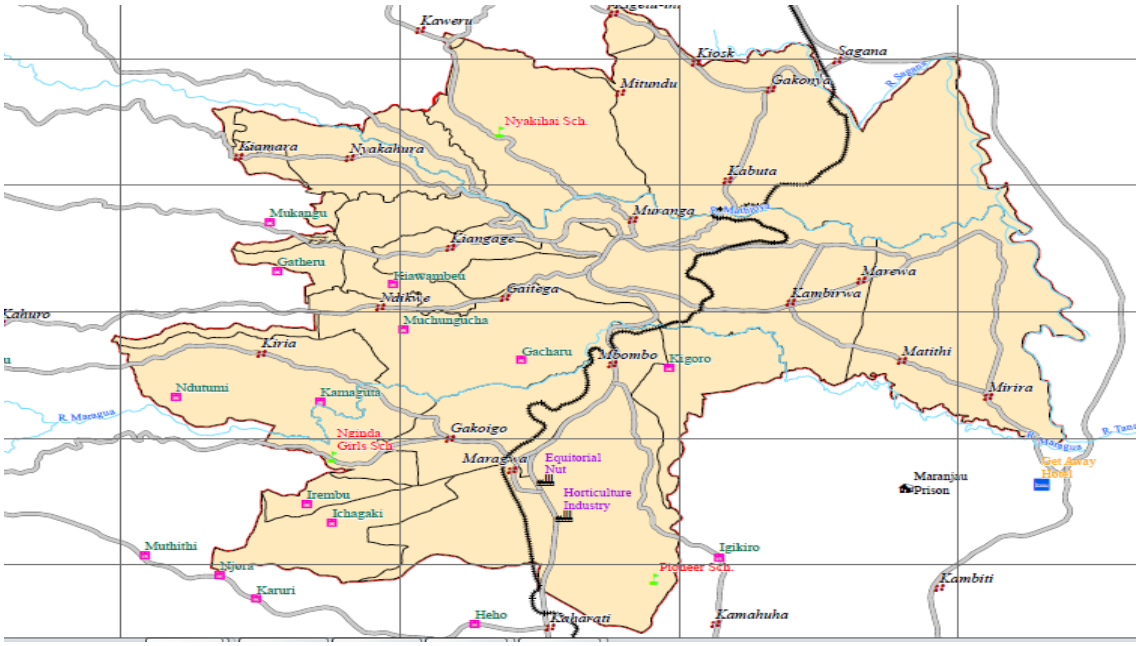
3.9.1.3. Water Service Providers

Household water infrastructure in Murang'a County is provided by five water and sanitation companies, namely: MUWASCO, GATAWASCO, MUSWASCO, Kahuti, and Gatamathi. The companies are discussed in the next section.

a) Murang'a Water and Sanitation Company (MUWASCO)

MUWASCO operates two water treatments works with a capacity of 5,000 CMPD (current utilization – 1,500 CMPD. The company covers Kiharu, Kahuro, Embassy, Sagana River, Gwathamaki, Mbombo, Muchungucha, Kiria and Ndikwe, as shown in Map 3.3.

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Map 3.3: MUWASCO Operation Areas

The identified new areas for water distribution include the eastern part of the Municipality, including Samar and Kamuiru, the Northern parts, including Rurii, Nyakiha-ini and surrounding areas and the Western part, including Kiria and surrounding areas. Other proposed interventions include the proposed Maragua dam that will serve Maragua Town, Samar/Maragua Ridge, Ndutumi, Kahuro, Kiria, Nyakahura, Kiamara, and surrounding areas. On sewerage infrastructure, Murang'a and Mukuyu areas have water closets that are connected to Karie treatment works that MUWASCO also runs. The coverage is about 16% of the households. All the other areas of the Municipality use pit latrines or septic tanks as the means of liquid waste disposal. The latrine coverage of the Kiharu and Kahuro is 93% of the total population.

b) Gatamathi Water and Sanitation – Mathioya Sub County

Gatamathi Water and Sanitation comprises Mathioya and Gatango water supply schemes. Mathioya supply scheme covers Njumbi and Gitugi divisions in Mathioya Sub-county, Rwathia and Kihoya locations in Kangema Sub-county. The intake and partial treatment works are located at Mioro in Njumbi Division. The scheme was designed to have pumping and gravity water conveyance systems. The Gravity system which works on a rationing schedule serves Kihoya, Kiawambogo, Rwathia and Kenya-Njeru within Rwathia and Kihoya Location in Kangema, Gacharage-ini, Gatunguru, Gikoe and Nyakianga within Njumbi Division, Mihuti, Karung'e, Ngutu, Kanjahi, Gitugi, Kambara Nyangiti, Chui and Yakarengo within Gitugi Division.

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The pumping system initially meant to serve Kiamuturi, Kagongo and Mioro within Njumbi division, Mathioya Sub-county and Rwathia and Kihoya locations – Wanjerere and Nyagatugu and parts of Tuthu in Kangema Sub-county is no longer operational. Areas not served include Kiamuturi, Mioro, Kagongo, Nyagatugu, Wanjerere and Tuthu. Gatango Water Supply scheme commissioned in 1972 was initially through communal water points. The scheme used to serve up to and including Kiambugi Secondary School in Gathuki-ini (Kiharu Sub-county) 15km from Kiria-ini market. It further served Iruri, Thuita, Kora and Warugara in Mathioya Sub-county. Areas currently not serviced include Thuita, Gakurwe and Kiambugi.

c) Gatanga Water Company – Gatanga

Gatanga Community Water Scheme is an agency of the Athi Water Services Board and provides services in Gatanga catchment and its environs. Two water treatment plants serve the scheme at Karangi and Rwegetha. The Karangi Water Treatment Plant is an innovative payment for ecosystem services project commissioned in February 2019. The plant is served by two rivers, Kiama and Kimakia, and has a capacity of 3,000 Cubic Meters (m^3) per day. The Rwegetha Water Treatment Plant is also an innovative payment for ecosystem services project that was opened in February 2019 and served by two rivers, Kiama and Kimakia. It has two intakes at Chomo and Gatura. The plant has a capacity of 3,000 Cubic Meters (m^3) per day.

d) Murang'a South Water and Sanitation Company (MUSWASCO) – Murang'a South

The Murang'a South Water and Sanitation Company Ltd (MUSWASCO) is an agency of the Murang'a County Government that was incorporated in 2008. The Company provides water and sanitation services to the three sub-counties of Kandara, Kigumo, and Murang'a South. The total coverage area is 934km^2 serving a population of 497,103 (2021/2022 FY). The intakes are located within Wanyaga and Kinyona, with treatment plant situated in Kinyona area of Kigumo Sub-county. The supply schemes include Gaichanjiru water project, Kenol-Kabati main supply, Maragua bulk water project, Mareira – Kagundu-ini – Kenol line, Kangari-Githumu water project, Mareira – Karimwaro – Makenji line, Makomboki – Gituru and Kambiti water project.

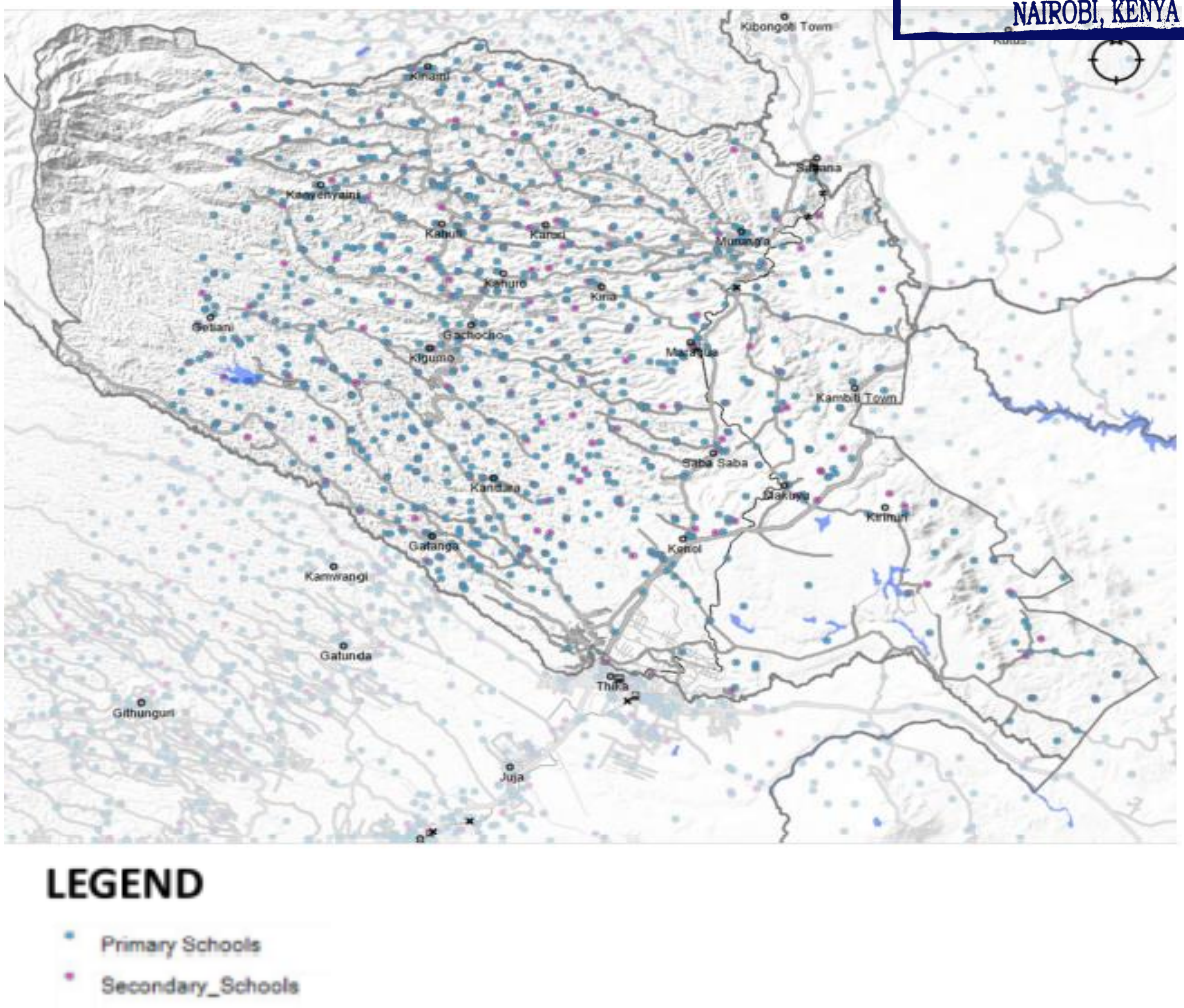
3.9.2. Education Infrastructure, Training and Research

3.9.2.1. Basic Education Infrastructure

Basic education infrastructure in the county consists of 742 primary schools and 316 secondary schools distributed across the county as indicated in the map; there are also 676

ECD centers with total enrolment of 41,371 pupils and 1,040 teachers, in total there are about 5596 teachers. Map 3.4. shows the spatial distribution of the education facilities.

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Map 3.4: Spatial Distribution of Education Facilities

From the map, the schools are evenly distributed through the county. However, the South-East and West of the A2 have clearly fewer schools which corresponds with the settlement patterns. There is very little evidence of clustering and the distribution of schools do not contribute significantly to the spatial differentiation in development and settlement in the county. As expected, there are indications of clustering in the more important settlements including Murang'a, Maragua, Kenol and Kandara.

3.9.2.2. Training and Research

The total enrolment is 191,676 and a transition rate of 70 percent. The teacher/pupil ratio is 1:34. In this category, there is a shortage of teachers which the county government will have to deal with in order to ensure that we attain the required ratio of 1:20. There is need to improve the transition rates in the county.

The county has one science and technology institute (Michuki Technical Training Institute), seventy vocational training centres, six TVETS, three accredited colleges and four non-accredited colleges. All these are middle-level institutions, where the youth

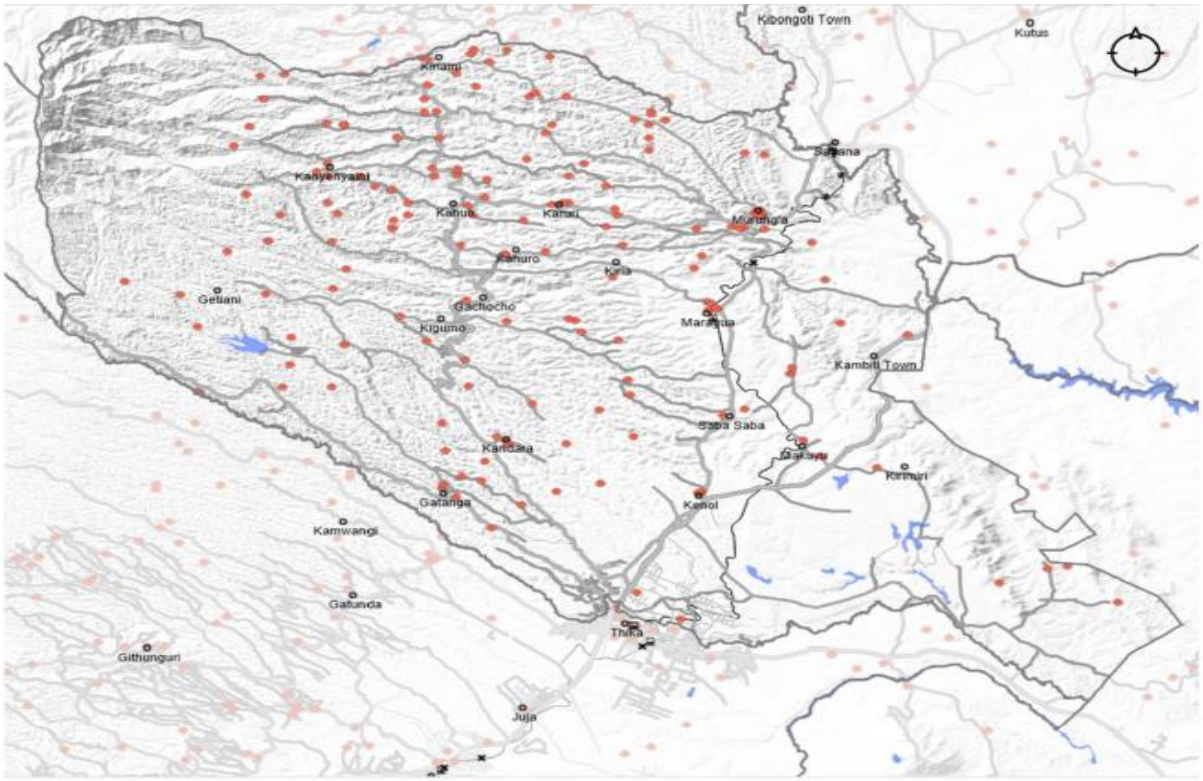
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who do not get opportunities to join the universities get skills suitable for the labour market.

3.9.3. Health

3.9.3.1. Health Access

The county has 272 health facilities serving a population of 1,056,640 as per the 2019 KNBS Census results. It has one county referral hospital, six sub-county hospitals, three mission hospitals and a number of private hospitals. There are 26 public health centres, 134 dispensaries (89 public and 25 mission/NGO) and 137 private clinics. Most facilities are located in the southern parts of the county, especially in Murang'a, Maragua and near Thika town. Distribution also points an association with larger settlements, although there is a sufficient distribution across the county. Health facilities are more concentrated in the denser population areas to the North-west of the county (See Map 3.5).



Map 3.5: Spatial distribution of health facilities

3.9.4.1 Health and Sanitation

Murang'a County health policy, just like the national government's policy, aims to achieve and sustain 100% access to improved sanitation in rural and urban areas by 2030. This policy measure targets increasing public investment in sanitation and hygiene from 0.2% to at least 0.9% of GDP by 2030. In line with 2018 WHO Guidelines on Sanitation and Health, the county government aims to ensure that sanitation programmes achieve anticipated health gains and increase authoritative health-based

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guidance on sanitation. In terms of strategy, this process will involve ensuring communities have access to sanitation facilities. Sanitation should be integrated into regular local government-led planning and service provision to ensure increased investments and coordination of sanitation planning to protect public health. To effectively implement this policy, the county will prepare and operationalize a County Environmental Health and Sanitation Bill to assist and guide county government to effectively execute the sanitation and environmental health-related functions and powers vested in them by the Fourth Schedule of the Constitution.

3.9.4. ICT

Information Communication Technology (ICT) plays a crucial role in improving access and quality of service delivery. ICT provides improved services in communication, health, finance, education, agriculture and governance. ICT opportunities include establishing resource centres in the Sub Counties and promoting online job opportunities.

3.9.5. Energy Access

The energy subsector promotes environmentally friendly, sustainable and renewable sources of energy. The major sources of energy in the county include: electricity, firewood, paraffin, charcoal, LPG gas and solar. Based on the Kenya Population and Housing Census 2019 data, 317,778 county households (74.8%) use firewood as source of energy. Therefore, emphasis needs to be put on reforestation to replace the trees that are felled in search of wood fuel in addition to exploring other alternatives of fuel such as biogas. Table 3.6 depicts various sources and usage of energy.

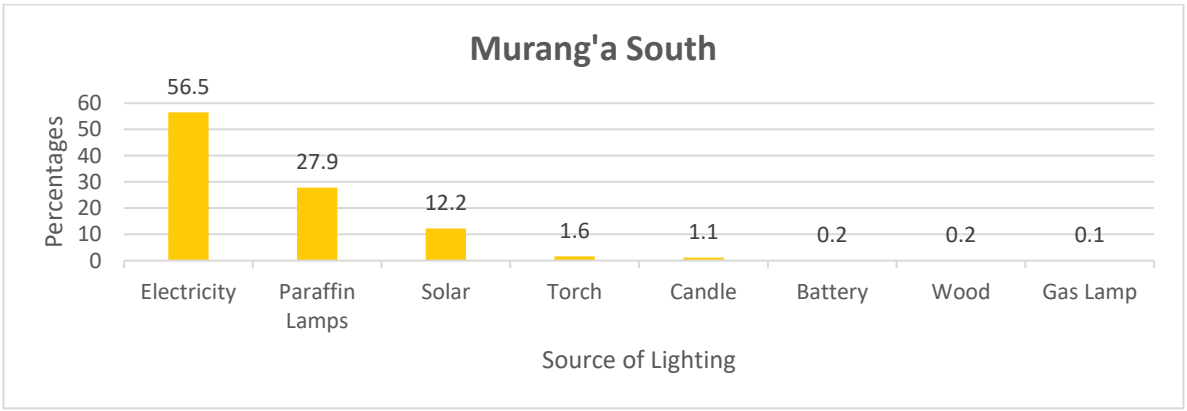
Table 3.6: HHs distribution by Main Cooking Fuel

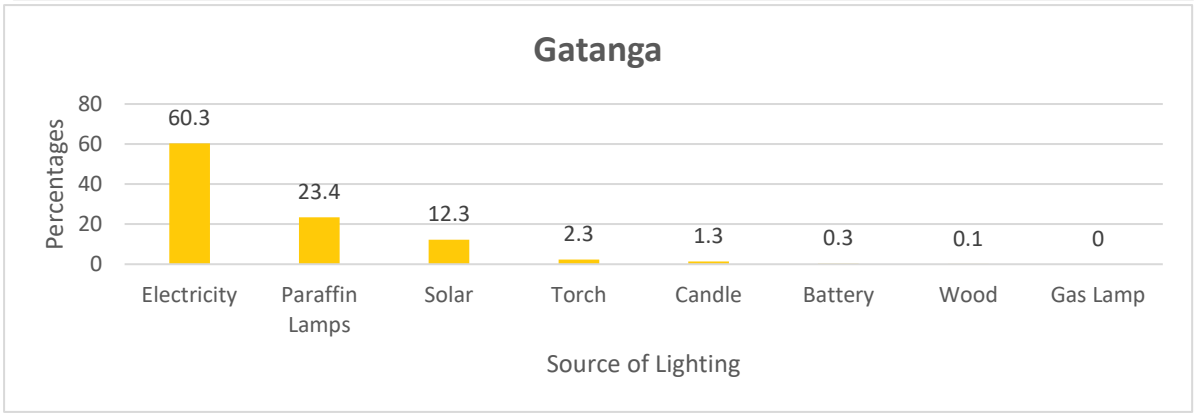
ENERGY		
HHs distribution by main cooking fuel	Electricity (%)	0.4
	Gas (LPG) (%)	17.0
	Biogas (%)	0.6
	Solar (%)	0.0
	Paraffin (%)	4.7
	Firewood (%)	74.8
	Charcoal (%)	2.5
HHs distribution by main lighting fuel	Electricity (%)	60.5
	Gas (LPG) (%)	0.1
	Biogas (%)	0.1
	Solar (%)	8.8
	Paraffin (%)	27.3
	Tin lamp (%)	3.1
	Fuel wood (%)	0.1

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The sub-county lighting sources indicate that electricity is the leading source of lighting in all the eight sub counties though at varying percentages. This was followed by paraffin and solar respectively in position two and three. Kandara leads in terms of electricity as source of lighting energy with 67.7%, followed by Kiharu at 63.4%. Murang'a South and Kigumo respectively had the lowest electricity as source of lighting energy at 56.5% and 57.3%.

Gas lamps, wood and battery, were the lowest - used sources of lighting energy in all the nine sub-counties. However, Murang'a South had the highest use of wood fuel as source of lighting energy at 2%. The summary is shown in Figure 3.1.





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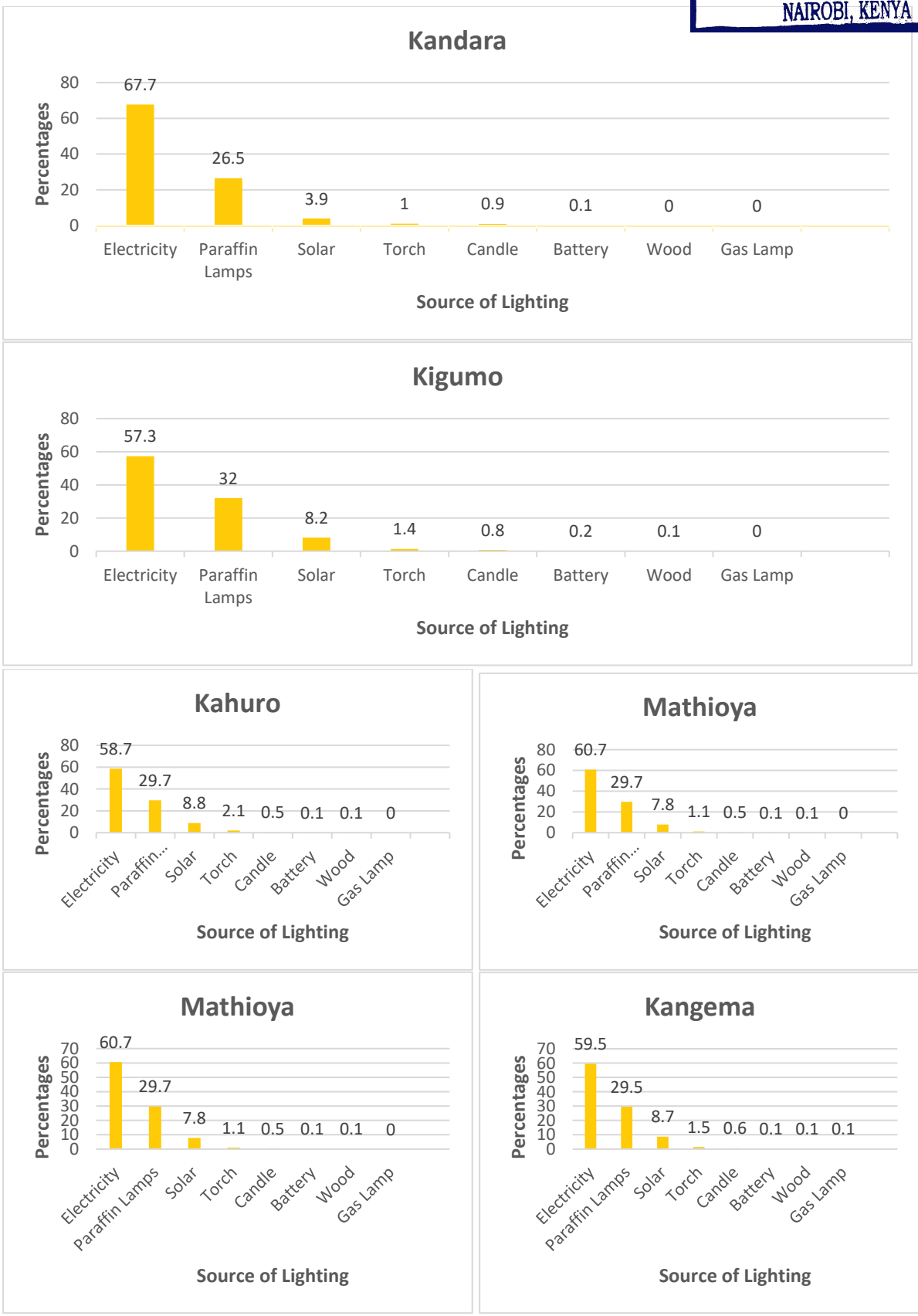


Figure 3.1: Main Household Lighting Source in Murang'a (%) by Sub County

From the above analysis wood fuel, (firewood and charcoal) account for about 77.3% of total domestic energy demand in the county. This implies that there is need to focus

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on policy and strategies to reduce greenhouse gas emissions. The county [illegible] within this CIDP period undertake measures to promote energy technologies, such as solar, biogas, energy efficient cooking stoves and small hydro-plants. In addition, a robust energy use assessment will be conducted.

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CHAPTER FOUR

4. DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES

4.1. Overview of the Chapter

This Chapter provides the overall sectoral development priorities, strategies and programmes. It further provides county flagship projects as well as cross-sectoral linkages. For the purposes of this CIDP, the county is structured into ten sectors based on the ten departments of the county government:

a) Public Administration and ICT
b) Finance and Economic Planning
c) Agriculture, Livestock and Fisheries
d) Roads, Housing and Infrastructure
e) Trade, Industrialization, Tourism and Cooperatives
f) Health and Sanitation
g) Lands, Physical Planning and Urban Development (Murang'a Municipality)
h) Education and Technical Training
i) Youth, Sports, Culture and Social Services
j) Water and Irrigation

4.2. Sector Priorities and Strategies

4.2.1. Public Administration and ICT

Public Administration and ICT comprises the directorates of Public Administration with divisions and sections that include coordination, enforcement and compliance, fire services and disaster management, project coordination and monitoring; directorate of human resources; ICT directorate; performance management directorate, public service board and internal audit.

4.2.1.1. Public Administration and Coordination Directorate

Sector Vision, Mission and Goal

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 Priorities and Strategies

The Sub-se priorities are as summarized in Table 4.1.

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Table 4.1: Public Admin. and Coordination Directorate Sector Priorities and Strategies

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	a) Renovation
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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Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.2.

Table 4.2: Public Administration and Coordination Directorate Sector Programmes

Programme Name 1: Administration, Planning and Support Services													
Objective: To enhance transformation efficiency in service delivery													
Outcome: Improved working environment													
Sub Programme	**Key Output**	**Key Performance Indicator**	**Linkages to SDG Targets***	**Planned Targets and Indicative Budget (KSh.M)**									**Total Budget (KSh.M) ***
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	
Administration Services	Renovation of County Headquarters and other sub-county offices	County Headquarters and other offices	9.1	Phase 1	105		170		178		155		0	**608**
	Construct county sub-headquarters in Murang'a South	County Sub headquarters	9.1		60	1	85		100		90		0	**335**
	Construct Official residence for Governor	Official residence constructed	9.1	-	0	-	30	1 official residence constructed	20	-	20	-	0	**70**
	Construct Official residence for	Official residence constructed	9.1	-	0	-	20	1 official residen	15	-	15	-	0	**50**

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	Deputy Governor							ce constr ucted						
	Construct Subcounty offices (Kangema, Gatanga, & Ithanga)	Subcounty offices (Kangema, Gatanga, & Ithanga) constructed	9.1	Subcou nty offices constr ucted	30		30		30		50		40	**180**
	Construct Ward Administrato rs offices	35 Offices Constructed	9.1	2	4	10	20	15	30	8	25	-	25	**104**
	Maintenance of buildings		9.1		12		12		17		33		35	**109**
Secure working environment	Constructed perimeter wall at County HQs	Perimeter wall in place	9.1		14	Perime ter wall	0		30		35		30	**109**
	Installed CCTV security system at HQs and sub-Counties	CCTV security systems installed	9.1	-	0	-	0	CCTV securit y system at HQs	5	-	5	-	5	**15**
	Standard gates constructed in HQs	Number of standard gates constructed	9.1	-	0	2 gates	4	-	0	-	5	-	0	**9**
	Cabro-paved compound at County HQs	Cabro-paving in place	11.2	-	15	Cabro-paved compo und	0	-	15	-	15	-	25	**70**

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Fleet management	Automation of fleet management	Number of automated fleet management system	9.1	1	3	-	0	-	0	-	0	-	0	**3**
	Introduce fueling cards	Number of fueling cards for all vehicles	9.1	100 vehicles	1	100 vehicles	0	100 vehicles	0	100 vehicles	0	100 vehicles	0	**1**
	Disposal of unserviceable vehicles	Unserviceable vehicles disposed	9.1	83 vehicles	0	-	0	-	0	-	0	-	0	**0**
	Procurement of vehicles	Number of vehicles procured	9.1	19 vehicles	114	11 vehicles	70	-	0	-	0	2	28	**212**
	Fuel and Vehicle maintenance	All vehicles in good condition	9.1	100 vehicles	25	100 vehicles	28	100 vehicles	35	100 vehicles	45	100 vehicles	45	**178**
Sub Total					**385**		**471**		**464**		**495**		**238**	**2053**
Programme Name 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	Legal officers recruited	Number of legal officers appointed	8.5	-	0	2 legal officers	2	-	0	-	0	-	0	**2**
Sub Total							**2**		**0**		**0**		**0**	**2**
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,	Number of approved policies,	9.6	30	1.5	20	1	20	1	10	1	10	2	**6.5**

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	programs and projects	programs and projects												
Intergovernmental Relations Council Support	Number of meetings attended	Intergovernmental / Council of Governors Fora attended	9.a	15	12	15	12	15	12	15	14	12 meetings attended	20	70
Sub-Total					**13.5**		**13**		**13**		**15**		**22**	**76.5**
Grand Total					**400**		**484**		**490**		**510**		**260**	**2144**

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4.2.1.1. Enforcement

A. Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.3.

Table 4.3 : Enforcement Sub Sector Programmes

Programme Name: Enforcement													
Objective: **To ensure compliance in payments of fees and rates and security of county properties**													
Outcome: Secure County property and enhanced revenue collection													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Training and Capacity building	Capacity built skilled officers	Number of enforcement officers trained	8.5	50	5	50	5	50	10	50	5	50	10	**35**
Procure patrol vehicles	Patrol vehicles procured	10 vehicles procured	9.1	2	12	2	12	2	12	2	12	2	12	**60**
Construct and equip signal house	Signal house	construct and equip operations signal house	9b	0	30	0	10	0	5	0	5	0	5	**55**
Procure Staff uniforms	Number of uniformed procured	Uniform procured	9.1	130 Sets	10	130	5	130	10	130	10	130	10	**45**
Total					**57**		**32**		**37**		**32**		**37**	**195**

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4.2.1.2. Fire and Disaster

A. Vision, Mission and Goal

Vision

Efficient, effective and timely emergency services

Mission

To provide timely and effective emergency services

Goal(s)

Saving lives and property

A. Priorities and Strategies

The sub-sector priorities are as summarized in Table 4.4.

Table 4.4: 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.
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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B. Programmes and Projects

The Sub-se priorities are as summarized in Table 4.5.

Table 4.5: Fire and Disaster Programmes and Projects

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 Output**	**Key Performance Indicators**	**Linkages to SDG Targets***	**Planned Targets and Indicative Budget (KSh. M)**									**Total Budget (KSh. M)***
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	
Disaster Control and Management	New Fire stations in place	Number of new fire stations in place	9.1	1 fire station	20	1 fire station	20	1 fire station	20	1 fire station	20	0	0	**80**
	Established Fire and Disaster Management Centre	No. of offices constructed, equipped and furnished	9.1	5 offices	10	-	-	2 Offices	25		-	-	0	**35**
	Renovated, equipped & digitized fire stations (Headquarter, Kenol & Kangari fire stations)	3 renovated, equipped & digitized fire stations (Headquarter, Kenol & Kangari fire stations)	9.1	1 fire station	30	1 fire station	30	1 fire station	28		-		0	**88**
	Fire hydrants installed	Number of fire hydrants installed	9.1	7 fire hydrants	10	7 fire hydrants	10	7 fire hydrants	10	7 fire hydrants	10	7 fire hydrants	0	**40**

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	Fire personnel trained	Number of fire personnel trained	8.5	50 firefighters	5	40 firefighters	5	30 firefighters	5	15 firefighters	5	15 firefighters	5	**25**
	Rescue gear	Percentage of required Rescue gear in place	8.5	65%	60	70%	25	73%	30	75%	30	80%	30	**175**
	Mapped Disaster and Hazard prone areas	Updated Map of disaster and hazard-prone areas	9b	1 Map of disaster and hazard-prone areas	5	1 Map of disaster and hazard-prone areas	1	1 Map of disaster and hazard-prone areas	1	1 Map of disaster and hazard-prone areas	1	1 Map of disaster and hazard-prone areas	1	**9**
	Sensitized communities in disaster management	Number of Learning institutions, business premises, Firms, SACCOs and Chamas sensitized	8.2	100	5	100	5	100	5	100	5	100	5	**25**
Total					**145**		**96**		**124**		**71**		**41**	**477**

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4.2.1.3.Information Communication Technology and Public Communication

Vision

Transformed and automated county services

Mission

To provide effective, harmonized and automated services

Sector Goal(s)

- To enhance efficiency in service delivery
- Awareness creation of Government services

Sector Priorities and Strategies:

The sub-sector priorities are as summarized in Table 4.6.

Table 4.6: ICT Sector Priorities and Strategies

Sector Priorities	Strategies
i. 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
ii. 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
iii. 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
iv. Development of County ICT Policy and Strategy	Prepare an ICT policy Paper

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Sub-Sector Programmes

The Sub-sector priorities are as summarized in Table 4.7.

Table 4.7: ICT Sub Sector Programmes

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 Output**	**Key Performance Indicators**	**Linkages to SDG Targets***	**Planned Targets and Indicative Budget (KSh. M)**										**Total Budget (KSh. M)***
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	
Development of ICT infrastructure	Functioning Local Area Network Connection in all county offices and Functional internet connectivity in all county offices	Number of County Offices connected to the Network	9.1	4	10	4	12	4	9	4	7	4	6	**44**
		Number of health centres Connected to the network	9.1	30	15	30	10	30	10	30	10	30	10	**55**
	Functioning ICT Audit System	A functional audit system place	9.1	1	5									**5**
	Installed operational County ICT server	A functional server room	9.1	1	5									**5**
	Functional WIFI connected in major towns	No. of major towns connected to	9.1	2	4	2	4	3	6	3	8	2	4	**26**

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		free WIFI in the county												
Acquisition of ICT equipment and asset	ICT Equipment	Number of ICT equipment acquired	9.1	40	5	40	5	40	5	40	6	40	5	**26**
	Photography equipment procured	The number of photography equipment acquired	9.1	5	2	5	2							**4**
	Utility vehicle	No. of vehicles	9.1	1	5	1	5							**10**
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	Number of functional Management Information Systems developed	9.1	7	100	7	70	7	34	7	30	7	25	**259**

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	- County Human Resource Management System, • - Audit (Teammate Audit System)- Fire Services and Disaster Management Unit													
	Functional County e-government system	A functional County e-government system	9.1	1	30									**30**
Dissemination of Information to the Public.	Public communication electronic and print media	Weekly Newsletter and website	9.1		6		6		6		6		6	**30**
Policy formulation	Approved ICT Policy	ICT approved policy document	9b	1	3									**3**
Total					**190**		**114**		**70**		**67**		**56**	**497**

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4.2.1.4. Human Resource

Key Roles

Sub Sector Vision, Mission and Goals

Vision

Effective and efficient management and coordination of human resource

Mission

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

Sub Sector Priorities and Strategies

The sub-sector priorities are as summarized in Table 4.8.

Table 4.8: Human Resource 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

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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.

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Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.9.

Table 4.9: Human Resource Sub Sector Programmes

Sub Programme	Key Output	Key Performance Indicator	Linkages to SDG Targets *	Planned Targets and Indicative Budget (KES. M)										Total Budget (Ksh. M)*
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme 1: Administration, Planning and Support Services														
Objective: To ensure effective and efficient service delivery														
Outcome: Enhanced stakeholders' satisfaction														
Administration Services	Effective and responsive management and administration services	Reduced number of complaints	9.1	Develop and implement a service charter		Conduct a customer satisfaction survey	2	-	-	-	-	-	-	**2**
		Improved customer satisfaction	9.1											
	Effective and efficient time management	Biometric clock-in system	9.1	Procure a biometric clock-in system and accessories	30	-	-	-	-	-	-	-	-	**30**
	Conducive work environment with adequate	Improved employee productivity	9.1	Conduct a work environment Survey	2	Procure adequate office tools and equipment	10	Conduct an employee satisfact	2	-	-	-	-	**14**

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	tools and equipment							ion survey						
Personnel Services	Adequate and highly skilled personnel	Number of personnel recruited and trained in Human Resource departmen t	8.5	5 new employees	2	5 new employees	2	5 new employ ees	2	5 new emplo yees	2	5 new emplo yees	2	**10**
			8.5	38 trained	5	53 trained	6	58 trained	7	63 trained	7	68 traine d	8	**33**
	Effective Record Managemen t	Coordinate d and organized Human Resource registry	9.1	Acquire fire proof, modern filing cabinets	8	Developme nt of a Document retention schedule	2	Trainin g of records manage ment staff	3		-	-	-	**13**
			9.1	Digitize 25% of the existing records	7	Digitize 25% of the existing records	7	Digitize 25% of the existing records	7	Digitiz e 25% of the existin g records	7			**28**
Internship programme	internship opportunitie s to fresh graduates	No of interns engaged	9a	250 interns	50	250 interns	50	250 interns	50	250 interns	50	250 intern s	50	**250**
Sub Total					**104**		**79**		**71**		**66**		**60**	**380**
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	9b	2 Human Resource policies	3	2 Human Resource policies	3	2 Human Resource policies	3	2 Human Resource policies	3	2 Human Resource policies	3	**15**
Strategic Human Resource Management	Aligned Human Resource function with the overall county strategy	A Strategic Human Resource Plan	9b	Development of a strategic Human Resource Plan	4	Sensitization of the strategic Human Resource Plan	1	Implement the strategic Human Resource Plan	1	Review the strategic Human Resource Plan	1	Implement the strategic Human Resource Plan	1	**8**
Human Resource Management and Development	Attraction and Retention of qualified and skilled employees	Adequate and qualified employees	8.5	Ensure timely remuneration of all the eligible employees	4,200	Ensure timely remuneration of all the eligible employees	4,300	Ensure timely remuneration of all the eligible employees	4,450	Ensure timely remuneration of all the eligible employees	4,570	Ensure timely remuneration of all the eligible employees	4,700	**22,220**
	Highly trained and	% of the employees trained	8.5	100	120	100	130	100	135	100	140	100	148	**673**

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	competent employees													
	Occupational Health and safety system	Occupational health and safety system in place	9.1	Develop an Occupational Health and Safety Policy	2	Sensitization on Occupational Health and Safety	3	Procure Occupational Health and Safety equipment	5	-		-		10
	Improved staff welfare	Staff welfare policy	9.1	Develop a staff welfare policy	2	Sensitization staff welfare policy	5							7
	Timely response to welfare issues	Increased welfare programs	9.1	Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	155	Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	160	Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	167	Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensation covers	175	Procure medical covers, Group life cover, Group Personal Accident, Workmen's` compensati	185	842

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												on covers		
Performance Management	Institutionalized results-based performance	- Signed Performance Contracts	9b	Coordinate performance contract Management	5	Coordinate performance contract Management	5	Coordinate performance contract Management	3	Coordinate performance contract Management	3	Coordinate performance contract Management	3	19
		Performance Management Reports	9b	Develop a Performance Management policy		Develop a Rewards and sanction policy		-						
		- staff appraisals	9b	Operationalize Performance Appraisal System		Staff Performance Appraisal management		Staff Performance Appraisal management		Staff Performance Appraisal management		Staff Performance Appraisal management		
	Employee satisfaction survey	- Report on employee satisfaction	9b	Employee satisfaction survey	5			-	-	Employee satisfaction survey	5	-	-	10
	Departmental and Staff	- Report on	9b	Survey	2	-		-	-	-	-	-	-	2

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	Functional Analysis Report	departmental and staff functional analysis												
Sub Total					**4,498**		**4,607**		**4,764**		**4,897**		**5,040**	**23,806**
Grand Total					**4,602**		**4,686**		**4,835**		**4,963**		**5,100**	**24,186**

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4.2.1.5. Internal Audit

Key Roles

a.) Coordinate the development, implementation and review of internal audit policies;

b.) Strategies, guidelines, regulations, legislations, frameworks, norms and standards;

c.) Review the governance mechanisms for transparency and accountability with regards to finances and assets;

d.) Conduct risk based, value for money and system audit aimed at strengthening internal control mechanisms;

e.) Verify the existence of assets and ensure proper safeguards for protection;

f.) Provide assurance that appropriate institutional policies, procedures and good public practice is followed;

g.) Evaluate the adequacy and reliability of information available for decision making with regards to county operations;

h.) Provide reasonable assurance on the state of risk assessment, monitoring, control and governance;

i.) Review and evaluate budgetary performance, financial management, reliability and integrity of record keeping, transparency and accountability mechanism and processes;

j.) Review the effectiveness of the financial and non-financial performance management system; and

k.) Undertake a post audit of all documents used in initiating commitment and expenditure and in effecting payments.

