

COUNTY GOVERNMENT OF KWALE



COUNTY SECTORAL PLAN 2023-2032

“Efficient and effective Public Service Delivery”

SEPTEMBER 2023

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Coastal and marine tourism represents at least 50 percent of total global tourism. A sustainable, regenerative and resilient coastal and marine tourism sector has the potential to be the foundation for a sustainable ocean economy—delivering on the vision for protection, production and prosperity—by stimulating new high quality

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economic opportunities for local communities, restoring the natural environment and revitalising culture and heritage.27

DIAGRAM OF THE MAIN TYPES OF MARINE RENEWABLE ENERGY (MRE) TECHNOLOGIES WITH, FROM LEFT TO RIGHT: OCEAN THERMAL ENERGY CONVERSION PLANTS (THERMAL ENERGY), OFFSHORE FIXED-FOUNDATION AND FLOATING WIND TURBINES (WIND ENERGY), TIDAL TURBINES (TIDAL ENERGY) AND WAVE ENERGY CONVERTERS (WAVE ENERGY).27

MARINE ECOSYSTEM SERVICES.....27

MARINE ECOSYSTEM SERVICES ARE THE BENEFITS PROVIDED TO HUMANS BY THE MARINE ECOSYSTEMS. FUNCTIONAL MARINE ECOSYSTEMS HAVE GREAT BENEFITS TO BOTH HUMAN AND THE ENVIRONMENT. THESE BENEFITS CAN BE PROVISIONING SUCH AS THE HARVESTING OF FOOD FROM FISHERIES, PROTECTING SUCH AS THE CAPTURING AND STORING OF CARBON DIOXIDE SO THAT IT IS NO LONGER AVAILABLE FOR RELEASE INTO THE ATMOSPHERE THUS SLOWING GLOBAL WARMING AND CULTURAL SUCH AS RELIGIOUS SIGNIFICANCE OF RELATING TO THE OCEAN THROUGH OUR ANCESTORS......27

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Domestic Waste is waste, which is either solid or liquid generated in residential areas, Commercial settings and institutions. Waste is defined as an unwanted as, it is obviously undesirable but inevitable and inherent product of social, economic and cultural life. The indiscriminate disposal of waste, both liquid and solid, adversely affects the immediate human environment by degrading the natural phenomena hence, exerting health risk to exposed population. Health risks may be carried through different ways including flies, dogs, rodent and others that scavenge on the waste......32

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LITERACY IS THE ABILITY TO READ AND WRITE. APART FROM EQUIPPING CITIZENS WITH THE KNOWLEDGE AND SKILLS FOR THE JOB MARKET, LITERACY EMPOWERS CITIZENS TO PARTICIPATE IN DECISION MAKING PROCESSES, ENJOY THEIR FUNDAMENTAL RIGHT AND ENABLE THEM TO LEAD A DIGNIFIED LIFE. KWALE COUNTY SEEMS TO HAVE A HIGH ILLITERACY LEVEL AT A RATE OF 24.5 PERCENT ABOVE THE COUNTRY’S RATE OF 18.5 PERCENT. LUNGALUNGA SUB COUNTY HAS THE HIGHEST ILLITERACY RATE AT 31.0 WITH 55,779 WHO NEVER WENT TO SCHOOL.35

ACCORDING TO KENYA POPULATION AND HOUSING CENSUS 24.5 PERCENT OF THE POPULATION HAVE NEVER BEEN TO SCHOOL AND THE RATE IS VERY HIGH FOR WOMEN AT 29.1 PER CENT. THOSE WHO DID NOT COMPLETE THEIR LEARNING STANDS AT 12.6 PER CENT IMPLYING SIZEABLE NUMBER OF CHILDREN AND YOUTH DO NOT COMPLETE THEIR LEARNING EITHER DUE TO LACK OF SCHOOL FEES OR OTHER REASONS. EFFORTS SHOULD