Sub Sector Vision, Mission and Goals

Vision: Timely and prompt assurance and consulting that will ensure prudent and economical use of resources to yield maximum benefits to its customers

Mission: To enhance and protect the county government value by providing risk based and objective assurance, advice and insight, designed to add value and improve county operations.

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Sector Goal(s): Ensure accountable and responsive public governance in utilization of county resources

Sub Sector Priorities and Strategies

The sub-sector priorities are as summarized in Table 4.10.

Table 4.10: Internal Audit Priorities and Strategies

Sector Priorities	Strategies
Capacity building	a) Train officers in relevant skills b) Purchase office equipment
Internal controls	a) Installation of an audit system b) Train officers about the audit system

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Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.11.

Table 4.11: Internal Audit Sub Sector Programmes

Sub Programme	Key Output	Key Performance Indicator	Linkages to SDG	Planned Targets and Indicative Budget (Ksh. M)										Total Budget (Ksh. M)*
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Programme 1: Training and Capacity Building														
Objective: To equip internal auditors with relevant audit skills														
Outcome: Improvement of auditing and governance														
Training and development	Training of staff	All staff trained in relevant skills	8.5	4	1	4	2	5	3	5	3	5	3	12
Programme 2: Internal Audit System														
Objective: To establish internal controls														
Outcome: Increased compliance														
Automation of internal Audit	Team Mate Audit system	Team Mate Audit system in place	9b	1	5		0	0	0	0	0	0	0	5
Programme 3: Logistics support														
Objective: To ease movement of officers														
Outcome: Increased Audit surveillance														
Logistical support	a vehicle	No. of vehicles	9.1	1	7	0	0	0	0	0	0	0	0	7
Programme 4: Risk Management														
Objective: To develop a county risk profile														
Outcome: Management of risk														
Risk profile	A risk policy	Risk management profile in place	9b	1	2	0	0	0	0	0	0	0	0	2
Total					**15**		**2**		**3**		**3**		**3**	**26**

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4.2.1.6. Public Service Board

Key Roles

The functions of the County Public Service Board are:

a) Establish and abolish offices in the county public service;
b) Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county;
c) Exercise disciplinary control over, and remove, persons holding or acting in those offices;
d) Prepare regular reports for submission to the County Assembly on the execution of the functions of the Board;
e) Promote the values and principles referred to in Articles 10 and 232 of the Constitution;
f) Evaluate and report to the County Assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with;
g) Facilitate the development of coherent Integrated human resource planning and budgeting for personnel emoluments in counties; advise the county government on human resource management and development;
h) Advise county government on implementation and monitoring of the national performance management system in counties; and make recommendations to the Salaries and Remuneration Commission (SRC) on the remuneration, pensions and gratuities for county public service employees.

Sub Sector Vision, Mission and Goals

Vision:

Quality human capital servicing all sectors

Mission:

To effectively deploy efficient human capital for service delivery

Sector Goal(s):

To ensure attainment of the overall objective of the county department

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Sub Sector Priorities and Strategies

The Sub-se priorities are as summarized in Table 4.12.

Table 4.12: 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

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Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.13.

Table 4.13: Public Service Board Sub Sector Programmes

Programme 1: Administration, Planning and Support Services													
Objective: Improving Positive work ethics in County Public Service													
Outcome: Enhanced service delivery													
Sub Programme	**Key Output**	**Key performance Indicators**	**Linkages to SDG Targets***	**Planned Targets and Indicative Budget (Kshs. M)**									
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	**Total Budget**
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	
Administration Services	Office furniture, equipment and stationeries	Procured office furniture, equipment and stationeries	9.1	Furniture and office equipment	9	-	3	-	-	-	-			**12**
	Renovated Board offices	Renovated office block	9.1	Renovation of the whole PSB block	13	-	-	-	-	-	-			**13**
	Motor vehicle purchased	No. of motor vehicles	9.1	Purchase of 1 motor vehicle	6	0		Purchase of 1 motor vehicle	6	-	-			**12**
Personnel Services	Recruitment of Board members to enhance	Recruitment of Board Members	8.5	Recruitment of 2 Board members	3			Recruitment of 3 board	4	Recruitment of 2 board	5M			**7**

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	service delivery							members		members				
Digitization of Human resources	Procurement of the digitization machine	No. of digitization machines	9.1	Procurement of one digitization machine	8	-	-	-	-	-	-			**8**
	Training on the use of the digitization machine	No of offices trained on digitization machines	9a	7 officers trained on digitization machines	1	-	-	-	-	-	-			**1**
	Public recruitment portal	a functional digitized recruitment system	9.1	Procurement and installation of a recruitment portal	2	-	-	-	-	-	-			**2**
	Training on the public recruitment portal	No of offices trained on digitized recruitment	9a	7 officers trained on digitized recruitment	1	-	-	-	-	-	-			**1**
Sub Total					**43**		**3**		**10**		**0**		**0**	**56**
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	8.5	5-day training for 10 members of staff	2	5-day training for 10 members of staff	4	5-day training for 10 members of staff	5	5-day training for 10 members of staff	6	5-day training for 10 members of staff	8	**25**

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	Improved service delivery	Increased Employee and customer satisfaction	8.5	Develop a service charter	2	M & E compliance with the service charter guidelines	3	M & E compliance with the service charter guidelines	3	M & E compliance with the service charter guidelines	3	M & E compliance with the service charter guidelines	3	**14**
Recruitment and selection	Recruited departmental staff requests	100% departmental staff needs/ requests	8.5	100% of departmental staff requests recruited	5	100% of departmental staff requests recruited	6	100% of departmental staff requests recruited	5	100% of departmental staff requests recruited	6	100% of departmental staff requests recruited	10	**32**
Performance Management	Staff APAs and Reports	Number of staff appraised	8.5	3700 staff	7	3800 staff	9	3900 staff	12	4000 staff	12	4100 staff	12	**52**
	Review of performance Appraisal system	An updated PAS system	9.b	Development & implementation	5	implementation	2	implementation	2	implementation	2	implementation	2	**13**
Human Resource Policies	Harmonized HR operations	No. of HR policies finalized and implemented	9.b	2	3	1	5	1	5	1	5	1	5	**23**
Sub Total					**24**		**29**		**32**		**34**		**40**	**159**
Grand total					**67**		**32**		**42**		**34**		**40**	**215**

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4.2.2. Finance and Economic Planning

The Finance and Economic Planning Department will be expected to perform three broad functions that will each be headed by a Chief Officer. The functions will include:

a) Governor's Delivery Unit
b) Revenue and Supply Chain Management
c) Finance and Economic Planning

The department will be composed of six directorates as follows:

- Governor's Delivery Unit
- Finance
- Economic Planning
- Monitoring and Evaluation
- Revenue and
- Budget and Fiscal Affairs

4.2.2.1. Governor's Delivery Unit

The objectives of the Unit will be

a) To improve the coordination of government flagships programmes and projects
b) Monitor, evaluate and report on timely basis
c) Strengthen institutional mechanisms for outcomes performance management
d) To put in place systems for innovative ways to implement programmes and projects with high impacts and low delivery risk to the County

Delivery Programmes

a) County Transformation Programme (CTP) which is focused on public service transformation, re-engineering and organizational performance, strengthen systems to provide for effective planning and budgeting. Implementation tracking to ensure support to government activities up to the lowest level possible, Information generation, sharing and branding of the county.

b) Accelerated Development Programme (ADP) – focused on implementation of development projects.

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Put in place mechanisms to ensure effective project design, costing, procurement, contractor management and overall project implementation within the financial year to reduce to less than ten per cent projects carried forward to another financial year and improved budget absorption rate.

Functions of the Unit

To ensure delivery of County Transformation Programme (CTP) and Accelerated Development Programme (ADP), the Unit discharge the following functions:

a) Strategic support

Helping Departments structure their plans of action such that they are aligned with the strategic priorities and contained actionable goals and indicators. This will ensure that resources are aligned to achieve Key Result Areas (KRAs).

b) Interdepartmental Coordination

Addressing failures in interdepartmental coordination that limit the progress made on commitments, helping to detect their presence and working to mitigate them, and providing backing for the interdepartmental decision-making coordination process.

c) Efficiency Monitoring and Evaluation

Oversee the integrity and focus of the programmatic strategy outlined by the Governor via monitoring of the commitments organized under the priority areas. The Unit will therefore, evolve an effective monitoring and evaluation framework to conduct independent assessment of performance and progress, give recommendations and highlight areas of attention to Governor.

d) Citizen Participation

Timely reporting to citizens and other stakeholders on county progress towards fulfilling the governor's commitments and obligations.

The sub-sector priorities are as summarized in Table 4.14.

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4.14:Governor's Delivery Unit Sub Sector Programmes

Programme 1: Departmental Coordination														
Objective: To coordination and ensure synergy between departments														
Outcome: Quality Seamless coordination and synergy between County departments														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	
Departmental Coordination	Coordination of County Departments	No. of County departments coordinate		10	20	10	20	10	20	10	20	10	20	**100**
Policy Formulation and Development	Developed policies and legislations	No. of policies and legislations developed		3	3	-	-	-	-	1	1	-	-	**4**
Field Monitoring and Evaluation	Sectoral plan Implementation and Service Infrastructure Evaluation report	Sector-specific evaluation report	9b	Health Sector	1	Agric. Sector	1.5	Educatio n Sector	2	Lands, Housing and Urban Develop ment Sector	2	Trade and Investme nt Sector	2	**8.5**
	County handbook of Development indicators	Handbook of county development indicators prepared.	9b	Handbo ok	3	Handbo ok	3	handbo ok	0	handboo k	0	handboo k	1	**7**
	Sector-specific monitoring of projects	No. of sector-specific templates	9b	10	0.5	10	1	10	1.5	10	2	10	2.5	**7.5**
	Documentaries on county success stories	No. of documentaries produced	9b	3	2	3	3	3	4	3	5	3	6	**20**
Grand Total					**29.5**		**28.5**		**27.5**		**30**		**31.5**	**147**

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4.2.2.2. Finance

Vision

County government services and programmes effectively and efficiently delivered.

Sector Mission

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

Sector/subsector Goal

a) Developing and implementing financial and economic policies in the county.
b) Ensure compliance with the budget cycles timeliness and milestone
c) Coordinating implementation of the budget of the county
d) Mobilizing resources for funding budgetary requirements
e) Putting in place mechanisms to raise revenue and resources
f) Public debt management
g) Consolidating annual appropriation accounts and other financial statements
h) Prudent management and control of finances
i) Promote efficient and effective use of county budgetary resources

Sub Sector Priorities and Strategies

The Sub-se priorities are as summarized in Table 4.15.

Table 4.15: Finance Sector Priorities and Strategies

Sector Priorities	Strategies
Improve on financial commitments	a) Adherence to budget provision b) Increased financial resources mobilisation c) Enhanced audit d) Review of the Finance Act e) Capacity building f) Developing Public Private Partnership Programs g) Enhance project financing through funded partnerships h) Facilitate the participation of PWDs in planning and policy by extending invitations to PWD groups and NCPWD whenever such opportunities are available. i) Establish a car and mortgage fund for the County Executive

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Sub Sector Programmes

The sub-sector priorities are as summarized in Table 4.16.

Table 4.16: Sub Sector Programmes

Programme Name: Administration, Planning and Support services													
Objective: Effective and Efficient Service Delivery													
Outcome: Quality Service Delivery Environment													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**									**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	
Administration Services	Vehicle for Financial Services	Number of vehicles procured	9,1	1	6	0	0	0	0	0	0	0	0	6
	Car and Mortgage Facilities for County Executive	No. of Executive receiving car and mortgage	9,1	LS	320	-	-	-	-	-	-	-	-	320
Personnel Services	Staff capacity building and training	Number of staff trained	8.5	10	1.5	10	2	5	2.5	5	3	5	3.5	12.5
Sub Total					**327.5**		**2**		**2.5**		**3**		**3.5**	**338.5**
Programme 1: 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 Policy	9.b	5	5	5	6	5	7	5	8	5	9	**35**
	Financial report	No of reports	9.b	5	5	5	6	5	7	5	8	5	9	**35**
														0
Procurement	Asset and Supply chain Management	Updated County Asset Management	9.b	1	2	1	2.5	1	3	1	3.5	1	4	**15**
Subtotal					**12**		**14.5**	**0**	**17**		**19.5**		**22**	**85**
GRAND TOTAL					**19.5**		**16.5**	**0**	**19.5**		**22.5**		**22.5**	**103.5**

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4.2.2.3. Economic Planning

Key Roles

a) Coordinate the development, implementation and review of economic plans, policies, strategies, guidelines, regulations, legislations, frameworks, norms and standards
b) Integrate national planning framework into the county plans and alignment with budgets
c) Guide and coordinate the sectoral policy formulation and research
d) County statistics management
e) Collection, collation, storage and updating of data and information suitable for the planning process
f) Coordinate public participation in economic planning process;
g) Provision of policy briefs, review and reports on the status of the county economy.
h) Provision of technical backstopping to all departments on sectoral, cross cutting and emerging economic issues and development planning.
i) Undertake monitoring and evaluation of programmes and projects.
j) Coordinate mainstreaming of Sustainable Development Goals (SDGs) in planning and monitoring frameworks.
k) Undertake socioeconomic research, modeling and forecasting.

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;

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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 for resources mobilization
e) Build socio-economic research capacity; and
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
h) Technical backstopping to all departments on sectoral, cross cutting and emerging economic issues and development planning

Sub Sector Priorities and Strategies

The Sub-sector priorities are as summarized in Table 4.17.

Table 4.17: Economic Planning Sector Priorities and Strategies

Sector Priorities	Strategies
Improve service delivery processes	**a)** Capacity building of County Economic Planning Directorate a) Build and strengthen a statistical office to service the county
Preparation of requisite County Planning Policies.	a) Preparation of County Integrated Development Plan (CIDP) 2027-2032 b) Preparation of Annual Development Plans (ADPs) • ADP FY 2024/25 • ADP FY 2025/26 • ADP FY 2026/27 • ADP FY 2027/28 • ADP FY 2028/29 c) Convening CBEF committee meetings
Review the implementation of CIDP 2023-2027	a) Midterm Review of CIDP 2023-2027 b) End Term Review of CIDP 2023-2027
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

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Resource Mobilization and Proposal Development	a) Preparationism 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

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A. Sub Sector Programmes

The Sub-sector priorities are as summarized in Table 4.18.

Table 4.18: Economic Planning Programmes

Objective: Effective and Efficient Service Delivery													
Outcome: Quality Service Delivery Environment													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**									**Total budget (KSh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**
Administration Services	County Planning Offices	County Planning Offices Rehabilitated	9.1	Phase 1	20	Phase 2	20	Phase 3	20	-	5	-	5	**70**
	Vehicles for Monitoring and evaluation	Number of vehicles procured and maintenance	9.1	1	7	-	0.5	-	0.5	-	0.5	-	0.5	**9**
	Printing of plans	number of plans and policies	9.b	5	1	5	1	5	1	5	1	5	1	**5**
Personnel Services	Staff capacity building and training	Number of staff trained	8.5	10	5	10	6	10	7	10	8	10	9	**35**
Sub Total					**33**		**27.5**		**28.5**		**14.5**		**15.5**	**119**
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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County Economic policy Formulation, modelling and management	County Integrated Development Plan (CIDP) 2027-2032.	Approved copy of CIDP 2028-2032	9b	-	-	-	-	-	-	-	-	1	10	**10**
	Annual Development Plans (ADPs)	Number of ADP	9b	1	3	1	4	1	5	1	6	1	7	**25**
	Sectoral policies formulated/reviewed	Developed/ formulated sectoral policies		1	2	1	2	1	2	1	2	1	2	**10**
County policy Review and Reporting.	Reviewed CIDP 2023-2027 Mid-term and End-term	Number of policies reviewed	9b	-	-	-	-	Mid-term review report for CIDP 2023-2027	5	-	-	End term review for CIDP 2023-2027	7	**12**
Monitoring, Evaluation and Reporting on implementation of County Integrated	Quarterly ADP implementation reports	Number of quarterly reports	9b	4	2	4	2.5	4	3	4	3.5	4	4	**15**

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Development Plan (CIDP)														
County Statistical management	Framework for the Collection, Compilation, Analysis and Dissemination of Statistical information	Number of county statistical Abstract	9b	1	5	1	5	1	6	1	6	1	7	**18**
		Number of county Fact sheet	9b	1	0.5	1	1	1	1.5	1	2	1	2.5	**7.5**
Resource Mobilization and proposal development	Proposals development	No of Concepts	9.b	10	5	10	5.5	10	6	10	6.5	10	7	**30**
Technical backstopping	Mainstreaming environmental planning into economic development	No of workshops and training seminars	9.a	2	5	4	10	6	15	9	20	10	25	**75**
Subtotal					**22.5**		**30**		**43.5**		**46**		**71.5**	**202.5**
Grand total					**55.5**		**57.5**		**72**		**60.5**		**87**	**321.5**

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4.2.2.4. Monitoring and Evaluation

Key Roles

a) Operationalize CIMES policy framework, guidelines, standards and tools;
b) Co-convene various sectors in the formulation of short term, medium term and long-term framework for tracking county development plans and policies;
c) Develop county monitoring and evaluation capacity within and without the department
d) Coordinate implementation and review of County Integrated Monitoring and Evaluation System (CIMES)
e) Develop and maintain an electronic County Integrated Monitoring and Evaluation system (CIMES)
f) Coordinate development and review of performance indicators for the County Integrated Development Plan and Sectoral policies
g) Track and report progress in implementation of County Integrated Development Plan and other county development initiatives;
h) Coordinate community score cards, satisfaction surveys, and other topical programme evaluations
i) Identify and integrate emerging geo-based monitoring tools and equipment

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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Sub Sector Priorities and Strategies

The Sub-sector priorities are as summarized in Table 4.19.

Table 4.19: Monitoring and Evaluation Sector Priorities and Strategies

Sector 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)
Develop and maintain an electronic County Integrated Monitoring and Evaluation system (CIMES)	e) Train M&E officers as ToTs in e-CIMES f) Acquire and install necessary e-equipment for e-CIMES g) Operationalize e-CIMES

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	h) Sensitize programme implementers and M&E Champions on data entry into e-CIMES
Coordinate development and review of performance indicators for the County Integrated Development Plan and Sectoral policies	a) Prepare monitoring and evaluation matrix for sector reporting b) Prepare county handbook of development indicators 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 other topical programme evaluations	a) Institute and administer citizen scorecards b) Present monitoring, evaluation and compliance data during public participation For a
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 For a

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Sub Sector Programmes

The Sub-sector priorities are as summarized in Table 4.20.

Table 4.20: Monitoring and Evaluation Sector Programmes

Programme Name: Administration, Planning and Support services												
Objective: Effective and Efficient Service Delivery												
Outcome: Quality Service Delivery Environment												
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh.)**								**Total budget (Ksh.)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	**Target**	**Cost (M)**	
Administration	Operational CIMES	No. of committees formed and operational	9.b	4	0.5	4	1	4	1.5	4	2	4	2.5	**7.5**
	M&E Vehicle	No. of vehicles bought	9.1	1	8	-	-	-	-	-	-	-	-	**8**
Planning	Approved County M&E policy	Copy of approved County M&E policy	9b	1	5	-	-	-	-	-	-	-	-	**5**
	Approved County M&E organizational structure	Copy of approved M&E organizational structure	9b	1 organization structure	0.2	-	-	-	-	-	-	-	-	**0.2**

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	Career progression guidelines for M&E Officers	Approved career progression guidelines for M&E Officers	9b	1 career progression guidelines	0.2	-	-	-	-	-	-	-	-	**0.2**
Personnel Services	Staff recruited	No. of new officers recruited	8.5	3 M&E officers)	1.73	-	-	-	-	-	-	-	-	**1.73**
Sub Total					**15.63**		**1**		**1.5**		**2**		**2.5**	**22.63**
Programme 2: Monitoring and Evaluation														
Objective: To strengthen result-based management														
Outcome: Improved accountability														
Field Monitoring and Evaluation	County Annual Progress Report (CAPR)	Copies of CAPR	9b	1 CAPR	0.5	1 CAPR	1	1 CAPR	1	1 CAPR	1.5	1 CAPR	2	**6**
	Quarterly CAPR	Copies of Quarterly CAPR	9b	4 reports	0.25	4 reports	0.27	4 reports	0.29	4 reports	0.32	4 reports	0.35	**1.48**
	Quarterly CADP implementation reports	Copies of CADP implementation reports	9b	4 reports	0.25	4 reports	0.5	4 reports	0.75	4 reports	1	4 reports	1.25	**3.75**
	Capacity Build M&E officers/ Champions	No. of M&E Officers/ Champions sensitized	9a	4 M&E officers	1	4 M&E officers	1.5	4 M&E officers	2	4 M&E officers	2.5	4 M&E officers	3	**10**

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				13 Budget Champions		13 Budget Champions		13 Budget Champions		13 Budget Champions		13 Budget Champions		**0**
	Sectoral plan Implementation and Service Infrastructure Evaluation report	Sector-specific evaluation report on service infrastructure and implementation of projects/ programmes	9b	Health Sector	1	Agric. Sector	1.5	Education Sector	2	Lands, Housing and Urban Development Sector	2	Trade and Investment Sector	2	**8.5**
	County handbook of Development indicators	Handbook of county development indicators prepared.	9b	Handbook	3	Hand book	3	hand book	0	Handbook	0	hand book	1	**7**
	Sector-specific data collection templates	No. of sector-specific templates	9b	10	0.5	10	1	10	1.5	10	2	10	2.5	**7.5**
	Inter-county twinning/ peer learning	No. of twinning/ Benchmarking	9b	1	1	1	1.5	1	2	1	2.5	1	3	**10**

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		/ Peer learning												
	Documentaries on county success stories	No. of documentaries produced	9b	3	2	3	3	3	4	3	5	3	6	**20**
Sub Total					**9.5**		**13.02**		**13.54**		**16.82**		**23.1**	**74.23**
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	9b	COMEC structure	0.5	SCOMECs Structure	0.5	WMECs Structure	0.5	-	-	-	-	**1.5**
	Quarterly CIMES committee meetings	No. of Committee meetings convened	9a	4	0.5	4	0.75	4	1	4	1.25	4	1.5	**5**
	Logframe matrix for county flagship/ transformative projects	No. of matrices designed	9a	Dependent	0.1	Dependent	0.1	Dependent	0.1	Dependent	0.1	Dependent	0.1	**0.5**
	County M&E database platform	Database in place and functional	9b	-	-	-	-	-	-	functional database	1	-	-	**1**
Sub Total					**1.1**		**1.35**		**1.6**		**2.35**		**1.6**	**8**
Grand Total					**23.73**	**0**	**13.37**	**0**	**17.64**	**0**	**22.42**	**0**	**25.7**	**102.86**

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4.2.2.5. Revenue

A. Key Roles

To increase revenue collection and enhance resource mobilization

Sub Sector Vision, Mission and Goals

Vision

County revenue services improved

Sector 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
d) Continuous liaison with National Treasury and Commission of Revenue Allocation

Sub Sector Priorities and Strategies

The Sub-sector priorities are as summarized in Table 4.21.

Table 4.21: Resource Mobilization and Revenue 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 project and programme financing through development partnerships i) Establish the Murang'a County Revenue Board

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Sub Sector Programmes

The Sub-sector priorities are as summarized in Table 4.22.

Table 4.22: Resource Mobilization and Revenue Sub Sector Programmes

Programme Name: Administration, Planning and Support services														
Objective: Effective and Efficient Service Delivery														
Outcome: Quality Service Delivery Environment														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										Total budget (KSh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	cost	Target	cost	Target	cost	Target	cost	
Administration Services	Revenue vehicles	Number of revenue vehicles	9a	2	12	2	12	2	14	2	16	2	18	**72**
Personnel Services	Training and Capacity building	Number of Revenue officers trained	8.5	100	10	100	10	100	12	100	14	100	16	**62**
Sub Total					**22**		**22**		**26**		**30**		**34**	**134**
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	9b	1	24	1	25.5	1	26.5	1	27	1	27.5	**130.5**

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Revenue Automation and revenue collection administration	Automated revenue Management	Number Revenue system	9b	1	20	1	5	1	5	1	5	1	5	40
Resource Mobilization research and advisory	Resource Mobilization Research studies	No. of County resource mobilization and revenue studies developed	9b	1	5	1	5	1	5	1	5	1	5	25
Sub Total					**49**		**35.5**		**36.5**		**37**		**37.5**	**195.5**
Grand total					**71**		**57.5**		**62.5**		**67**		**71.5**	**329.5**

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4.2.2.6. Budget and Fiscal Affairs

Key Roles

a) Co-ordination of county budget process as enshrined in the Constitution.
b) Guide in resource allocation within the available resource envelope.
c) Monitoring and evaluation on implementation of budgeted programmes and projects;
d) Create and enhance intergovernmental relations with relevant constitutional offices involved with budgeting 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.
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.

The budget and fiscal affairs sub-sector priorities and strategies are as presented in Table 4.23

Sub Sector Priorities and Strategies

Table 4.23: Budget and Fiscal Affairs Sector Priorities and Strategies

Sector Priorities	Strategies
Co-ordination of Budget Making process.	a) Collaborate in preparation of County Integrated Development Plan (CIDP).

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	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	• Co-ordinate with departments on funds needs for exchequer requests. • Engage with other development agencies within the county. • Prepare proposals for funding in conjunction with user departments.
Monitoring and Evaluation.	• Preparation of Budget Implementation reports and expenditure versus budget reports. • Collection, analyses and evaluation of information.
Improve service delivery processes	• Capacity building of county entities on budgeting and implementation. • 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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D. Sub Sector Programmes

Table 4.24: Budget and Fiscal Affairs Programmes

Programme Name: Budgeting and Fiscal Affairs.													
Objective: Efficient and Effective Directorate													
Outcome: Equitable resource distribution.													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Kshs. M)**										**Total budget (Kshs. M)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Budget	• CBROP • CFSP • Budget Estimates • Debt Management	No of policy document	9.b	5statial plan	23	5	25	5	27	5	29	5	31	**135**
Resource Mobilisation	• Availed funds for programmes. • Additional funding and programmes from other Development partners.	• Funding availed. • Projects implemented by Development partners. • Funding Proposals prepared and submitted.	.	24	2M	24	2M	24	2M	24	2M	24	2M	**10M**
Grand Total					**25**		**27**		**29**		**31**		**33**	**145**

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4.2.3. Agriculture, Livestock and Fisheries

The sector comprises the following: crops, livestock, veterinary services, fisheries, agricultural value chain development, agribusiness directorates and Kenyatta Agricultural Training Centre based at Mariira farm. The department runs the county-based programmes and the county and national Government jointly funded programmes, namely Agriculture Sector Development Support Programme (ASDSP II) and National Agriculture and Rural Inclusive Growth Project (NARIGP). The Department established a County Agriculture Sector Steering Committee (CASCOM) to facilitate implementation of food and nutrition Security. Further, the Department partners with large scale agro producers and processors, such as Kakuzi and, Demonte

4.2.3.1. Agriculture (Crops)

Key roles are:

a) Develop, review and Implement crop policies, strategies and legislations;
b) Asses food requirements and food stock balances;
c) Promote and facilitate crop production, adaptive technologies and extension services;
d) Promote use of data collection tools for agriculture information management;
e) Provide surveillance, control and management of crop pests and diseases;
f) Provide technical advice on agricultural mechanization and development of farm structures;
g) Facilitate, develop and promote market infrastructure and access;
h) Promote agro-processing and value addition of crop commodities;
i) Liaise and collaborate with development partners, institutions and other relevant stakeholders to promote crops and products development;
j) Carry out farmer-led on-farm research jointly with farmers, researchers and extensionists;
k) Monitor availability and quality of farm inputs; and
l) Provide capacity building and training for agriculture sector development.

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 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

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f) Enhance institutional capacity through efficiency and effectiveness in service delivery

Sub Sector Priorities and Strategies

Table 4.25: Agriculture (Crops) Sector Priorities and Strategies

Sector Priorities	Strategies
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 f) Promote use of irrigated agriculture g) Enhance horticultural development support through provision of farm inputs and market linkages.
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 e) Promote crop insurance for staple food crops (maize, beans) in the county. f) Promote home gardens and farm pharmacy in every ward g) Provide famers with quality farm inputs
Improve soil fertility	a) Promote soil testing and fertility management b) On farm soil and water conservation c) Enhance access to farm inputs e.g., fertilizers, liming material d) Capacity building on safe use of Agro-chemicals e) Train farmers on organic farming
Improve extension service delivery	a) Recruit and train agricultural extension officers b) Use ICT in agricultural extension service delivery c) Engage industrial attachment students and interns to food farmacies
Control of emerging crop pests and diseases	a) Establishment strategic pest and disease control unit b) Operate plant clinics at the food farmacies and markets

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Promotion of production of Traditional High Value Crops (THVC) and industrial oil crops	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	a) Carry out rapid assessment on stakeholders' roles and responsibilities in agricultural value chains b) Establish collaborative student and youth led agriculture extension programme c) Support local farmer cooperatives to create 35 hubs one in each WARD d) Train and register local youth to support communities in setting up the hubs. e) Develop ICT based tools to achieve efficient data collection, analysis and information dissemination f) Build institutional capacity and ownership of farm hub
Promote innovation in the agricultural sector	Organize and participate agricultural shows and trade fairs

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Sub Sector Programmes

Table 4.26: Agriculture (Crops) Sub Sector Programmes

Sub-Programme	Key Output	Key performance indicators	Linkages	Planned Targets and Indicative Budget (KSh.M)										Total budget (KSh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Crops Programme 1: Administration, planning and support services														
Objective: To promote effective and efficient service delivery														
Outcome: Improved social economic welfare of farming community														
General administration	Office equipment and furniture	Number	9.1		5		6		7		8		9	**35**
	Motor vehicles and Motor bikes	Number	9.1	2	9	2	10	2	12	2	14	2	16	**61**
	Recruited Agricultural extension staff	No of Agricultural extension staff recruited	2.a	12	7	12	5	12	5	12	5	12	5	**29**
	Graduates Students on Internship	No of Students	2.a	35	3	35	4	**35**	6	35	7	35	9	**29**
Renovation and equipping a smart registry	Office and Smart Registry operationalized	No of Offices and smart registry renovated	9.b	-	3		5		6		8		9	**31**
subtotal					**28**		**31**		**37**		**43**		**49**	**189**
Crops Programme 2: Cash Crop Development														
Objective: To increase productivity and profitability of flagship cash crops (Banana, Mangoes and Macadamia)														
Outcome: To increase Mangoes, avocado, Banana and Macadamia Productivity and profitability														

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Mango development support sub programme	Mango Farmers supported with 5 shillings e-subsidy per kg sold to contracted processors	-No of farmers supported	2.a	10,000	100	10,000	110	10,000	113	10,000	115	10,000	177	**615**
Avocado, Banana, macadamia upgrading sub programme	Banana, Macadamia and Avocado farmers trained and supported	No. of farmers trained and supported	2.a	10000	50	10000	55	10000	56	10000	58	10000	65	**284**
Support to industrial/oil crops soyabeans, sunflower.	Farmers supported with inputs and market linkages	No. of farmers supported	2.a	2000	10	2000	12	2000	13	2000	14	2000	17	**66**
Sub Total					**160**		**177**		**182**		**187**		**259**	**965**
Crops Programme 3: Capacity Building and Extension														
Objective: To enhance effectiveness and efficiency in agricultural extension service delivery														
Outcome: Increased farmers receiving extension services														
Support to County Agricultural Extension service delivery	Farm extension services	No of Farmers receiving extension services	2.a	66,500	20	100,500	22	120,300	25	-130,000	29	140,100	32	**128**
Support local and national Agricultural	Local and national Agricultural	No of local and national Agricultural shows and	2.b	1 County, 1	15	1 County, 1	17	1 County, 1	20	1 County, 1	21	1 County, 1	23	**96**

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shows and trade fairs	shows trade fairs	trade fairs held and attended		National		National		National, 1		National		National		
Sub Total					**35**		**39**		**45**		**50**		**55**	**224**
Crops Programme 4: Food and Nutrition Security Programme														
Objective: To ensure access to safe, nutritious and affordable food at the household level and increased incomes														
Outcome: Improved food and nutrition security for 30000 HH														
Farm Inputs, credit, and other related services Support	Farm inputs subsidy	No. of farmers supported	2.3	30000 Farmers supported with 60MT agriculture inputs (Pulse seeds Assorted, Vegetable seeds)	60	5000 Farmers supported with 80MT agriculture inputs (Pulse seeds Assorted	65	5000 Farmers supported with 80MT agriculture inputs (seeds Assorted, Vegetable seeds)	69	5000 Farmers supported with 80MT agriculture inputs (Maize seed/fertilizer, Pulse seeds Vegetable seeds)	72	5000 Farmers supported with 50MT agriculture inputs (Maize seed/ fertilizer, Pulse seeds Assorted, Vegetable seeds)	75	**341**
	Demonstration materials		2.3							,				-
Development and equipping of a department smart	Insurance scheme	No. of insurance schemes formed	2.3											-

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registry and office (all VC)														
Staff recruitment	Soil conservation and soil tests	No. of soil tests	2.3											-
Renumeration of staff	Food pharmacies	No. of food pharmacies established	2.2	9	45	9	55	9	70	4	75	4	80	**325**
Sub Total					**105**		**120**		**139**		**147**		**155**	**666**
Programme 5: National Agricultural and Rural Inclusive Growth Project (NARIGP)														
Objective: Increases agricultural productivity and profitability of targeted rural communities in selected counties, and in the event of an Eligible Crisis or Emergency, to provide immediate and effective response														
Outcome: Empowered Murang'a agricultural communities through improved incomes and livelihoods														
National Agriculture Rural Inclusive Growth Project (NARIGP)/National Agricultural Value Chain Development Project	Micro projects implemented	-No of Micro-projects implemented supported and completed	2a	-534 SHG supported	205	-534 SHG supported	205	-534 SHG supported	205	-534 SHG supported	205	-534 SHG supported	205	**1,025**
	Catchments conserved	-No of Catchments conserved	2.a	-12 catchments supported	205 M counterpart funding and 428 M	-12 catchments supported								-

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					don or fundi ng									
	Farmer producer organizations supported	-No irrigation projects completed	2a	-1 Irrigati on project compl eted		-1 Irrigati on project compl eted								-
	Irrigation projects	-No of farmers producer organizations supported with investments completed	2a	14 PO suppor ts with invest ments		14 PO suppor ts with invest ments								-
NAVCDP (National Agricultural Value Chain Developmen t Project)	Farmer assets/services	-No of farmers reached with agricultural assets or services	2a	19230 farmer s		3,846	5 M GOK and 266 world bank	3,846	5 M GOK and 266 worl d bank	3,846	5 M GO K and 266 wor ld ban k	3,846	5 M GOK and 266 worl d bank	**20**
	Increased farm sales to over 50%	their produce in value added form	2a											-
														-
Sub Total					**205**		**210**		**210**		**210**		**210**	**1,045**
Programme 6: Agriculture Sector Development Support Programme (ASDSP)														
Outcome: is to contribute to the Transformation of crop, livestock and fisheries production into commercially oriented enterprises that ensure sustainable food and nutrition security in Kenya.														

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Object: To develop sustainable priority value chains for improved income, food and nutrition security														
Agriculture Sector Development Support Program	SIVCAPS developed and implemented	No of SIVCAPS implemented	2a	3	25	3	25	3	25	3	25	3	25	**125**
Grand Total					**557**		**601**		**637**		**661**		**752**	**3,209**

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4.2.3.2. Livestock Development

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.

Table 4.27: Livestock Development Sector Priorities and Strategies

Sector Priorities	Strategies
Enhance extension service delivery	a) Resource mobilization for livestock extension services b) Recruit livestock extension staff to cover all county wards and replace retirees c) Promote use of ICT in extension service delivery. d) Collaborate with livestock extension service stakeholders. e) Create a critical mass of livestock extension providers through Farm Hubs.
Increase value addition in livestock products	a) Promote and support creation of value addition centers and cottage industries. b) Promote on-farm and off farm storage and transport facilities c) Capacity build on post-harvest losses and spoilage of livestock products and management d) Promote the growth of the leather industry
Livestock registration	a) Train farmers on record keeping at farm level b) Register animals with Kenya Stud Book and breed associations to increase livestock value c) Develop a livestock database to keep farmers and livestock data and information in a data management system for farm identification and traceability

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Sub Sector Programmes

Table 4.28: Livestock Development Sub Sector Programmes

Programme Name: Livestock Administration Planning and Support Services														
Objective: Efficient and effective service delivery														
Outcome: Improved coordination and quality of extension services														
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Administration Services	Provision of staff accommodation and work equipment's	Number of stations with offices and equipment	9.1	-		3 office stations and equipment	5	3 office stations and equipment	7	1 office stations and equipment	9			21
Personnel Services	Recruitment of technically qualified staff	Number of technical staff recruited	8.5	40 staff	5	10 staff	5	-	-	-	-	-	-	10
Livestock and Veterinary Staff Salaries and other emoluments		No of staff receiving Salaries and other emoluments	8.52	131	in hr	131	in hr	131	in hr	131	in hr	131	in hr	0
Sub Total					5		10		7		9		0	31
Programme Name: Livestock Resources Management and Development														
Objective: Livestock enterprises development and diversification of household income														

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Outcome: Improved livelihoods														
Dairy subsidy	Subsidized milk prices	Number of milk kilograms subsidized	2.1	36M Kg	180	36M Kg	187	36M Kg	193	36M Kg	197	36M Kg	205	**962**
Dairy coolers	Milk Coolers procured and distributed to cooperatives	No of coolers distributed to cooperatives	23	-	0	5	10	5	10	-	0	-	0	**20**
Dairy production	Livestock registration with KSB	Number of animals registered	2.3	3500	5	3500	6	3500	7	3500	8	3500	9	**35**
	Model farms established	Number of model farms established (Mariira & Thailand and others started by co-ops as demo farms)	2.5	25 Farms	25	20 Farms	20	20 Farms	20	20 Farms	20	20 Farms	20	**105**
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)	2.5	50 Acres	5	50 Acres	5	50 Acres	5	50 Acres	5	50 Acres	5	**25**

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Livestock Development and capacity building	Livestock extension services	Number of group training	2.3	350 trainings	7	350 trainings	7	350 trainings	7	350 trainings	7	350 trainings	7	**35**
		Farm Visits	2.3	5000 farm visits	5	5000 farm visits	7	5000 farm visits	7	5000 farm visits	8	5000 farm visits	9	**36**
		Demonstrations	2.3	120 demonstrations	2	120 demonstrations	3	120 demonstrations	4	120 demonstrations	5	120 demonstrations	3	**17**
		Field days	2.3	16 field days	8	16 field days	8	16 field days	8	16 field days	8	16 field days	8	**40**
Strategic animal products food security	Introduced dorper sheep for mutton production	Number of dorper sheep	2.4	1000 dorper sheep	5	1000 dorper sheep	6	1000 dorper sheep	10	1000 dorper sheep	10	1000 dorper sheep	10	**41**
	Local goats for Chevon production	Number of local goats	2.4	1000 local goats	5	1000 local goats	10	1000 local goats	10	1000 local goats	10	1000 local goats	10	**45**
	Poultry for women, youth and PWDs	Number of birds	2.4	7000 birds	5	7000 birds	5	7000 birds	5	7000 birds	5	7000 birds	5	**25**
	Pigs for Pork and bacon production	Number of pigs	2.4	2000 pigs	5	2000 pigs	10	2000 pigs	10	2000 pigs	10	2000 pigs	10	**45**

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	Rabbit population kept by women, youth and PWDs	Number of rabbits	2.4	3500 rabbits	7	3500 rabbits	7	3500 rabbits	7	3500 rabbits	7	3500 rabbits	7	**35**
Emerging Livestock Promotion	Farms rearing emerging livestock	Number of farms rearing emerging livestock	2.4	8 farms (1 per sub county)	2	8 farms	2	8 farms	2	8 farms	2	8 farms	2	**10**
Livestock Products Value Addition and marketing	Dairy Goats milk value addition centres (cooling & processing)	Number of dairy goat milk value addition centres	2.4			1 dairy goat milk value addition centre (Maragua)	5			2 dairy goat milk value addition centers (Kigumo & Kangema)	10			**15**
	Dairy value addition group trainings	Number of dairy value addition groups (Niche products e.g., Probiotic yoghurt)	2.4	105 groups	2	105 groups	3	105 groups	3	105 groups	4	105 groups	5	**17**

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	Established apiaries	Apiary establishment (For training, honey, hive products and crops pollination)	2.4	20 Apiaries	5	20 Apiaries	5	20 Apiaries	5	20 Apiaries	5	20 Apiaries	5	**25**
Sub Total					**273**		**306**		**313**		**321**		**320**	**1533**
Grand Total					**278**		**316**		**320**		**330**		**320**	**1564**

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4.2.3.3. Veterinary Services

Key Roles

a) Improve animal genetic resource
b) Reduce disease and pests in domestic animals by enhancing livestock disease surveillance, vaccination and diagnostic services
c) Safeguard human health
d) Production of quality hides and skins and prevention of environmental pollution.
e) Increase livestock productivity
f) Raise revenue for the county government

Sub Sector Vision, Mission and Goals

Vision

A wealthy and food secure county.