THEREFORE BE MADE TO IMPROVE ON THE ACCESS TO EDUCATION AND LITERACY LEVELS BY ENHANCING ENROLMENT AND RETENTION THROUGH SUCH PROGRAMMES LIKE THE BURSARY, SCHOLARSHIP AWARDS, SCHOOL FEEDING AND GENERAL ECONOMIC EMPOWERMENT OF THE CITIZENS. THE SCHOOL ATTENDANCE STATUS IS GIVEN BELOW: ..35

ACCORDING TO THE KPHC 2019, KWALE COUNTY HAD A TOTAL OF 42,799 ATTENDING SECONDARY TO UNIVERSITY LEVEL EDUCATION. THIS CAN FORM A SIGNIFICANT LABOUR FORCE IN THE COMING YEARS ESPECIALLY IN THE LABOUR INTENSIVE INDUSTRIES. MORE SO DEVELOPMENT OF HUMAN CAPITAL WILL BE ENHANCED THROUGH THE *ELIMU NI SASA* INITIATIVE WHICH SUPPORTS THE EDUCATION OF BRIGHT STUDENTS FROM NEEDY FAMILIES. STATISTICS ON POPULATION CURRENTLY ATTENDING SCHOOL /LEARNING INSTITUTION IS GIVEN BELOW.....35

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The County ‘s population in this age cohort is projected to increase to 111,504 in the year 2028 implying that more ECDE facilities will be required. Considering the standard ratio of 1:25 pupils and average of 50 children per facility then 2,230 facilities will required. The County Government will have to confront the challenge of ECDE funding manifested in increased infrastructure, staffing, food programme and other emerging challenges like the need to fund digital learning in pre-primary education. The number of ECDE centres constructed by the County Government rose from 40 in 2013 to 534 in 2020 while the number of ECDE teachers increased from 451 to 949 during the same period. The enrolment of children in ECDE has been increasing since the start of devolution across all the sub counties albeit for changes introduced by the Ministry of Education on the curriculum and the age for pre-primary school going children. The introduction of Competency Based Curriculum in 2017 resulted to a drop in enrollment since children enrollment is now done at only two levels, that is, Pre-primary 1 and 2. Initially, enrolment for ECDE was in three levels, Kindergarten (KG) 1, 2 and 3 with no restrictions on age.36
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THE TOTAL NUMBER OF PERSONS WORKING IN KWALE COUNTY IS 333587. THE SUB COUNTIES WITH THE HIGHEST NUMBER OF PEOPLE SEEKING FOR JOBS BUT CANNOT FIND IS IN MSAMBWENI SUB COUNTY (13868) AND MATUGA SUB COUNTY (11454). THE NUMBER OF PEOPLE WHO ARE OUT OF THE LABOUR FORCE IS 350840.THESE PEOPLE ARE DEPENDANTS IMPLYING THERE IS A HIGH DEPENDENCY RATIO OF 48.1 PERCENT. THE DEPENDENCY RATION IS HIGHEST IN SAMBURU (49.9), FOLLOWED BY MATUGA (49.1), KINANGO (48.9), LUNGALUNGA (46.9) AND MSAMBWENI (45.9).DISTRIBUTION OF POPULATION BY ACTIVITY STATUS IS GIVEN BELOW37

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A section of Kwale Baraza park land to be transformed into a recreational park in Kwale town. Photo courtesy of the Star Newspaper, November 202239
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<i>The KPHC 2019 indicates that there were only 36.7 per cent of the population who own mobile phones with the number being 287,765 with males and females being 151,386(39.6 per cent and 136,374 females (34.0 per cent) respectively. On internet usage 12.4 per cent of the population about 97,240 were using internet. Out of this,57,487 were males (15.0 per cent) while females were 39,749(9.9 per cent).Computer usage stood at 4.6 per cent which is about 35,746 persons which includes 21,196 males(5.5 per cent) and 14,547 females(3.6 per cent).</i>			48
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SECTORAL PLAN FOR THE COUNTY GOVERNMENT OF KWALE

Sectoral Vision

Leading County in Public Service Delivery

Sectoral Mission

To provide efficient and effective services through good governance and servant leadership that will enhance the quality of life of our citizens