Mission

To enhance livestock health and create wealth from livestock products.

Sector Goal

Wealth generation and food security

Sub Sector Priorities and Strategies

Table 4.29: Veterinary Services Sector Priorities and Strategies

Sector Priorities	Strategies
Control of livestock disease and pests	a) Well-timed diseases reporting, vaccinations, controlled movement of animals into the county. b) Customize existing disease control regulations and acts. c) Managing the population of stray dogs d) Sensitize farmers on good dog ownership practises e) Quick response to disease outbreaks

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Installation of data management system	a) Training our field officers on quality data collection, submission and analysis. b) Create a knowledge bank with open data access.
Improvement on marketing systems	a) Market infrastructure for live animals in Makuyu sub- county by construction of live animal market b) Renovation and upgrading of Makuyu slaughter house to an export slaughter house c) Form leather trades cooperatives and promote the growth of the leather industry d) Construction of a tannery at the same area with Makuyu slaughter house
Improvement in quality and reduction on cost of inputs and services	a) Subsidized breeding material—Artificial insemination b) Improved supervision and regular analysis of input accessing our market. c) Collaboration with private practitioners to reduce cost of service to farmers d) Inspection of farm input premises i.e., agro vets and feed manufactures.
Improve on quality of extension services	a) Improve on staff to farmer ratio. b) Quality data collection, analysis and use. c) Introduction of disease reporting clinics during market days in all sub-counties.
Reduction in pre- and post-harvest losses	a) Sensitize traders on new technologies in meat preservation b) Sensitizing traders on value addition e.g., mincing of meat
Reduce environmental pollution due to poor disposal of animal waste	a) Construction of biogas units at our slaughter houses. b) Install hygienic blood collection chambers.
Overall improvement on Service Delivery	a) Semi-automation of veterinary services b) Adequate facilitation of staff c) Recruitment of new staff to replace those who have retired or have left service due to natural attrition. d) Refresher courses.
Increased Farmers Knowledge on Livestock Health	Veterinary extension through farm visits, barazas and radio talk show on county animal health.

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Quality assurance in delivery of veterinary services, inputs and products	Compliant input service providers and facilities
Effective regulation and guarantee for safe usage of veterinary medicines on the farms	Reduced abuse and misuse of veterinary medicine via regulation of veterinary drug dispensation.
Safeguard Human Health	Adherence to laid rules and regulations in meat inspection
Production of Quality Hides and Reduction of Environmental Pollution	Sensitize frays on the best way to handle this by-product at slaughter points.

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Sub Sector Programmes

Table 4.30: Veterinary Services Sub Sector Programmes

Programme Name: Administration, Planning and Support services													
Objective: Effective and Efficient Service Delivery													
Outcome: Enabling Service Delivery Environment													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh.M.)**									**Total budget (Ksh.)**
				Year 1		Year 2		Year 3		Year 4		Year 5	
				Target	Cost	Target	cost	Target	Cost	Target	cost	Target	cost
Administration Services	39 motor bikes and 8 Vehicles purchased	Number of motor bike and vehicles purchased	9.1	5 bikes	2	5 bikes	2	5 bikes	2	5 bikes	2	-	0	**8**
				1 vehicle	5	1 vehicle	5	1 vehicle	5	1 vehicle	5			**20**
	Personnel service	Number of staff recruited	8.5	15 technical	5	6 technical	5	4 Technical	5	4 Technical	5	4 technical	5	**25**
				8 supports		2 Support staff		2 Support staff		2 Support staff		2 Support		**0**
		Number trained	8.5	20	2	10 l	1	8	1	6	0.8	6	0.8	**5.6**
				5		3		2		2		2		**0**
Infrastructure	Renovated office/	Number renovated	9.1	2 blocks	6	2 blocks	6	2 blocks	6	2 blocks	6			**24**

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		or constructed												
	Ablution block	Ablution block constructed or renovated	9.1	1 block	3									**3**
	Completed perimeter wall	perimeter wall completed	9.1					1	10					**10**
	Renovation of parking	Completed renovation	9.1	1	7									**7**
	Sub Totals				**30**		**19**		**29**		**18.8**		**5.8**	**102.6**
Programme Name: Veterinary Disease and Pest Control														
Objective: Reduced Disease and Pest in Domestic Animals														
Outcome: Optimal Health and increased Productivity in Domestic Animals														
Livestock Vaccination	livestock vaccinated	Number of animals vaccinates	3b	100,000 animals	20	130,000 animals	23	150,000 animals	26	170,000 animals	28	200,000 animals	30	**127**
				4000 dogs	1	5000 dogs	1	6000 dogs	1	6000 dogs	1	6000 dogs	1	**5**
Disease Surveillance, Monitoring, and County One Health	Continuous and updated sanitary reports	Number of sanitary reports produced	3b	52	1.2	52	1.2	52	1.2	52	1.2	52	1.2	**6**
Pest control (Ticks,	Livestock covered under pest	No. of livestock	3b	500	3	600	3.6	700	4.2	900	4.2	1200	4.2	**19.2**

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Tsetse fly and Mosquitoes	control and vector borne diseases	covered under pest control programme												
Laboratory Services	Renovated and equipped Kiharu vet lab	Kiharu vet lab renovated and equipped		1	50	0	0	0	0	0	0	0	0	**50**
Sub Total					**75.2**		**28.8**		**32.4**		**34.4**		**36.4**	**207.2**
Programme Name: Livestock Breeding														
Objective: Improve Animal Genetic Resource														
Outcome: High Quality Breed and Increased Milk Production														
Artificial Insemination services	Animals (cows and goats) inseminated	Number of cows inseminated	2.5	10,000	5	12,000	7	14,000	9	16,000	11	18,000	13	**45**
		Number of dairy goats inseminated	2.5	50	0	100	0.40	300	1	500	0.1	600	1.2	**2.5**
Sub-total					**5**		**7**		**10**		**11**		**14**	**47.5**
Programme Name: Veterinary Extension Services														
Objective: Increased Livestock Productivity														
Outcome: Increased Farmers Knowledge on Livestock Health														
Veterinary Animal Health Extension Services	Trained/ sensitized farmers	Number of farmers trained or sensitized	2a	70,000	2	70,000	2	70,000	2	70,000	2	70,000	2	**10**

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Farmers outreach program	Veterinary clinics introduced	Number of veterinary clinics introduced		24	2.192	24	2.19	24	2.19	24	0.19	24	0.192	**6.96**
Sub-total					**4.192**		**4.192**		**4.192**		**2.192**		**2.192**	**16.96**
Programme Name: Veterinary Inspectorate Services														
Objective: Quality assurance in delivery of veterinary services, inputs and products														
Outcome: Compliant input service providers and facilities														
Compliant input service providers and facilities	Agrovets facilities inspected	No. of Agro-vets facilities inspected		215	3	220	3	250	3	260	3	270	3	**15**
Capacity Building and training on animal product and Anti-Microbial Resistance (AMR)	Stakeholders trained in AMR	Number of stake holders trained in AMR		240	1	280	1	300	1	300	1	300	1	**5**
Meat Inspectorate	Safe meat for human consumption	Number of carcasses inspected	2.3	56,000	3	60000	4	64000	5	68000	5.5	72000	6	**23.5**

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facilities and services	Renovation of slaughter houses		2.3	2	5	1	7	1	9	1	12		10	**43**
Sub Total					**8**		**11**		**14**		**17.5**		**16**	**66.5**
Programme Name: Hides and Skins Development														
Objective: Production of Quality Hides and Reduction of Environmental Pollution														
Outcome: Production of Quality Hides and Reduction of Environmental Pollution														
Hides and skins development	Increased production of quality hides and skins	Number of flayers trained	2.3	400	2	200	1	200	1	200	1	200	1	**6**
		No. of assorted items purchased	2.3	400	2	400	2	400	2	400	2	200	2	**10**
	Licensed and environmental compliant curing premises	hides &skins curing premises license	2.3	40		42		44		46		47		**0**
	Hide and Leather Traders Cooperative in place	Hide and Leather Traders Cooperative	2.3	1	3									**3**
	Complete and operational Tannery at Makuyu.	Tannery	2.3	phase 1	10	phase	10	phase 3	10					**30**
Sub total					**17**		**13**		**13**		**3**		**3**	**49**
Grand Total					**144**		**87**		**106**		**91**		**82**	**510**

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4.2.3.4. Fisheries

Fishing is practiced in farms since there are no large water masses in the county. By 2013, there were 2380 households practicing fish farming with 2520 fish ponds covering an area of 714,000m2. The main fish species reared are Tilapia and Cat fish

Key Roles

a) Promote and coordinate development of aquaculture.
b) Coordination of the preparation, review and implementation of county fisheries policies and legislation.
c) Coordinate the management and development of dam and river-line fisheries.
d) Promotion of fish quality assurance, value addition and marketing
e) Promote and strengthen fisheries extension services.
f) Provision of extension services to fisheries stakeholders in the value chain.
g) Fisheries licensing.
h) Disseminate research findings and new technologies on fisheries through field days, on-farm trials in fresh water fisheries resources
i) To monitor and evaluation (M&E) of fisheries projects and programmes.

Sub Sector Vision, Mission and Goals

The directorate of fisheries is mandated to provide for the exploration, exploitation, utilization, management, development and conservation of fisheries resources, in the county.

Vision

Fish to become a dietary item in every household; More fish is for a healthier and wealthier population.

Mission

To facilitate sustainable management and development of fisheries resources and products for wealth creation

The directorate of fisheries has the following goal:

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To ensure increased and sustainable fish production and utilization by properly managing Murang'a County fishery resources

Sub Sector Priorities and Strategies

Table 4.31: Fisheries Sector Priorities and Strategies

Sector Priorities	Strategies
Increase fish production	a) Access to quality fingerlings b) Access to quality fish feeds available through farmer co-operatives c) Promote water harvesting technologies d) Promote good aquaculture practises e) Promote fish marketing and value addition through fish farming co-operatives
Fish quality assurance marketing and value addition	a) To disseminate aquaculture value chain information to value chain actors b) To enforce established fish quality assurance regulations, IOE standards for fish processing other international guidelines (for all fish products) c) Promote fair fish trade regulations trade conventions/agreements d) Improve marketing infrastructure, such as cold storage, by supporting producer organizations and information on fish markets e) Develop local market for our aquaculture products (to stimulate demand) through agricultural trade fairs, agricultural shows, field days, and "Eat more fish campaigns". f) Promote diversification and value addition of aquaculture products g) Prepare, publish, and regularly monitor guidelines on the implementation of quality standards of aquatic products to protect the public health as well as improve acceptability of aquaculture products. h) Promote fish producers branding their fish products in order to aces better prices.
Sustainability of fisheries resources	a) Use of technologies that ensure water and environmental resources are sustainably managed like water recycling. b) Develop regulations applicable fisheries policy and fisheries regulations controls for aquatic bio-security c) Conduct monitoring control surveillance surveys on major water bodies in the county

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	d) Promote stocking of appropriate fish species in County waters to increase fish production in over fished water bodies. e) Conform to wetland and watersheds conservation standards appropriate legislation and regulations in place f) Continuous monitoring control and surveillance of fisheries resources and publish data that are up to date
Improve access to fish farming advisory services	a) Promote the use of ICT technology in order to make farmers access fish market and fisheries extension services b) Recruitment of staff in the fisheries sub sector to all sub counties c) Support fish farmer trainings, on farm demos and field demonstrations, capacity build producer organizations d) Promote collaboration among sector stakeholder doing similar programs e) Support the mobility of fisheries extension staff with vehicles, ICT gadgets, motor cycles and improve work environment (Offices at sub counties

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Fisheries Sub Sector Programmes

Table 4.32: Fisheries Sub Sector Programmes

Program's Name: Aquaculture Development program														
Objective: To improve fish production and income from Fisheries livelihoods														
Outcome: Improved food and nutritional security														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total cost Kshs (M)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	cost	Target	cost	Target	cost	Target	cost	
Aquaculture development (Fish farming)	New ponds constructed	No of new ponds/New area (M2) on fish farming	2.1	175 ponds	7	175 ponds	7	175 ponds	7	175 ponds	7	175 ponds	7	**35**
	Fish feeds subsidy	Weight of fish feeds (Kg)	2.1	stocked 45,000kg fish feeds	5	stocked 45,000 kg fish feeds	6	stocked 45,000kg fish feeds	7	stocked 45,000kg fish feeds	8	stocked 45,000 kg fish feeds	7	**33**

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	Fingerlings subsidy	No of fingerlings stocked	2.1	216,000 Fingerlings	4.5	216,000 Fingerlings	4.5	216,000 Fingerlings	4.5	216,000 Fingerlings	4.5	216,000 Fingerlings	4.5	**22.5**
	Cage culture	No of cages constructed and installed	2.1	2 cages (4×4×1.5) m	3.6	2 cages (4×4×1.5) m	3.6	2 cages (4×4×1.5) m Fingerlings	3.6	2 cages (4×4×1.5) m	3.6	2 cages (4×4×1.5) m	3.6	**18**
Departmental fish farm and Hatchery development	Operational hatchery and fish seed bulking unit	1 operational hatchery and fish bulking unit	24	1	2.1	1	0.7	1	0.7	1	0.7	1	0.7	**4.9**
Sub total					**22.2**		**21.8**		**22.8**		**23.8**		**22.8**	**113.4**
Programme Name: Fish quality assurance, Value Addition and Market Development														
Objective: To create a market for fish and fish products														
Outcome: Improved market value for fish products and fish livelihoods														
Development of fish marketing	Improved consumption and access to specific niche markets for	No of fish "eat more fish" campaigns	2.1		0	32 promotions on "eat more fish "campaigns	4	32 promotions on" eat more fish "campaigns (Fish cookery	4	32 Promotion on "eat more fish "campaigns (Fish cookery demo	4	32 promotions on "eat more fish "campaign	4	**16**

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	fish and fish products							demo equipment)		equipment)				
Fish quality assurance	Improved fish (food) safety and access wider market reach	No of fish inspection done	2.4	32 fish inspection	0.2	32 fish inspections	0.5	32 fish inspections	0.5	32 fish inspections	0.5	32 fish inspections	0.5	**2.2**
Sub Total					**0.2**		**4.5**		**4.5**		**4.5**		**4.5**	**18.2**
Programme Name: Management of capture and conservational Fisheries development program														
Objective: To effectively manage and utilize Fisheries resources														
Outcome: A sustainable fishery livelihood in the county														
Development of capture and recreational fisheries	Rehabilitation of fishing camps	8 No of fish camps rehabilitated	2.4		0		0	2 Fishing camps rehabilitated	4	2 Fishing camps rehabilitated	4	2 Fishing camps rehabilitated	4	**12**
	Restocking of dams and rivers	4 No of rivers and 15 dams stocked and	2.4	-	0	3 No. rivers	0.52	3 No. rivers	0.52	3 No. rivers	0.52	3 No. rivers	0.52	**2.08**

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		training of co-management units												
					0	30,000 fingerlings	0	30,000 fingerlings	0	30,000 fingerlings	0	30,000 fingerlings	0	**0**
Sub total					**0**		**0.52**		**4.52**		**4.52**		**4.52**	**14.08**
Programme Name: Administrative support and fish farming extension support services														
Objective: To have an effective and efficient fish farming extension service delivery system														
Outcome: Improved fish farming extension support service delivery by 80% and in conformity with service delivery charter														
Administration Services	Build 8 offices at sub county	No of offices built	9.1	2 offices	8	2 offices	5	2 offices	5	2 Offices	2		0	**20**
Personnel Services	Train 20 technical staff	No of staff trained	8.5		0	4 fisheries officers	0.6	4 Officers	1.5	4 officers	1	4 Officers	0.6	**3.7**
	Recruit 16 technical staff	No of staff recruited	8.5	8 staff recruited	5		0	8 Staff recruited	5		0		0	**10**
	Staff salaries and emoluments	No of staff receiving salaries and emoluments	8.5	13 staff receive Salaries and other emoluments	in hr	13 staff receive Salaries and other emoluments	in hr	13 staff receive Salaries and other emoluments	in hr	13 staff receive Salaries and other emoluments	in hr	13 staff receive Salaries and other emoluments	in hr	**0**

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	Technical training gadgets, ICT equipment and Transport	Assorted equipment/ stationery	8.5	Technical equipment - 1.6M	3.6		0	Office desk and 32 office chairs	1.2	2 Motor vehicles and 8 motor Cycles	14		0	**18.8**
			9.1	ICT equipment- 2.0M	1		1		0		0		0	**2**
Sub Total					**17.6**		**6.6**		**12.7**		**17**		**0.6**	**54.5**
Grand Total					**40**		**33.42**		**44.52**		**49.82**		**32.42**	**200.18**

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4.2.3.5. Agribusiness, Value Addition, Marketing and Agro Small Micro Enterprise Agricultural Marketing

Key Roles

They include:

a) Promote agribusiness, market access and quality product development
b) Commercialization and contract farming
c) Promote effective input delivery and information to smallholder farmers
d) Promote affordable, available, credit access
e) Enhance domestic export market development
f) Enforcement of quality and standards
g) Market Infrastructure development services
h) Enhance agriculture value addition (agro processing)
i) Agro small micro enterprise support
j) To offer Transforming programmes leadership
k) To enhance effective and efficient institutional management

Vision and Mission

Vision

A vibrant agricultural driven economy

Mission

To promote effective and efficient service delivery

Goals

They include:

a) To develop an efficient and reliable transport system for agricultural produce and products
b) To increase/improve market access, food safety and fair trade among players in value chain
c) To develop a modern market infrastructure for efficient trade and sustainable management
d) To enhance involvement of the youth and women in agribusiness.
e) To improve access to agricultural technologies, innovation and information.

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f) To increase competitiveness of agricultural product locally, regionally and internationally
g) To promote value addition and utilization of agricultural products
h) To promote commercialization and growth of agricultural small enterprises (Agro-SMEs).
i) To build capacity of market players in conformity with the prevailing business environment
j) To develop and enforce standards for agricultural produce
k) To promote collective marketing of agricultural commodities
l) To develop alternative marketing channels e.g., digital and virtual markets, auctions, warehouse systems, commodity exchange, and derivatives markets, Nairobi Coffee Exchange, Mombasa Tea Auction
m) To monitor and evaluate impact
n) To enhance access to affordable credit
o) To formulate policy to support development and growth of agricultural marketing produce and product.
p) To enhance efficient use of ICT in marketing/digital marketing.
q) Consolidate taxes, levies and fees into one.

Sub Sector Priorities and Strategies

Table 4.33: Agribusiness, Value Addition, Marketing and Agro Small Micro Enterprise Priorities and Strategies

Sector Priorities	Strategies
a) Value Addition Processing Innovation Adoption	a) Support county-based processing and packaging hub, such as horticultural pack houses, milk processing plants, coffee roasting, avocado processing plants, warehouses, hide and skin processing, slaughter houses, poultry processing, tea value addition, vegetables value addition, growing of rice, growth and value addition to edible oils (soya beans, sunflower, canola, simsim etc), and development of fruit factories b) Support registration of SMEs agribusinesses, certification on global GAP, c) Support SMEs with modern processing technologies d) To formulate policy to support development and growth of agricultural produce Value addition, processing and Marketing.

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	e) Provide logistical support to the SMEs f) Support SMEs business incubation. g) Capacity building on good management h) Cascade policy on value addition
b) Transformation And Commercialization of Agriculture	a) Provide business incubation advisory b) County flagship projects and priority enterprises c) Transform co-operatives into business entities d) To develop an efficient and reliable transport system for agricultural produce and products e) Develop and enforce market standards for agricultural produce to conform to local, regional and international Standards. f) To promote collective marketing of agricultural commodities
c) Youth And Women in Agribusiness	a) Address key challenges that hinder youth and women from tapping into the immense potential in the agricultural sector. b) Linkage with SLAE and farm hubs. c) Enhance involvement of the youth and women in agribusiness. d) Enhance access to affordable credit e) To enhance efficient use of ICT in marketing/digital marketing. f) Cascade national youth strategy g) Hold local and international Youth entrepreneur's forum h) Entrepreneurship training. i) Developing bankable agribusinesses proposals. j) Technical training and value addition. k) Business modelling to start and run the agribusiness including record l) keeping, statutory requirements and compliance. m) Value chain and business linkages advisory. n) Financial literacy training and investor readiness programs. o) Provide case studies to foster exchange of learning and inspiration among value chain groups. p) Virtual learning and advisory support via computer platforms or q) mobile to support program beneficiaries during and post COVID -19 scenario. r) Onsite learning and advisory support will be provided once the s) County business incubation hubs are established

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d) Market System Development	a) Promote effective input delivery and information to smallholder farmers b) Carry out market intelligence surveys to various local and international markets, c) Installation of digital marketing and trading strategies though a County Agribusiness App d) Develop effective communication strategies for real time market information sharing, use of Apps, e) Development of niche markets f) Establish central electronic ward agribusiness service centre g) Organize market for emerging products and special crops h) To enhance efficient use of ICT in marketing/digital marketing. i) To develop an efficient and reliable transport system for agricultural produce and products j) Support SMEs with guarantee minimum price, k) To increase/improve market access, food safety and fair trade among players in value chain l) To develop a modern market infrastructure for efficient trade and sustainable management m) Organize business to business forums and networks, trade shows, business tours n) Design communication strategy to cascade information gathered through market intelligence surveys to the Farmers and Value chain actors.
e) Institutional Capacity Development and Sustainability	a) Change management of staff b) Capacity building cooperatives c) County agriculture sector data management, analysis, impact analysis d) Initiate formation of viable co-operatives through commodity-based community mobilization e) Revitalization of co-operatives f) Growth and development of co-operatives g) Transform co-operatives into business entities. h) Create strategic partnership i) Capacity build on resource mobilization j) Flag business opportunities through trade fairs, k) Train cooperatives on business management and strategic leadership l) Organize exchange programmes
f) 5 Administration	a) Equip office with modern ICT equipment

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	b) Provide operational Resources c) Periodical staff training d) Effective coordination and liaison with other sector provider e) Clear performance targets and implementation framework f) Partnership and stakeholder collaboration

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Sub Sector Programmes

Table 4.34: Agribusiness, Value Addition, Marketing and Agro Small Micro Enterprise Programmes

Programme 1: Women and Youth Empowerment in Agribusiness														
Objective: Institutional Capacity Development														
Outcome: Improved coordination and quality of extension services														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost**	**Target**	**cost**	**Target**	**Cost**	**Target**	**cost**	**Target**	**cost**	
Women and youth empowerment in agribusiness	Capacity build youth and women agribusiness groups	No. Of Groups Empowered	9.5	14 Groups Capacity Build	2	14 Groups Capacity Build	2	14 Groups Capacity Build	2	14 Groups Capacity Build	2	14 Groups Capacity Build	2	**10**
subtotal					**2**		**2**		**2**		**2**		**2**	**10**
Programme 2: **Market System Development**														
Objective**: Improve Effectiveness and Efficiency of Markets**														
Outcome: Increased Enterprise Profitability														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Marketing System Development	Market intelligence	No of Market Surveys	9.5	12 market surveys	1.2	12 market surveys	1.2	12 market surveys	1.2	12 market surveys	1.2	12 market surveys	1.2	**6**
	Digitization of Marketing	Installed Agribusiness and	9.5	I App Developed	1	I App Developed	1	I App Developed	1	I App Developed	1	I App Developed	1	**5**

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	Communication System	Marketing Information App		and Updated		and Updated		and Updated		and Updated		and Updated		
	Procurement of ward Agribusiness Hubs Computers and iPads	35 computers and 35 iPads with Installed Marketing App	9.5	35 computers and 35 iPads	3	35 computers and 35 iPads Maintenance	3	35 computers and 35 iPads Maintenance	3	35 computers and 35 iPads Maintenance	3	35 computers and 35 iPads Maintenance	3	**15**
Sub Total					**5.2**		**5.2**		**5.2**		**5.2**		**5.2**	**26**
Programme 3: Institutional Capacity Development for Sustainability														
Objective: **Transformation of institutions into Business Entities**														
Outcome: Increased Income														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh.M)**										**Total budget (KSh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Institutional Capacity Development	capacity building	NO. institutions capacity developed	9a	5 Co-ops	0.5	5 Co-ops	0.5	5 Co-ops	0.5	5 Co-ops	0.5	5 Co-ops	0.5	**2.5**
	Exchange Visits to well performing Business Entities	Number of Visits	9a	1 Visit by 50 Agribusiness Entities Leaders	1	1 Visit by 50 Agribusiness Entities Leaders	1	1 Visit by 50 Agribusiness Entities Leaders	1	1 Visit by 50 Agribusiness Entities Leaders	1	1 Visit by 50 Agribusiness Entities Leaders	1	**5**
	Flagging of Agribusiness Opportunities	No Trade Fairs, No of Attendants	17.9	4 Agribusiness	2.8	4 Agribusiness	2.8	4 Agribusiness	2.8	4 Agribusiness	2.8	4 Agribusiness	2.8	**14**

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				Trade Fairs		Trade Fairs		Trade Fairs		Trade Fairs		Trade Fairs		
subtotal					**4.3**		**4.3**		**4.3**		**4.3**		**4.3**	**21.5**
Programme 4: Administration Planning and Support Services Institutional Development														
Objective: Institutional Capacity Development														
Outcome: Improved coordination and quality of extension services														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (Ksh.)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**Cost**	**Target**	**cost**	**Target**	**Cost**	**Target**	**cost**	**Target**	**cost**	
Administration Services	Office space and equipment	No. of offices/equipment provided	9.1	1	0.3	1	0.3	1	0.3	1	0.3	1	0.3	**1.5**
Personnel Services	Recruited technical staff	Number of technical staff recruited	85		2	1	4	1	6		8	1	10	**30**
Department Transport Improvement	Purchased vehicle	No. of vehicles purchased	91	1	6	-	0	-	0	-	0	-	0	**6**
Modern ICT equipment	Computer and other accessories	No. of computers and other ICT accessories	9.1	5 computers and 5 iPads	0.75	-	0	-	0	-	0	-	0	**0.75**
subtotal					**9.05**		**4.3**		**6.3**		**8.3**		**10.3**	**38.25**
Grand Total					**20.55**		**15.8**		**17.8**		**19.8**		**21.8**	**95.75**

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4.2.3.6. Value Chain

Key Roles

a) Develop, review and Implement crop policies, strategies, regulations and acts;
b) Facilitate, develop and promote market infrastructure and access, agro-processing and value addition of crop commodities in collaboration with other directorates and projects.
c) Liaise and collaborate with development partners, institutions and other relevant stakeholders to promote crops and products development which include but not limited to faith based organizations, universities, agro dealer associations, and research institutions.

Sub Sector Vision, Mission and Goals

Vision:

A wealthy and food secure county

Mission:

To develop and exploit agricultural resources and provide extension services

Table 4.35: Value Chain Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Organic agriculture development program	Development of an agro ecology strategic plan Development of an agro ecology action plan Implementation of plan of action with priority on a) Baseline survey conducted and advocacy for partnership enhanced b) Key champion staff and lead farmer capacity development c) Setting up of model farms on organic agriculture d) Setting up and operationalizing of proposed organic board e) Operationalizing of a multi stakeholder platform
Policy and legal frameworks	Finalize incomplete policies on food and nutrition/CASCOM, mangoes, environmental policies and laws etc. and conduct public participation Ensure legislation is completed Handle emerging needs on policies in veterinary (leather development), fisheries and irrigation

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Certification and development of export crop value chains	a) Access funds and roll out Global Gap and Organic ETI certification for export avocado in next 3 years b) Monitor implementation of mango and dairy policies
Extension support to sustainable agriculture	a) Draft the Climate Smart Agriculture (CSA) Action Plan and validate for implementation b) Support and coordinate partner departments to complete Climate action plans c) Activation of CSA MSP planned activities through partnership

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Sub Sector Programmes

Table 4.36: Value Chain Sub Sector Programmes

Programme 2: Cash Crop Development and Management													
Objective: To add value to avocado, macadamia and mangoes sub sector													
Outcome: To increased value from avocado, macadamia and mangoes													
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Certification of export crop value chains-priority avocado	Certified avocado societies Established cottage industries	No. Avocado cooperative societies certified No of established cottage industries	8a	- Building of the avocado packhouse Strategic planning Training on farmers	7	Certification of the Murang'a County avocado farmers	5	extension support to certified organic farmers	5	extension support to certified organic farmers	6	extension support to certified organic farmers	8	20
Sub Total					**7**		**5**		**5**		**6**		**8**	**20**
Programme 3: Capacity Building and Extension														
Objective: To enhance effectiveness and efficiency in agricultural extension service delivery														
Outcome: Increased farmers receiving extension services														
Extension support to	Approved policies in	No. of policies	2a	7	1	7	1	7	1	7	1	7	1	5

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sustainable agriculture	established value chains	developed												
Subtotal					1		1		1		1		1	5
Programme 1: Administrative support and fish farming extension support services														
Objective: To have an effective and efficient fish farming extension service delivery system														
Outcome: Improved fish farming extension support service delivery by 80% and in conformity with service delivery charter														
Administration and support	Smart equipped department registry and office	Equipped departmental office	9.1	Office establishment and operations	3	Operationalization	4	Operationalization	3	Operationalization	3	Operationalization	2	12.05
Subtotal					3		4		3		3		2	12.05
Grand total					11		10		9		10		11	37.05

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4.2.3.7. Coffee Development

Key Roles

To work with the sector stakeholders to develop coffee in the county to be the most preferred business in the right geographical zones.

Sub Sector Vision, Mission and Goals

Vision

"A directorate that is transforming coffee business in the County to be an exemplary business model in Kenya and beyond".

Mission

To empower coffee farmers and other coffee stakeholders to engage in coffee business in the most profitable and sustainable fashion for the benefit of all.

Sub Sector goals and targets

a) To create an enabling environment for development of coffee.
b) To increase coffee productivity and production.
c) To improve coffee quality.
d) To expand markets of coffee
e) To enhance institutional efficiency and effectiveness in the implementation and service delivery to the coffee farmers.
f) To promote sustainable land use practice and conservation of natural resources

Sub Sector Priorities and Strategies

Table 4.37: Coffee Development Sub Sector Priorities and Strategies

Sector Priorities	Strategies
·Increase coffee production	a) Enhance extension services b) Support leaf and soil analysis c) Initiate farm input subsidy programme. d) Promote use of ICT in extension e) Recruit agricultural extension agents to replace those exiting service

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	f) Ensure adequate facilitation of extension service providers
Increase area under coffee	a) Establish coffee nurseries to produce grafted coffee seedlings b) Distribute the coffee to farmers c) Engage youth groups in this
Digitization, automation and improvement of primary processing	a) Digitize the weighing of coffee at the primary processing factory and transmission of data to a central data analysis point. b) Ensure use of computers in data management and communication in coffee factories. c) Support compliance with environmental requirements. d) Implement waste water regulations and the OSHA requirements in the coffee factories and estates.
Murang'a Union – This is disconnected from the farmers it is supposed to be serving	a) Restructure the Union to be able to meet its mandate as per its articles of association b) The assets will be used as collateral for financing farm inputs.
Coffee markets improvement	a) Support coffee certification b) Promote targeting of niche markets c) Promote roasting, grinding, packaging and branding of coffee by the factories/societies.
Licensing	e) Engage government printer to produce coffee movement permits and licenses. f) Engage the public in reviewing the licensing of coffee operations.
Promote coffee value addition	Support establishment of coffee roasting units in the coffee factories
Increase profitability	a) Modernize the processing equipment – promote use of ecological pulpers, drying green houses a) Promote diversification at the factory level; promote utilization of local resources at the factory to generate side income.
Promote youth and women engagement in coffee support	a) Enforce gender consideration in the election of management and supervisory committees as required by law. b) Train youth in agro-chemicals use, pruning and grafting techniques. c) Send the youths to the field to practice in the three thematic areas. d) After one year have them examined with emphasis on practicals to calibrate their ability to give advisory services to the farmers.
Diversification	Facilitate the coffee factories diversify to other income streams. This will cushion the factories when the coffee earnings are low.

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Sub Sector Programmes

Table 4.38: Coffee Development Sub Sector Programmes

Programme Name: Coffee Directorate Administration Planning and Support Services													
Objective: Efficient and effective service delivery													
Outcome: Improved coordination and quality of services													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**									**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Personnel Services	Recruitment of technical and support staff	Number of technical staff recruited	8.5	10 staff	12	20 staff	14	20 staff	16	-	18	-	20	**80**
Office Equipment	Laptops for staff	Number of computers purchased	9.1	10 laptops	0.5			10	0.5 M					**0.5**
	Coffee moisture meters	Number of moisture meters	9.1	9 meters	0.8									**0.8**
Administration and Support	ICT and computer accessories	Number of printers	9.1	2 printers	0.1									**0.1**
	Furnished board room	Chairs, table, coffee dispenser, coffee percolator	9.1		1									**1**

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Staff field extension transport facilitation	Field extension services	Number of staff adequately facilitated	9.1	50 staff	2.5	50 staff	2.5	50 staff	2.5	50 staff	2.5	50 staff	2.5	**12.5**
International travel expenses	Staff facilitated to travel within and out of the country	Number of staff adequately facilitated	9.1	4 staff	3	4 staff	3	4 staff	3	4 staff	3	4 staff	3	**15**
Provision of transport	Motor vehicles are availed for ease of transport of the staff	Number of motor vehicles available to the directorate	9.1	1 Isuzu double cabin	5		0	2 SUZUKI 4WD	4					**9**
	Motorcycles	Number of motor cycles	9.1	10 m/cycles	2	10 m/cycles	2							**4**
subtotal					**26.9**		**21.5**		**25.5**		**23.5**		**25.5**	**122.9**
Programme Name: **Coffee Production Support**														
Objective**: To increase coffee production by 100% from the current 30 million kgs**														
Outcome: Improved revenue from coffee														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	

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Coffee seedlings support	Produce and distribute coffee seedlings	Number of seedlings distribute, Youths trained in nursery operations	2.5	1M	15	1M	17	1M	19	1M	22	1M	25	**98**
Inputs support	Facilitate provision of input subsidy	Amount of money spent to support input subsidy	2.1	75, 000 farmers	75	75, 000 farmers	83	75, 000 farmers	97	75, 000 farmers	112	75, 000 farmers	120	**487**
Soil amendments & Analysis	Facilitate soil sampling and analysis	Number of soil samples analyzed	2a	1500 Samples	1.5	1500 Samples	1.5	1500 Samples	1.5	1500 Samples	1.5	1500 Samples	1.5	**7.5**
Coffee field days	Field days held in the County	Number of field days held	13.3	2	3	2	3		3	2 @ Kshs 1.5	3	2 @ Kshs 1.5	3	**15**
Demos	Establish demo farms	Number of demo farms established	13.3	75 demos	3.8	150 demos	7.6	150 demos	7.6	150 demos	7.6	150 demos	7.6	**34.2**
Soil and water conservation	Facilitate Re-establishment of terraces in coffee farms	Number of levelling boards, line spirit and strings	13.2	1500	1.5									**1.5**
subtotal					**99.8**		**112.1**		**128.1**		**146.1**		**157.1**	**643.2**
Programme Name: Coffee cooperative societies improvement														

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Objective: To make the operations of coffee cooperatives more efficient													
Outcome: Coffee cooperative societies that are offering high quality services to the members													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**									**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Digitisation of coffee weighing	The coffee is weighed using digital weighing scales	Number of weighing scales installed in factories	9.3	75	7.5	75	7.5		0		0		0	**15**
Computerization	The factory operations are computerized and data real time data transmitted to the coffee directorate	Coffee weighment data is transmitted to the HQ on real time basis	9.3	Purchase 150 computers	7.5	-	0	-	0	-	0	-	0	**7.5**
	Installation of a system for coffee weighment data transmission	Real time data transmission	9.3	IT System	7	-	0	-	0	-	0	-	0	**7**
Society extension		number of coffee	2a	500 people	5	500 people	5	500 People	5		0			**15**

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services support	Train para-extension technicians	technicians trained		Coffee technician's kit Kshs 7, 500	3.75	Coffee technician's kit Kshs 7, 500	3.75	Coffee technician's kit Kshs 7, 500	3.75		0			**11.25**
Licensing	Continue licensing of various players in the subsector	Licenses and permits being issued	9.1	4000 coffee movement permits @ Kshs 50, 300 Pulping licenses	0.25	4000 coffee movement permits @ Kshs 50, 300 Pulping licenses	0.25	4000 coffee movement permits @ Kshs 50, 300 Pulping licenses	0.3	4000 coffee movement permits @ Kshs 50, 300 Pulping licenses	0.3	4000 coffee movement permits @ Kshs 50, 300 Pulping licenses	0.35	**1.45**
Factory infrastructure improvement	Construct drying tables and repair fermentation tanks	Number of fermentation tanks repaired and drying tables constructed	9.1	75 factories to benefit	7.5	75 factories to benefit	7.5							**15**
Murang'a Union	Restructure the Union to be able to	A reformed Union	9.1	Consultant Kshs 3 M	3									**3**

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	meet its mandate.													
			9.1	Public Participation 5M	5									**5**
Kenya Planters Cooperative Union	Promote the utilization of the coffee cherry fund by farmers													**0**
Taste of harvest factories competition	In order to promote competition to increase quality and productivity the factories and farmers will be engaged o=in yearly competition	Yearly competition	9b	Yearly fete	5	Yearly fete	5	Yearly fete	5	Yearly fete	5	Yearly fete	5	**25**
Sub Total					**51.5**		**29**		**14.05**		**5.3**		**5.35**	**105.2**
Grand total					**178.2**		**162.6**		**167.65**		**174.9**		**187.95**	**871.3**

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4.1.3.7. KATC Mariira Farm

Kenyatta Agricultural Training Centre also known as Mariira farm is located in the Kigumo sub-county and it is the only ATC in Murang'a County. The ATC acts as an agricultural information and advisory resource centre for farmers and it is mandated to train farmers on modern farming technologies through residential and non-residential training. The ATC is also a breeding centre and bulking of fodder is done at a large scale for distribution to farmers. In collaboration with other stakeholders in the county, the ATC hosts two annual farmers' field days and exhibitions which target farmers from the whole of Murang'a County and the environs. The ATC seeks to diversify its operations to include Thai Farm at Kambirwa, where dry land farming and related management of ASAL crops will be established in order to train farmers from the lower part of the county.

Sub Sector Vision, Mission and Goals

Vision:

A centre of excellence for training farmers, staff and stakeholders

Mission:

To train farmers staff and other stakeholders on relevant adaptive agriculture technologies and skills through teaching, demonstration, and provision of training facilities.

Sector Goal(s):

Wealth generation and food security

Sub Sector Priorities and Strategies

Table 4.39: KATC Mariira Farm Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Student-Led Agricultural Extension (SLAE)	a) Jointly with Murang'a University of Technology, develop SLAE aligned academic curriculum to include agribusiness incubation technology and extension Farm Hubs

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	b) Build and enhance partnership between Murang'a University of Technology, KATC Mariira, JKUAT, KALRO and the private sector to initiate agribusiness practices
Farmers, staff and stakeholders' capacity building	a) Hold residential and non-residential trainings b) Establish of training crops demo plots c) Hold exhibition and field days d) Conduct farmers outreaches, open days and training tours e) Conduct tailor made youth trainings f) Provision of training facilities to other stakeholders
Provision of quality seeds and planting materials	a) Establishment of a fruit tree nursery b) Training of fruit tree nursery operators c) Bulking of fodder crops including modern and high value fodder crops including bracharia and super napier
Agribusiness and value addition	a) Establishment and furnishing of an agro-processing unit b) Establish and/or maintain a model farm on commercial enterprises like dairy, avocado, coffee, apiculture c) Expansion of irrigation infrastructure from the existing one hectare to 4 hectares
Augmenting Agriculture extension and promoting youth in agriculture	a) Establish agriculture information and advisory resource centre b) Create an appropriate mobile application for technical advisory services and market linkages c) Conducting information sourcing and repackaging d) Make agricultural motivational talks in schools and colleges to create positive attitude and perceptions towards agriculture
Research and innovations	a) Participatory research and trainings b) Partner with Murang'a University of Technology and other research institutions and innovators in promotion of adaptive technologies to farmers c) Provision of land for research and on farm trials d) Hold collaborative trainings and exhibition on adaptive technologies

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Sub Sector Programmes

Table 4.40: KATC Mariira Farm Sub Sector Programmes

KATC Mariira Farm Programme 1: Farmers, Staff and Stakeholders Capacity Building and Development Program												
Objective: Enhance the provision of services and adoption of agricultural technologies at the KATC Mariira farm												
Outcome: Increased crops and livestock productivity, refurbished institution and more farmers and stakeholders trained												
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**								**Total budget (Ksh.)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Conduct farmers, staff and stakeholders training at KATC	Farmers and stakeholders training, field days, outreaches and open days	No. of farmers and stakeholders trained	SDG 2.3, 2.4, 2.9	8,000	3	9,000	4	10,000	7	12,000	8	15,000	9	**31**
	Develop and train tailor made short courses for the youth	No. of youth trained	SDG 2.3, 2.4, 2.9	100	1	1,000	1	1,000	2	1,000	3	1,000	5	**12**
	Construction and refurbish KATC training infrastructure	-No. of buildings refurbished	SDG 2.3, 2.4, 2.9	0	3	1	4	1	8	1	11	1	12	**38**
Sub Total					**7**		**9**		**17**		**22**		**26**	**81**
KATC Mariira Farm Programme 2; Promotion of market access and nutritional security														
Objective: Enhance value addition and marketability of agricultural produce and products														
	Key Output			**Planned Targets and Indicative Budget (Ksh. M)**										

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Sub-Programme		Key performance indicators	Linkages to SDGs Targets	Year 1		Year 2		Year 3		Year 4		Year 5		Total budget (Ksh.)
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Promotion of market access and nutritional security	Agribusiness incubation centre established at KATC Mariira	Construction and furnishing the incubation centre	SDG 2.4, 2.9	0	0	1	2	1	4	1	4	1	4	**14**
	Incubating and training farmers	No. of group trainings	SDG 2.3, 2.4, 2.9	12	1	12	1	12	1	12	1	12	1	**5**
Sub total					**1**		**3**		**5**		**5**		**5**	**19**
KATC Mariira Farm Programme 3: Crops and livestock Development														
Objective: Increase agriculture productivity														
Outcome: Enhance food security and increased farmers' incomes														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs targets**	**Planned Targets and Indicative Budget (Ksh. M)**										
				Year 1		Year 2		Year 3		Year 4		Year 5		Total budget (Ksh. M)
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Crops Development at KATC Mariira Farm	Tree nursery established at KATC	Number of seedlings produced and distributed	SDG 2.3, 2.4, 2.5	10,000	1	50,000	2	60,000	3	80,000	4	100,000	5	**15**

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	Establish and maintain a commercial model farm	No. of acres of commercial crops planted	SDG 2.3, 2.4, 2.5	2 acres	0	2 acres	0	2 acres	0	2 acres	0	2 acres	0	**1**
Livestock Developme nt	High quality livestock breeds availed to farmers	No. of high-quality breeds availed to farmers	SDG 2.3, 2.4, 2.5	5	1	10	2	15	2	12	3	15	3	**10**
	High quality fodder bulked and distributed to farmers	No. of acres of bulked fodder	SDG 2.3, 2.4, 2.5	-	-	3	0	3	0	3	0	3	0	**1**
	Apiculture	No. of hives installed	SDG 2.3, 2.4, 2.5	-	-	20	0	10	0	-	-	-	-	**0**
	Feed processing unit	No. of feed processors established.	SDG 2.4, 2.5	-	-	1	2	1	3	1	3	1	3	**11**
Sub total					**2**		**6**		**8**		**10**		**11**	**37**
Grand total					**10**		**18**		**30**		**37**		**42**	**137**

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4.2.4. Roads, Housing and Infrastructure

Key Roles

a) Development of architectural, structural, civil, electrical and mechanical designs for new county government buildings and support infrastructure
b) Provision of technical advice in development of maintenance schedules for county buildings, roads and support infrastructure
c) Preparation of bills of quantities and estimates for county government roads, buildings and support infrastructure
d) Provision of project management services for county infrastructure projects
e) Provision of technical advice and supervision support for county infrastructure projects

Sector Vision, Mission and Goals

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

Table 4.41: Roads, Housing and Infrastructure Sector Priorities and Strategies

Sector Priorities	Strategies
Planning and construction of county headquarters	a) Preparation of plans for the headquarters b) Renovation of county headquarters and other sub-county offices
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

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	c) improvement of transport infrastructure to ensure access to residential zones
Security	a) Installation of solar street lighting, floodlighting and maintenance of existing ones
Major town aesthetics and cleanliness	a) Bituminous surfacing and cabros installation to major town, roads and parking
Development of transportation policy	a) Formulation of a county transportation policy All new transport infrastructure should provide for reasonable accommodation for persons with disabilities. This can be achieved through: a) Provision of non-motorized walkways for every new road constructed to provide for easy mobility of PWDs (Wheelchair users etc.) b) Provision of ramps, lifts and other PWD friendly infrastructure for every building constructed, and revamping the existing ones to provide for the same c) All constructed roads should have pedestrian crossings at reasonable distances apart to allow for easy mobility of persons with disabilities
Improved public transport	• Construction of modern bus parks in all designated municipalities, towns and markets such as Murang'a, Kenol, Kangari, Kangema, Kiria-ini, Kahuro • Development of NMT lane along Kenol-Murang'a Road
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
Promotion of affordable housing program	• Introduce use of ABT and support Housing construction • Development of incentives and subsidies to attract private sector investment in housing
Urban renewal and redevelopment program	• Establishment of affordable housing scheme e.g., tenant purchase and PPPs • Condemn and phase out old buildings/structures. • Estate management of government houses/buildings • Repossession of government houses

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	• Develop asset register for county houses • Develop and maintain housing allocation framework • Collection of revenue from county houses and stalls
Construction of county government housing and support infrastructure	• Construction of official residences for the governor, deputy governor and assembly speaker • Renovate county headquarter
Development of county office space allocation and management criteria	• Collect and analyse data on available office space • Determine allocation of office spaces among county staff
Promote use of clean energy	• Review and document use of renewable energy • Develop and promote use of biogas, solar, energy saving jikos and mini hydro energy

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Sector Programmes

Table 4.42: Roads, Housing and Infrastructure Sector Programmes

Programme Name: Road Development														
Objective: To build resilient roads within the county.														
Outcome: Improved mobility, accessibility and connectivity.														
Urban Roads	Bitumen standard roads –1KM in every major town	No. of Kms of urban roads upgraded to bitumen standards	11.2	1 km in every major town (7 Towns)	210	1 km in every major town (7 Towns)	210	1 km in every major town (7 Towns)	210	1 km in every major town (7 Towns)	210	1 km in every major town (7 Towns)	210	**1,050**
Opening of Access roads.	Opened access roads	No. of Km	11.2	175	44	350	88	350	88	175	44	175	44	**307**
Grading of Access roads.	Graded access roads	No. of Km	11.2	875	81	875	81	875	81	875	81	350	32	**354**
Gravelling of Access roads	Gravelled access roads	No. of Km	11.2	175	315	210	378	210	378	210	378	210	378	**1,827**
Footbridges	Improve connectivity	No. of Footbridges	11.2	70	28	70	28	70	28	70	28	70	28	**140**
Bridges/Box Culverts	Complete footbridge in use	no of bridges and culvers	11.2	3	20	5	35	5	35	5	35	6	43	**168**

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Development of transportation policy	Approved transport policy	No. Policies	11.2	1	3	1	3		-	-	-	-	-	**6**
Construction of modern bus parks	Complete modern bus park	No. done	11.2	-	-	-	-	-	-	-	-	-	-	**-**
Non-Motorised Transport system	Dedicated Walk ways and cycle lanes	No. of kms	11.2	5	40	6	48	7	56	8	64	10	80	**288**
NaMATA Support	Coordinated NaMATA activities		11.2		5		5		5		5		5	**25**
Construction of an airstrip	Airstrip	Airstrip	11.2	-	-	-	-	-	-	-	-	-	-	**-**
Sub Total					**748**		**873**		**880**		**845**		**820**	**4,165**
Programme Name: Public Works.														
Objective: To provide clean, safe and convenient business environment and to improve aesthetics of our major towns and increased revenue														
Outcome: Improved business, increased revenue and aesthetic beauty of major towns.														
Bituminous Surfacing.	Bitumen surface road	No. of Km done	11.2	2	80	3	120	3	120	2	80	2	80	**480**
Cabros	Cabro paved streets/towns	SqM. Done	11.2	3,000	8	5,000	13	5,000	20	5,300	25	6,500	30	**95**
Sub Total					**88**		**133**		**140**		**105**		**110**	**575**
` Programme Name: Community based projects														
Objective: To upgrade community service infrastructure														

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Outcome: Improved mobility, accessibility and ECDE infrastructure														
Community Based Projects	Upgraded ECDE centres	No. of ECDE Centres	9.1	Ward-based prioritized projects	310	Ward-based prioritized projects	310	Ward-based prioritized projects	310	Ward-based prioritized projects	310	Ward-based prioritized projects	310	**1,550**
	Graded/ gravelled access roads	Kms of access roads graveled	11.2											-
		No. of health centres upgraded	9.1											-
	Installed culverts	No. of culverts	11.2											-
Sub Total					**310**		**310**		**310**		**310**		**310**	**1,550**
Programme Name: Housing														
Objective: To upgrade and construct affordable housing														
Outcome: Improved housing conditions														
Promotion of affordable housing program	Affordable houses	No. of houses done	11.1	70	28	105	42	105	42	70	28	35	14	**154**
Urban renewal and redevelopment program	Improved housing	No. of houses done	11.1	-	-	-	-	-	-	-	-	-	-	-

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County government housing and support infrastructure	Constructed housing for County Hq, Governor, Deputy Governor and Speaker	No. of houses done	11.1	Phase 1	20	Phase 2	25	Phase 3	35	Phase 4	40	Phase 5	50	**170**
Sub Total					**48**		**67**		**77**		**68**		**64**	**324**
Programme Name: ENERGY DISTRIBUTION														
Objective: Ensure all shopping centers, Markets and major towns are lighted.														
Outcome: Increased safety & prolonged business hours														
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**										
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		**Total budget (KSh. M)**
				Target	**Cost**	**Target**	**Cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Floodlighting	Working Floodlights	No. of poles done	7.1	70	25	105	35	105	37	70	25	35	12	**134**

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Street lighting	Working Streetlights	No. of Km done	7.1	2	4	3	6	3	6	2	4	2	4	**24**
Review and document use of renewable energy	Study of renewable energy and use	Study	7.1			1	4							**4**
Develop and promote use of biogas, solar, energy saving jikos and mini hydro energy in all 35 Wards	Training and capacity building	No. of Trained and capacity built	7.1	70	3	70	3	70	5	70	3	70	2	**16**
Sub Total					**32**		**48**		**48**		**32**		**18**	**178**
Grand Total					**1,225**		**1,431**		**1,455**		**1,360**		**1,322**	**6,792**

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4.2.5. Trade, industrialization, Tourism and Cooperative Development

The Department is in charge of trade, industry and investment.

4.2.5.1. Trade Industry and Investment

Key Roles

The roles are:

a) Formulation, review and implementation of policies and registration on weights and measures and other consumer protection services
b) Promotion of domestic bilateral, regional and international trade
c) Coordination and development of micro, small and medium business engaged in trade
d) Collection of business information and management of county business information centres.
e) Provision of market infrastructure
f) Promotion of use of e-Commerce
g) Conducting trade fairs/exhibitions and facilitating trade mission in the county
h) Dissemination of information to entrepreneurs on investment and industry requirements including to IDB, KIE, ICDC, Banks, Non-Financial Institutions and available Government incentives.
i) Capacity building of traders on entrepreneurship growth.
j) Protection of the consumer against cheating through false description of goods and services in terms of quantity, quality, price, composition fitness for purpose, place or date of manufacture or such other practices.
k) Regulation of sale, manufacturing and repair of weighing and measuring equipment for use for trade.

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

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d) Provide capacity building support to micro, small and medium enterprises
e) Provide an enabling environment for growth in trade, investment and industry
f) Promote fair trade practices and consumer protection
g) Promote public private partnerships
h) Linking local producers with export markets
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

Sub Sector Priorities and Strategies

The sub-sector priorities are summarized in Table 4.43

Table 4.43: Trade Industry and Investment 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) Government supported Sacco b) Negotiation with financial institution for provision of cheap loans. c) Creation of networks to Youth, Women and PWD to government/NGO funding. d) Creation of the Murang'a County Economic Stimulus fund
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

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	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 d) Offering incentives for PWDs in this sector through. • lowering taxes for PWDs or exempting them altogether; and/or • reducing the requirements of setting up businesses for PWDs • facilitating the dissemination of information on AGPO by making it easily available for PWDs through sub-county offices • provide accessibility to county markets by organizing stalls, tiling and or use of cabro blocks along 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 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) Creation of Murang'a County Development Authority g) Promotion of renewable energy sources h) Private- Public partnerships and business forums
Preparation and operationalization of	a) MCG Trade Policy b) 10- year Departmental strategic plan c) CIDP, ADP and other sectorial plans

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the County Trade policy and a 10-year strategic	
Promote effective industrialization and investor mobilisation	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
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.
Creation of innovation centers 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

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Sub Sector Programmes

Table 4.44: Trade Industry and Investment Sub Sector Programmes

Programme Name 1: Administration, planning and Support services													
Objective: To ensure shared vision towards realization of Departmental goal													
Outcome: Effective service delivery and motivated personnel													
Sub Programme	**Key Output**	**Key Performance Indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total Budget (Kshs M)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Administration Services	Furniture and internet services.	No. of Furnished and equipped work spaces	9.1	2	3.2	3	4.8	4	6.4	3	4.8	2	3.2	**22.4**
		High speed stable internet services	9.1	1	1	-	-	-	-	-	-	-	-	**1**
	Vehicles procured	Purchase of 3 vehicles	9.1	1	7	1	7	1	7					**21**
Personnel Services	Recruited additional personnel	Recruitment of 30 new staff	9a	5	1.15	5	1.15	5	1.2	5	1.3	5	1.4	**6.2**
	Capacity built staff	Number of trainings attended	9a	8	3	8	3	8	3	8	3	8	3	**15**
Sub total					**15.35**		**15.95**		**17.6**		**9.1**		**7.6**	**65.6**
Programme Name 2: Trade, Industry and Investment Promotion														
Objective: To improve business environment and promote attractive investment climate														

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Outcome: To create a conducive environment for growth in trade, investments and industry														
Construction of markets and provision of basic amenities in markets	Constructed /Renovated markets sheds and collection centres.	No. of markets	9.1	3	20	4	20	5	20	5	20	6	20	**100**
	Sanitation blocks	No. of markets with amenities	9.1	5	20	7	20	7	20	6	20	5	20	**100**
	Piped clean and safe water in markets	No. of markets with clean water	9.1	7	20	9	20	12	20	9	20	7	20	**100**
	Lighting structures for security and extended market hours.	No of markets with adequate lighting	9.1	7	20	9	20	12	20	9	20	7	20	**100**
	Access for PWD's within the market.	No of markets with PWD's accessibility	9.1	7	20	9	20	12	20	9	20	7	20	**100**
Market Access	Constructed road networks to markets	Number of Constructed and graded roads within the County	11.2	6	8.4	8	11.2	10	14	12	16.8	14	19.6	**70**

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	Branded homegrown products	No of products identified as homegrown	2a	1	5.8	3	17.4	2	11.6	3	17	4	23.2	**75**
Promotion of products and market linkages both local and internatio nal	Market linkages for various commoditie s	Number of linkages established for various commodities	9a	2	5	3	7.5	4	10	5	12.5	6	15	**50**
	e-marketing including e-portal and video promotion	Number of products visible online	9.1	10	2.7	12	3.24	15	3.8	18	4.86	20	5.4	**20**
	Linkages of value chain	Number of linkages established milk value chains	9.1	4	5	4	6	4	7	4	7	4	6	**31**
	Trade exhibitions	Number of trade exhibitions attended		8	80	8	80	8	80	8	80	8	80	**24**
	Inter-county trade promotion, Promotion of value chains.	Number of value chain products promoted. Number of collaborative products shared.	9.5	4	7	4	7	4	7	4	7	4	7	**35**

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	Spur Mt. Kenya and Aberdares Region Economic Bloc.		9.5											0
Prepare and operationalize the County Trade policy and a 10-year strategic plan	Access to product standardization at KEBS	Number of products certified	9b	10	5	10	5	10	6	10	6	10	6	**28**
	MCG Trade Policy	No of policies	9b	1	15									**15**
	10-year strategic / sectorial plan	Number of strategic plans	9b	1	15									**15**
Empowerment of traders to achieve business efficiency	Capacity built traders on business finance, sales and management. Youth and women	No of trainings held	9.3	6	10	8	11	8	13	8	13	8	12	**59**

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	aware of available targeted opportunities													
	Producer business groups	Number of PBG created.	9.3	100	1	200	2	300	3	400	4	500	5	**15**
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	9b	7	4	7	4	7	4	7	4	7	4	**20**
	Data hubs for investors	Number of data canters established	9b	1	4									**4**
	Digitization of the data system	Operationalization of system	9a	1	6									**6**
	Development of county competitiveness index i.e., talent, infrastructure, cost of	Development of competitive index report	9.5			1	3							**3**

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	setting up a plant.													
Promote effective industrialization and investor mobilisation	Whole sale Hub	Whole sale Hub	9.1					1	10		15		18	**43**
	Special economic zones and industrial parks.	Special economic zones and industrial parks.	9.1	1	100	1	100	1	100	1	100	1	100	**500**
	Murang'a County Innovation Hub	Murang'a County Innovation Hub	9.1	1	6									**6**
	Aggregation of farm produce	Regional retail market	9.1	1	50	1	50	1	50	1	50	1	50	**250**
Facilitate affordable and accessible credit facilities to traders.	Government supported Sacco	Operationalization of SACCO	9.3			1	15		20		25		40	**100**
	Negotiation with financial institution for	Number of credit facilities partnering with County	9.3	2	3	2	3	2	3	2	3	2	3	**15**

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	provision of cheap loans.													
	Creation of networks to Youth, Women and PWD to government /NGO funding.	Number of networks created	9.3	4	0	4	2	4	2	4	2	4	2	**8**
	Creation of the Murang'a County Economic Stimulus fund	Creation and operationalization of fund	9.3	1	6		3							**9**
Attract investors to Murang'a County.	Investors conferences	Number of conferences annually	9.1	1	7	1	8	1	8	1	9	1	8	**40**
	Encourage growth of cottage industries	Number of cottage industries set up	9.1	3	5	8	6	8	6	8	6	8	5	**28**
	Implementation of the local content policy	Implementation	9b			1	3							**3**

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	Creation of Murang'a business round table	Operationalization of the Business Round Table	9b	3	2	3	2	3	2	3	2	3	2	**10**
	Creation of Murang'a County Developme nt Authority	Operationalization of MCDA	9b	1	3		4		5					**12**
	Promotion of renewable energy sources	Set up of renewable energy sources	7.2	2	4	2	4	2	4	2	4	2	4	**20**
	Private-Public partnerships and business forums	Operationalization of business forums	9b	3	2	3	2	3	2	3	2	3	2	**10**
Access to quality, affordable and safe products	Establishme nt of weights and measures laboratory in the county.	Operationalization of Lab	1.3			1	3							**3**
	Carrying out routine inspection	Number of machines inspected	9a	1000	2	1000	2	1000	2	1000	2	1000	2	**10**

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	on all retail and wholesale premises.													
Creation of innovation centers in The County	Promote skills and innovation developmen t.		9b											0
	Promote accelerated value chain developmen t. Promote food and nutrition security	Creation and operationalizati on of innovation hub	9b			1	3		4					7
Sub total					**182.3**		**223. 47**		**224. 34**		**252. 29**		**288. 6**	**1171**
grand total					**197.6 5**		**239. 42**		**241.9 4**		**261. 39**		**296. 2**	**1236.6**

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4.2.5.2. Tourism Directorate

Key Roles

The tourism Directorate is in charge of Tourism Promotion and Development

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.

Sub Sector Priorities and Strategies

The sector priorities and strategies are summarized in Table 4.45

Table 4.45: Tourism 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	i. Aberdares ecosystem, cultural sites, Accommodation facilities. ii. 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 iii. Tourism infrastructure development to include recreation / amusement parks, beautification of towns
Mapping of tourism sites	i. The Aberdare tourism circuit ii. Cultural and historical sites iii. 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 Aberdare's two entry points Gatare in Kigumo and Wanjerere in Kangema Sub-counties and Kiambicho forests

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Sub Sector Programmes

Table 4.46: Tourism Directorate Sub Sector Programmes

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 Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**										**Total budget (KSh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Tourism Products development	Identify, develop and realign them into a tourism circuit,	Increased visitor experience arising from increased choice of tourism products	12b	-conservation of and protection of environment and historical sites	10		12		12		13		15	**62**
Tourism marketing and promotion	SWOT analysis, rebranding, and product positioning	increased visibility and visitors number	12.2	sustainable social economic development that will have ripple effect to marginalized area use of naturally occurring resources	15		20		20		25		20	**100**
Infrastructure support	construction of roads, gravelling and grading	increased investment in hotels, and allies'	12b	The255 of tourism that translate demand for	15		20		20		25		20	**100**

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		hospitality facilities		Agricultural produce,										
	-construction of market shades and washrooms along highways			demand for tourism diversification into agritourism										
	-enhanced agriculture production to support the hotel industry													
Tourism products mapping, documentation and strategic plan	Identifying tourism sites and other niche products for documentation	Documented evidence of tourism products.	12b	Collaboration with other allied sectors for execution and implementation	1	15	1	15	1	15	1	15	1	**75**
	Formulation of strategic plans for execution	execution strategy												
Total					**41**		**39**		**41**		**44**		**36**	**337**

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4.2.5.3. Cooperative Development

Key Roles

The cooperative development sub sector is composed of cooperative development and cooperative audit.

1. Cooperative Development

The Cooperative Development Directorate is structured into two divisions; Cooperative Development and Cooperative Advisory Services and performs the following key functions:

a) Coordinating and promoting the registration of co-operative societies in the county.
b) spearheading formulation and implementation of the county's co-operative policies
c) Mainstreaming good corporate governance in the county's co-operative sector.
d) Building the capacity of co-operative societies members, leaders and staff through regular education and training.
e) Developing and executing work plans for the county's co-operative extension services.
f) Coordinating development programs and projects in the co-operative sector.
g) Settling of co-operative disputes.
h) To conduct research and information for the co-operative sector in the County.
i) To monitor performance on growth and development of the co-operative movement in the county.
j) To promote Co-operative ventures, innovations, value addition and investments in the County.
k) To carry out amalgamations, splits and liquidations to co-operative societies.
l) To carry out inspections and inquiries in co-operative societies.

Sub Sector Vision, Mission and Goals

1. Cooperative Development

Vision:

Vibrant, professionally managed cooperative movement

Mission:

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

Goal

Create and promote an enabling environment for competitive and professionally managed cooperative societies

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Sub Sector Priorities and Strategies for 2023-2027

The sector priorities and strategies are summarized in Table 4.47

Table 4.47: Cooperative Development 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 • 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 e.g. s 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	• 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

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professionally managed cooperative societies	• 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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Sub Sector Programmes

Table 4.48: Cooperative Development Sub Sector Programmes

Programme Name: Cooperative Development													
Objective: To promote Development of vibrant Cooperatives													
Outcome: Improved confidence in Cooperative Societies													
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Cooperative societies development and promotion	Vibrant cooperative societies in the county	Increase in number of vibrant cooperative societies		10%	40	15%	60	20%	68	25%	72	30%	85	**325**
Cooperatives oversight and compliance	Improved cooperative governance	Increased number of compliant cooperatives societies		10%	6	15%	9	20%	12	25%	15	30%	19	**61**
Cooperative policy, research and advisory	Improved efficiency in the cooperative movement operation	Murang'a County Cooperatives Act, milk and Mango policies		10%	2.5	15%	3.75	20%	5	25%	6.25	30%	8	**25.5**
Total					**49**		**73**		**85**		**93**		**112**	**412**

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4.2.5.4. Cooperative Audit

Cooperative Audit draws its mandate from Section 25 of the Cooperative Society Act, Cap. 490 and Cooperative Societies Rules No. 14-19 which require all registered cooperatives to be audited at least once every year. The County Cooperative Audit performs the following key functions;

a) Develop and review co-operative audit policy and operational guidelines;
b) Develop social, environmental and value for money audit guidelines;
c) Provide tax consultancy and advocacy services on behalf of co-operative societies and ensuring uniformity in application of tax laws;
d) Ensure correctness of disclosures in accounts, adherence to statutory requirements, international accounting and auditing standards;
e) interpret accounts and give timely advice on financial matters;
f) Register societies audited accounts;
g) Conduct research, prepare and disseminate technical/professional updates on cooperative accounting and audit;
h) Prepare and review accounts reporting/presentation formats
i) Maintain societies audit data and information.
j) Provide cooperative financial and investment advisory services.
k) Conduct continuous audits and audit investigations.
l) Carry out Inquiries on financial affairs and management of cooperative societies.

2. Cooperative Audit

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

Sub Sector Priorities and Strategies for 2023-2027

The sub-sector priorities and strategies are summarized in Table 4.49

Table 4.49: Cooperative Audit 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

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	• 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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Sub Sector Programmes

Table 4.50: Cooperative Audit Sub Sector Programmes

Programme Name: Cooperative Audit												
Objective: Enhance governance and accounting services in cooperative societies												
Outcome: Vibrant, professionally managed cooperative societies												
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)								
				Year 1		Year 2		Year 3		Year 4		Year 5		Total budget (Ksh. M)
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Cooperative societies Audit Extension Services	Organized sensitization workshops/ for a	No. of Sensitization workshops/for a	8.2	4	1.5	5	2.5	7	2	7	2	9	2	**10**
		No. of cooperative members sensitized												**0**
	Established and functional e-platform	e-platform established and functional	8.2	0	0	1	0.5	0	0	2	1	0	0	**1.5**
	Audit extension services conducted	No. of audit extension services conducted	8.3	130	3	140	3	145	3.5	200	4	250	5	**18.5**
		No. of registered accounts												**0**
		No. of Inspections for co-operative societies	8.3	20	1	20	1	25	1	25	1	30	1	**5**
	Inquiries for Cooperative Societies	No. of inquiries conducted	8.3	1	0.5	0	0	1	0.5	2	1	0	0	**2**
	Liquidated Cooperative Societies	No. of Cooperative societies liquidated	8.2	1	2	0	0	0	0	0	0	0	0	**2**
Cooperative Audit policy,	framework for facilitating co-	Murang'a County Cooperative Act	9b	0	0	1	4	0	0	0	0	0	0	**4**

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research and advisory	operative self-regulation	Audit Manual	8.3	0	0	0	0	1	2	0	0	0	0	**2**
		Audit and Accounting Policy	8.3	0	0	0	0	1	2	0	0	0	0	**2**
	Tax consultancy extension services	No. of tax consultancy services	8.3	80	1	80	1	80	1	80	1	80	1	**5**
		No. of cooperative societies	8.3											**0**
	Established sectoral forums on accounting and audit	No. of sectoral fora organized	8.3	0	0	2	2	3	3	2	2	0	0	**7**
	Research reports	No. of research carried out	9b	0	0	1	1	0	0	0	0	0	0	**1**
Total					**9**		**15**		**15**		**12**		**9**	**60**

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4.2.2. Health and Sanitation

Key Roles

The Sector key roles are:

a) Preventive, promotive and curative health services
b) County health facilities and pharmacies
c) County health referral services
d) Health education management
e) Health Inspection and other public health services
f) Quarantine administration
g) HIV/AIDS prevention and management
i) Food safety and inspection
j) Immunization policy and management
k) Cemeteries, funeral parlours and crematoria

Sector Vision, Mission and Goals

Vision

A healthy county population

Mission

To provide accessible, equitable and quality health care services

Sector Goal

Better health in a responsive manner

Strategic goals/Objectives of the sector

The following strategic objectives aim towards the realization of 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 have an impact on health.

The County Health Department collaborates with the following institutions and regulatory bodies.

i. KEMSA (KEMSA Act, 2013)
ii. NHIF (NHIF Act, No.9 of 1998)

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iii. Referral Hospitals Authority
iv. National AIDS Control Council (Legal Notice No.170 of 1999)
v. Health Records and Information Managers Board (Health Records and Information Managers Act, 2016)
vi. Kenya Nutritionists and Dieticians Institute (Nutritionists and Dieticians Act, 2007)
vii. Nursing Council of Kenya (Nurses Act Cap. 257)
viii. Kenya Medical Laboratories Technicians and Technologists Board.
ix. Clinical Officers Council (Training Registration and Licencing Cap.260)
x. Public Health Officers and Technicians Council (Training Registration and Licencing) Act, 2012)
xi. Physiotherapy Council of Kenya (Physiotherapists Act, 2014)
xii. National Quality Control Laboratories (Pharmacy and Poisons Act, Cap. 244)

Health Sector Priorities and Strategies

Table 4.51: Health and Sanitation Sector Priorities and Strategies

Priorities	Strategies
Development and equipping Health Infrastructure	a) Construction, rehabilitation and equipping of health facilities b) Acquisition, modification, renovation or replacement of equipment at the workplace c) Replacement of asbestos roofing with recommended iron sheets d) Provision of adequate medical, laboratory and cold chain equipment in all health facilities e) Provision of power backs in all level 2 & 3 health facilities with maternities f) Develop a cancer treatment facility g) Establish a palliative care ward h) Establish mental health rehabilitation centres i) Construct an ultra-modern county health products store j) Adherence to IPC policies on waste management
Provide comprehensive and quality health services	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

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	e) Adopt and implement nutrition interventions affecting pregnant mothers, school children, and the vulnerable f) Upgrading health facilities g) Strengthen community nursing for improved health services h) Provision of adequate and well-equipped ambulances i) Strengthen community strategy and school health program j) Surveillance of diseases targeted for eradication and elimination k) Health promotion activities l) Strengthen intersectoral collaboration
Promote affordable healthcare services	a) Partner and lobby the national government and development partners to fund and implement the projects. b) Enhance NHIF program c) Increase the range of health services at all levels d) Avail radiology services in all level 4 facilities
Improve Human resource capacity	a) Recruit and train medical staff
Upgrade Medical products and technologies	a) Adherence to annual procurement plan b) Establish an electronic inventory management platform
Automate Health information	Procure health management and information system
Enhance Leadership and Governance	Staff development through short courses and training
Strengthen adherence to regulations	a) Licensing and routine examination of food handlers and food outlet b) Routine inspection and certification of Buildings
Strengthen policies on People living with Disabilities (PWDs)	a) Promote universal accessibility of health services in the entire county by equipping all health facilities with sign language interpreters. b) Provide health commodities for children with autism, sunscreen lotions for persons with albinism and such other commodities that might be necessary for persons with disabilities.

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Sector Programmes

Table 4.52: Health and Sanitation Sector Programmes

Programme Name: Administration, Planning and Support services													
Objective: To improve efficiency and effectiveness in health care services													
Outcome: Quality Health Service delivery													
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (KSh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	cost	Target	cost	Target	cost	
Capacity development for Health workers	Increase HCW/patient ratio	No of technical and casual staff recruited	3c		91		95		98		100		107	**491**
	Health workers Trained	No of personnel trained	3c		5		5		5		5		5	**25**
Enhancing supplies of Pharmaceuticals and Non-Pharmaceuticals	health facilities supplied with Pharms	No of health facilities supplied with Pharms	3b	157 facilities	800	157 facilities	800	157 facilities	800	157 facilities	800	157 facilities	800	**4,000**
	health facilities supplied with non-pharms	No of health facilities supplied with non-pharms	3b	157 facilities	162	157 facilities	162	157 facilities	162	157 facilities	162	157 facilities	162	**810**
Procurement and maintenance of medical and other	Medical and other equipment procured and maintained	No. of Medical and other equipment procured and maintained	3b		114		114		114		114		114	570

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equipment														
Transport (Ambulance and Utility vehicles)	Ambulance and utility vehicles available	No. of ambulances procured	3b		36		36		1		1		1	**76**
Health sector planning, budgeting, monitoring and evaluation	Annual work planning, Budgeting and reporting	No of workshops held	3d		1		1		1		1		1	**4**
	Monthly management meetings	No of meetings held	3d		1		1		1		1		1	**4**
Programme Name: Health Facilities Infrastructure development														
Objective: To improve efficiency and effectiveness in health care services														
Outcome: Quality Health Service delivery														
Construction and maintenance of buildings	Constructed Kenol Level IV hospital	No. of units constructed	3.8	Complete phase 1	150	Complete phase 2	100	Complete phase 3	100	Complete phase 4	50	Complete phase 5	50	**450**
	Constructed Kandara Level IV hospital	No. of units constructed	3.8	Complete phase 1	20	Complete phase 2	20	Complete phase 3	20	Complete phase 4	20	Complete phase 5	20	**100**
	Constructed Mathioya Level IV hospital	No. of units constructed	3.8	Complete phase 1	50	Complete phase 2	100	Complete phase 3	100	Complete phase 4	50	Complete phase 5	50	**350**

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	Constructed ultra-modern central County health products store	Ultra-modern central County health products store	3.8	Complete Pharmacy warehouse	-		10		10		20		10	**50**
	Health facilities in good condition	No. Health facility buildings constructed, maintained and renovated	3.8	As per need	66		66		66		66		66	**330**
Expansion and Renovation of existing health facilities	Increased access to health services	No. of facilities expanded and renovated	3.8		100		100		100		100		100	**500**
Physical infrastructure maintenance	Well maintained buildings	No of facility buildings maintained	3.8		16		16		16		16		16	**79**
Health fund	Health care provided to poor/vulne	No of Households covered with NHIF	3.8	40,000 HH covered	330	40,000 HH covered	330	40,000 HH covered	330	40,000 HH covered	330	40,000 HH covered	330	**1,650**

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	rable families													
Sub Total					**1,927**		**1,942**		**1,909**		**1,821**		**1,818**	**9,419**
Programme Name: Curative and Rehabilitative Health services														
Objective: Provide accessible essential health services														
Outcome: Reduced morbidity and mortality														
Primary Health facility services	Capacity built 20 HCWs per Sub-County per quarter on BMNOC, EMOC-5days	No of HCWs capacity built	3.d	60 HCWs	1	60 HCWs	1	60 HCWs	1	60 HCWs	1	60 HCWs	1	**5**
			3.d		2		2		2		2		2	**12**
	Laboratories equipped with Hb estimation meters and safety Hoods,	No of Labs operationalized	3.d		1		1		1		1		1	**3**
	5 days Capacity Building on TB microscopy, Malaria microscopy and Commodit	No of lab services training contacted	3.d	35 HCW 5 for days	4	35 HCW for 5 days	4	35 HCW for 5 days	4	35 HCW for 5 days	4	35 HCW for 5 days	4	**21**

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	y management, 35 pp per sub-county													
	Quarterly 3 days supported supervision on Lab commodity management for each Sub-County		3.d		1		1		1		1		1	3
	Quarterly EQA for TB, HIV and Malaria for each Sub-County		3.d											-
Hospital level services	General outpatient services provided		3.8		8		8		8		8		8	40
	Capacity Building of HCWs per Sub-County on Emergency care		3.8		1	175 HCW	1	175 HCW	1	175 HCW		175 HCW	1	2

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	Mental health hospital	No of mental health provided	3.4		51		52		53		54		55	**265**
	Mental health reverse referral	No of Mental health reverse referrals	3.4		5		6		7		8		9	**35**
Theatre services	Capacity building of 40 theatre staff	No of theatre staff trained	3b/3b	40 HCW	0	40 HCW	1	40 HCW	1	40 HCW	1	40 HCW	2	**3**
Inpatient	Inpatient services provided	No of inpatients admissions	3.8	4180		4,180		4,180		4,180		4,180		-
	Procure Oxygen Cylinders with Flow meters	No of Procure Oxygen Cylinders with Flow meters		288 cylinders	6									**6**
	Capacity building of HCWs on Emergency care, Infection Prevention and Control	No of HCWs capacity built	3d		30		30		30		30		30	**150**
Total					**86**		**80**		**81**		**82**		**83**	**412**
Programme Name: Preventive and Promote Health services														
Objective: To Increase Awareness and prevention of Diseases														

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Outcome: Reduced Burden of Disease														
Eliminate communicable conditions	Reduce number of new HIV infections by 75%	No. of new HIV infections per year	3.3	1,249	29	1,028	32	808	30	588	32	367	33	**154**
	Reduce Mother to child transmission rate to <5%	Annual MTCT rate	3.3	8%	4	0	4	0	4	0	4	0	4	**20**
	Reduce AIDS related mortality by 50%	No. of AIDS related deaths	3.3	289	10	257	13	224	11	192	12	161	13	**59**
	Reduce cases of Viral Hepatitis	No. of Viral Hepatitis	3.3	11		11		11		10		10		-
	Reduce cases of STIs	No. of annual cases of STIs reported	3.3	5462	3	5,385	3	5,329	3	5,296	4	5,286	4	**17**
School health interventions	School children dewormed	% of school going children dewormed	3.3		7		7		7		7		7	**36**
Control of non-communicable diseases	Increase Routine Screening of high-risk Groups on	No. of people screened for Diabetes	3.3		5		5		5		5		5	**27**

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(diabetes, hypertension, cancer)	Diabetes hypertension													
	Capacity building of HCW	No. of HCW capacity built	3.3	25 HCW		25 HCW		25 HCW		25 HCW		25 HCW		
Immunization Services	Proportion of fully immunized children increased	% of fully immunized children	3.3	90%	10		10		10	1	10	1	10	**50**
	Proportion of children received three doses of Penta3	% of children receiving 3 doses of Penta3	3.2	88%		1		1		1		1		-
Reproductive health	Women of reproductive age (WRA) receiving family planning (FP) commodities	Family planning coverage/uptake	3.7	23%	12	0	12	0	12	0	12	0	12	**60**
Neglected tropical diseases	HCW capacity built	No. of HCW capacity build	3.3		2		2		2		2		2	**8**
	Tools and equipment	No. of tools and equipment procured												-

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Community Health services	CHVs and CHVNs offering Health services	No. of CHVs and CHVNs recruited & trained	3d		1		1		1		1		1	**5**
community outreach services	Community outreach held	No. of outreaches held	3d		1		1		1		1		1	**5**
Beyond Zero outreach services	Beyond zero outreaches undertaken	-No of outreaches.	3d	9 sites per month	2	9 sites per month	2	9 sites per month	2	9 sites per month	2	9 sites per month	2	**9**
TOTAL					**114**		**120**		**116**		**120**		**121**	**589**
Program me Name: NUTRITION AND DIETETICS														
Objective: Effective and efficient Nutrition and dietetics service delivery.														
Outcome: A county free of all forms of malnutrition.														
Promoting improved Nutrition	Improved Maternal, Infant, Young Child Nutrition (MIYCN)	No of Improved cases	3.2		7		20		67		19		68	**182**
		Nutrition (MIYCN) at both health facility and community levels.	3.2											-
	Nutrition of older children and adolescents promoted	Improved nutritional status of older children and adolescents	3.2		1		1		1		1		1	**4**

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	Prevention, control and management of Micronutrient Deficiencies	Level of Improved micronutrient status	3.2		0		2		1		2		2	**7**
	Prevention, control and management of Diet Related Non-Communicable Diseases (DRNCDs)	No. of incidences of diet related non-communicable diseases	3.3		1		0		1		1		1	**4**
	Clinical nutrition and dietetics in disease management		3.3		0		2		2		2		2	**7**
	Promoted nutrition in nutrition sensitive sectors		3d		2		2		2		2		2	**10**
	Strengthened Sectoral and multi-sectoral		3d		6		6		5		5		8	**31**

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	Nutrition governance and Coordination													
	Advocacy, Communication and Social Mobilization (ACSM) strengthened	No of advocacies	3d		3		3		3		3		3	**15**
	strengthened supply chain management for nutrition commodities and equipment's	No of Nutrition commodities and equipment's supplied	3b		189		189		186		189		186	**939**
Sub Total					**211**		**226**		**270**		**226**		**276**	**1,210**
Grand Total					**2,352**		**2,382**		**2,391**		**2,263**		**2,313**	**11,701**

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4.2.3. Lands, Physical Planning and Urban Development

Key Roles

Land use planning
Mapping and titling
Land surveying
Urban development

Sector Vision, Mission and Goals

Sector Vision

- Sustainably planned and managed land uses

Sector Mission

- To promote professional support to planning and management of land uses

Subsector goals:

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 centers

Urban development

Ensure safe, accessible and sustainable services for urban populations.

Sector Priorities and Strategies

The sector priorities and strategies are summarized in Table 4.53

Table 4.53: Lands, Physical Planning and Urban Devt. Sector Priorities and strategies

Sector Priorities	Strategies
Support Planning and Renovation of County Headquarters	a) Prepare municipalities and urban centres development master plan b) Prepare part development plans for county headquarters
Construct and Upgrade drainage and garbage collection points	a) Construct drainage systems and urban centres b) Build sustainable garbage collections centres in
Digitization, Digitalization and Automation.	a) Digitizing all market plans and zoning plans. b) Geo-referencing of all market plans c) Establishment of a GIS Laboratory (hardware and software)

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	d) Automation of development applications, master plot files and county cadastre records
County Spatial Plan Kandara IUSDP Kangari IUSDP Maragua IUSDP Murang'a IUSDP A2 Corridor IUSDP	a) Approval and Implementation of county spatial plans and urban integrated structure development plans b) Preparation of Local Physical Development Plans (Zoning Plans) for Kenol, Kangari, Maragua and Kangari c) Preparation of County Development Control Policy d) County valuation roll and rating for property
Succession and Titling.	a) Establishment of alternative dispute resolution mechanisms in all sub-counties. b) Re-planning of all market centres and public plots. c) Solving of boundary disputes and opening of access roads. d) Referral of succession cases to county attorney office for drafting of petitions. e) Planning, surveying and titling of MCG land (in Delmonte) f) Planning, surveying and titling of plots in town centres
Office Management and Human Resource Development.	a) Establishment and staffing of the Office of County Director of Survey b) Establishment of County Land Administration Office. c) Employment of Physical Planners (2). d) Continuous professional development of staff. e) Acquisition of Two Vehicles for Fieldwork. f) Purchase Office Equipment such as Plotters, A0 Scanners, Computers, Software, Servers and W. A.N. g) Acquisition of office furniture such as modern tables, chairs, filing cabinets, mao cabinets. h) Preparation/development of customer driven service charter.