Core Values

Transparency, Accountability and Integrity

Inclusiveness and Equity

Empowerment

Quality and Result Oriented

Innovation

FOREWORD

The Constitution 2010 ushered in a new system of governance in Kenya comprising of one national government and 47 county governments. Devolution set in motion real self-governing and decision making at the grass roots. The journey started in 2013 and for the last ten years the fruits of devolution have been trickling to the citizens. The 2022 General Elections were nostalgic and historical for Kwale County. Kwale County produced the first female governor from the Kenya's coastal region. As the Governor of Kwale County, I have the pleasure to present to you the first county sectoral plan which will guide development in my government for the period 2023 to 2032. Preparation of the county sectoral plan is a requirement by the law as stipulated in section 109 of the County Government Act, 2012.

In this plan period, our objective is to continue and accelerate the county transformation agenda through implementation of appropriate policies and high impact programmes which will have a long-term county inclusive growth, poverty reduction and shared prosperity. The gains made from the commendable job done by my predecessor and mentor Emeritus Governor Salim Mvurya need to be build up so that the county citizens can enjoy the quality of life. As I have explained in many of my public speeches, I intend to address the challenges in healthcare and water services provision which affect a larger percentage of the Kwale population. Therefore the two sectors will be given first priority in my administration.

As I assume the leadership of this great county, I have a clear mind of the key areas which my government will focus on including roads and other physical infrastructure, youth and women empowerment, human capital development, urban and rural development, environmental protection and conservation, agriculture and the blue economy for food security and job creation and good governance ensuring public participation in county government decision making and priority programmes implementation. In the delivery of public service, I will demand full commitment, transparency and accountability from all county government employees.

To successful implement this 10 year term plan, the County Government will require KES 120 Billion of which 36Billion will go to development expenditure and KES 84 Billion will be for recurrent purposes. This sectoral plan is comprehensive and caters for all sectors within the county. I therefore call upon independent organs and county departments to work together to ensure there is effective coordination, synergy and complementarity in achieving the strategic objectives and ultimately the county transformation agenda. To our stakeholders and development partners especially the National Government, I wish to welcome you to join hands in our efforts to transform Kwale for quality of life of the citizens.

H.E Fatuma Mohamed Achani
GOVERNOR

COUNTY SECTORAL PLAN

PREFACE

Devolution has led to development planning being done at the grass roots level. Citizens in Counties can now make decisions that affect their affairs. The Constitution 2010 provides for the preparation of development plans by counties. Among such plans include the County Sectoral Plans. These plans are programme based with strategic priorities that have measurable performance indicators, goods and services to be rendered and budget allocated to each programme.

When we took the oath to assume county leadership in the historical inauguration ceremony on 25th August 2022, the Governor and myself emphasized on selfless service. This divine calling to serve the great people of Kwale is the main guiding development philosophy started by our predecessor the Emeritus Governor Salim Mvurya. His leadership was exemplary because of good governance, mutual and beneficial cooperation, strong dedication, transparency and accountability. Our resolve and drive is to uphold these leadership virtues to ensure we transform the county even further for better and quality life of the citizens.

This CSP 2023-2032 contains broad based quality life enhancing priority programmes developed through stakeholders' consultations and wider public participation. In the first two terms of devolution there were many success stories and gains made. Going forward, through this long-term plan and other plans, we will build on the successes while at the same time address the challenges which continue to derail rapid county transformation. More importantly, we will continue with the implementation of high impact programmes to empower our youth, women and people with disabilities in *a bottom up approach* consistent with the *Kenya Kwanza economic transformation agenda*.

I wish to reiterate the call for selfless service, full commitment, transparency and accountability from all county government employees. Successful implementation of this plan will require maximum cooperation and collaboration from all stakeholders. I therefore call upon all stakeholders and partners to join hands in our efforts to serve the people of Kwale.