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Sector Programmes

Table 4.54: Lands, Physical Planning and Urban Development Sub Sector Programmes

Programme 1: Administration, Planning and Support Services													
Objective: To improve service delivery													
Outcome: Improved efficiency and effectiveness in service delivery													
Sub programme	Key Output	Performance Indicators	Linkages to SDG	Planned Targets and Indicative Budget (KSh. M)										Total budget (KSh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Administration Services	Vehicles procured	No. of Vehicles procured	**9.1**	1	8	1	8	-	-	-	-	-	-	**16**
	Printing of plans	number of plans and policies	**9.1**	5	1	5	1	5	1	5	1	5	1	**5**
	Office equipment procured	No. of assorted office equipment procured	**9.1**	20	10	20	10	20	10	20	10	20	10	**50**
Personnel Services	Renumerated Staff	No. of staff in the payroll system	8.5		IN HR									**0**
	New staff recruited	No. of new staff recruited	8.5	10	5	5	3	5	3	5	3	5	3	**17**
	Trained staff	No. of staff trained	8.5	40	5	40	5	40	5.5	40	5.5	40	6	**27**

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		disaggregated by section and gender												
	Conducting training	No. of training sessions for the personnel	8.5	4	2	4	2	4	2	4	2	4	2	**10**
Policy and legislation	Passing of policies and bills	No. of Policies passed	9b	7	5	14	7	17	8	20	10	20	10	**40**
Development control bill			11.3											**0**
Land allocation policy		No. of Bills passed	11.3											**0**
Valuation for rating Act														**0**
Sub Total					**36**		**36**		**29.5**		**31.5**		**32**	**165**
Programme 2: County Urban and Regional Planning														
Objective 1: To ensure Harmonious and sustainable land uses														
Objective 2: To ensure Development control Standards are met														
Outcome 1: Planned Urban and Rural areas														
Outcome 2: Secure liveable human settlements														
Preparation of Plans	Planned areas	No. of Plans	11.3	5	5	5	5	5	5	5	5	5	5	**25**
Development Control	Well zoned areas/developments	No. of developments with	11.3	100	2	100	2	100	2	100	2	100	2	**10**

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		approved plans.												
		No. of Buildings & Constructions vetted	11.3											0
Management of Public land	Secured Public Land.	No. of Secured Public Land	11.3	10	5	10	5	10	5	10	5	10	5	**25**
Planning, mapping and titling of Makenji land	Planned municipality	No. of urban areas planned	11.3	1	40		20		20		20			**100**
Preparation of bills	Provision of framework for implementation	No. of bills prepared	11.3	3	10		10		10					**30**
Sub Total					**62**		**42**		**42**		**32**		**12**	**190**
Programme: Land Survey and Mapping														
Objective: To provide spatial frameworks for the County to guide developments and easy public access to mapping information														
Outcome: Up to date surveyed land, and other maps for the county														
County Land information system	Accessible digital land information system	No. of land owners and developers accessing digital	11.3	1 subcounty GIS system	2	1	2	2	2	2	2	2	2	**10**

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		land information												
	Increased revenue	No. of GIS labs in place.	11.3											0
Survey Boundaries and fencing establishment	Demarcated boundaries	No. of Land surveyed	11.3	50 boundaries	2	50	2	50	2	50	2	50	2	10
	Reduced land disputes	No. of disputes resolved	11.3											0
	Public land & open spaces digitized	No. of public Land & open spaces digitized	11.3	100	1	100	1	100	1	100	1	100	1	5
Sub Total					**5**		**5**		**5**		**5**		**5**	**25**
Programme: Land Valuation														
Objective: To Value all land under leasehold														
Outcome: Effective management of leasehold land and revenue enhancement														
Valuation	Development of a valuation roll for commercial, town centers and large farms/firms	No. of valuation rolls in place	11.3	1 valuation	20	-	-	-	-	-	-	-	-	20
					20	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**20**

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Programme: : Urban management														
Objective: Safe, Secure and Liveable Urban Settlements														
Outcome: Well managed and sustainable Urban centers														
Urban Development	Established urban institutions	No. of new municipalities gazetted and operational	11.3	2	15	0	0	0	0	0	0	0	0	**15**
		No. of town administrations gazetted and operational	11.3	2	5	2	5.5	2	6.5	0	0	0	0	**17**
	Bitumen standard urban roads/ streets	Kms of urban roads/streets upgraded to bitumen standards	11.2	2.5	50	2.5	50	2.5	50	2.5	50	2.5	50	**250**
	Proper drainage system	Kms of drainage system maintained	111	5	3	5	3	5	3	5	3	5	10	**22**

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	Bitumen/ Cabro standard walkways	Kms of walkways upgraded to bitumen/ cabro standards	11.2	2.5	10	2.5	10	2.5	10	2.5	10	2.5	10	**50**
	Improved/ upgraded bus parks	No. of bus parks upgraded / improved	11.2	0	0	1	20	1	20	1	20	1	20	**80**
	Renovated/ improved offices	No. of office units renovated	9.1	5	15	5	15	5	15	5	15	5	15	**75**
Sub Total					**98**		**103.5**		**104.5**		**98**		**105**	**509**
Total					**221**	**0**	**186.5**	**0**	**181**	**0**	**166.5**	**0**	**154**	**909**

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Murang'a Municipality
Sub Sector Vision, Mission and Goals

Vision
A model vibrant municipality

Mission
To provide a sustainable and efficient municipal service for holistic municipal social and economic growth

Sub Sector Priorities and Strategies
The sector priorities and strategies are summarized in Table 4.55

Table 4.55: Murang'a Municipality sector Priorities and strategies

Sector Priority	Strategies
1. Enhance town planning and development control	- Prepare zoning plans - Formulate development control bill - Fast track formulation and approval of Integrated Strategic Development Plan for Murang'a Municipality reviewed boundary - Establish affordable housing scheme through PPP - Improve government houses under the management of the Municipality
2. Establish prudent and sound revenue management and financial systems	- Map all revenue streams - Fully automate revenue collection - Train staff on revenue management, best practices in financial management - Institutionalize public participation in the budget process - Fast track approval of Municipal by-laws
3. Provide sustainable, efficient and effective solid waste management services	- Maintain Municipal dump sites and disposal sites - Procure adequate litter bins, PPEs, boots and other gears - Designate and manage waste collection points - Engage private waste collectors - Train staff on waste management best practices - Capacity build stakeholders on waste management
4. Provide sustainable robust infrastructure, drainage and sanitation facilities	- Sustainably upgrade and maintain town access roads - Improve/upgrade bus parks, streets and walkways - Improve pavements and drainage systems - Improve offices within the Municipality
5. Enhance integrated disease surveillance, improve food and water quality control services and promote community health	- Establish community health units - Engage community health volunteers - Train community health volunteers - Establish community-based health information - Sensitize staff on priority disease surveillance areas - Upgrade/improve mortuaries, funeral homes - Manage and maintain cemeteries - Increase inspection and licensing of food establishments

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	- Enforce food safety laws and prosecute offenders
6. Enhance environment and social safeguards protection within the Municipality	- Increase inspection and licensing of quarries within the Municipality - Institutionalize Grievance Redress Mechanism - Institutionalize and enforce OSHA standards - Undertake ESSIA and NEMA certification before initiating any project - Enforce NEMA, WaRMA and other environment regulations
7. Provide and properly maintain recreational, educational and social facilities within the Municipality	- Maintain and protect social parks within the Municipality - Improve/upgrade social halls within the Municipality - Beautify social parks within the Municipality - Improve/upgrade education facilities
8. Provide platform for democratic participation of residents in the matters of the Municipality	- Institutionalize public participation - Map municipal stakeholders for active engagement - Develop framework for public private partnership - Train staff on public participatory processes, community score cards and report writing
9. Institutionalize capacity and quality public services	- Engage additional technical staff in the various sections within the Municipality - Capacity build/train staff - Fast track the review and approval of Municipal organizational structure - Institutionalize quarterly public participation for a and mechanisms for integrating public participation for a submissions - Provide adequate office space and accompanying infrastructure including internet access - Provide adequate transport logistics for revenue collection, development control and enforcement - Substantially appoint seconded staff to the respective positions based on the organizational structure in consultation with the County Public Service Board
10. Provide framework for evidence-based budgeting and decision making	- Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents - Establish municipal database/fact sheet - Map municipal revenue sources/streams with projections - Institutionalize public participation on strategic planning and budget process - Train staff on public budget process - Institutionalize framework for monitoring and evaluation, data dissemination and feedback

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Sub Sector Programmes

Table 4.56: Murang'a Municipality Sub Sector Programmes

Department 1: Administration, Public Service, Finance, IT and Economic Planning													
Sub Sector 1: Finance, Administration, Human Resource, ICT and Economic Planning													
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													
Sub Programme	**Key Output**	**KPI**	**Linkage to SDG Targets**	**Planned Targets**									**Total Budget (Kshs. M)**
				Year1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	
				Target	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**
Administration Services	Vehicles procured	No. of Vehicles procured	**9.1**	2	12	1	6	-	-	-	-	-	-	**18**
	Public For a convened	No. of public for a convened	9a	4	0.8	4	0.8	4	0.8	4	0.8	4	0.8	**4**
	Office equipment procured	No. of assorted office equipment procured	9.1	100	5	100	7	100	8	100	8.5	100	5	**33.5**
	Renovated/ improved offices	No. of office units renovated	9.1	5	10	5	10	5	10	5	10	5	10	**50**
Personnel Services	Renumerated Staff	No. of staff in the payroll system	8.5		IN HR									**0**
	New staff recruited	No. of new staff recruited	8.5	10	5	5	3	5	3	5	3	5	3	**17**
Sub Total					**32.8**		**26.8**		**21.8**		**22.3**		**18.8**	**122.5**
Programme 2: Financial Management and Reporting													

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Objective: Establish efficient, prudent and sound financial systems														
Outcome: Prudent, sound and accountable financial systems														
Budget Management	Budget process public participation for a	No. of budget public for a held	9a	1	0.25	1	0.25	1	0.25	1	0.25	1	0.25	**1.25**
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared	9a	1	0.25	1	0.25	1	0.25	1	0.25	1	0.25	**1.25**
Resource mobilization and revenue	Operational automated revenue system	Revenue system operational	9a	1	25	0	0	0	0	0	0	0	0	**25**
	Mapped revenue sources/ projections	Copy of mapped revenue sources	9a	0	0	1	1	0	0	0	0	0	0	**1**
	Approved Municipal By-laws	Copy of approved Municipal by-laws	9a	1	4	0	0	0	0	0	0	0	0	**4**
Sub Total					**29.5**		**1.5**		**0.5**		**0.5**		**0.5**	**32.5**
Programme 3: Performance Management														
Programme Objective: Institutionalize capacity and quality public services														
Envisaged Outcome: Increased community satisfaction in Municipal services														
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender	8.5	50	5	50	5	50	5.5	50	5.5	50	6	**27**

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	Approved Municipal organizational structure	Copy of approved Municipal organizational structure in place	9.1	1	1	0	0	0	0	0	0	0	0	**1**
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning	9a	4	2	4	2	4	2	4	2	4	2	**10**
Sub Total					**8**		**7**		**7.5**		**7.5**		**8**	**38**
Programme 4: Economic Policy formulation, planning and reporting														
Objective: Provide framework for evidence-based budgeting and decision making														
Outcome: Community based project identification and prioritization														
Policy formulation, planning and reporting	Approved Municipal Integrated Development Plan	Copy of approved Municipal Integrated Development Plan (IDeP)	9a	1	2.5	0	0	0	0	0	0	0	0	**2.5**
	Approved Municipal Annual Strategic Plan	Copy of approved Municipal Annual Strategic Plan	9a	1	0.4	1	0.4	1	0.4	1	0.4	1	0.4	**2**
	Municipal budget estimates	Copy of municipal budget estimate	9a	1	0.25	1	0.25	1	0.25	1	0.25	1	0.25	**1.25**
	Municipal handbook of indicators	Copy of Municipal	9a	0	0	1	1	0	0	0	0	0	0	**1**

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		handbook of indicators												
	Quarterly Project Implementation reports	No. of quarterly project implementation reports	9a	4	0.2	4	0.2	4	0.2	4	0.2	4	0.2	1
Sub Total					**3.35**		**1.85**		**0.85**		**0.85**		**0.85**	**7.75**
Programme5: Information Communication Technology (ICT)														
Objective: Improve connectivity within the Municipality through use of ICT														
Outcome: Improved communication framework														
Information communication technology	Operational LAN/WAN	No. of offices connected with WAN/LAN	9.1	15	1	0	0	0	0	0	0	0	0	1
Sub Total					**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Sub Sector 2: Works, Infrastructure, housing and Urban Planning														
Programme 1: Urban development programme														
Objective: Sustainably manage urban institutional and infrastructure services														
Outcome: Quality urban institutional and infrastructure services														
Urban Development	Established urban institutions	No. of new municipalities gazetted and operational	9.1	2	5	0	0	0	0	0	0	0	0	5
		No. of town administrations gazetted and operational	9.1	2	3	2	3	2	3	0	0	0	0	9
	Bitumen standard urban roads/ streets	Kms of urban roads/streets upgraded to	11.2	2.5	50	2.5	50	2.5	50	2.5	50	2.5	50	250

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		bitumen standards												
	Proper drainage system	Kms of drainage system maintained	11.1	5	3	5	3	5	3	5	3	5	10	**22**
	Bitumen/ Cabro standard walkways	Kms of walkways upgraded to bitumen/cabro standards	11.2	2.5	2	2.5	2	2.5	2	2.5	2	2.5	2	**10**
	Improved/ upgraded bus parks	No. of bus parks upgraded/ improved	112	0	0	1	10	1	10	1	10	0	0	**30**
	Renovated/ improved Municipal houses	No. of house units renovated	11.1	5	10	5	10	5	10	5	10	5	10	**50**
	Constructed/ upgraded markets	No. of markets developed	8.2	2	20	2	20	2	20	2	20	2	20	**100**
	Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended	8.2	5	10	5	10	5	10	5	10	5	10	**50**
Urban planning	Approved zonal plans	No. of zonal plans prepared and approved	9.1	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5	**2.5**

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	Valuation Roll	Complete valuation roll		0	0	1	3	0	0	0	0	0	0	**3**
	Affordable housing (informal settlement upgrading through PPP)	No. of complete units of affordable housing	11.1	0	0	5	5	5	5	5	5	5	5	**20**
	ISUDP for Murang'a Municipality reviewed boundaries	Approved Murang'a ISUDP	11.0	0	0	0	0	1	6	0	0	0	0	**6**
Sub Total					**103.5**		**116.5**		**119.5**		**110.5**		**107.5**	**557.5**
Sub Sector 3: Legal, Education, Social Services and Partnerships														
Programme 1: Social infrastructure and welfare														
Objective: Provide conducive environment for ECDE Learning within the Municipality														
Outcome: Increased enrolment and transition in ECDE														
ECDE Management and Coordination	Improved/upgraded childcare facilities	No. of ECDE facilities improved/ upgraded	4a	0	0	1	0.8	1	0.8	1	0.8	1	0.8	**3.2**
	Complete ECDE classrooms	No. of new ECDE classrooms constructed within the Municipality	4a	0	0	0	0	2	1.6	2	1.6	2	1.6	**4.8**
Youth polytechnic management	Improved/upgraded youth polytechnics	No. of youth polytechnic facilities	4a	0	0	1	1	0	0	1	1	0	0	**2**

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and coordination		improved/ upgraded												
	Assorted tools and equipment	No. of assorted tools and equipment procured	4a	0	0	0	0	0	0	1	3	1	3	**6**
Social infrastructure	Maintained Municipal social halls	No. of social halls maintained	9.1	3	0.3	3	0.3	3	0.3	3	0.3	3	0.3	**1.5**
	Operational PWD centre	No. of PWD centres constructed	4a	0	0	0	0	0	0	1	2.5	1	2.5	**5**
	Equipped children's homes	No. of children's homes equipped	4.2	0	0	0	0	2	1	0	0	2	1	**2**
Sub Total					**0.3**		**2.1**		**3.7**		**9.2**		**9.2**	**24.5**
Directorate 4: Health, Sanitation, Water and Environment														
Programme 1: Solid waste Management														
Objective: Sustainably collect, segregate and dump over 90% of the solid waste produced within the Municipality														
Outcome: Safe, secure, clean and liveable urban environment														
Solid waste management	Litter bins procured	No. of litter bins procured	11.1	100	2	150	2.5	150	2.5	150	2.5	100	2	**11.5**
	PPEs procured	No. of PPEs procured	11.1	500	0.5	0	0	0	0	0	0	500	0.5	**1**
	Boots and other gears procured	No. of boots/gears procured	11.1	100	0.05	100	0.05	100	0.05	100	0.05	100	0.05	**0.25**
	Maintained dump sites	Karii dump site maintained	11.1	1	4	1	4	1	4	1	4	1	4	**20**

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	Maintained waste collection sites	No. of waste collection sites maintained	11.1	30	1	30	1	30	1	30	1	30	1	**5**
	Skip truck with skip purchased	No. of skip trucks with skip procured	11.1	1	10	0	0	0	0	1	10	0	0	**20**
Sub Total					**17.55**		**7.55**		**7.55**		**17.55**		**7.55**	**57.75**
Programme 2: Public health services														
Objective: To enhance public health service provision and infrastructure														
Outcome: Healthy and wealthy communities														
Public health services	Trained CHVs	No. of CHVs trained	3c	50	1	50	1	50	1	50	1	50	1	**5**
	Trained public health officers	No. of PHOs trained	3c	10	0.5	10	0.5	10	0.5	10	0.5	10	0.5	**2.5**
	Mortuaries/ funeral homes upgraded	No. of funeral homes/ mortuaries upgraded	9.1	1	5	0	0	0	0	1	5	0	0	**10**
Urban Renewal	Town face-lift	No. of urban houses renovated/ painted	11.1	1020	-	-	-	-	-	-	-	-	-	**0**
Sub Total					**6.5**		**1.5**		**1.5**		**6.5**		**1.5**	**17.5**
Total					**202.5**		**164.8**		**162.9**		**174.9**		**153.9**	**859**

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4.2.4. Education and Technical Training

4.2.4.1. Education (ECDE)

Key Roles

ECDE sub sector areas of strategic focus include:

(i) Harness resources for improved educational output in ECDE

(ii) Promote demand driven research and timely dissemination of research findings in the ECDE subsector.

(iii) Collaborate with the Department of Health for Vitamin A supplementation. Immunization and other nutritional aspects.

(iv) Access, equity and improved training of ECDE teachers and other staff.

(v) Increase the enrolment, retention and completion rate of pre-primary education in PP1 & PP2.

(vi) To refurbish and upgrade the current infrastructure in the ECDE sector.

(vii) Nurturing sport, talents and recreation activities within ECDE pupils

(viii) Capacity building on emerging issues through workshops and seminars or insets

Sub Sector Vision, Mission and Goals

Vision

Enhanced quality early childhood education

Mission

To provide a conducive learning environment in the ECDE centres.

Sub sector Goals

a) Enhance curriculum implementation and supervision.
b) Improve teachers' skills.
c) Enhance quality teaching/learning in all our centres by maintaining qualified teachers.
d) To provide clean hygienic child friendly classrooms/toilets.
e) Contract/Repair ECDE centre 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 ECDE learners
i) Ensure access, retention and completion of 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 4.57

Table 4.57: Education (ECDE)l Sector Priorities and strategies

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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 and pensionable terms of service	To implement the COG and SENATE recommendations on employment of ECDE teachers
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 centers to enhance good health and promote talents to the ECDE learners
ECDE Centers 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;

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	Equip schools to accommodate learners with disabilities through provision of lifts, ramps, sign language interpreters, etc.
Intervention Scholarship program	Enhance the scholarship program to bright and needy students in primary schools, the best three KCPE students per school, and the university students from day secondary schools who are undertaking their first semester at the university.

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Sub Sector Programmes

Table 4.58: Education (ECDE) Sub Sector Programmes

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 Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Recruitment of additional ECD teachers and absorption to permanent and pensionable terms	1042 ECDE teacher absorbed on permanent and pensionable terms	No. of ECDE teachers on P&P	4c	Factored in HR										
	500 ECDE teacher Recruited	No. of ECDE teachers	4c	100	20	100	20	100	20	100	20	100	20	100
ECDE Staffing	Provision of 1500 ECDE teacher in all public institutions	1500 teachers in 676 ECDE centres	4.1	50%	20	65%	6	75%	4	95%	8	100%	2	40

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Childcare facilities and Quality Assurance and Standards	Enrolled Children	Level of enrolment of children aged below 4 in childcare facilities	4.2	100%	10	100%	12	100%	12	100%	12	100%	17	**63**
	Quality assurance and standards to be maintained in all ECDE centres through monitoring and evaluative programmes	No. of Quality Assurance reports	4.2	1	5	1	5	1	5	1	5	1	5	**25**
Programme Name: Education Support Programmes														
Objective: To enhance access to quality education														
Outcome: An educated society														
Teaching and learning materials	Enhance curriculum delivery	No. of Materials procured	4.1	80%	100	10%	27	10%	27	-	-	-		**154**
Teacher Refresher courses and curriculu	All ECDE teacher inducted on CBC	No. of ECD Teachers inducted on the	4c	50	2	50.00	2	50	2	50	2	50	2	**10**

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m develop ment	and digital learning	new ECD curriculum												
Digital Learning and Tayari Program mes	Digital devices and Tayari T/L materials	No. of ECDE learners in Digital learning/ Tayari Program	4.4	41,343	24.8	41,343	24.8	41,343	24.8	41,343	28.8	41,343	24.8	**128**
Scholarshi ps and interventi ons	100% transition from primary to secondary school for bright and needy student	No. of bright and needy students benefited	4.1	4700	100	4700	188	4700	188	4700	188	4700	188	**852**
Play and rest materials	ECDE Centres with play and rest materials	Level of ECDE Centres with play and rest materials	4.7	30%	5	60%	6	75%	3	90%	3	100%	1	**18**
Co-curriculu m activities	Support the ECDE pupils in co-curriculum activities from sub county to	Improve skills and talents among the young children at this early age.	4.4	20%	1	40%	1.2	60%	1.3	80%	1.4	100%	1.5	**6.4**

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	national levels													
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														
ECDE infrastructure and Development	Construct and equip one model ECDE centre in each sub county	No. of Model ECDE centres constructed and fully equipped	4a	2	10	2	10	2	10	2	10	1	5	**45**
	Construct ECDEs Centres	No. of ECDE Centres.	4a	150	50	150	50	150	50	150	50	150	50	**250**
ECD Feeding program	Functional and sustainable feeding program for ECDE learners in 676 public ECDE centres	41,376 ECDE learners in the lunch feeding program in all ECD centre	4.1	100%	40	100%	42	100%	45	100%	47	100%	48	**222**
Total					**387.8**		**394**		**392.1**		**375.2**		**364.3**	**1,913.4**

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4.2.9.2 Vocational Training Directorate

Key Roles

The roles of the vocational Training Directorate are as outlined below

i. Access, equity and improved quality training through enhanced capitation for trainees and staff
ii. Increase the retention and completion rate in VTCs
iii. To establish new and emerging technological advancements courses in the VTCs.
iv. To refurbish and upgrade the current infrastructure
v. To establish Income Generating Activities (IGAs) in the VTCs through value addition, production units, incubation centres etc.
vi. Provision of modern tools and equipment
vii. Capacity building on emerging issues and new courses
viii. To address crime and drug abuse through provision of life skill and support groups
ix. Nurturing sport, talents and recreation activities within VTCS
x. Self-employment by trough provision of entrepreneurial skills
xi. Absorption in the current market through training in modern skills

Sub Sector Vision, Mission and Goals

Vision

High quality vocational and technical education centres

Mission:

To provide relevant, modern vocational and technical skills

Goals:

- Improve the quality of training.
- To improve the training environment.
- To review the development and implementation of the curriculum in VTCs as per the TVET standards.

Sub Sector Priorities and Strategies

The sector priorities and strategies are summarized in Table 4.59

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Table 4.59: Vocational Training Directorate
Sector Priorities and strategies

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
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
Renovation of infrastructure and construction new ones.	• Construct/renovate and equip workshop, classrooms and offices in all wards • Construction and renovation of hostels and ablution blocks in selected VTCs
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
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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Sub Sector Programmes

Table 4.60: Vocational Training Directorate Sub Sector Programmes

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 Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (Ksh. M)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	Cost	Target	cost	Target	cost	
Administration services	Vehicle procured	Number of vehicles procured	9.1	1	6	-	-	1	6	-	-	-	-	**12**
	Public For a	Number of publics Fora	9a	9	1	9	1	9	1	9	1	9	1	**5**
	Office Equipment	Number of assorted office equipment	9.1	30	7	20	5	10	5	10	5	10	6	**28**
Personnel Services	Remunerated staff	Number of staff in Payroll System	8.5	Factored in HR										**0**
	Recruited new staff	No. of Recruited new staff	8.5	30	25	15	8	15	8	20	15	15	9	**65**
	Capitation amount disbursed to all VTCs	Number of trainees enrolled in regular programme	4.4	20%	100	50%	110	70%	119	85%	130	100 %	100	**559**

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		Admission Registers,												
Quality Assurance and Standards	Number of Vocational Training Centres assessed as per the TVET standards	-No of Quality Assurance reports	4.4	67	5	70	6	70	7	72	8	75	10	**36**
Training of VTCS trainers	The instructors trained and certified	Number of instructors trained and certified	8.5	20	3	25	4	25	5	25	5	25	5	**22**
Program Name: Polytechnic Improvement														
Objective: To improve access to quality training														
Outcome: Skilled manpower for economic empowerment														
Construction /Renovation of VTC	VTC constructed and renovated	Number of VTC constructed/. Renovated	9.1	35%	45	60%	57	70%	68	85%	75	100 %	87	**332**
Tools and equipment	Tools and equipment's in all the Youth Polytechnics provided	Number and type of equipment procured	9.1	35%	20	65%	76	75%	84	90%	100	100 %	100	**380**
Co-curricular / Skill Competition	VTC competitions held	Number of VTC competitions held	9b	8	4	9	5	9	6	9	6	9	10	**31**
Totals					**216**		**272**		**309**		**345**		**328**	**1,470**

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4.2.9.3 Talents, Innovation and Local Industry

Background Information:

This is about identifying and nurturing talents, Identifying and developing innovative works, in our youth and using them to improve local industry to spur economic growth and improve standards of living. To realize this, the county through the department of education wishes to establish a talent academy to train our youth to exploit their potential that they may benefit from this programme.

Vison:

A globally competitive agency in education, training, research and Innovation for sustainable development

Mission:

To provide a conducive training environment for the youth where right talents, values, skill, attitude and knowledge are inculcated leading to holistic development

Goal:

To develop talents and innovative works and promote industry.

The sector priorities and strategies are summarized in Table 4.61

Table 4.61: Talents, Innovation and Local Industry Sector Priorities and strategies

Sector Priorities	Strategies
Talent development	Conduct youth talent search through; talent shows, exhibitions, and displays Organize festivals from the ward level Identification and nurturing of Talents Establish Talent Academy through rehabilitation of existing infrastructure and doing new construction Training, workshops and seminars with fully equipped music, recording studio, music halts Linkages, collaborations and networking with related departments and stakeholders Drama theatre gallery, swimming pool and ICT hub Capacity building on the training offered. Talent shows and music extravaganza Provision of necessary equipment's Nurturing and development of talents e.g., in music, dance and drama
Youth empowerment Promoting innovative works	Donations from friendly financial institutions and other partners Funding from the county treasury Setting up an ICT and information centre hub
Enhance local industry	Provide guidance on ways to improve industrial growth Do marketing of products from the identified centers. Do value addition through packaging and repackaging

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Table 16: Programmes

Table 4.62: Sub Sector Programmes

Programme Name: Talent development innovation and local industry													
Objective: To increase the number of trained talented youth, innovative production and increase market for the products													
Outcome: Number of trained youths in various areas increased, innovations and industrial development													
Sub Programme	**Key Output**	**Key Performance Indicators**	**Linkages to SDG**	**Planned Targets and Indicative Budget (KSh. M)**									
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**	**Budget (KSh.**
				Target	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Target**	**Cost**	**Total**
Talent development	Complete & equipped music hall	Hall, number of equipment supplied	4.4	40%	4	60%	6							**10**
	rehabilitated infrastructures	Number of rehabilitated infrastructures	4.9	90%	2	10%	1							**3**
	Complete and fully equipped swimming pool	No. of swimming pool	4.9	-	-	40%	2	60%	1.2	-		-	-	**3.2**
	Complete and operational indoor games hall	An indoor games hall	4.9			40%	1	40%	1	20%	0.5			**2.5**
Empowerment Programmes	Organise festivals attended	Number of festivals and exhibitions attended	9.a	10	1	10	1	10	1	10	1	10	1	**5**

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	Nurtured talents	Number of talents shows held	4.4	20%	2	40%	4	60%	6	80%	8	100%	-	**20**
	Improved industrial sites	Number of improved sites	9.1	5	0.2	5	0.2	10	0.4	5	0.2	2	0.5	**1.5**
	Workshops on civic education	Number of workshops organized	9.b	-	-	9	1	9	1					**2**
	Exhibition and technology fairs done	Number of exhibitions conducted	9.b	-	-	10	1	10	1	10	1	10	1	**4**
	Complete and fully equipped art gallery	Completed structure	9.b	-	-	10%	3	40%	5	50%	7	10%	43	**58**
	Research on innovation conducted	Number of research done \	9.b			100	0.2	50	0.1	50	0.1	10	0.1	**0.5**
Programme Name: Administration, Planning and Support														
Objective: To promote effective and efficient service delivery														
Outcome: Enhanced Efficiency and effectiveness in service delivery														
Office furniture	Equipped office	Number of assorted office equipment procured	9.1			10pcs	2	5pcs	1	10pcs	2			**5**
Recruitment of new Staff	Recruited staff	Number of recruited staff	8.5	5		10		20		25		30		**0**
Totals					**9.6**		**23**		**18.5**		**20.6**		**45.6**	**117.3**

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4.2.5. Youth, Sports, Culture and Social Services

4.2.5.1. Youth Development

Key Roles

The key roles of the youth development include:

1. Youth empowerment
2. Mainstreaming youth in county development
3. Harnessing and developing youth talents
4. Managing and promoting engagement with youth
5. Collaborating and overseeing networking of different stakeholders promoting youth activities
6. Establishing of county youth policy

Sub Sector Vision, Mission and Goals

Vision:
Highly Empowered youth

Mission:
To provide support services and skills for youth empowerment

Goal:
To have a socio-economically empowered youths for improved livelihoods

Sub Sector Priorities and Strategies

The sector priorities and strategies are summarized in Table 4.63

Table 4.63: Youth Development Sector Priorities and strategies

Sector Priorities	Strategies
Youth empowerment	Training and sensitization Develop and operationalize an education partnership programme for youth empowerment Access to funding opportunities Support the youth with equipment and tools Labour exports ICT and information centres{hubs} Support job readiness training

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Talent development	Establishment of a county music recording studio Identify, nurture and develop talents Capacity building and training Conduct youth talent search Linkages and networking Talent shows and music extravaganza Nurturing and development of talents e.g., in music, dance and drama

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Sub Sector Programmes

Table 4.64: Youth Development Sub Sector Programmes

Programme Name: Talent development													
Objective: identify nurture and develop talents among the youth													
Outcome: empowered and talented youths in diverse skills													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**									**Total budget (Ksh. M)**
				Year 1		Year 2		Year 3		Year 4		Year 5	
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost
Develop and operationalise an education partnership programme for youth empowerment	Education partnership programme in place	Trained manpower				10	20	15	30	20	40	25	50	**140**
Establishment of a county music recording studio	A complete and equipped studio	A functional studio, number of recorded artists	4.4	Phase 1	10	Phase 2	5	Phase 3	5	Phase 4	2.5	Phase 5	2	**24.5**
Capacity building and training	Empowered youths in various skills	Number of empowered youths	4.4	30%		60%		90%		90%		100%		**0**
Conduct youth talent search	Nurtured talents	Number of talents shows held	4.4	20%	5	40%	10	60%	12	80%	15	100%		**42**
Sub totals					**15**		**35**		**47**		**57.5**		**52**	**206.5**
Programme Name: Youth empowerment													

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Outcome: a socio-economically empowered youths for improved livelihoods														
Administration Services	Vehicles procured	No. of Vehicles procured	9.1	1	6	-	-	-	-	-	-	-	-	**6**
	Public fora convened	No. of public for a convened	9.a	4	0.2	4	0.2	4	0.2	4	0.2	4	0.4	**1.2**
	Office equipment procured	No. of assorted office equipment procured	9.1	50	1	30	0.5	30	0.5	30	0.5	30	0.5	**3**
Personnel Services	Remunerated Staff	No. of staff in the payroll system		3		13		13		13		13		**0**
Grants to existing SMES	Empowered youth SMEs	Number of SMEs assisted	8.10	20%	20	40%	40	60%	50	80%	60	100%	65	**235**
Equipment and tools			9.1	20%	5	40%	10	60%	15	80%	20	100%		**50**
Labour exports			8.5	20%	5	40%	5	60%	5	80%	5	100%		**20**
ICT and information centres{hubs}			9.1	20%	5	40%	5	60%	5	80%	5	100%		**20**
sub totals					**42.2**		**60.7**		**75.7**		**90.7**		**65.90**	**335.2**
Grand total					**57.2**		**95.7**		**122.7**		**148.2**		**117.90**	**541.7**

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4.2.10.2 Sports

Key Roles

- To develop, manage and market quality sports and recreation facilities
- To encourage more stakeholder's participation in sports and recreation

Sub Sector Vision, Mission and Goals

Vision

A vibrant inclusive sports sector

Mission:

To promote sports for all

Goal:

Sports and talent development

Sub Sector Priorities and Strategies

Table 4.65: Sports Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Identify, nurture and market sports talents	a) Establishing sports academies b) Organize exchange programs, competitions and tournaments
Sports facility development	a) Construction and rehabilitation of sports facilities b) Improvement of access roads to the sports facilities c) Strengthen utilisation and management of sports facilities
Enhance sporting culture	Organize sports tournaments and competitions
Securing sports facilities	Identification and mapping of sports facilities
Enhance sports administration and management	a) Recruitment of coaches b) Capacity building of coaches, referees and sports administrators
Provision of sports equipment and uniforms	Procure equipment and sports uniforms for various sports disciplines
Anti-doping education	Training and sensitization on doping, drug and substance abuse

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Sub Sector Programmes

Table 4.66: Sports Sub Sector Programmes

Programme Name: Sports and talent development													
Objective: Promotion of sports and talents													
Outcome: A healthy, socially fit and economically empowered society													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**										**Total budget (KSh. M)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	Cost	Target	cost	Target	cost	Target	cost	
Administration, planning and support services	Vehicles procured	No. of Vehicles procured	9.1	1	6	-	-	-	-	-	-	-	-	**6**
	Office equipment procured	No. of assorted office equipment procured	9.1	20	3	20	3	2	2	1	2	-	-	**10**
	Personnel services	No. of staff in the payroll system		4		14		19		21		15		**0**
		No. of new staff recruited	8.5	10		5		2		1		-	-	**0**
Stadia development	Standard stadium at Gakoigo and other sports facilities, including improvement of Mumbi Stadium	Standard stadia at Gakoigo constructed and equipment provided	4.a	13	50.3	13	200.65	8	200.7	8	200.75	8	190	**842.4**

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Sports talent development	Enhanced athletes' performance	Number of youths that have been identified, trained	4.4	300	2	330	2.2	360	2.5	390	2.7	400	3	**12.4**
	Antidoping campaign	Informed athletes on issues of doping	8.2	100	1	110	1.1	120	1.2	140	1.5	150	2	**6.8**
	Provision of sports equipment and uniforms	Number of teams benefiting with the equipment and uniforms	4.4	400	5	440	5	480	5	500	5.2	200	2	**22.2**
	Tournaments and competitions	Number of teams participating in tournament and competitions	4.4	400	2	400	2	450	2	450	2	400	2	**10**
Total					**69.3**		**213.95**		**213.4**		**214.15**		**199**	**909.8**

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4.2.10.3Culture

Key Roles

a) The department is tasked with the role of co-ordination, initiation and implementation of cultural programs in the county.
b) Development of cultural talents.
c) Development of cultural infrastructure
d) Building capacity for cultural practitioners and administrators.
e) Research, data collection, documentation and digitization of cultural statistics.

Sub Sector Vision, Mission and Goals

Vision:

A vibrant society thriving in rich cultural heritage

Mission:

To promote, preserve, revitalize and develop culture

Goal

Promote and preserve cultural heritage and develop talent

Sub Sector Priorities and Strategies

Table 4.67: Culture Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Capacity building of cultural practitioners	a) Prepare policies and legislation to support creative economy e.g., on Funding b) Mainstream creative economy infrastructure (theatres, music halls, art gallery) into infrastructure development programme c) Mainstream creative economy by branding the county e.g., using artists as county ambassadors d) Establish county information portal on arts and crafts industry e) organize workshops and consultative meetings for stake holders in culture
Development of cultural infrastructure	a) Upgrading/ renovation of Mukurwe wa Nyagathanga heritage site in collaboration with other stakeholders. b) Erect a perimeter wall to secure the centre c) Upgrading the access road to Mukurwe wa Nyagathanga

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	d) Construction of monumental statues in honour of our heroes and heroines. e) Renovation of country club building to a cultural centre status. f) Establish Bildad Kaggia Museum Library, and cultural gallery
Cultural talent development	To organize cultural shows, trade fairs, exhibitions to promote creativity and innovation.
Community Cultural Festivals	a) Plan and hold all-inclusive community cultural festivals b) Organize and stage Kenya Music and Cultural Festival at the county and national levels
Mapping cultural sites and monuments.	Identify, map, and document all cultural sites countywide
Documentation and digitization of Indigenous knowledge, traditional cultural expression and genetic resources	To involve research assistants, custodians and providers of indigenous knowledge in data collection, preservation, documentation and digitization.

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Sub Sector Programmes

Table 4.68: Culture Sub Sector Programmes

Programme Name: Cultural Development													
Objective: To promote, preserve and revitalize all functional aspects of culture for sustainable development													
Outcome: Empowered cultural practitioner and conserved heritage sites and functional cultural facilities													
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	Cost	Target	cost	
Administration Services	Vehicles procured	No. of Vehicles procured	9.1	1	6	-	-	-	-	-	-	-	-	**6**
	Public For a convened	No. of public for a convened	9.a	4	0.4	4	0.4	4	0.4	4	0.4	4	0.4	**2**
	Office equipment procured	No. of assorted office equipment procured	9.1	100	5	100	5	100	5	-	-	-	-	**15**
		No. of new staff recruited												**0**
Conservation of Heritage	Conserved heritage sites	10 of heritage sites restored	9.9	1	5	3	5	3	5	2	2	1	0.5	**17.5**
Cultural development	Developed cultural centres	Equipped and Functional cultural centres	8.9	2	1	2	1	2	1	2	1	2	1	**5**
	Registered cultural practitioner	Number of Registered and empowered artists, herbalist/traditional health	8.9	35	2	50	3	70	4	85	6	100	7	**22**

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		practitioner and cultural groups												
documentation of indigenous knowledge and traditional cultural expression	have a data repository on indigenous knowledge, traditional cultural expression and genetic resources	county repository in place	8.9	50%	2	50%	4							6
Kenya music cultural festival	participation and promotion of diversity	number of performers, Awards and certificates	8.9	Annual	2	Annual	2	Annual	2	Annual	2	Annual	2	10
Total					**23.4**		**20.4**		**17.4**		**11.4**		**10.9**	**83.5**

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4.2.10.4 Social Services and Gender

Key Roles

- Sensitization and mobilization of the community members toward cash transfer program, women fund and other social activities
- Leading in public participation
- Offering social support and counselling to community members facing hardships
- Supporting persons with disabilities with assistive devices in collaboration with Murang'a Level 5 Hospital.
- Registration of Self-help groups, renewal and replacement of self-help groups certificates in collaboration with social services office for national government.
- Capacity building of registered self-help groups through trainings.
- Coordination of county sponsored children homes (Kandara and Koimbi)

Sub Sector Vision, Mission and Goals

Vision

A competitive and empowered society

Mission

To promote and develop gender and social inclusivity for social economic empowerment

Goal:

To have an empowered and self-reliance society

Sub Sector Priorities and Strategies

Table 4.69: Social Services and Gender Sub Sector Priorities and Strategies

Sector Priorities	Strategies
Social protection	Community mobilization Sensitization on socio-cultural education that include Gender-Based Violence (GBV) and teenage pregnancies

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Self-help groups development and Groups capacity building	Community mobilization and sensitization for groups formulation Training of groups
Recreation Facilities	Renovation of Ihura stadium
Gender mainstreaming	Community sensitization and women empowerment

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Sub Sector Programmes

Table 4.70: Social Services and Gender Sub Sector Programmes

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 Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (Ksh. M)**									
				Year 1		Year 2		Year 3		Year 4		Year 5		**Total budget (Ksh. M)**
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Administration Services	Vehicles procured	No. Of Vehicles procured	9.1	1	6	-	0	-	0	-	0	-	0	**6**
	Public Fora convened	No. Of public fora convened	9.a	4	0.8	4	1	4	1.2	4	1.4	4	1.6	**6**
	Office equipment procured	No. Of assorted office equipment procured	9.1	50	4	50	5	50	6	50	7	50	7	**29**
	Personnel Services	No. Of staff in the payroll system		31	in hr	36	in hr	41	in hr	46	in hr	51	in hr	**0**
		No. Of new staff recruited	8.5	5	2.4	5	2.4	5	2.4	5	2.4	5	2.4	**12**
Infrastructure Development	Renovation of Ihura stadium	Renovated stadium		1	20	1	50	1	50	1	2	1	2	**124**
	Upgraded and Equipped Muriranjas Rehabilitatio	Equipped centre to take care of multiple disabilities	3.5	20%	5	40%	5	60%	5	80%	5	100%	5	**25**

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	n Centre for PWDs													
	Fully functional and safe children's homes for both genders	2 Refurbished and equipped homes	3.5							1 home	5	1 home	5	**10**
	Upgraded and operational social halls	Certificate of completion	9.b	3 social halls	6	3 social halls	6	2 social halls	4	2 social halls	4	2 social halls	4	**24**
Programme Name: social services														
Objective: to improve living standards and ensure total inclusion of all gender across marginalized groups														
Outcome: Improved livelihood, gender equality and social inclusion														
Empowerment of Neglected Children	Changed neglected children	Reduced cases of neglected children	5.1	50 children	3	50 children	3	50 children	3	50 children	3	100 children	7	**19**
Capacity Building for People Living with Disabilities	500 empowered PWDs	Capacity for 500 PWDs enhanced	9.a	100 PWDs	3	100 PWDs	3	100 PWDs	3	100 PWDs	3	100 PWDs	3	**15**
Family Life Training and Rescue Centre	Reduced cases of Gender based violence	One refurbished and equipped family life training and rescue centre	5.1	40%	6	60%	8	80%	8	90%	4	100%	4	**30**
Community Mobilization and Development	Mobilized, sensitized and empowered community	1000 empowered groups within	1.1	200 groups	4	200 groups	5	200 groups	6	200 groups	7	200 groups	5	**27**

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		Murang'a county												
Group Promotion and Development	Empowered groups and self-reliant individuals in the community	2250 groups fully empowered	1.1	450 groups	6	450 groups	6	450 groups	6	450 groups	6	450 groups	6	**30**
Gender Mainstreaming	Gender equality and equity achieved	40% of women in high leadership positions	5.5	30%	2	33%	5	35	5	38%	5	40%	5	**22**
Public Participation	Well informed Community	No. of fora convened	9.a	4	10	4	10	4	10	4	10	4	10	**50**
Total					**78.2**		**109.4**		**109.6**		**64.8**		**67**	**429**

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4.2.6. Water, Irrigation, Environment and Natural Resources

The sector is composed of the following directorates/ sub sectors:

a) Water and Sewerage
b) Irrigation
c) Environment and Natural Resources

4.2.6.1. Water and sewerage Sub-sector

Sub sector Vision, Mission and Goals

Vision

A well-connected and efficient water and sewerage systems

Mission

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

Sector Goal

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

Sector Priorities and Strategies

Table 4.71: Water and sewerage Sub-sector Sub Sector Priorities and Strategies

Sector 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 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 Murang'a County

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economic development of Murang'a County	b) Identify viable sewerage construction sites and sewer line routes to serve those areas. 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 is unhygienic. 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 supply processes. b) Holding regular consultative meetings.
Rehabilitation and upgrading abandoned or dilapidated domestic water utilities to make them usable and beneficial again	c) Mapping and identifying all abandoned or dilapidated viable projects for rehabilitation e.g., boreholes. d) Planning, designing and budgeting for rehabilitation works. e) Enhancing Public-Private Partnerships by encouraging private sector players to invest and participate in water projects rehabilitation works.

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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 water catchment areas b) Reduction of water wastage through modern technology measures. c) Capacity building of water stakeholders on climate change mitigation measures
Gender mainstreaming and involvement of youth, women and physically challenged people in project implementation and management.	a) Involving them in project development and management. b) Capacity building in domestic water use, conservation and recycling.
Promote water harvesting and storage	Water harvesting
Water master plan formulation	Develop a Murang'a water master plan

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Sector Programmes

Table 4.72: Water and sewerage Sub-sector Sub Sector Programmes

Programme 1: Administration, Planning and Support Services													
Objective: To enhance coordination, efficiency and service delivery													
Outcome: Enhanced customer satisfaction													
Sub-Programme	**Key Output**	**Key performance indicators**	**Linkages t0 SDGs Targets**	**Planned Targets and Indicative Budget (Ksh.)**										**Total budget (Ksh.)**
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	Cost	Target	cost	Target	cost	Target	cost	
Administration Services	Vehicles Procured	No. of vehicles procured and maintained	9.1	2	12	0	0	0	0	2	14	0	0	**26**
	Salaries and Allowances	No. of Staff on Payroll		Factored in HR										
	Construction of new office building	No. of offices constructed	9.1	1	3	1	3	1	3	1	3	1	3	**15**
	Well-equipped administrative water offices	No. of administrative water offices well equipped	9.1	9	3	9	2	9	1	9	0.5	9	0.5	**7**
	Procured survey equipment, water quality	No. of survey equipment/ water surveillance	9.1	4	4.5	1	1.5	1	1.5	1	1.5	1	1.5 M	**10.5**

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	monitoring equipment	sets procured												
	Procurement of office stationery	No. of offices supplied with stationery	9.1	9	2	9	2.2	9	2.5	9	2.5	9	2.8	**12**
Personnel Services	Trained staff	No. of staff trainings held	8.5	4	4	4	4.2	4	4.5	2	2.7	2	3.6	**19**
		No. of staff promoted	8.5	20	0.8	15	0.6	12	0.5	10	0.4	15	0.7	**3**
	Recruitment of new staff	No. of new staff recruited	8.5	5	5	3	3	2	2	1	1	1	1	**19**
	Sub Total				**34.3**		**16.5**		**15**		**22.6**		**8.6**	**111.5**
Water Programme 2: 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 Output**	**Key performance indicators**	**Linkages to SDGs Targets**	**Planned Targets and Indicative Budget (KSh. M)**										**Total budget (Ksh. M)**
				Year 1		**Year 2**		**Year 3**		**Year 4**		**Year 5**		
				Target	**cost**	**Target**	**Cost**	**Target**	**cost**	**Target**	**cost**	**Target**	**cost**	
Domestic Water Supply	Households connected to water supply	No. of households connected	6.1	261,657	120	310,402	130	359,147	140	407,892	150	456,637	160	**700**
	Rehabilitated water	No. of supply	6.1	35	35	30	30	20	20	15	15	15	15	**115**

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	supply systems	systems rehabilitated												
	Construction of new River intake structures	No. of new water intake structures done each of capacity not less than 1,200 m^3/day (6'')	6.1	2	20	4	50	6	60	6	65	6	70	**265**
	Drilling and equipping of new boreholes	Number of boreholes drilled and equipped, capacity not less than 40 m^3/day	6 .1	10	45	10	46	10	47	10	48	10	50	**235**
	Digital meters installed	Number of digital metes installed	6.1	10,000	50 M	8,000	40 M	7,000	35 M	6,000	30 M	5,000	25 M	**0**
	Borehole water desalination	Number of boreholes desalinated	6.1	5	10M	10	20M	10	20 M	10	20 M	10	20 M	**90**
	Construction of reinforced concrete ground tanks each 300 m^3	No. of water storage tanks constructed	6.1	6	55	7	60	8	70	9	85	10	90	**360**
	Construction of steel elevated	No. of steel elevated water tanks constructed	6.1	4	35	4	35	5	40	6	45	7	50	**205**

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	tanks each 48 m^3													
Improving hygiene standard in domestic water access points	Construction of modern Water Kiosks	Number of modern water kiosks constructed	61.	10	10	12	1	14	14	16	16	18	18	**59**
Sub Total					**320**		**352**		**391**		**424**		**452**	**1939**
Grand Total					**354.3**		**368.5**		**406**		**446.6**		**460.6**	**2050.5**

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Water Sector Projects

Table 4.73: Water Sector Projects

To meet the goal of the water sector, the following projects will be implemented throughout the County:

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame	Estimated cost (KSh.)	Source of Funds	Lead Agency
Water Production programme-Merere-ini Water project	Mathioya sub- county	To increase by 4,000 m^3 per day available water for distribution	Intake construction, laying of D 325 mm mainline, D160mm main distribution lines and rehabilitation of 4 No. BPTs	Enhanced access to safe drinking water	2023-2027	350 million	Murang'a County Government	County Government
Murang'a County Last mile water connectivity programme-(Expansion of water supply network)	All the 9 Sub-Counties	To increase access to safe drinking water from the current 67 % to 100%	Laying of 80 km of small diameter HDPE pipelines D110- D32 mm diameter to access every homestead currently not connected with domestic water supply	Enhanced access to safe drinking water	2023-2027	700 million	Athi Water and Murang'a County Government	County Government
Water Production programme - Kimakia Water project	Gatanga sub-County	To increase by 4,000 m^3/day available water for distribution to upper Ga tanga areas	Construction of a new water intake across Kimakia River, laying D325 mm diameter mainline and D110 mm distribution lines	Enhanced access to safe drinking water	2023-2027	350 million	Athi Water and Murang'a County Government	County Government
Murang'a County NRW	Gatanga, Gatamathi,	To reduce wastage of water	Purchase and installation of 36,000	Reduction of Non-	2023-2027		Athi Water and	

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reduction Programme	Kahuti and Murang'a south water companies,	meant for domestic use from the current 48 % to at least 10 % by 2027	digital consumer water meters and purchase of leak detection equipment	Revenue water to at least 10 % and attain 100 % water metering ration		180 million	Murang'a County Government	County Government
Murang'a county Water storage improvement programme	All the 9 Sub-Counties	To enhance water storage capacities for Murang'a residents	Construction of large volume water storage facilities i.e., 34 concrete ground water tanks each 300 m^3 and 18 steel elevated water tanks each 48 m^3	Enhanced access to safe drinking water	2023-2027	565 million	Athi water and Murang'a County Government	County Government
Water Production programme-Kagunduini – Kenyoho water project	Kandara sub-County	To provide additional 4000 m^3/day of water for distribution to lower Kandara areas consisting of 3000 HHs	Construction of a new water intake for Silanga dam, construction of a water Treatment facility and distribution network ranging from 110 mm to 32 mm diameter HDPE pipelines	Enhanced access to safe drinking water	2023-2027	600 million	Athi water and Murang'a County Government	County Government
Kiawambeu inflow augmentation project	New expanded Murang'a Municipality area	Utilize idle capacity of the treatment works and improve water flow	Laying of D200mm raw water main from Kayahwe river to Kiawambeu TW	Increase production and reduce rationing	2024-2026	550 million	Athi water and Murang'a County Government	County,

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Murang'a town/ Mukuyu rehabilitation programme	Murang'a Town	Reduce water losses	Rehabilitation of entire pipeline network within Murang'a CBD, Mukuyu and other areas in the expanded Murang'a Municipality area	Improve water flow pressures	2025-2027	500 million	Athi water and Murang'a County Government	County, Athi Water /Donor

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Cross Sectoral Implementation Considerations

For synergy in the implementation of the projects, the measures to harness and mitigate cross-cutting impacts will be as summarized in table 4.74.

Table 4.74: Water Sector Cross-sectoral impact

Programme Name	Linked Sector (s)	Cross-Sector Impact		Measures to Harness or Mitigate the impact
		Synergies	Adverse Impacts	
Gender main streaming	Water, Social, Forestry, Provincial Administration	- Harnessing the strength and experiences of each department for better sector performance -	-Wastage of water resources -Loss of Revenues from water -Vandalism of water related structures - Water related conflicts	Involvement of all stake holders including women during planning & implementation of water related activities
Covid 19 intervention measures	Water, Health, Provincial Administration	Obtaining relevant guidelines and protocols required to fight the pandemic	- Sick workforce which is unproductive -Loss of working time -Can lead to death of productive workforce	Adherence to MOH guidelines and protocols
Climate change -	Water, Forestry, Environment, County Disaster management Unit	Obtaining relevant guidelines on drought mitigation measures Actualizing conservation measures for the environment as a preventive measure Getting timely response when a disaster occurs	Degradation environment and dwindling of water resources Destruction of water infrastructure Disruption of water service delivery High cost of rehabilitating the works Loss of Livelihoods	Collaboration with other stakeholders e.g., forestry, meteorology and Water Resources Authority to conserve water catchments areas for awareness, creation and timely response

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4.2.6.2. Irrigation, Drainage and Water Storage Sub-sector

Vision, Mission and Goals

Vision

Irrigation, drainage and water storage service provider of choice.

Mission

To provide quality Irrigation, drainage and water storage technical services fairly and efficiently.

Sector Goals

a) To increase utilization of land through irrigation.
b) To mobilize and promote efficient utilization of resources.
c) To strengthen institutional capacity.
d) To promote participation of various stakeholders in planning, implementation and management of irrigation
e) To mainstream governance, HIV/AIDS and gender in irrigation schemes.
f) To provide monitoring and evaluation.

Sub Sector Priorities and Strategies

The priorities and strategies to be implemented by the Sub sector in the period 2023-2027 include:

Table 4.75: Irrigation, Drainage and Water Storage Sub Sector Priorities and Strategies

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 socio-economic 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 e.g., initiation, planning & design, implementation and monitoring and evaluation. 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.

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	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. b) Enhancing 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) Enhancing 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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Sector Programmes

Table 4.76: Irrigation, Drainage and Water Storage Sub Sector Programmes

Irrigation Programme 1: Administration, Planning and Support Services													
Objective: To enhance coordination, efficiency and service delivery													
Outcome: Enhanced customer satisfaction													
Sub-Programme	Key Output	Key performance indicators	Linkages t0 SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Administration Services	Vehicles Procured	No. of vehicles procured	9.1	2	12	1	6		2		2		2	**24**
	Well-equipped administrative irrigation offices	No. of administrative irrigation offices well equipped	9.1	5	2.5	2	1	1	0.5	1	0.5	1	0.5	**5**
	Procured survey equipment	No. of survey equipment procured	9.1	5	5	2	2	1	1	1	1	1	2	**11**
Personnel Services	Trained staff	No. of staff trainings held	9.a	5	0.5	4	0.4	3	0.3	2	0.2	1	0.1	**1.5**
	Recruitment of new staff	No. of new staff recruited	8.5	10	10	5	5	3	3	2	2	1	1	**21**
Sub Total					**30**		**14.4**		**6.8**		**5.7**		**5.6**	**62.5**
Irrigation Programme 2: Water resources management														
Objective: To guide and facilitate the development and management of irrigation in the County														
Outcome: Coordinated irrigation development														
Irrigation Policy Development and Management	Developed policy document	No. of Developed policy documents made	6.b	1	5	0	2	0	2	0	2	0	2	**13**
Sub Total					**5**		**2**		**2**		**2**		**2**	**13**
Irrigation Programme 3: Water resources management														

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Objective: To mitigate against disaster occurrences in irrigation schemes														
Outcome: Reduced incidences of disasters														
	Reduced incidences of disasters													
Disaster Management in Irrigation Schemes		No. of disaster incidences in irrigation schemes	6.b	5	10	3	6	2	4	1	2	1	2	24
Sub Total					**10**		**6**		**4**		**2**		**2**	**24**
Irrigation Programme 4: Water resources management														
Objective: To increase access to irrigation water														
Outcome: Increased household incomes and food security														
Irrigation Development and Management	Household with irrigating	No. of households irrigating	1.1	2,000	90	2,500	125	3,000	130	3500	150	4000	170	665
	Procured drip irrigation kits	No. of drip kits procured	6.4	3	1	2	1	2	1	1	1	1	1	5
Drainage Development	Increased household incomes and food security	No. of households with increased incomes.	1.1	1000	30	750	20	500	15	350	10	300	5	80
		No. of food secure households												
Irrigation Water Storage and Flood Control	Household with Irrigation Water Storage and Flood Control	No. of households	1.1	500	2	400	2	300	2	200	2.5	100	3	11.5
		- No. of food secure households	1.1	100	30	80	20	65	15	50	10	40	5	80

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Institutional strengthening and capacity building	Increased knowledge and skills of farmers on irrigation technologies	No. of farmers with increased knowledge and skills on irrigation technologies	9.a	500	3	600	4.5	750	6	800	7.5	1000	9	30
	Increased knowledge and skills of stakeholders on irrigation technologies	No. of stakeholders with increased knowledge and skills on irrigation technologies	9.a	20	1	25	1.5	30	2	35	2.5	40	2	9
		More knowledgeable staff and farmers on best practices, community priorities etc	9.a	5000	5	5500	8	6000	10	6500	12	7000	15	50
Sub Total					**162**		**182**		**181**		**195.5**		**210**	**930.5**
Grand Total					**207**		**204.4**		**193.8**		**205.2**		**219.6**	**1030**

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4.2.6.3. Environment and Natural Resources

Key Roles

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

Sector/ subsector Goal

To ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources.

Sector Priorities and Strategies

The sector priorities and strategies include:

Table 4.77: 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

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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
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	a) 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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Sector Programmes

Table 4.78: Environment and Natural Resources Sub Sector Programmes

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	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										Total budget (Ksh. M)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Administration Services	Office equipped	No of office equipped	9.1		3		4		5		5		6	22
	Service charter developed	No of service charter developed	9.1		1		-		-		-		-	1
	Vehicles procured	No of vehicles procured	9.1		6		-		6		-		-	12
	General administration	utility bills paid	9.1		1		1		1		1		1	4
Personnel Services	New personnel recruited	No of new personnel recruited	8.5		5		6		7		8		9	25
	Staff remuneration	No of staff remunerated	8.5		in HR		-		-		-		-	-
	Trained/capacity build staff	No of staff trained	8.5		2		2		2		2		2	10
		No of exchange programmes	9.a											
Sub Total					17		13		20		16		18	74
Programme Name: Environment Management and Protection														

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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	6.2		2		2		2		2		2	**10**
	Inspectorate vehicles procured	No of Inspectorate vehicles	9.1		5		5		5		5		5	**25**
	PPE sets acquired	No of PPE sets acquired	9.1		5		5		5		5		5	**25**
	waste collection vehicles procured	No of waste collection vehicles procured	6.2		10		10		10		10		10	**50**
	Waste collection tools acquired	No of Waste collection tools acquired	6.2		5		6		8		9		9	**37**
	Front loaders acquired	No of front loaders acquired	9.1		15		-		15		-		-	**30**
	Compactors acquired	No of compactor acquired	9.1		-		20		-		-		20	**40**
	Excavator acquired	No of excavator acquired	9.1		-		-		15		15		-	**30**
	Dozer acquired	No of dozer acquired	9.1		-		15		-		15		-	**30**
	Solid waste management policy document developed	No of Solid waste management policy document	6.2		1		-		-		-		-	**1**
	Youths sensitized on 3Rs	No of youth sensitized on 3Rs	8.2		2		2		2		2		2	**10**
	Waste transfer stations improved	No of Waste transfer stations improved	6.2		5		5		5		5		5	**25**
	Sanitary landfill constructed	No of Sanitary landfill constructed	WB Funded		-		-		-		-		-	**-**
	incinerator construction	no of incinerators constructed	6.2		5		5		5		5		5	**25**

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	Drop off points constructed	No of drop off points constructed	6.2		5		5		5		5		5	**25**
	Noise monitoring equipment acquired	No of noise monitoring equipment acquired	6.2		2		2		2		2		2	**10**
	air noise and excessive vibration Policy document in place	No of air noise and excessive vibration Policy document in place	6.2		1		-		-		-		-	**1**
	inspectorate visits done	No of inspectorate visits done	2.9		2		2		2		2		2	**10**
	beatification of towns, recreation sites and greening programs done	Number of beatification of towns, recreation sites and greening programs done	11.3		5		6		8		9		10	**38**
	Environment committee members trained	Number of environment committee members trained	9.a		2		2		2		2		2	**10**
	Members of community trained on environmental conservation and protection	No of members of community trained on environmental conservation and protection	8.2		2		2		2		2		2	**10**
	Asbestos disposal sites provided	No of asbestos disposal sites provided	6.2		-		-		3		-		-	**3**
Sub Total					**74**		**94**		**96**		**95**		**86**	**444**
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	15.1		10		15		20		20		20	**85**
	Nurseries established	Number of Nurseries established	15.1		2		2		2		2		2	**10**

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	County Annual State of Environment report developed	No of Annual State of Environment reports developed	15.1		5		5		5		5		5	**25**
	County forest management plan developed	No of forest management plans developed	15.1		-		5		-		-		-	**5**
	County forest rehabilitated	No of county forest rehabilitated	15.1		3		3		3		3		3	**15**
	Schools provided with energy saving jikos	Number of schools provided energy saving jikos	7.1		7		7		7		7		7	**35**
Water catchment area protection, rehabilitation, and conservation	Kilometre of riparian areas rehabilitated	Number of Kilometres of riparian areas rehabilitated	15.1		5		5		5		5		5	**25**
	Dams desilted	No. of dams desilted			5		6		6		7		5	**28**
Extractive Resources Conservation and Sustainable Management	Study reports on county natural capital developed	No. of study report on county natural capital	6.3		-		5		-		-		-	**5**
	Policy on sand harvesting developed	No of policy developed	15.1		1		-		-		-		-	**1**
Water resources conservation and protection	Promote water harvesting and storage infrastructure	No of schools supported with water harvesting infrastructure	6.1		5		6		8		9		5	**33**
Sub Total					**43**		**59**		**56**		**58**		**52**	**267**
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	15.1		5		5		5		5		5	**25**

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Capacity building and Public Awareness	Capacity build/Sensitized community members on climate change and enhanced institutional capacity	Number of community members trained on climate change and enhanced institutional capacity	15.1		5		8		10		12		15	**50**
Financing climate change action programs	Financed climate change programs	Number of climate change programs financed	15.1		5		5		5		5		5	**25**
Mainstreaming Climate change actions	Mainstreamed Policies and plans	No. of Policies and plans	15.1		2		2		2		2		2	**10**
Mitigation and adaptation measures against adverse effects of climate change	County climate change action plan finalized	No action plans finalized	15.1		1		1		1		1		1	**5**
Sub Total					**18**		**21**		**23**		**25**		**23**	**115**
Grand Total					**152**		**186**		**195**		**193**		**178**	**905**

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4.2.7. 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.

Sub Sector Vision, Mission and Goals

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

Sub 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

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A. Sub Sector Programmes

Table 4.79: County Assembly Sub Sector Programmes

Programme Name: Legislation and Representation							
Objective: To improve the process of representation and legislation to enhance the involvement of public in legislation							
Sub-Program	**Key Output**	**Performance Indicator**	**Planned Targets and Indicative Budget (Ksh. M)**					
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total budget (Ksh.M)**
			Target cost	**Target cost**	**Target cost**	**Target cost**	**Target cost**	
Personnel Services	▪ Salaries and allowances paid to Members ▪ Capacity building to Members ▪ Facilitation of Members to undertake legislative & representation function ▪ Recruitment of Ward staff	▪ No of Members on payroll ▪ No of Members inducted ▪ No of Members facilitated ▪ No of Ward staff recruited	319	266	291	290	270	**1,436**
Administration Services	Procurement of goods and services (O & M)	▪ No of equipment and machines procured. ▪ Bills and services paid.	53	57	60	66	75	**311**

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Expansion of the New Chamber's Gallery.	Speaker's and Public Gallery expanded	▪ No of Speaker's guests accommodated. ▪ No of Members of publicaccommodated	0	20	10	0	0	**30**
Construction/ refurbishment of ward offices	Ward offices constructed/ refurbished	No of offices constructed/refurbished	0	35	40	50	50	**175**
Assembly Mace	Assembly Mace procured	Assembly Mace in place	20	0	0	0	0	**20**
Putting up and Equipping of Journal Office.	Journal Office establishedand equipped	Journal Office in place	0	10	4	0	0	**14**
Sub Total			**392**	**388**	**405**	**406**	**395**	**1,986**
Programme Name: Oversight								
Objectives: To strengthen the capacity of Members of the Assembly to undertake oversight role To enhance automation of all systems and processes core to the functioning of the Assembly for efficient service delivery								
Sub-Program	**Key Output**	**Key performance indicators**	**Planned Targets and Indicative Budget (Ksh. M)**					
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total budget (Ksh.M)**
			Target cost	**Target cost**	**Target cost**	**Target cost**	**Target cost**	

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Personnel Services	▪ Salaries and allowances paidto Members. ▪ Capacity building to Members ▪ Facilitation of Members toundertake legislative & representation function ▪ Recruitment of Ward staff.	▪ No of Members on payroll ▪ No of Members inducted ▪ No of Members facilitatedNo of Ward staff recruited	175	190	200	220	250	**1,035**
Administration Services	• Procurement of goods andservices (O & M).	▪ No of equipment and machines procured. ▪ Bills and services paid Statutory obligations	53	57	60	66	75	**311**
Refurbishment and Equipping of Committee Rooms	• Committee rooms refurbished and equipped.	▪ No of committee rooms refurbished and equipped	10	10	0	0	0	**20**
E-Assembly system	• E-Assembly system installed	▪ No of processes, activities and functions automated.	45	0	0	0	0	45

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Setting up and equipping of the Budget Office	Budget Office established and equipped	Budget office in place	0	5	0	0	0	5
Sub Total			**283**	**262**	**260**	**286**	**325**	**1,416**

Programme Name: General Administration

Objectives: To strengthen the capacity of staff to facilitate Members in discharging their constitutional duties in an effective & efficient manner
To enhance Members wellness for efficient service delivery

Sub-Programme	Key Output	Key performance indicators	Planned Targets and Indicative Budget (Ksh. M)					
			Year 1	Year 2	Year 3	Year 4	Year 5	Total budget (Ksh.M)
			Target cost	Target cost	Target cost	Target cost	Target cost	
Personnel Services	▪ Salaries and allowances paidto staff. ▪ Training of staff. ▪ Facilitation of staff to support Members in thedischarge of their duties. ▪ Recruitment of key staff.	▪ No of staff on payroll ▪ No of staff trained ▪ No of staff facilitated. ▪ No of staff recruited.	227	256	259	254	250	**1,220**

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AdministrationServices	Procurement of goods and services (O & M)	▪ No of equipment and machines procured. ▪ Utility bills and services paid. ▪ Statutory obligations	53	54	56	59	60	**282**
Construction of Administration Block	Administration block constructed	Administration block in place.	60	0	0	0	0	**60**
Construction of Speaker's Official Residence.	Speaker's Official Residence constructed	Speaker's Official residence in place	0	35	0	0	0	**35**
Assembly Cafeteria	County Assembly Cafeteria set up	Assembly Cafeteria in place	0	0	30	0	0	**30**
Health/Wellness Facility	A Health/Wellness Facility setup.	A Health/Wellness Facility in place	0	0	15	20	0	**35**
Assembly's Sanitary Facility	Assembly's Sanitary Facility constructed.	Assembly's SanitaryFacility in place.	0	15	0	0	0	**15**
Expansion of Assembly Parking Space.	Parking space expanded	No of parking lots	10	0	0	0	0	**10**

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Installation of Water Storage Facility	Water Storage Facility installed.	Water Storage Facility in place.	0	10	0	0	0	**10**
Landscaping	Assembly compound landscaped	Landscaping done	0	5	0	0	0	**5**
Sub Total			**350**	**375**	**360**	**333**	**310**	**1,728**
Grand Total			**1,025**	**1,025**	**1,025**	**1,025**	**1,030**	**5,130**

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Programme Name: Legislation and representation													
Objective: To improve the process of representation and legislation to enhance the involvement of public in legislation													
Outcome: Enhanced customer satisfaction													
Sub-Programme	Key Output	Key performance indicators	Linkages to SDGs Targets	Planned Targets and Indicative Budget (Ksh. M)										
				Year 1		Year 2		Year 3		Year 4		Year 5		Total budget (Ksh. M)
				Target	cost	Target	cost	Target	cost	Target	cost	Target	cost	
Personnel Services	• Salaries and allowances paid to Members • Capacity building to Members • Facilitation of Members to undertake legislative & representation function • Recruitment of Ward staff	• No. of Members on payroll • No. of Members inducted • No. of Members facilitated • No. of Ward staff recruited	9.1		319		266		291		290		270	**1,436**
Administration Services	Procurement of goods and services (O & M)	▪ No. of equipment and machines procured. ▪ Bills and services paid.			53		57		60		66		75	**311**

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Expansion of theNew Chamber's Gallery.	Speaker's and Public Galleryexpanded	▪ No. of Speaker's guests accommodated. ▪ No. of Members of public accommodated												
Constructio n/ refurbishme nt ofward offices	Ward offices constructed/ refurbished	▪ No of offices constructed/refurbished												
Assembly Mace	Assembly Mace procured	▪ Assembly Mace in place												
Putting up and Equipping of JournalOffice.	Journal Office established and equipped	▪ Journal Office in place												
Sub Total														
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	6.2		2		2		2		2		2	**10**
	Inspectorate vehicles procured	No of Inspectorate vehicles	9.1		5		5		5		5		5	**25**

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4.3. County Flagship Projects

The Flagship Projects are listed as below:

a) Agriculture Inputs Subsidy
b) Coffee Development Support Program (Farm inputs, factories renovation and processing
c) Maragua Wholesale Hub
d) Kenol Level IV Hospital
e) Murang'a County UHC for Indigent and Vulnerable Households (Kangata Care)
f) Maternal Health and Infant Support
g) Affordable Housing
h) Smart Town Programme
i) Scholarship Programme
j) Community projects

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Table 4.80: County Flagship Projects

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame	Estimated cost (KSh.)	Source of Funds	Lead Agency
Agriculture Inputs Subsidy	County Wide	-To promote agricultural production and food security	-Input subsidy provision, technical trainings, Establishment of vegetable gardens, traditional high value crop production. Establishment of grain storage facilities	Agriculture Inputs Subsidy a) Capacity built technical officers b) Capacity built farmers c) Traditional high value crops d) Grain storage facilities e) Food Pharmacies	2023-2027	1,000,000,000	Government Share, Revenue	MCG
Coffee Development Support Program (Farm inputs, factories renovation and processing	County Wide	To increase coffee Production and Productivity	Renovation of coffee factories. Capacity building of farmers	a) Renovated coffee factories Capacity built farmers	2023-2027	800,000,000	Government Share, Donor Funds (Narigp), Revenue	MCG
Maragua Wholesale Hub	Maragua	To increase access to wholesale products from Murang'a and the region	Establishment of a retail wholesale hub at Maragua town	Maragua wholesale hub	2023-2017	250M	MCG/ Development Partners	MCG

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Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame	Estimated cost (KSh.)	Source of Funds	Lead Agency
Kenol Level IV Hospital	Kenol Town	To establish level iv hospital within Kenol town	Construction and furnishing of Kenol Level iv hospital	Kenol Level 4 Hospital	2023-2027	320M	MCG/ Development Partners	MCG
Murang'a County UHC for Indigent and Vulnerable Households (Kangata Care)	County wide	To provide universal health care to the vulnerable groups of Murang'a County			2023-2027	850M	MCG/ Development Partners	MCG
Maternal Health and Infant Support	County Wide	To provide health cover for the Vulnerable families	Supporting expectant mothers	Cash transfer assistance to the expectant mothers	2023-2027	850M	MCG/ Development Partners	MCG/ Development Partners
Affordable Housing	Makenji & Kiharu	To provide affordable & low-income housing for Civil servants and low-income earners	• Secure Makenji land • Preparation of PDPs • Building and designing affordable houses Construction of houses as designed	• Approved designs • Approved PDP • List of beneficiaries Complete affordable houses	2023-2027	500M	County/State Dept. Housing	County

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Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame	Estimated cost (KSh.)	Source of Funds	Lead Agency
Smart Town Programme	County Wide	To enhance urban infrastructure and ambience	Tarmacking of urban roads Improving drainage systems • Installation of streetlights and floodlights	• Bitumen urban roads • Proper drainage systems • Installed/ working streetlights and floodlights	2023-2027	1B	MCG	MCG
Scholarship Programme	County Wide	To enhance access to secondary education for bright and needy students	Bursary allocation for secondary education for bright and needy students	• Bursary allocations	2023-2027	1.5B	MCG	MCG

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4.4. CIDP Linkages with National Development Agenda, Regional and International

The CIDP (2023-2027) ensures that programmes and projects are aligned to the national aspirations as contained in the Kenya Vision 2030 (titled "A Globally Competitive and Prosperous Kenya") and its' Medium-Term Plans (MTPs). Towards implantation of the MTP III of the Vision 2030, the government in 2018 introduced the "The Big 4 Agenda". Later in 2022, the process added on key priorities of the Kenya Kwanza Manifesto and integrated them in the CIDP to spearhead socio-economic transformation. The Plan helps to implement priorities of the Social and economic pillars of the Vision 2030 through accelerated, inclusive and sustained growth, reducing poverty, employment creation, reduce income inequality and to create a heathy and food secure society where Kenyan's have access to affordable and decent housing. As envisaged in the Vision 2030, the preparation process and implementation of the CIDP aims at all aspects of sustainability including economic, ecological, equity and also political sustainability.

The Government of Kenya as a member of the United Nations is committed to the integration of the global Sustainable Development Goals (SDGs) into national and county policies and planning frameworks. The country is therefore equally committed to the implementation of all the seventeen goals and has set various targets for each goal to be attained. Similarly, the CIDP is aligned to the Africa Union's Agenda 2063. The "Africa We Want Agenda 2063" is Africa's development blueprint to achieve inclusive and sustainable socio-economic development over a 50-year period. In addition, the CIDP is anchored to the East African Community's Vision 2050 titled "Regional Vision for Socio-Economic Transformation and Development".

Figure 4.1 and Table 4.81 shows the linkage between this CIDP with other policy frameworks at the international, national and county levels including Kenya Vision 2030 and its Medium Term Plans, CIDPs, the SDGs, and Africa's Agenda 2063. In light of the above, this third Murang'a CIDP has been prepared within the provisions from global, regional and national policy guidance to transform socio-economic well-being of the people. The Plan will be implemented through rolling one-year Annual Development Plans (ADPs) where programme-based budgets are drawn.

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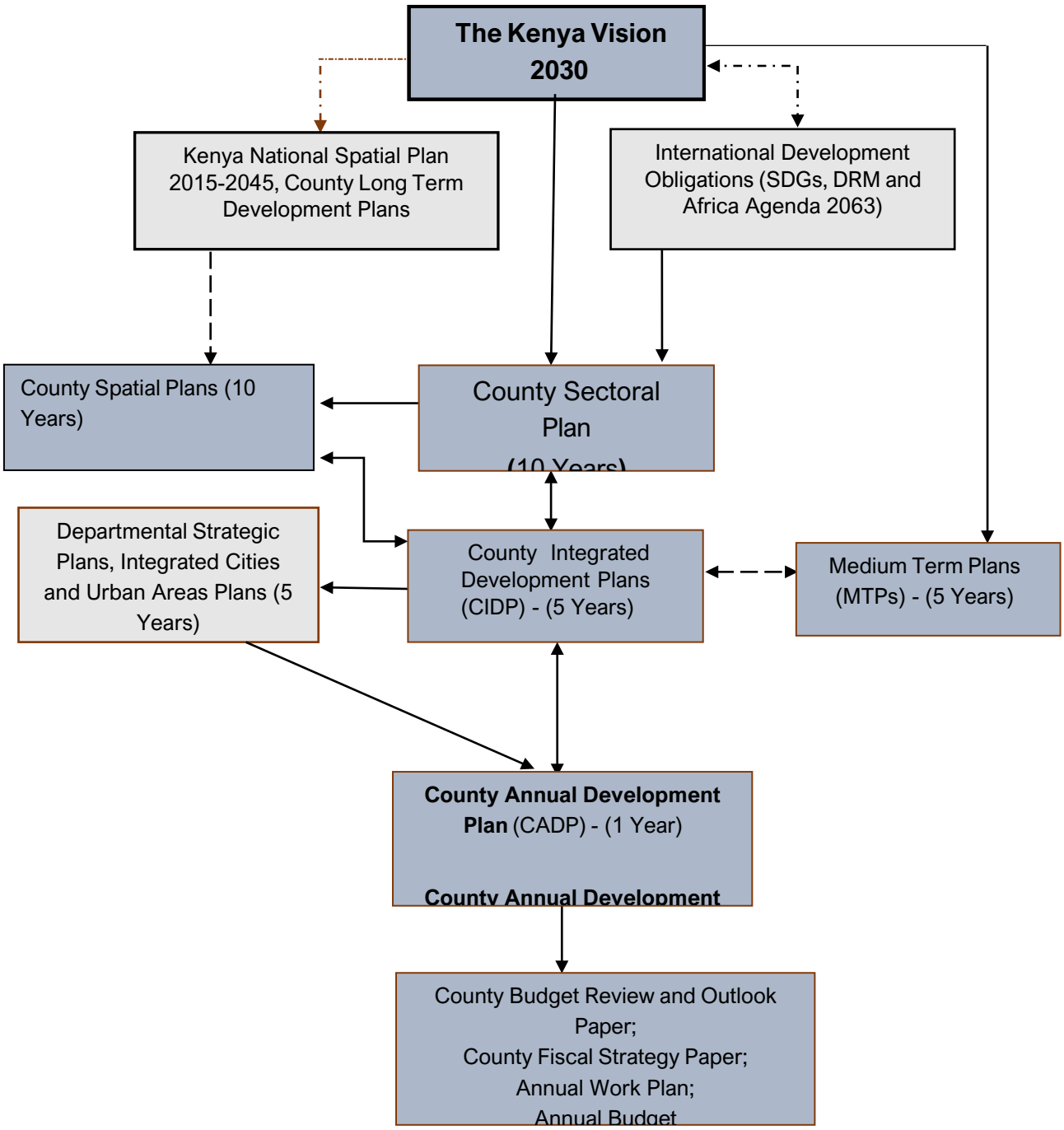


Figure 4.1: Linkage of CIDP with Other Plans and International Obligations.