Hon. Chirema Kombo
DEPUTY GOVERNOR

ACKNOWLEDGEMENT

One of the functions of county governments is county planning and development. County Government Act (CGA) 2012, Section 104 obligates a county government to plan and that no public funds shall be appropriated outside a planning framework. The county plans shall be prepared by the county executive and approved by the county

COUNTY SECTORAL PLAN

assembly. Section 107 of the County Government Act gives the types and purpose of county plans which shall be the basis for all budgeting and spending in a county. One of these types of plans are the county sectoral plans.

The responsibility of coordinating integrated development planning lies with the county planning unit which directly falls under my docket. As the county executive member in charge of planning, my department coordinated the preparation of the county sectoral plans for the period 2023-2032. More specifically, the Directorate of Economic Planning and Budgeting of the department co-ordinated the process of developing this first sectoral plan. This plan preparation involved a number of stakeholders including the staff, public, Members of the County Assembly, the Civil Society, Private Sector organizations, PLWDs, Women, Youth, Professionals, non-state members of the County Budget and Economic Forum (CBEF) and National Government departments.

I would like to sincerely thank H.E. Governor Fatuma Achani and H.E. the Deputy Governor Chirema Kombo for their leadership and wise counsel in the formulation of this long term plan. I wish to convey my gratitude to my colleagues County Executive Committee Members (CECMs), chief officers and all County Government staff who were involved in this process for their great support. My special gratitude goes to Mr Alex Onduko, Chief Officer Executive Services, Finance and Economic Planning and Mr Athuman Mwatunza, the Director Economic Planning and Budgeting for facilitating the CSP development process well.

I am also indebted to the team which worked together with the Director to ensure this process succeeds. The Finance team spent considerable amount of time in consultations, reviewing and updating the sectoral plans from departments. Finally, my special thanks go to the Budget and Economic Planning team who worked under the supervision of the Director Economic Planning. The team worked tirelessly in formatting and consolidating this final draft. As the coordinating agency in the formulation of county financial and economic policies, we welcome views and constructive criticisms which will make our plans more comprehensive for facilitating rapid county transformation.



Hon. Bakari Sebe
County Executive Committee Member
Executive Services, Finance and Economic Planning

ABBREVIATIONS AND ACRONYMS

ACFTA African Continental Free Trade

AEZs Agro-Ecological zones

AGPO Access to Government Procurement Opportunities

AIDS Acquired Immunodeficiency Syndrome

ANC Ante-Natal clinic

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ARVs	Antiretroviral
ASALs	Arid and Semi-Arid Lands
ASDSP	Agricultural Sector Development Support Programme
BDS	Business Development Services
BMUs	Beach Management Unit
BOMs	Boards of Management
BOP	Blow Out Preventer
CADP	County Annual Development Plan
CBD	Central Business District
CBEF	County Budget and Economic Forum
CBP	Community Based Policing
CBTA	Cross-Border Trade Association
CCP	Chief County Prosecutor
CCO	County Chief Officer
CDA	Coast Development Authority
CDF	Constituency Development Fund
CECM	County Executive Committee Member
CESAs	Critically Ecological Significant Areas
CHWs	Community Health Workers
CHVs	Community Health Volunteers
CGA	County Government Act
CGK	County Government of Kwale
CFAs	Community Forest Associations
CPF	Common Programming Framework
CPSB	County Public Service Board
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CMTF	Community Mining Trust Fund
COG	Council of Governors
COMRED	Coastal & Marine Resources Development

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CSP	County Sectoral Plan
DANIDA	Danish International Development Agency
DFZ	Disease Free Zone
DRR	Disaster Risk Reduction
EAC	East African Community
ECD	Early Childhood Development
ECDE	Early Childhood Development Education
EDE	Ending Drought Emergencies
EEZ	Exclusive Economic Zone
EMS	Environmental Management System
EPZ	Export Processing Zones
ESAs	Ecologically Significant Areas
EU	European Union
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investments
FLLoCA	Funds for Local Level Climate Action
FM	Frequency Modulation
FPE	Free Primary Education
GDP	Gross Domestic Product
GOK	Government of Kenya
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HFA	Hyogo Framework for Action
ICT	Information Communication Technology
ICZM	Integrated Coastal Zone Management
IDEAS/LED	Instruments for Devolution Advice and Support/Local Economic Development
IEBC	Independent Electoral and Boundaries Commission
IFAD	International Fund for Agricultural Development
IGAD	Inter-Governmental Authority on Development
JKZP	Jumuiya ya Kaunti za Pwani