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Table 4.81: Linkage of CIDP with other Plans and International Obligations

National Development Agenda/ Regional/ International Obligations	Aspirations/ Goals	County Government Contributions/ Interventions
Kenya Vision 2030/ Medium Term Plan	Agriculture - to be an innovative, commercially oriented, and modern agriculture and livestock sector	• Value addition to agricultural produce • Adoption of modern technology into agricultural practices • Provision of subsidized agricultural inputs • Practicing irrigation farming • Road and Infrastructure improvement for market accessibility
	Trade Industries and Investments- to provide a conducive environment for growth in trade and industrial development.	• Promotion of domestic bilateral, regional and international trade • Automation of trade services • Introduction of single licensing • Promotion of use of E-Commerce • Coordination and Development of Micro, Small and Medium Business • Provision of market infrastructure
	Tourism- To develop and promote tourism enterprises	• Infrastructure support on the tourist attraction sites • Tourism marketing and promotion
County Government Act 2012	Under Section 102 of the Act, County planning is to provide a platform for a unified sector-wide planning, budgeting, financing programmes, implementation, and performance review.	Prepare 5-year County Integrated development plans and the annual county budgets for their implementation. County Planning Unit for coordination of the integrated development planning. Ensure engagement between County government and the citizenry, other stakeholders and interest groups
Sustainable Development Goals (SDGs)	SDG 1- No Poverty	• Minimum guaranteed return on agricultural produce • Availability of affordable loan • Implementation of social protection floors e.g., cash transfers to elderly • Increase employment opportunities
	SDG 2- Zero Hunger	• Smart agriculture • Supporting small scale irrigation • School feeding intervention targeting ECDE

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		• Provision of subsidized agricultural inputs
	SDG 3 – Good Health & Wellbeing	• Fully operationalized and equipped health facilities • Increasing patient to health personnel ratio • Automation of health services
	SDG 4– Quality Education	• Employing more ECDE teachers • Construction and renovation of ECDE classes • School feeding program for early childhood development, care and pre-primary education. • Offering quality technical and vocational training for all. • Employment of more technical and vocation trainers
	SDG 5 – Gender Equality	• Adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality • Empowerment of all women and girls at all levels • Implement work place gender policy and Gender Based Violence Policy
	SDG 6 – Clean Water and Sanitation	• Increase the household accessibility of clean and affordable piped water • Drilling of more boreholes • Installation of sewer system in the urban areas • Availability of more exhausters
	SDG 7 – Affordable and Clean Energy	• Ensure the access to affordable, reliable and modern energy services and expand the available energy infrastructure. • Awareness creation on clean energy such as bio gas
	SDG 8 – Decent Work and Economic Growth	• Promoting development-oriented policies that support productive activities • Technological upgrading and innovation, focusing on high-value added and labor-intensive sectors. • Decent job creation, entrepreneurship, creativity and innovation • Encourage the formalization and growth of micro-, small- and medium-sized enterprises
	SDG 9– Industry, Innovation and Infrastructure	• Developing quality, reliable, sustainable and resilient infrastructure • Promotion of inclusive and sustainable industrialization

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		• Fostering innovation through the trade and youths' departments. • Use of information and communications Technology (ICT) and other innovation in service delivery
	SDG 10– Reduce inequality within and among Sub Counties	• Ensure there is equitable resource distribution across its departments, Sub Counties, Wards, and even across all villages
	SDG 11– Sustainable cities and Communities	• Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and Sustainable human settlement planning and management • Ensure there is access to adequate, safe and affordable housing for all, basic services and upgrade slums. • Provision of effective, efficient and sustainable public transport to ever increasing urban population
	SDG 12– Responsible Consumption and production	• Sustainable management and efficient use of natural resources • Substantially reduce waste generation through prevention, reduction and recycling. • Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	SDG 13– Climate Action	• Enhance the protection of the environment and mitigate climate change and other measures to facilitate sustainable development. • Strong resilience and adaptive capacity to climate-related hazards and natural disasters. • Increasing the tree coverage • Promotion of usage of energy saving jiko • Promotion of non-motorized transport leading to reduction of carbon emission
	SDG 14– Life below water	• Ensure there is significant reduction of pollution to rivers that drain into the ocean. • Little or minimal rivers pollution by coming up with mechanisms of controlling industrial waste drainage into the river and erosion of pesticides contaminated soil. • Promotion of fish farming
	SDG 15– Life on land	• Promote the implementation of sustainable management of all County forests, halt deforestation, restore

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		degraded forests and substantially increase afforestation and reforestation. • Use of recommended pesticides • Promotion of bee farming
	SDG 16– Peace, Justice and Strong Institutions	• Promotion of the rule of law in the county, equal access to justice for all, and corruption/bribery reduction, public access to information • Ensuring there is responsive, inclusive, participatory and representative in decision-making.
	SDG 17– Partnerships for the Goals	• Digitize revenue collection to ensure it increases its revenue inflow by strengthening domestic resource mobilization mechanisms. • Partnership with the National Government in the provision of an integrated, efficient and effective public transport system in the metropolitan region
Agenda 2063	Goal 2: World class infrastructure criss-crosses Africa	• Road improvement and maintenance of all County roads • Provision of an efficient and effective transport system within the County • Collaboration with Road agencies within the County
	Goal 6: Blue/Ocean economy for accelerated economic growth	• Sustainable exploitation of resources in the rivers • Conservation of water bodies
Paris Agreement on Climate Change, 2015	Reduce greenhouse gas emission Communicate action to build resilience to climate change	• Afforestation and Reforestation • Promotion of use of clean energy • Promotion of Non-Motorized Transport
EAC Vision 2050	A developed, stable and competitive regional EAC bloc	• Enhanced inclusiveness in development and socio-economic transformation. • Fast and affordable infrastructure • Economic empowerment of the citizens to spur growth and fast track poverty reduction. • Prudent utilization of resources • Inclusivity and participatory approach • Free movement of people, labour, goods, services and capital, and right of establishment and right of residence

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4.5. Cross-Sectoral Linkages

Table 4.82: Cross-Sectoral Linkages
ICT and Public Communication

Programme Name	Linked Sector(s)	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies*	Adverse impact	
Network Connectivity	Health	Interconnection of all County Health Centers for efficient communication and sharing of resources	During network installation way-leave charges are required at an extra cost to the contractors Approvals are also need from various authorities e.g., KENHA and CAK. Bureaucracy in most times contributes to delay in completion of such projects.	Provide effective support and maintenance for all networks to ensure continuity in network connectivity.
	Finance	Interconnection of all county revenue offices for more efficient communication, sharing of resources, easier reporting and Monitoring of revenue collection		Support and maintenance of all county networks to ensure continued connectivity for headquarters to county level
Development of integrated Management Information Systems for various County Government Sectors.	Health			
	Finance			
	Public Service and Administration (HR)			
	Agriculture			
	Education			
	Fire and Disaster Management Unit			

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	Internal Audit (Teammate System)			
Information and awareness creation among the public through development of efficient and effective communication channels				

Public Service Board

Programme Name	Sector	Cross- Sector Impact		Measure to Harness or mitigate the impact
		Synergies	Adverse Impact	
Recruitment	-Public Service Management -Finance & Economic Planning - County Assembly	More productive workforce -Improved Governance and Accountability	-High wage Bill. -Political interference	-Voluntary early retirement -Enhance efficiency in resource mobilization
Training & Development	-Public Service Management -Finance & economic planning	delivery. -Prudent financial management	-High training cost -Resource constrains	-Partnership with training Institution and other agencies -Diversify sources of grants and aids for training
Promotion of values and principles of the public service	All MDA and community	More informed public servant and other stakeholders Improved integrity	Resistance High cost	Capacity building Collaboration with other agencies

Agriculture, Livestock and Fisheries

Programme Name	Linked Sectors	Cross-Sector Impact		Measures to Harness/ Mitigate Impact
Agriculture, Livestock and Fisheries	Livestock Administration Planning and Support Services	Infrastructure	BQs and Supervision	
	Livestock Resources	Cooperatives	Dairy Coops management	

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	Management and Development			
		Environment		Greenhouse gas emission (Methane)
	Livestock Food and Nutrition Security Programme	Social Services	Social inclusion	
Roads Development / Public Works i.e., Cabros & Bituminous Surfacing.	Trade	Connection to Market centres.	Pulling down of structures on road reserve	Establishment of Market centres and parking bays along the roads. Develop a resettlement plan.
	Environment		Environmental Pollution	Comply and enforce NEMA guidelines.
	Lands	Connection to social amenities	Pulling down of structures encroaching the road	Proper Survey work to mark the road width and reserves.
Trade, Tourism, Investment, Agribusiness and Cooperative Development	Procurement Human Resource	- Finance, ICT & Procurement - Public works - Human Resource -	- Provision of funds - Facilitation on training services materials and Staff allowances Provision of internet services	- Risk of delayed funds - Delayed staffing needs - Delayed procurement processes
	Road Infrastructure Water Supply Scheme	- Roads and public works - Water	-Provision of quality roads - Provision of water - Provision of electricity	- Re-allocation of traders - Demolition of shopping centers -

LIVESTOCK DEVELOPMENT

Programme Name	Linked Sectors	Cross-Sector Impact	Adverse Impact	Measures to Harness/ Mitigate Impact
Livestock Administration Planning and Support Services	Infrastructure	BQs and Supervision		Proper costing of projects

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Livestock Resources Management and Development (Livestock Food and Nutrition Security & Livestock Products Value Addition)	Cooperatives	Dairy Coops management		Harmonized coops capacity building planning
	Environment		Greenhouse gas emission (Methane)	Keep high producing animals and biogas construction to reduce gas emission
	Social Services	Social inclusion		Targeting the marginalized and vulnerable
	Trade	Financial literacy		Collaboration in capacity building

Environment and Climate change

Programme Name	Linked Sectors	Cross-Sector Impact Synergies	Adverse impact	Measures to Harness/ Mitigate Impact
Rehabilitation riparian areas	water department	Licencing	removal of plantation along the area	comply with WaRMA guidelines
Afforestation	KFS	mapping and technical support	none	comply with KFS guideline
Desilting of dams	Water department	licencing	disturb ecosystem interrupt water supply water turbidity goes high	comply with WARMA guidelines provide alternative
Water harvesting structures in schools	Education department	mapping and linkages	none	comply with education guidelines
Energy saving jikos	Energy department	technical support	none	comply with regulation set

WATER AND SEWERAGE

Programme Name	Linked Sector (s)	Cross-Sector Impact	Measures to Harness or Mitigate the impact

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		Synergies	Adverse Impacts	
Gender main streaming	Water, Social, Forestry, Provincial Administration	- Harnessing the strength and experiences of each department for better sector performance -	-Wastage of water resources -Loss of Revenues from water -Vandalism of water related structures - Water related conflicts	Involvement of all stake holders including women during planning & implementation of water related activities
Covid 19 intervention measures	Water, Health, Provincial Administration	Obtaining relevant guidelines and protocols required to fight the pandemic	- Sick workforce which is unproductive -Loss of working time -Can lead to death of productive workforce	Adherence to MOH guidelines and protocols
Climate change -	Water, Forestry, Environment, County Disaster management Unit	Obtaining relevant guidelines on drought mitigation measures Actualizing conservation measures for the environment as a preventive measure Getting timely response when a disaster occurs	Degradation environment and dwindling of water resources Destruction of water infrastructure Disruption of water service delivery High cost of rehabilitating the works Loss of Livelihoods	Collaboration with other stakeholders e.g., forestry, meteorology and Water Resources Authority to conserve water catchments areas for awareness, creation and timely response

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WATER AND SEWERAGE

Programme Name	Linked Sector (s)	Cross-Sector Impact		Measures to Harness or Mitigate the impact
		Synergies	Adverse Impacts	
Gender main streaming	Water, Social, Forestry, Provincial Administration	- Harnessing the strength and experiences of each department for better sector performance -	-Wastage of water resources -Loss of Revenues from water -Vandalism of water related structures - Water related conflicts	Involvement of all stake holders including women during planning & implementation of water related activities
Covid 19 intervention measures	Water, Health, Provincial Administration	Obtaining relevant guidelines and protocols required to fight the pandemic	- Sick workforce which is unproductive -Loss of working time -Can lead to death of productive workforce	Adherence to MOH guidelines and protocols
Climate change -	Water, Forestry, Environment, County Disaster management Unit	Obtaining relevant guidelines on drought mitigation measures Actualizing conservation measures for the environment as a preventive measure Getting timely response when a disaster occurs	Degradation environment and dwindling of water resources Destruction of water infrastructure Disruption of water service delivery High cost of rehabilitating the works Loss of Livelihoods	Collaboration with other stakeholders e.g., forestry, meteorology and Water Resources Authority to conserve water catchments areas for awareness, creation and timely response

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CHAPTER FIVE

5. MONITORING, EVALUATION, LEARNING AND REPORTING

5.1. Overview

Monitoring, Evaluation Learning and Reporting Framework (MELR) forms an integral part in the implementation of the County Integrated Development Plan. It tracks and assesses whether the achievement of planned activities, targets, projects, and programmes are on course. It also documents challenges encountered, emerging issues as well as lessons learnt to inform decision making. It is expected that the Monitoring, Evaluation, Learning and Reporting Unit will be activated under the Planning Directorate. The unit will service all the departments implementing the county government programmes and projects.

Tracking the implementation of Murang'a County Integrated Development Plan (CIDP) 2023-2027 will be premised on the County Integrated Monitoring and Evaluation System (CIMES) as shown in Figure 5.1. The CIMES shall be linked to the county performance management system which is involved in strategic planning, work planning, target-setting, tracking performance and reporting. It will be designed to ensure timely implementation of planned activities and institutionalized addressing of setbacks as they arise. The best practices will be assessed, documented and replicated.

The day to day administrative data, field reports, surveys and other audit reports will form the inputs to the CIMES with the data generated, collated and analyzed by the Monitoring and Evaluation Unit. The CIMES framework will establish a platform that;

a.) Demonstrate whether the resources spent on implementing CIDP investment programmes are leading to the intended outcomes, impacts and benefits for the county citizenry.
b.) Provide feedback mechanism that regularly provide county with good quality and timely monitoring and evaluation information regarding implementation progress of development projects/programmes.
c.) Produce cumulative quarterly M&E reports
d.) Produce annual progress reports on implementation of CIDP and ADP, and indicate the status of implementation of all development projects, service delivery, and budget performances for all sectors.
e.) Disseminates reports and results of M&E in a timely manner to all stakeholders for effective decision making;
f.) Adequately facilitates and prioritizes monitoring and evaluation units within the sectors and through sufficient budgetary allocation in order to allow for effective and efficient delivery of M&E reports

A County Technical M&E Committee (CoMEC) will oversee delivery, quality and timeliness of reports and submission to the County Executive Committee for

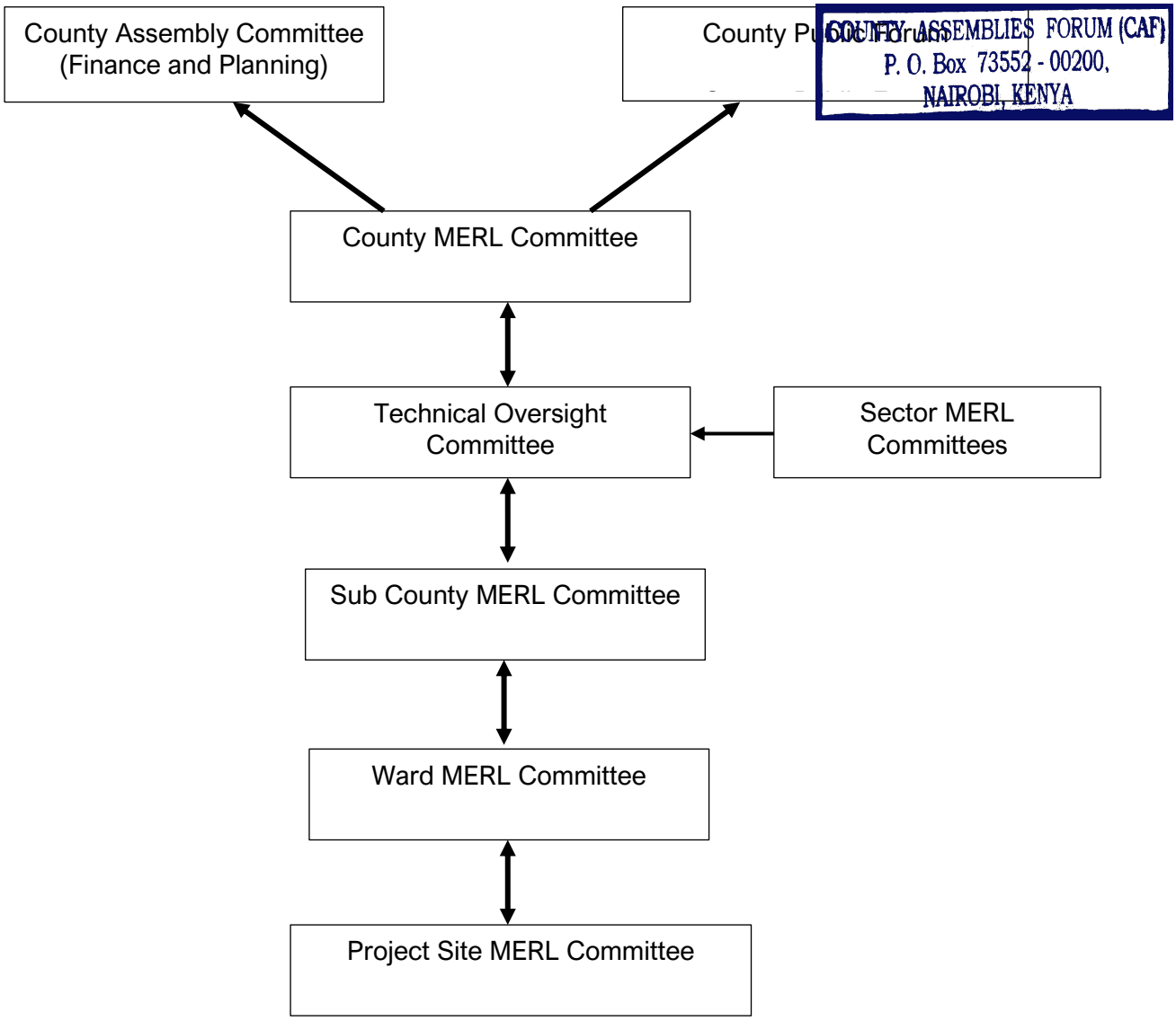
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consideration. Membership of the committee will be drawn from all county departments.

At the sub-county level, the sub-county head of finance and planning directorate will provide the secretariat of the MERL Committee. The Committee will be chaired by the sub-county administrator. Membership will be drawn from all the departments at the sub county level. The committee will responsible for producing sub county reports for presentation to the County Technical M&E Committee.

Project level MERL Committees will be established. Among others, membership will be drawn from project specific implementation representative stakeholders (officials) and government departments. The committees will provide M&E reports at the ward level and village level respectively.

The County Assembly will, through its Finance and Planning Committee, receive and consider the MERL Reports from the Cabinet. The Committee will meet as per the County Assembly calendar or as may be guided by its own rules.



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Figure 5.1: County Monitoring and Evaluation System (CIMES) Structure

5.2. MELR Capacity and Reporting Strategies

For the CIDP 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 CIDP. The MELR Unit will help build and develop their capacities to undertake MELR activities. The CIDP targets will be translated to Departmental Annual Work Plans which 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

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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.

5.3. M&E Outcome Indicators

The M&E Outcome indicators and targets for the CIDP (2023-2027) are summarized in the Results Matrix Table 5.1.:

Table 5.1.: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator(s)	Baseline		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			

5.4. Data Collection, Analysis and Reporting

The County MELR Unit will collaborate with the sector working groups and departmental MELR officers in formulating result indicators for tracking implementation progress. The Unit will also develop data collection tools, conduct data collection and undertake analysis and report writing. Further, the Unit will train and capacity build other stakeholders to support in data collection, analysis. The Unit will prioritize establishment of a computerized MELR platform to make the MELR processes simpler, faster, more reliable and more transparent.

5.5. 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 CIDP 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.

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e) MELR will be an integral part of Departmental staff performance Management system and will be linked to annual staff appraisal

5.6. Citizen Engagement, Learning and Reporting

The constitution requires citizens to be supplied with information. Citizens will therefore be involved in the design, implementation and use of findings of M&E activities. Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. The reports shall be as follows:

a) Monthly Reports
b) Quarterly report
c) Biannual
d) Annual Report

5.7. Evaluation Plan

Evaluation of the County Integrated Development Plan 2023-2027 will include Annual Performance Review at the end of each financial year. Further, there will be a midterm evaluation and review during the third financial year to assess the extent to which the Plan is meeting its set objectives and timelines. It will also gauge the relevance and feasibility of the strategies and provide review opportunity for the remaining phase of the plan. The end term review will be carried out at the end of the plan period and will address effectiveness, efficiency, sustainability, challenges, lessons learnt, as well as mitigation measures. The evaluations will be undertaken as described in Table 5.2 with information sieving and funnelling as indicated in Figure 5.3. The review will also develop the Terms of Reference for the development of the 4th Generation CIDP 2028-2032. All evaluations will be spearheaded by the MELR Unit.

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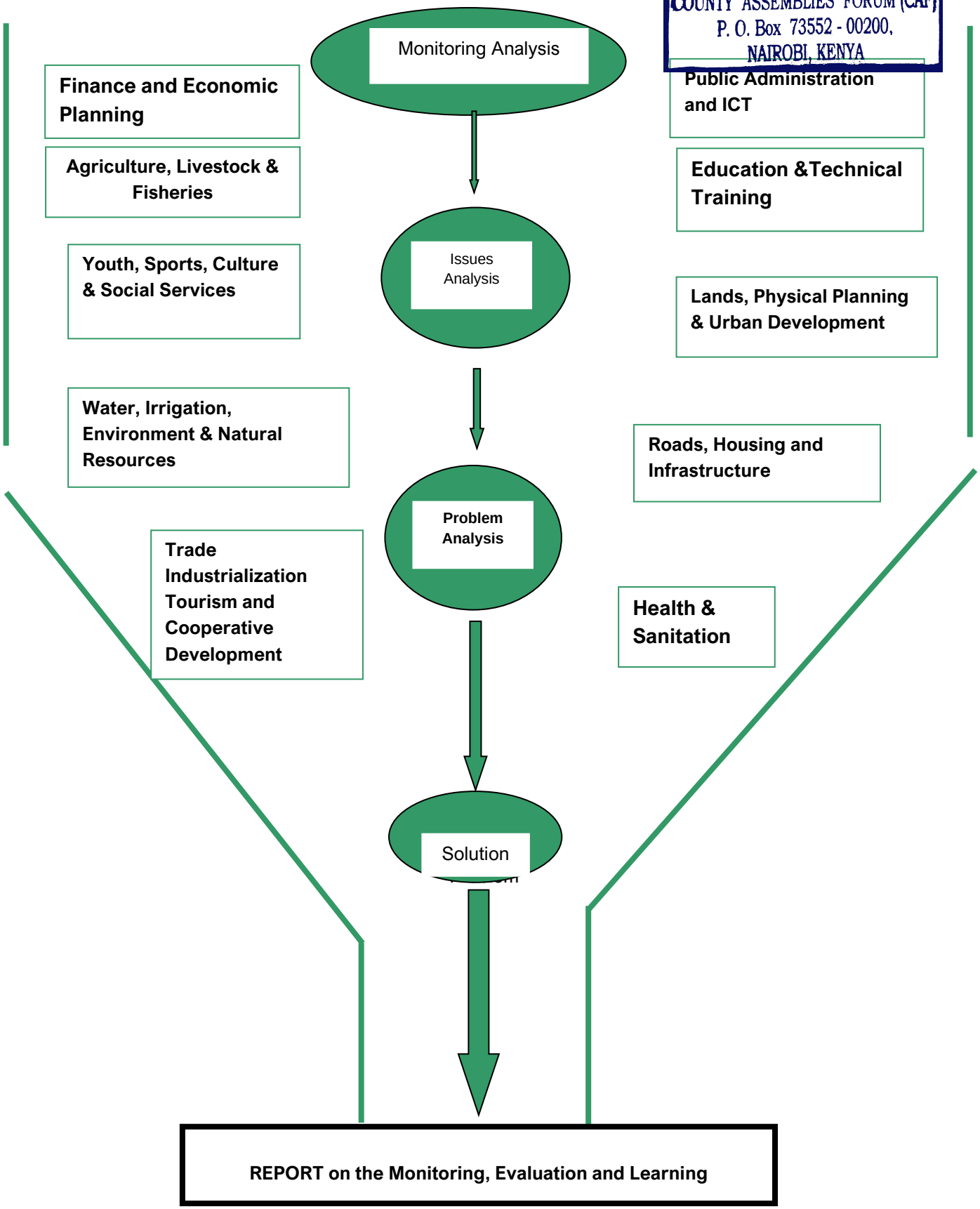


Figure 5.2: Monitoring, evaluation, learning and reporting System

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Table 5.2.: Evaluation Plan

No	Policy/ Programme/ Project	Evaluation Title	Outcome(s)	Use of the Evaluation Findings	Commissioning Agency/ Partners	Anticipated Evaluation Start Date	Anticipated Evaluation End date	Evaluation Budget (Kshs)	Source of Funding
1	CIDP 2023-2027	Mid Term Review	Improved implementation of the CIDP	Improve implementation of the CIDP	CEC- Finance and Economic Planning	June 2025	Sept. 2025	5M	MCG
		End Term Review	Evidence-based planning for 2028-2032 Medium Term	Prioritization for 4th Generation CIDP 2018-2032	CEC- Finance and Economic Planning	June 2027	Sept. 2027	7M	MCG
2.	Health and Sanitation Sector Programmes	Sector Services & Programmes Evaluation	Improved health Sector service delivery	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	June 2024	July 2024	2M	MCG
3.	Roads, Housing and Infrastructure Sector Programmes	Sector Services & Programmes Evaluation	Evidence-based planning and budgeting for Roads, Housing and Infrastructure Sector Programmes	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	December 2023	January 2024	2M	MCG
4.	Agriculture, Livestock and Fisheries Sector	Sector Services & Programmes Evaluation	Improved agricultural productivity	Improve implementation of CIDP 2023-	Respective Sector CECM	June 2023	July 2023	2M	MCG

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			through continued modernizing of agriculture sector	2027 and prioritization for subsequent sector budgets					
5.	Finance and Economic Planning Sector	Sector Services & Programmes Evaluation	Improved Resource Mobilization Strategies, Risk Management and Revenue streams	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	December 2025	January 2026	2M	MCG
6.	Youth, Sports, Culture and Social Services Sector	Sector Services & Programmes Evaluation	Rejuvenated sports activities, empowered youth and capacity-built communities	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	June 2026	July 2026	2M	MCG
7.	Education and Technical Training Sector	Sector Services & Programmes Evaluation	Improved Education Sector budget prioritization and performance	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	June 2024	July 2024	2M	MCG
8.	Lands, Physical Planning and	Sector Services & Programmes Evaluation	Improved service delivery	Improve implementation of CIDP 2023-	Respective Sector CECM	June 2025	July 2025	2M	MCG

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	Urban Development		in the lands Sector	2027 and prioritization for subsequent sector budgets					
9.	Public Service and Administration Sector	Sector Services & Programmes Evaluation	Improved public service provision and participation of the community in County development	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	June 2026	July 2027	2M	MCG
10.	Trade, Industrialization, Tourism and Cooperative Development	Sector Services & Programmes Evaluation	Enhanced trade linkages through properly prioritized sector budget and service provision	Improve implementation of CIDP 2023-2027 and prioritization for subsequent sector budgets	Respective Sector CECM	December 2024	January 2025	2M	MCG

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CHAPTER SIX

6. RESOURCE REQUIREMENTS AND IMPLEMENTATION FRAMEWORK

6.1. Overview

This chapter provides the county's institutional arrangement and their specific roles towards implementation of the CIDP (2023-2027). In addition, the chapter presents the resource mobilization and management framework, asset management as well as risk analysis and mitigation measures. The chapter also highlights the resource requirements for developing capital projects and discusses methods for closing the revenue gap for the plan period, including but not limited to methods for increasing revenue generation, resource sharing with the national government, and methods for securing external funding, among others.

6.2. Human Resource Requirement

The implementation of this CIDP 2023-2027 will require substantial utilisation of the available and additional human capital. Towards this end, the county will carry out an assessment of human capital and placement for effectiveness. It is also expected that the identified gaps will be filled within the course of the CIDP plan period, as well as the human capital development requirements that need to be fulfilled. The county will also endeavour to build its human resource capital in terms of skills as may be required in each sector to deliver the desired outcomes.

6.3. Institutional Framework for implementation of the CIDP

This CIDP will be implemented through a participatory approach that will involve all stakeholders. This therefore implies that all the implementing county departments will endeavour to identify roles and responsibilities of stakeholders in implementing programmes and projects as per the CIDP. 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 UN organisations. Participatory consultations, meetings and workshops will be considered in the implementation of the CIDP.

The proposed organisational arrangements are demonstrated in Figure 6.1.

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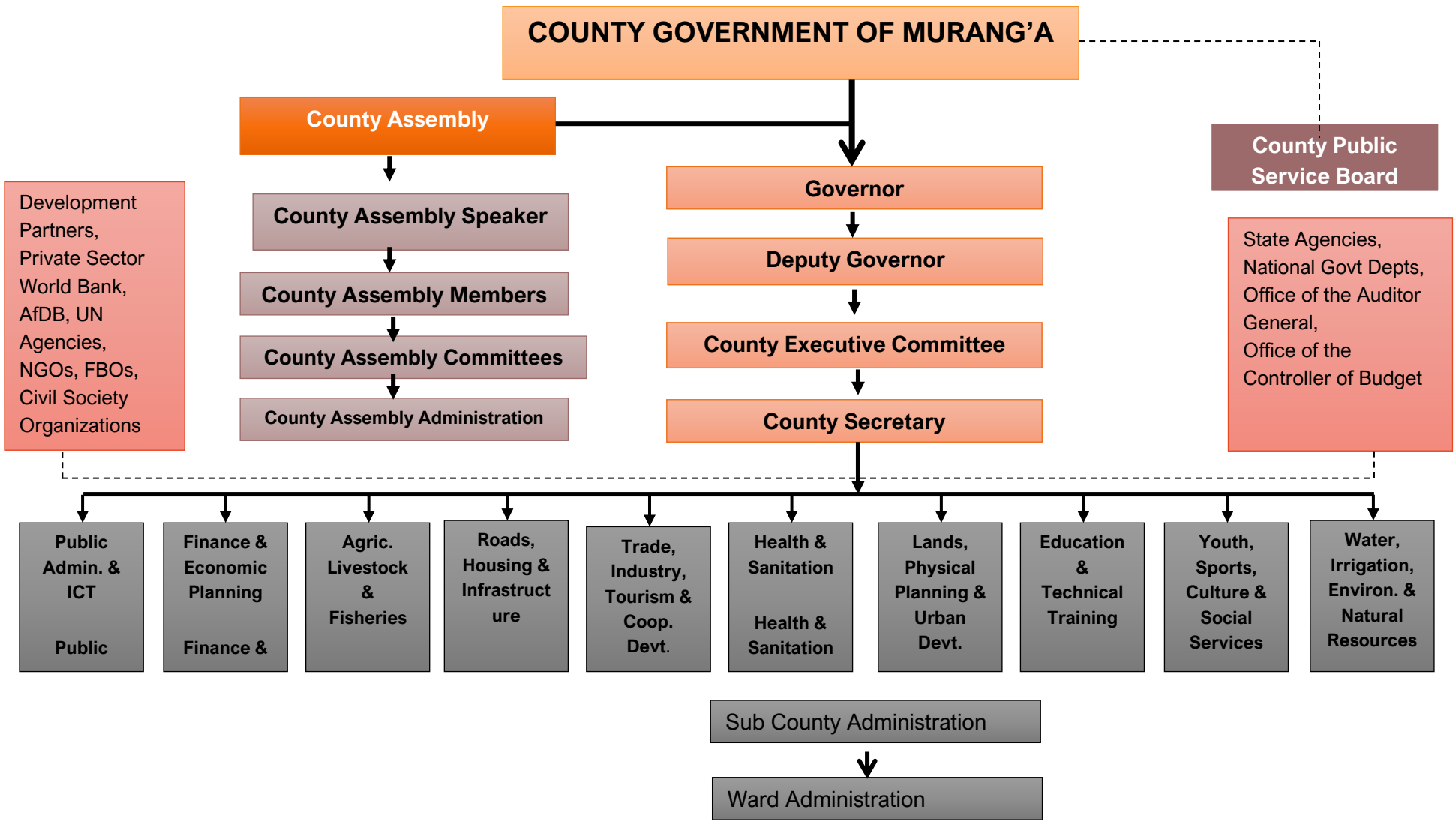


Figure 6.1: Organization Chart

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Each stakeholder category has a specific impact and influence on County implementation of the CIDP (2023-2027). Table 6.1 below provides a summarised analysis of the key County stakeholders, the name of the institution, and the role it plays in the implementation of the CIDP

Table 6.1.: Stakeholders' arrangement in the Implementation of the CIDP

S/No.	Institution	Role in Implementation of the CIDP
1.	County Executive Committee	• Monitor the process of planning, formulation and adoption • Facilitate its coordination within the County, and alignment with the plans, strategies and programmes of national and county governments. • Take appropriate steps to resolve any disputes or differences arising from its planning, formulation, adoption or review
2.	County Assembly	• Approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution • Approve the borrowing by the county government in accordance with Article 212 of the Constitution • Approve county development planning
3.	County Government Departments	• Implementation of programmes and projects in the CIDP • Quality and timely service delivery • Adherence/compliance with the CIDP
4.	County Planning Unit	• Coordinating integrated development planning and policy within the county management framework • Ensuring linkages between county plans and the national planning framework • Ensuring meaningful engagement of citizens in the planning process • Collection, collation, storage and updating of data and information required for the implementation of the CIDP
5.	Office of the County Commissioner	• Facilitation and coordination of citizen participation in the development of policies and plans and delivery of service • Provision and maintenance of infrastructure and facilities of public services
6.	National Planning Office at the county	• Strengthen financial and fiscal relations between the National Government and County Governments and support for county governments in performing their functions; Issue guidelines on the preparation of county development planning.

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7.	Other National Government Departments and Agencies at the county	• Collaboration and partnership • Formulating a national vision, periodic plans and policies for development.
8.	Development Partners	• Financial support • Projects/programmes and technical assistance
9.	Civil Society Organizations	• Development support and mobilization of the Civil Society • Monitor government policies and actions and hold government accountable. • Unite people to advance shared goals and interests • Leads in taking action that safeguards public interest like litigating and drafting petitions and policy papers
10.	Private Sector	• Collaboration and partnership • Private sector businesses leverage governmental assets and resources while developing, financing, owning and operating public facilities or services
11.	Suppliers and Contractors	• Timely provision of quality products and services
12.	Local communities	• Responsible citizenship • Support to programmes implementation
13.	Office of the Auditor General	• Responsible auditing and reporting on the accounts of any entity that is funded from public funds
14.	Office of the Controller of Budget	• To oversee implementation of Government budgets through timely authorization of withdrawals from Public Funds and reporting on utilization.
15.	Local, national, regional, international NGOs and professional Institutions (e.g., WWF, WRI, IUCN. OXFAM, World Vision)	• Support innovations, demonstrations and pilot projects thus overcoming short comings of the government in development. • Financial and technical assistance and training to government officials in development
16.	Development Partners (e.g., World Bank, Africa Development	• Promoting long term development and poverty reduction by providing technical and financial support to implement projects

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	Bank, IMF, EU and USAID)	
17.	UN agencies (UNICEF, UNDP)	• Support Sustainable Development
18.	Faith based organizations (ACK, PCEA, Catholic & Islamic Faith)	• Promote social-economic development of the society

6.4. Resource Mobilization and Management Framework

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 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

6.4.1. Resource Requirement by Sector

The total resource requirement for the proposed programmes and projects for the medium term 2023-2027 is estimated at Kshs. 73.438 billion as shown in Table 6.2. The public Administration and ICT sector is estimated to utilize the biggest chunk of the

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resources estimated at Kshs. 27.74 billion translating to 38.39%. This budget is inclusive of all the staff salaries for all the departments amounting Kshs 22.22 billion. It is followed by Health and Sanitation with estimated budget of Kshs. 11.07 billion translating to 16.19 percent of the total budget. Roads, Housing and Infrastructure come in third with an estimated resource requirement of Kshs. 6.792 billion translating to 9.40 percent of the total budget cost. The resource requirement per sector is summarized in Table 6.2.

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Table 6.2.: Summary of Sector Financial Resource Requirements

Sector	Resource Requirement (Ksh. Million)						% of total budget requirements
	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	**Total**	
Public Administration and ICT	5,479	5,446	5,601	5,680	5,537	**27,743***	*37.70*
Finance and Economic Planning	195	167	201	197	243	**1,003**	*1.36*
Agriculture, Livestock & Fisheries	1,237	1,245	1,333	1,374	1,450	**6,639**	*9.02*
Education and Vocational Training	613	688	720	741	738	**3,500**	*4.76*
Health & Sanitation	2,447	2,442	2,452	2,330	2,353	**12,024**	*16.34*
Roads, Housing and Infrastructure	1,225	1,431	1,455	1,360	1,322	**6,793**	*9.23*
Water, Irrigation, Environment and Natural Resources	713	759	795	845	858	**3,970**	*5.40*
Youth, Sport, Culture and Social Services	413	739	638	749	575	**3,114**	*4.23*
Trade, Industrialization, Tourism and Cooperative development	287	366	383	411	453	**1,900**	*2.58*
Lands, Physical Planning and Urban Development	424	351	344	341	308	**1,768**	*2.40*
County Assembly	1025	1025	1025	1025	1,030	**5,130**	*6.97*
Total	**13,803**	**14,324**	**14,715**	**14,680**	**14,746**	**73,584**	**100**

*** Inclusive of 22.22B Budget for staff salaries across all sectors**

The analysis of the Sector Financial Resource Requirements indicates that the Health sector accounts for 16.34% of the total CIDP 2023-2027 Budget. This allocation is

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arguably above the Abuja Declaration recommendation of 15%. Likewise, allocation of 9.02% to Agriculture, Livestock and Fisheries is slightly below the international recommended percentage of 10%. Environment and climate change at 5.40% is above the Climate Change Act, (2016) that recommended percentages of 1-2%.

6.4.2. Revenue Projections

The County's sources of revenue include equitable share, conditional grants from development partners, conditional allocations from loans and grants from the Government of Kenya, Conditional allocations from loans and grants from the development partners, own source revenue, public private partnerships as well as financial and in-kind contributions from the members of the Public. The equalization share for the county will be Kshs 55.4 billion conditional grants (GoK) at Kshs. 1.338 billion Conditional grants (Development Partners Kshs. 6.3 billion while revenue from own sources will be Kshs 6 billion. Thus, the total expected revenue for the county will be Kshs 69.03 billion over the five-year plan period. It is projected that by 2027/2028, the total revenue will grow to about Kshs 69.03 billion as shown in Table 6.3.

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Table 6.3.: Revenue Projections for FY 2023/2024 – 2027/2028

Type of Revenue	Base year 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Five-year Total
Equitable share	7,180,156,000	7,898,171,440.50	8,687,988,584.55	9,556,787,443	10,512,466,000	11,563,712,000	48,219,125,468
Conditional grants (GOK)	173,436,000	190,780,000	209,858,000	230,843,000	253,928,000	279,321,000	1,164,730,000
Conditional Grants (Development Partners)	966,191,000	1,062,810,000	1,169,091,000	1,286,000,000	1,414,600,000	1,556,060,000	6,488,561,000
Own Source Revenue	600,000,000	900,000,000	1,000,000,000.	1,200,000,000	1,400,000,000	1,500,000,000	6,000,000,000
Public Private Partnership (PPP)	-	-	-	-	-	-	-
Financial and In-kind contribution from members of the public	-	-	-	-	-	-	-
Total	**8,919,783,000**	**10,051,761,441**	**11,066,937,585**	**12,273,630,443**	**13,580,994,000**	**14,899,093,000**	**61,872,416,468**

Source: Murang'a County Treasury

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6.4.3. Estimated Resource Gap

The estimated resource requirement for the five years is Kshs. 72.268 billion against the estimated resource revenue of Kshs. 61.869 billion creating a resource gap of Kshs. 10.399 billion as shown in Table 6.4: The resource gaps will require a special consideration to ensure appropriate strategies are developed and actualized for effective delivery of programmes.

Table 6.4.: Resource Gaps

FY	Requirement (Kshs. M)	Estimated Revenue (Kshs. M)	Variance (Kshs. M)
FY 2023/24	13,803	10,051	3,752
FY 2024/25	14,324	11,066	3,258
FY 2025/26	14,715	12,273	2,442
FY 2026/27	14,680	13,580	1,100
FY 2027/28	14,746	14,899	(153)
Total	**72,268**	**61,869**	**10,399**

6.4.4. Resource Mobilization and Management Strategies

For effective implementation of the CIDP (2023-2027), the County resource mobilization strategies will be both internal and external. The internal strategy focuses on enhancing the county own source revenue, while the external strategy shifts the attention towards engaging external partners to finance implementation.

The external strategy involves deepening engagement with bilateral and multilateral agencies, Public Private Partnerships, private foundations and diaspora engagement as well as county community contributions. The county will leverage on PPPs provided for in PPPs Act, 2021, as a source of financing of planned projects including infrastructure development. The county will create a Resource Mobilization Unit under Finance and Economic Planning Department to undertake the resource mobilization and management roles. The Unit will be responsible for development of bankable projects for resource mobilization.

Internal Strategies

The county will work closely with the National Government in the implementation of priority programmes and projects toward realization of the Bottom-up economic model e.g., affordable housing and public transport. Through public

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private partnerships, the county will endeavour to harness efficiencies and expertise that the private sector presents to the delivery of certain facilities.
Further, the county will mobilize resources through Public Private Partnerships to fund infrastructural development. The county will also establish a public private partnership framework to guide engagement with the private sector, as well as identifying a number of infrastructural projects for engaging the private sector.

External Strategies

The external resource mobilisation strategies will entail, among others, developing funding proposals targeting specific thematic areas for collaboration with development partners. Suitable county specific policies will be developed, reviewed, and enforced to ensure that the county administration creates an enabling environment for social economic growth.

The policies developed aim at increasing more resources towards development programmes, enhancing revenue mobilization through expansion of the e-revenue scope, enforcement, identification of new revenue streams and improvement of services; expenditure rationalization; expenditure efficiency, and effective implementation of budget programs and training. The Monitoring, Evaluation, Learning and Reporting Unit will play a pivotal role.

The county will build partnerships with bilateral & multilateral agencies and financial institutions in the delivery of the third CIDP (2023-2027). The Resource Mobilization Unit will develop a clear framework mapping all Public Benefit Organizations and Non-Governmental Organizations clearly describing their respective thematic and geographical areas for engagement, and coordination of partners working within the County to avoid duplication of efforts.

In addition, the County Government will develop a clear investment policy highlighting key investment advantages that the county offers by virtue of being within the Nairobi Metropolitan Region. The policy will ensure both county residents and the investors mutually benefit, as well as the realisation of ease of doing business in the county.

The efficient use of available financial resources will be monitored through the monitoring, learning and reporting system. This is a functional responsibility of the Economic Planning Directorate, and will evaluate Country Fiscal Strategy Papers (CFSP) to ensure conformity with the objectives of the CIDP (2023-2027). In addition, the County Debt Management Strategy Paper will guide in ensuring that debt levels remain affordable and sustainable. Deficit financing will be geared towards funding the priority development initiatives identified in the CIDP that will stimulate growth and development of the county.

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6.5. Asset Management

Within the plan period, the county will endeavour to ensure effective utilisation of available assets. This strategy will involve acquiring, developing, operating, maintaining, refurbishing, or disposing of assets to ensure cost effectiveness. The ultimate objective is to provide public services adequately and sustainably. Thus, county government responsibility entails maintaining critical links among various forms of assets and adjacent liabilities, and ensuring proper management of liabilities by using assets to serve them.

The County Asset Management Framework has a system of rules, procedures, and entities that informs and performs the tasks of Asset Management. Among all public functions, Asset Management has some of the most direct effects on citizens' quality of life, although the effects are more recognizable when it is done poorly. This overall responsibility covers fixed (or nonfinancial) assets, as well as current financial assets and liabilities. Financial and nonfinancial assets are transient forms of each other, and some assets are associated with liabilities that decrease their value.

6.6. Risk Management

During the implementation process of the CIDP, the county will undertake county risk management that entails identifying, assessing, monitoring, making decisions on and communicating risk issues in the programmes and projects. The risks are classified by category and the level of occurrence. Table 6.5. provides analysis of the risks detailing plausible mitigation measures:

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Table 6.5.: Risk, Implication, Level and Mitigation

Risk Category	Risk	Risk Implication	Risk Level (Low, Medium, High)	Mitigation measures
Fiscal	Insufficient financial resources due to inadequate funding and resource mobilization.	Stalled projects and programmes	Medium	a) Proper planning and budgeting processes b) Prudent utilization of available resources in priority projects and programmes that create optimal impact c) Development of a resource mobilization strategy that include creation of Resource Mobilization Unit d) Investment in income generating initiatives in addition to the budgetary allocation e) Synergies with development partners through proper engagement framework
Technological	Loss of revenue	Unmet revenue target	High	a) Automation of revenue collection b) Streamlining current systems through automation, ICT systems development
	Cyber security Risk	Breach of valuable information	High	Investment in cyber security risk management
Climate Change	Drought	Reduced crop productivity	High	a) Climate smart agriculture practices b) Increased investment on Irrigation fed agriculture
Operational	Overlaps and competing mandates with other public institutions	Misappropriation of public funds	Medium	Collaborate and partnership with public institutions to build synergies and avoid duplication of efforts.
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	a) Timely and Qualified recruitment b) Conduct Competency gap analysis and Identify staffing levels to effectively deliver on the plan c) Develop systems and processes that enhance effectiveness, efficiency and accountability.

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				d) Capacity building through training and team building activities
Social	Rigidity and resistance to change by public	Lack of ownerships	High	Development of a corporate communication Strategy to ensure stakeholders and the public participate in activities.
	Rapid urbanization	Poor waste disposal	Medium	Increased Investment in sewer systems and timely garbage collection
Exogenous	Natural Calamities	Stalled projects and programmes Additional resource burden	Low	a) Enhanced disaster management strategies b) Contingency planning for disasters
	Court Cases	Additional resource burden Delayed project/programme implementation	Low	a) Strict adherence to laws and regulations b) Alternative conflict resolution mechanisms

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Annex 1: County Factsheet

Information Category			County Statistics (as at 2022)	National Statistics (as at 2022)
County Area:				
Total area (Km²)			**2,588.96**	
Non-arable land (Km²)			**163.3**	
Arable land (Km²)			**2,135**	
Size of gazetted forests (Ha)			**25,440**	
Size of non-gazetted forests (Ha)			**0**	
Approximate forest cover (%)			**9.82**	
Water mass (Km²)			**11.2**	
No. of rivers, lakes and wetlands protected				
Total urban areas (Km²)				
No. of quarry sites rehabilitated				
No. of climate change adaptation projects/programmes				
TOPOGRAPHY AND CLIMATE				
Lowest altitude (metres)			**914**	
Highest (metres)			**3,354**	
Temperature range:	High °C		**33**	
	Low °C		**9**	
Rainfall	High (mm)		**1,600**	
	Low (mm)		**1,500**	
Average relative humidity (%)			**69.975**	
Wind speed (Kilometres per hour/knots)			**12.311**	
DEMOGRAPHIC PROFILES				
Total population			**1,095,371**	
Total Male population			**543,145**	
Total Female population			**552,194**	
Total intersex Population			**32**	
Sex ratio (Male: Female)			**49.5:50.5**	
Projected Population		Mid of plan period (2025)	**1,135,521**	
		End of plan period (2027)	**1,163,103**	
Infant population (<1 year)		Female	**10,936**	
		Male	**11,302**	
		Total	**22,237**	
Population under five		Female	**46,435**	
		Male	**45,893**	
		Total	**92,328**	

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Pre- Primary School population (3-5) years	Female	34,802	
	Male	35,219	
	Total	70,021	
Primary school age group (6-13) years	Female	95,798	
	Male	97,624	
	Total	193,422	
	Female	76,187	

Title		County Statistics (as at 2022)	National Statistics (as at 2022)
Secondary school age group (13 - 19) years	Male	82,814	
	Total	159,001	
School Going Population as per CBC Curriculum			
Pre- Primary School population (3-5) years	Female	34,802	
	Male	35,219	
	Total	70,021	
Primary school age group (6-12) years	Female	83,271	
	Male	84,733	
	Total	168,004	
Junior Secondary School age group (13 - 15) years	Female	35,800	
	Male	37,825	
	Total	73,625	
Senior Secondary School age group (16 - 18) years	Female	31,607	
	Male	34,927	
	Total	66,534	
Youthful population (15-34) years	Female	162,445	
	Male	166,615	
	Total	329,060	
Women of reproductive age (15 - 49) years		259,682	
Labour force (15-64) years	Female	323,318	
	Male	324,054	
	Total	647,372	
Aged population (65+)	Female	53,350	
	Male	39,526	
	Inter-sex		
	Total	92,874	
Population aged below 15 years		355,078	
Eligible Voting Population	Name of constituency		

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	1. Kiharu	129,562	
	2. Kangema	52,810	
	3. Gatanga	116,515	
	4.Mathioya	59,758	
	5.Kigumo	86,130	
	6.Kandara	110,219	
	7.Maragua	114,142	
	Total (county)	**669,137**	
No. of Urban (Market) Centres with population >2,000		**6**	
Urban population (By Urban Centre)			
Murang'a	Female	23,074	
	Male	21,828	
	Total	**44,902**	
Maragua	Female	4,759	
	Male	4,153	
	Total	**8,912**	
Kenol	Female	23,715	
	Male	21,986	
	Total	**45,701**	
Kangari	Female	2,257	
	Male	1,989	
	Total	**4,246**	
Kiria-ini	Female	2,113	
	Male	1,806	
	Total	**3,919**	
Sabasaba	Female	1,356	
	Male	1,171	
	Total	**2,527**	

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
Rural population	Female	494,920	
	Male	490,212	
	Intersex	32	
	Total	**985,164**	
Population Density (persons per km2) by Sub-county	Murang'a East	458	
	Kangema	464	

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	Mathioya	521	
	Kahuro	522	
	Murang'a South	338	
	Gatanga	314	
	Kigumo	566	
	Kandara	742	
Incidence of landlessness (%)		0.2	
Percentage of farmers with title deeds (%)		99.8	
Mean holding size (in Acres)		1.4	
Labour force by sector (No.)	Agriculture: Male		
	Female		
	Intersex		
	Rural self-employment: Male		
	Female		
	Intersex		
	Urban self-employment: Male		
	Female		
	Intersex		
	Wage employment: Male		
	Female		
	Intersex		
Unemployment levels (%)	Male		
	Female		
	Intersex		
	Total		
Total number of households		**318,105**	
Average household size		**3.3**	
Female headed households (%)			
Child headed households (%)			
Children with special needs	Male		
	Female		
	Intersex		
	Total		
Children in labour (No)	Male		
	Female		
	Intersex		
	Total		
Number of PWDs	Visual	**10,411**	
	Hearing	**4,402**	
	Speech	**3,664**	
	Physical	**18,630**	
	Mental	**8,012**	
	Other	**5,822**	

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	Total	50,941	
Orphans and Vulnerable children (OVCs) (No.)			
Number of street Families			
Orphanages (No.)			

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
Rescue centres (No.)		1	
Gender Protection Units (No.)		0	
Correction/rehabilitation facilities (No.)		2	
POVERTY INDICATORS			
Absolute poverty (%)			
Rural poor (%)			
Food poverty (%)			
Contribution to National Poverty (%)			
HEALTH			
Five most common diseases (in order of prevalence)		URTI	
		Diseases Of The Skin	
		Arthritis/Joint Pains	
		Intestinal Worms	
		Amoebiasis	
Infant Mortality Rate (IMR)/1000		30/1000	
Neo-Natal Mortality Rate (NNMR)/1000		10/1000	
Maternal Mortality Rate (MMR/100,000)		77/100000	
Post Neo-Natal Mortality Rate (PNNMR)/1000		9/1000	
Child Mortality Rate (CMR)/1000		10/1000	
Under Five Mortality Rate (U5MR)/1000		11/1000	
Prevalence of stunting (Height for Age)		16.1/1000	
Prevalence of wasting (Weight for Height)		12/1000	
Prevalence of underweight (Weight for Age)		12.7/1000	
Life expectancy	Male	63	
	Female	64.5	
Health Facilities (No.)			
	By Sub-county		
Hospitals	Murang'a East	2	
	Kahuro	1	
	Kangema	1	
	Mathioya	1	
	Kigumo	2	
	Kandara	4	

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	Maragua	3	
	Gatanga	2	
Health Centres	Murang'a East	1	
	Kahuro	6	
	Kangema	4	
	Mathioya	4	
	Kigumo	3	
	Kandara	0	
	Maragua	4	
	Gatanga	6	
Dispensaries	Murang'a East	8	
	Kahuro	8	
	Kangema	16	
	Mathioya	15	
	Kigumo	17	
	Kandara	24	
	Maragua	15	
	Gatanga	20	
Private Clinics	Murang'a East	13	
	Kahuro	3	
	Kangema	6	
	Mathioya	4	
	Kigumo	7	
	Kandara	4	
	Maragua	20	
	Gatanga	16	
Nursing Homes	Murang'a East	0	
	Kahuro	0	
	Kangema	0	
	Mathioya	0	
	Kigumo	0	
	Kandara	0	
	Maragua	0	
	Gatanga	0	
Maternity Bed capacity	Murang'a East	51	
	Kahuro	25	
	Kangema	33	
	Mathioya	39	
	Kigumo	42	
	Kandara	74	
	Maragua	84	
	Gatanga	21	
Youth friendly centres	Murang'a East	0	
	Kahuro	0	
	Kangema	0	
	Mathioya	0	

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	Kigumo	0	
	Kandara	0	
	Maragua	0	
	Gatanga	0	
Health Facility Bed Capacity	Murang'a East	211	
	Kahuro	79	
	Kangema	30	
	Mathioya	88	
	Kigumo	30	
	Kandara	137	
	Maragua	95	
	Gatanga	31	
ICU Beds	Murang'a East	35	
	Kahuro	0	
	Kangema	0	
	Mathioya	4	
	Kigumo	0	
	Kandara	1	
	Maragua	0	
	Gatanga	0	
Doctor/patient ratio	Murang'a East	1:12500	
	Kahuro	1:25200	
	Kangema	1:22000	
	Mathioya	1:31000	
	Kigumo	1:15700	
	Kandara	1:37400	
	Maragua	1:11064	
	Gatanga	1:32600	
Nurse/patient ratio	Murang'a East	1:1220	
	Kahuro	1:1400	
	Kangema	1:1397	
	Mathioya	1:1328	
	Kigumo	1:1400	
	Kandara	1:1798	
	Maragua	1:1346	
	Gatanga	1:1250	
Clinical Officers	Murang'a East	51	
	Kahuro	18	
	Kangema	20	
	Mathioya	13	
	Kigumo	27	
	Kandara	16	
	Maragua	38	
	Gatanga	18	
	Ithanga	12	

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Information Category		County Statistics (as at 2022)	Statistics (as at 2022)
Laboratory Technicians	Murang'a East	33	
	Kahuro	17	
	Kangema	17	
	Mathioya	14	
	Kigumo	23	
	Kandara	27	
	Maragua	27	
	Ithanga	8	
	Gatanga	25	
HIV prevalence (%)		2.6%	
Patients on ARVs (No.)		16,740	
Average Distance to Health facility (km)		8	
Antenatal Care (ANC) (%)		87.4	
Health Facility Deliveries (%)		79	
Registered traditional herbalists and medicine-men (No.)		0	
Contraceptive use by women of reproductive age (15-49 yrs) (%)		72.7	
Immunization coverage (%)		87.9	
CHVs (No.)		2,650	
Crude Birth rate		30.4	
Crude death rate		10.3	
AGRICULTURE, LIVESTOCK & FISHERIES			
Crop Farming			
Average farm size (Small scale) (acres)		1.4	
Average farm size (Large scale) (acres)		16	
Main Crops Produced			
Food crops		Maize-970,783-90kg bags	
		Beans-149,993-90 kg bags	
		Sorghum- 248.0-90kgbags	
		Bananas- 80,897 Tonnes	
		Sweet potatoes- 8,156 Tonnes	
		Cassava- 4,820 Tonnes	
		Rice- 4,500-90kg bags	
Horticultural crops		Tomatoes	
		Cabbages	
		Kales	
		Spinach	

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		French beans	
Cash crops		Tea- 173,880,982Kgs;17,860Ha	
		Coffee- 26,332,151Kgs;14,555Ha	
		Pawpaw- 1,571.52 Tonnes	
		Avocado- 121,800 Tonnes	
		Mangoes- 5,507.1 Tonnes	
		Macadamia- 5,041 Tonnes	
Total acreage under food crops (acres)		329,234	
Total acreage under cash crops (acres)		177,636	
Main storage facilities (Maize cribs, store and warehouses)		Grain store-1	
		Milk cooler-	
		Granaries	
Extension officer farmer ratio			
Livestock Farming			
Number of livestock	Dairy Cattle	326,802	
	Beef Cattle	39,681	
	Goats	178,498	
	Sheep	59,782	
	Camel	0	
	Donkey	1,001	
	Pigs	63,074	
	Rabbits	61,298	
	Poultry	1,630,974	
	Others	-	
Number of Ranches		1	
Extension officer farmer ratio		1:3,700	
Irrigation Infrastructure			
Irrigation schemes	Small (<5 Acres)	0	
	Large (>5 Acres)	36	
Type of Livestock, Population and Value			
Dairy cattle	Quantity (Total Population)	326802	
	Value (Kshs.)	26,144,160,000	
Beef cattle	Quantity (Total Population)	39,681	
	Value (Kshs.)	1,587,240,000	
Goat	Quantity (Total Population)	178,498	
	Value (Kshs.)	1,784,980,000	
Sheep	Quantity (Total Population)	59,782	
	Value (Kshs.)	358,692,000	

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Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
Camel	Quantity (Total Population)	0	
	Value (Kshs.)	0	
Livestock Products and Their Value (Annual)			
Milk	Quantity (kg.)	143,374,567	
	Value (Kshs.)	5,734,982,680	
Beef	Quantity (Kgs)	5,893,500	
	Value (Kshs.)	2,475,270,000	
Chevon	Quantity (Kgs)	54,450	
	Value (Kshs.)	27,225,000	
Mutton	Quantity (Kgs)	58,455	
	Value (Kshs.)	29,227,500	
Pork	Quantity (Kgs)	2,114,325	
	Value (Kshs.)	951,446,250	
Chicken meat	Quantity (Kgs)	1,183,795	
	Value (Kshs.)	591,897,500	
Honey	Quantity (Kg.)	151,335	
	Value (Kshs.)	90,801,000	
Hides	Quantity (kg.)	39,126	
	Value (Kshs.)	1,173,780	
Eggs	Quantity (Trays)	3,781,498	
	Value (Kshs.)	1,323,524,300	
FISHERIES			
Fish traders (No.)		18	
Fish farm families (No.)		2,146	
Fish ponds (No.)		2,127	
Fish Tanks (No.)		8	
Area of fish ponds (m^2)		530,000	
Main species of fish catch (list with tonnage)	Cat fish	4.2	
	Tilapia	8.1	
Fishing nets (No.)		N/A	
No. of fish landing sites		N/A	
No. of Beach Management Units		N/A	
OIL AND MINERAL RESOURCES			
Mineral and Oil potential (explain)			
Ongoing mining and extraction activities (Quarry, sand harvesting, cement etc.)			
FORESTRY			
No. of gazetted forests		5	
No. of non-gazetted forests		0	
No. of community forests		0	

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No. of people engaged in forestry			
Seedling production	Forest Nurseries (No. of seedlings)		
	Private Nurseries (No. of seedlings)		
Quantity of timber produced(m^3)			
EDUCATION AND TRAINING			
Pre-Primary School			
No. of ECD centres		**676**	
No. of ECD teachers		**1,040**	
Teacher/pupil ratio		**1:39**	
Total Enrolment	Girls	**20,491**	
	Boys	**20,880**	

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
Average years of attendance (years)		**4**	
Transition rate %		**99**	
Primary Schools			
Number of primary schools		**513**	
Number of teachers		**5,596**	
Teacher/pupil ratio		**1:34**	
Total enrolment	Boys	**98,267**	
	Girls	**93,409**	
Dropout rate %			
Enrolment rate %			
Retention rate %			
Proportion of community nearest to public primary school	0 – 1Km		
	1.1 – 4.9Km		
	5Km and more		
Special Needs Schools			
Number of Special Needs Schools		**5**	
No. of Integrated Schools		**131**	
Number of teachers		**211**	
Teacher/pupil ratio		**1:12**	
Total enrolment	Boys	**1,272**	
	Girls	**947**	
Dropout rate %			
Enrolment rate %			
Retention rate %			
Secondary Schools			
Number of secondary schools		**316**	
Number of teachers		**5,222**	
Teacher/student ratio		**1:24**	
Total enrolment	Boys	**61,904**	

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	Girls	63,658	
Dropout rate %			
Enrolment rate %			
Retention rate %			
Proportion of community nearest to public secondary school	0 – 1Km		
	1.1 – 4.9Km		
	5Km and more		
Vocational Training Centres	No.	70	
	Enrolment	7,214	
	Attendance	5,770	
Tertiary Education (accredited public and private)	No. of TVETS	7	
	No. of universities	2	
	Enrolment (desegregate by sex)		
	Attendance		
Adult Literacy	Number of adult literacy centres	173	
	Enrolment	1,952	
	Attendance	1,232	
Literacy rate (%)	Male		
	Female		
	Total	86	
Ability to read	Can read (%)		
	Cannot read (%)		

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
Ability to write	Can write (%)		
	Cannot write (%)		
Ability to read and write	Can read and write (%)		
	Cannot read and write (%)		
Percentage of schools with access to:	Electricity		
	Internet		
	Computers		
TOURISM AND WILDLIFE			
Hotels by category (No.)	Five star	None	
	Four star	2	
	Three star	None	
	Two star	None	
	One star	None	
	Unclassified	10	30,800
Hotel bed capacity by category (No.)	Five star	N/A	
	Four star	420	
	Three star	N/A	

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	Two star	N/A	
	One star	N/A	
	Unclassified	640	22.5m
Animal Types ((No.)	Elephants	N/A	36,280
	Rhino	N/A	1,739
	Lion	N/A	2,589
	Leopards	N/A	1,160
	Vervet monkey	5,000	
Number of Wildlife Conservation Areas (No.)	Game parks	1	27
	Reserves	NONE	34
	Conservancies	NONE	100+
	Game ranches	NONE	No verified info..
Number of tourists visiting attraction sites, annually (No.)	Domestic		
	Foreign		
Museums (list)		None	
Heritage and Cultural sites (No.)		5	22
Social amenities			
Talent Academies (No.)		0	
Sports stadia (No.)		10	
Libraries /information documentation centres (No.)		2	
Social halls/Recreation Centres (No)		5	
Public Parks (No)		0	
FINANCIAL SERVICES			
Number of co-operative societies			
Active cooperative societies (No.)		443	
Dormant cooperatives societies (No.)		29	
Collapsed Cooperatives (No.)		46	
Total Registered Membership (No.)		659,351	
Commercial banks (No.)		7	
Micro-finance Institutions (No.)		6	
Mobile money agents (No.)			
Village Savings and Loan Associations (No.)			
Community Organizations/Non-State Actors			
Public Benefits Organizations (PBOs)	NGOs		
	CBOs	270	

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
	FBOs		
	special interest groups		
BLUE ECONOMY			
Total Area under marine protection		0	
Total area of marine reserves		0	

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ENVIRONMENTAL MANAGEMENT			
Volume of solid waste generated: Daily/Annual		**250 tonnes**	
Volume of solid waste collected & Disposed: Daily/Annual		**70 tonnes**	
Proportion of waste recycled		**10**	
No. of Material Recovery Facilities		**0**	
No. of Waste Management Facilities		**3**	
WATER AND SANITATION			
Households with access to piped water (No.)		**161,311**	
Households with access to portable water (No.)		**156,467**	
Permanent rivers (No.)		**15**	
Shallow wells (No.)		**2,740**	
Protected springs (No.)		**95**	
Un-protected springs (No.)		**345**	
Water pans (No.)		**85**	
Dams (No.)		**12**	
Boreholes (No.)		**250**	
Distribution of Households by Main Source of water (%)	Piped into dwelling	**52**	
	Piped	**32**	
	Rain/harvested	**2**	
	Borehole	**7**	
	Protected well	**2**	
	Protected spring	**1.5**	
	Unprotected well	**1**	
	Unprotected spring	**0.5**	
	Stream	**1.4**	
	Water Vendor	**0.4**	
	Dam	**0.1**	
	Pond	**0.1**	
	Lake	**0**	
Water supply schemes (No.)		**5**	
Average distance to nearest water point (km)			
Households distribution by time taken (minutes, one way) to fetch drinking water:	0	**0**	
	1-4	**156,900**	
	5-14	**163,860**	
	15-29	**110**	
	30-59	**230**	
	60+	**220**	
No. of Water Resource User Associations (WRUA) established		**17**	
Households with latrines (%)	Flush toilet	**6.17**	
	VIP Latrine	**3.99**	
	Uncovered Pit Latrine	**89.84**	
	Bucket	**0**	
	Collected by local Authority	**10**	

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Community distribution by type of waste/garbage disposal (%):	Collected by Private firm	1	

Information Category		County Statistics (as at 2022)	National Statistics (as at 2022)
	Garbage pit	60	
	Burning	10	
	Public garbage heap	20	
	Farm Garden	6	
	Neighbourhood Community group	0	
ENERGY			
Households with electricity connection (prop.) %		60.5	
% of trading centres connected with electricity		99	
HHs distribution by main cooking fuel	Electricity (%)	0.4	
	Gas (LPG) (%)	17.0	
	Biogas (%)	0.6	
	Solar (%)	0.0	
	Paraffin (%)	4.7	
	Firewood (%)	74.8	
	Charcoal (%)	2.5	
HHs distribution by main lighting fuel	Electricity (%)	60.5	
	Gas (LPG) (%)	0.1	
	Biogas (%)	0.1	
	Solar (%)	8.8	
	Paraffin (%)	27.3	
	Tin lamp (%)	3.1	
	Fuel wood (%)	0.1	
HOUSING			
Type of Housing	Permanent (%)	48	
	Semi-permanent (%)	52	
Roofing material	Iron Sheets (%)	95	
	Grass thatched (%)	0.18	
	Tiles (%)	4.82	
Housing wall	Bricks (%)	40	
	Mason stones (%)	2	
	Mud (%)	58	
Floor type	Cement (%)	39	
	Earthen (%)	60	
	Clay (%)	1	
INFRASTRUCTURE			
Road Length			
Bitumen surface (km)		714.15	

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Gravel surface (km)	1,482	
Earth surface (km)	798.4	
Railway line (km)	65	
Railway stations (No.)	1	
Major bus parks (No.)	5	
Lorry parks (No.)		
Operational Airports (No.)	0	
Operational Airstrips (No.)	0	
Telecommunication		
Number of telephone connections % of county covered by CDMA wireless		
Mobile network coverage (%)	98	
Proportion of population with internet/broadband connectivity		
Information Category	**County Statistics (as at 2022)**	**National Statistics (as at 2022)**
Private couriers (No.)	20	
Post Offices (No.)	6	
Licensed stamp vendors (No.)	0	
TRADE AND INDUSTRY		
Trading centres (with >2000 population) (No.)	154	
Registered retail traders (No.)	20,554	
Registered wholesale traders (No.)	347	
Jua kali Associations (No.)	2	
Major industries (No.)	21	
Micro, Small and Medium Enterprise (No.)	48,321	
Flood lights/street lights (No.)	250	
No of Market Stalls	2,109	
Disaster Management		
Fire engines (No)	8	
Fire stations (No)	3	
Fire fighters (No)	38	
Ambulance (No)	0	

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Annex 2: Population Projection (by Sub County and Sex)

Sub County	2019 Census			2022 Projections			2025 Projections			2027Projections		
	M	F	T	M	F	T	M	F	T	M	F	T
Murang'a East	54,665	55,645	110,311	56,669	57,685	114,354	58,746	59,799	118,546	60,173	61,252	121,425
Kangema	39,582	40,862	80,447	41,033	42,360	83,396	42,537	43,912	86,453	43,570	44,979	88,553
Mathioya	45,454	47,359	92,814	47,120	49,095	96,216	48,847	50,894	99,743	50,034	52,131	102,166
Kahuro	43,352	44,834	88,193	44,941	46,477	91,426	46,588	48,181	94,777	47,720	49,351	97,079
Murang'a South	91,732	93,087	184,824	95,094	96,499	191,599	98,580	100,036	198,622	100,975	102,466	203,446
Gatanga	94,437	93,548	187,989	97,899	96,977	194,880	101,487	100,532	202,023	103,952	102,974	206,930
Kigumo	67,989	68,929	136,921	70,481	71,456	141,940	73,065	74,075	147,143	74,839	75,874	150,717
Kandara	86,698	88,393	175,098	89,876	91,633	181,516	93,170	94,992	188,170	95,433	97,299	192,740
Aberdare Forest	31	12	43	32	12	45	33	13	46	34	13	47
Total	**523,940**	**532,669**	**1,056,640**	**543,145**	**552,194**	**1,095,372**	**563,053**	**572,434**	**1,135,523**	**576,730**	**586,339**	**1,163,103**

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Annex 3: Local Revenue Projections (2022-2028)

Type of Revenue	Projections						
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Licenses	109,403,052	164,104,578	182,338,420	218,806,104	255,273,788	273,507,630	1,203,433,572
Plot Rent/Land Rates	54,879,659	82,319,489	91,466,099	109,759,319	128,052,538	137,199,148	603,676,252
Other Cess Revenue	31,498,387	47,247,580	52,497,312	62,996,774	73,496,236	78,745,967	346,482,256
House Rent/Stall/Hall	5,530,210	8,295,315	9,217,017	11,060,420	12,903,823	13,825,525	60,832,310
Bus Park Fee	20,232,261	30,348,392	33,720,436	40,464,523	47,208,610	50,580,653	222,554,875
Parking Fee	21,907,744	32,861,616	36,512,907	43,815,488	51,118,069	54,769,360	240,985,184
Barter Market Fee	41,220,154	61,830,231	68,700,256	82,440,307	96,180,359	103,050,384	453,421,691
Plan Approval	9,982,724	14,974,086	16,637,874	19,965,449	23,293,023	24,956,811	109,809,967
Self Help Group	1,369,513	2,054,270	2,282,522	2,739,027	3,195,531	3,423,784	15,064,647
Morg. Fee	1,824,822	2,737,232	3,041,369	3,649,643	4,257,917	4,562,054	20,073,037
Sub Division/Transfer	6,409,863	9,614,794	10,683,105	12,819,726	14,956,347	16,024,657	70,508,492
Liquor	30,437,863	45,656,794	50,729,772	60,875,726	71,021,680	76,094,657	334,816,492

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Type of Revenue	Projections						
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Motor Bikes	2,262,942	3,394,412	3,771,569	4,525,883	5,280,197	5,657,354	24,892,357
Slaughter	1,975,535	2,963,302	3,292,558	3,951,069	4,609,581	4,938,837	21,730,882
Building Materials & Other Cess	48,087,702	72,131,553	80,146,170	96,175,404	112,204,638	120,219,255	528,964,722
Advertisement	6,550,890	9,826,335	10,918,150	13,101,780	15,285,410	16,377,225	72,059,790
Education & Poly	171,830	257,746	286,384	343,661	400,937	429,576	1,890,134
Other Land Based Revenue	4,121,006	6,181,508	6,868,343	8,242,011	9,615,680	10,302,514	45,331,062
Sale Of Forms	3,743,223	5,614,834	6,238,704	7,486,445	8,734,186	9,358,056	41,175,448
Conservancy	9,773,354	14,660,032	16,288,924	19,546,709	22,804,494	24,433,386	107,506,899
Impounding Fees	1,723,609	2,585,413	2,872,681	3,447,217	4,021,754	4,309,022	18,959,696
Penalties	469,262	703,893	782,104	938,525	1,094,945	1,173,156	5,161,885
Fire Fighting	12,176,340	18,264,511	20,293,901	24,352,682	28,411,462	30,440,852	133,939,748
Land Housing & Phy. Planning	1,525,928	2,288,891	2,543,213	3,051,855	3,560,498	3,814,819	16,785,204

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Type of Revenue	Projections						
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Mariira Farm	176,269	264,404	293,782	352,538	411,295	440,673	1,938,961
Cooperatives (Audit)	684,797	1,027,195	1,141,328	1,369,593	1,597,859	1,711,991	7,532,763
Livestock (A.I)	2,240,725	3,361,088	3,734,542	4,481,450	5,228,359	5,601,813	24,647,977
Meat Inspection	9,043,420	13,565,132	15,072,368	18,086,842	21,101,316	22,608,553	99,477,631
Vet. Clinical Servi	1,251,859	1,877,788	2,086,431	2,503,717	2,921,004	3,129,647	13,770,446
Hospitals /H.C	136,584,010	204,876,014	227,640,016	273,168,019	318,696,022	341,460,024	1,502,424,105
Public Health	21,760,305	32,640,458	36,267,176	43,520,611	50,774,046	54,400,764	239,363,360
Weight & Measures	980,742	1,471,113	1,634,569	1,961,483	2,288,397	2,451,854	10,788,158
Total	**600,000,000**	**900,000,000**	**1,000,000,000**	**1,200,000,000**	**1,400,000,000**	**1,500,000,000**	**6,600,000,000**

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Annex 4: Irrigation Projects (2023-2027)

Irrigation Projects

Project Name	Location	Objective	Description of key activities	Performance Indicator	Time-frame	Implementing Agencies	Cost (Kshs)
Gachirago	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	100M
Kandundu	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 500 members to irrigate 60 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	600M
Mukurwe wa Nyagathanga	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 2000 households to irrigate 200Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	750M
Gathinja	Wangu ward, Kiharu Sub- County	To supply water for irrigation to 150 households to irrigate 15Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	150M
Gakenia	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 140 households to irrigate 15 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	80M
Kiariua	Wangu ward, Kahuro Sub- County	To supply water for irrigation to 80 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	50M

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KAKAGI	Mugoiri ward, Kahuro Sub- County	To supply water for irrigation to 300 members to irrigate 30 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	300M
Ndugaki	Mugoiri ward, Kahuro Sub- County	To supply water for irrigation to 400 members to irrigate 50 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Gakima	Murarandia ward, Kahuro Sub- County	To supply water for irrigation to 800 members to irrigate 80 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	820M
Mbagiki	Mugoiri ward, Kahuro Sub- County	To supply water for irrigation to 200 members to irrigate 20 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	200M
Marigu	Ithiru ward, Kandara Sub-County	To supply water for irrigation to 154 households to irrigate 16 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	150M
Ruchu	Ithiru ward, Kandara Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	120M
Mugiki	Ruchu ward, Kandara Sub-County	To supply water for irrigation to 250 members to irrigate 25 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	300M

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Gikui Kirikoini	Ithiru ward, Kandara Sub-County	To supply water for irrigation to 100 households to irrigate 10 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	100M
Ajibika	Ruchu & Ithiru wards, Kandara Sub-County	To supply water for irrigation to 1,000 households to irrigate 100 Ha.	Completion of gravity mains & distribution system	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	550M
Kibarabari	Ruchu ward, Kandara Sub-County	To supply water for irrigation to 150 members to irrigate 15 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	200M
Mucika	Ithiru ward, Kandara Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	500M
Kioneki	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 1000 members to irrigate 100 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	650M
Ndakaini-Wanduhi	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 400 households to irrigate 45 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	750M
Mbogiti	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 2200 households to irrigate 220 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	800M

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Gathwariga	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 150 members to irrigate 15 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	200M
Iria kiriga	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 130 members to irrigate 13 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	150M
Aberdare	Kariara ward, Gatanga Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	500M
Kakuzi	Kakuzi/Mitumbiri wards, Gatanga Sub-County	To supply water for irrigation to 350 members to irrigate 35Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Kariara	Kigumo ward, Kigumo Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	100M
Nyanjigi	Muguru Ward, Kangema Sub-County	To supply water for irrigation to 1,000 households to irrigate 200 Ha.	Completion of distribution system	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	500M
Mithanga Gachogi	Rwathia Ward, Kangema Sub-County	To supply water for irrigation to 500 households to irrigate 50 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	650M

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Kayu Kiawambogo	Rwathia Ward, Kangema Sub-County	To supply water for irrigation to 350 households to irrigate 35 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	350M
Kenyanjeru Rwathia (Kenrwa)	Rwathia Ward, Kangema Sub-County	To supply water for irrigation to 300 households to irrigate 30 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	250M
Kanyenyaini	Kanyenya-ini, Ward Kangema Sub-County	To supply water for irrigation to 1000 members, to irrigate 100 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	800M
Gacharaigu	Muguru Ward, Kangema Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	330M
Marimira	Muguru Ward, Kangema Sub-County	To supply water for irrigation to 80 members to irrigate 8 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	30M
Mirira	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 2300 members to irrigate 260 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	600M
Thathawa	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 350 members to irrigate 40 Ha.	Completion of distribution system	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Kiangoci Mucunguca	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 300 members to irrigate 30 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	300M

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Kiangage	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 350 members to irrigate 35 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Kakamu	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 300 members to irrigate 30 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	350M
Kamakiga	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	50M
Ndikwe valley	Mbiri ward, Kiharu Sub- County	To supply water for irrigation to 60 members to irrigate 6 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	35M
Mukurwe mweru	Gaturi ward, Kiharu Sub- County	To supply water for irrigation to 1000 members to irrigate 100 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	300M
Mirichu - Murika	Mugoiri ward, Kahuro Sub- County	To supply water for irrigation to 2000 members to irrigate 400 Ha.	Completion of distribution system	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	518M
Wakio	Wangu ward, Kahuro Sub- County	To supply water for irrigation to 350 households to irrigate 35 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	400M

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Kangari	Kinyona ward, Kigumo Sub-County	To supply water for irrigation to 300 members to irrigate 30 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	300M
Muthithi	Muthithi ward, Kigumo Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	50M
Boro	Kinyona ward, Kigumo Sub-County	To supply water for irrigation to 80 members to irrigate 8 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	40M
Gachororima	Kigumo ward, Kigumo Sub-County	To supply water for irrigation to 80 members to irrigate 8 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	30M
Kiahigaini	Kigumo ward, Kigumo Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	50M
Michoni	Kinyona ward, Kigumo Sub-County	To supply water for irrigation to 80 members to irrigate 8 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	40M
Kaki	Kigumo ward, Kigumo Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	50M
Nginda	Nginda ward, Maragua Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	80M

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Beatitude	Nginda ward, Maragua Sub-County	To supply water for irrigation to 100 members to irrigate 10 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	120M
Karungangi	Wempa ward, Maragua Sub-County	To supply water for irrigation to 200 members to irrigate 20 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	150M
Thimanga	Nginda ward, Maragua Sub-County	To supply water for irrigation to 300 members to irrigate 30 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	200M
Kahumbu kamahuha	Kahumbu /kamahuha wards, Maragua Sub-County	To supply water for irrigation to 3000 members to irrigate 300 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	800M
Kahaini punda milia	Nginda ward, Maragua Sub-County	To supply water for irrigation to 500 members to irrigate 50 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	500M
Mathareini - Ndonga	Kigumo & Kahumbu wards, Kigumo Sub-County	To supply water for irrigation to 2000 members to irrigate 200 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	350M
Gacharage	Kinyona ward, Kigumo Sub-County	To supply water for irrigation to 200 households to irrigate 20 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	200M
Chui	Gitugi Ward, Mathioya Sub-County	To supply water for irrigation to 500	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	500M

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		members to irrigate 50 Ha.					
Kirungu	Gitugi Ward, Mathioya Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Gatunguru	Njumbi Ward, Mathioya Sub-County	To supply water for irrigation to 400 members to irrigate 40 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	400M
Gakoe	Gitugi Ward, Mathioya Sub-County	To supply water for irrigation to 200households to irrigate 20 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	350M
Kariu	Njumbi Ward, Mathioya Sub-County	To supply water for irrigation to 350 members to irrigate 35 Ha.	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & community	100M
Gikindu-Kandabibi	Kamacharia Ward, Mathioya Sub-County	To supply water for irrigation to 450 households to irrigate 45Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	580M
Ititu-Ikundu	Nginda Ward, Maragua Sub-County	To supply water for irrigation to 544 households to irrigate 55 Ha.	Construction of the project	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NARIGP	107M
Gaimbuga	Karurumo & Nginda Wards, Maragua Sub-County	To supply water for irrigation to 250households to irrigate 65 Ha	Construction of the scheme	-Area under irrigation - No. of households irrigating.	2023-2027	MCG & NIA	260M

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Appendix 1: County Urban Institutional Development Strategy (CUIDS)

Institutional development for the county's urban areas

The county will implement the Kenya Urban Support Program through nine major urban areas, namely; Murang'a, Kenol and Kangari which are earmarked for municipal status. On the other hand, Kiria-ini, Kangema, Kahuro, Kanguku, Kandara and Kirwara are earmarked for upgrade to town status. The county will have municipal boards each with nine members as per the Urban Areas and Cities (Amendment) Act 2017. Each board will be supported by a municipal manager. The county will also institute town management committees for the six identified towns (Kiria-ini, Kangema, Kahuro, Kanguku, Kandara and Kirwara).

Currently, Murang'a Municipality board members are formally appointed and the Municipal Charter is operational. The Murang'a Municipal Board will spearhead the delimitation and establishment of other urban centres, including but not limited to proposed new municipalities (Kenol and Kangari) and towns (Kiriaini, Kangari, Kahuro and Kangema). This will form its urban demarcation span.

The boards and committees once formed will serve as independent entities that are able to prepare their own budget and have separate budgets. This implies that the boards and county government will operate as separate entities, but will pursue harmonious objectives.

The County Public Service Board will be utilized to recruit staff for the municipal boards and town committees. On the other hand, the existing procurement and finance policies will be adopted by the boards. The boards will prepare their own urban investment projects / programs as per the CIDP which will be shared and discussed at the County Executive Committee.

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ANNUAL ACTION PLAN AND BUDGET

URBAN AREA MATRIX: CURRENT SITUATION

Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	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	Municipality	Y	Municipal Manager	Y (Requires renovation)	Staff seconded	Plans for separate budget in progress	Yes IDeP preparation complete Spatial plan in draft form	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

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Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	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
Kenol	1.3691° S, 37.2256° E	110,771	N	Town Council	Proposed municipality	N	Sub-County Administrator	Y (Requires renovation)	15 professional and 40 technical	No separate Budget	Yes IDeP and spatial plan development ongoing	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

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Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	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
Kangari	29°16'49"N 57°06'30"E	75,022	N	Unclassified	Proposed municipality	N	Sub-county administrator	Yes (Requires renovation)	15 professional and 15 technical	No Separate Budget	Yes IDeP and town spatial plan development ongoing	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

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Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	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
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	Yes IDeP and town spatial plan development ongoing	Town administration and management
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	Yes IDeP and town spatial plan development ongoing	Town administration and management
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	Yes IDeP and town spatial plan development ongoing	Town administration and management

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Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	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
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	Yes IDeP and town spatial plan development ongoing	Town administration and management
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	Yes IDeP and town spatial plan development ongoing	Town administration and management
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	Yes IDeP and town spatial plan development ongoing	Town administration and management

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

ATTACHMENT 2

URBAN AREA INSTITUTIONAL DEVELOPMENT MATRIX - PROPOSALS FOR 3-5-YEAR HORIZON

	General		Specific							
Name(s) of urban area	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	Municipality manager working in collaboration with seconded staff	To have autonomy for effective service delivery	Yes	Municipal Manager Yes	To use existing offices housing Town management. Procurement of office furniture ongoing	Major departments manned by seconded Staff	To have separate budget as separate vote in county budget which will be financed by the County and Grant from the program	Ongoing	The board responsible for service and infrastructure delivery based on their planned programs	Reviewed boundaries approved by County Assembly
Kenol	Town	Proposed municipality	To set up Municipal Board with 9 members	Municipal Manager Proposed timeline is June 2021	To use existing offices housing Sub County	Professional and technical Staff.	To have separate budget as separate vote in county	To start effective from office setup	The Board will be responsible for service and infrastructur	Demarcation already in progress. Initial boundary

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Name(s) of urban area	General		Specific							
	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
			June 2023		administrator but to procure office furniture's Proposed timeline is June 2023		budget which will be financed by the County and Grant from the program	and staffing Proposed timeline is by June 2023	e delivery based on their planned programs By June 2023	report approved by County Assembly
Kangari	Town	Proposed municipality	To set up Municipal Board with 9 members June 2023	Municipal Manager Proposed timeline is June 2021	To use existing offices housing Sub County administrator but to procure office furniture's Proposed timeline is June 2023	5 Professional and 4 technical Staff.	To have separate budget as separate vote in county budget which will be financed by the County and Grant from the program	To start effective from office setup and staffing Proposed timeline is by June 2021	The Board will be responsible for service and infrastructure delivery based on their planned programs By June 2023	Demarcation already in progress, and assembly will have approved by March 2021

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COUNTY URBAN AREA INSTITUTIONAL DEVELOPMENT – ANNUAL ACTION PLAN & BUDGET

FINANCIAL YEAR: 2022/2023 – 2023-2027

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
Developing institutions for urban management	Public participation / Hold consultations with residents in selected urban areas			■			■			■			■	In-house County Government staff to be used	Meeting costs Lunch allowance Local travel costs	6,000,000
	Draw up municipal charter for 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	5,500,000
	Select and appoint municipal board members and Managers for Kenol and Kangari					■	■	■	■	■	■	■	■	In-house county government staff to be used / County Public Service Board	Meeting costs Lunch allowance	4,000,000
	Orientation/Training for municipal board/ municipal manager/Municipal staff for Murang'a, Kenol, Kangari and selected towns							■	■	■	■	■	■	External consultants to be hired UDD staff and support needed	Consultancy fees Meeting costs Local travel costs Training materials	6,000,000
	Establish municipal office space for Kenol, Murang'a and Kangari - Office - Equipment's and Furniture's - Stationery				■	■	■	■	■	■	■	■	■	In-house county government staff to be used	Meeting costs	35.000.000

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CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (KES)
		J	A	S	O	N	D	J	F	M	A	M	J			
	Prepare investment project pipeline for urban areas													In-house county government staff to be used UDD staff and support needed	Consultancy fees Meeting costs Per diems for travel Local travel costs	35.000.000
	Undertake urban spatial plan - Mapping and survey of Municipals and Town Boundaries													In-house county government staff to be used External consultants to be hired	Consultancy fees Meeting costs Per diems for travel Local travel costs	10.000.000
															Total annual budget	**101,500,000**
														Resources	County Contribution	81.500.000
															Other budget contributions (including UIG)	30.000.000
															Total resources	**101.500.000**