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CAA	Kenya Airports Authority
KBC	Kenya Broadcasting Corporation
KCDP	Kenya Coast Development Project
KCEP-CRAL	Kenya Cereals Enhancement Programme/Climate Resilient Agricultural Livelihoods
KCG	Kwale County Government
KCNRN	Kwale County Natural Resources Network
KDHS	Kenya Demographic & Household Survey
KEMFRI	Kenya Marine & Fisheries Research Institute
KENHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KFS	Kenya Forestry Service
KFSSG	Kenya Food Security Steering Group
KIHBS	Kenya Integrated Household Budget Survey
KIA	Kenya Investment Authority
KISCOL	Kwale International Sugar Company
KPIs	Key Performance Indicators
KMA	Kenya Maritime Authority
KMD	Kenya Meteorological Department
KNBS	Kenya National Bureau of Statistics
KPA	Kenya Ports Authority
KPHC	Kenya Population and Housing Census
KRCS	Kenya Red Cross Society
KSG	Kenya School of Government
KTB	Kenya Tourism Board
KTN	Kenya Television Network
KURA	Kenya Urban Roads Authority
KWFT	Kenya Women Finance Trust
KWS	Kenya Wildlife Service
KWAWASCO	Kwale Water & Sewerage Company
LPG	Liquefied Petroleum Gas

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MDGs	Millennium Development Goals
MFI	Micro Finance Institutions
MMR	Maternal Mortality Rates
MOI	Market Opportunity Identification
MoALF&I	Ministry of Agriculture, Livestock, Fisheries and Irrigation
MSSE	Medium and Small scale Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAP	National Adaptation Plan
NARIGP	National Agricultural and Rural Inclusive Growth
NCCAP	National Climate Change Action Plan
NCPB	National Cereals and Produce Board
NEMA	National Environmental Management Authority
NIB	National Irrigation Board
NMT	Non-Motorized Transport
NSP	Nation Spatial Plan
NTV	Nation Television
ODPP	Office of the Director of Public Prosecutions
OPV	Oral Polio Vaccine
OSBP	One Stop Border Post
PAs	Protected Areas
PEC	Poverty Eradication Commission
PES	Payment Ecosystem Services
PLWD	People Living with Disability
PPP	Public Private Partnership
PSV	Passenger Service Vehicles
QAS	Quality Assurance Sessions
RLF	Revolving Loan Fund
REEs	Rare Earth Elements
REREC	Rural Electrification and Renewable Energy

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SACCOs	Savings and Credit Cooperative Societies
SDCD	State Department for Crop Development
SDGs	Sustainable Development Goals
SEZ	Special Economic Zones
SGR	Standard Gauge Railway
SIDA	Swedish International Development Agency
SME	Small and Medium Enterprises
ToT	Training of Trainers
TOWA	Total War Against HIV/AIDS
TNA	Training Needs Assessments
UHC	Universal Health Care
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environmental Programme
UNFPA	United Nations Fund for Population Activities
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Funds
VAT	Value Added Tax
VSLA	Village Savings and Loans Associations
VTC	Vocational Training Centre
WB	World Bank
WEF	Women Enterprise Fund
WHO	World Health Organization

CONCEPTS AND TERMINOLOGIES

Baseline: An analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Blue Economy

Blue Economy means 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. Kenya is endowed with rich coastal and maritime resources which has a huge potential for development of the Blue Economy.

Climate change: Is the global phenomenon of climate transformation characterized by the changes in the usual climate of the planet (regarding temperature, precipitation, and wind) that are especially caused by human activities. As a result of unbalancing the weather of Earth, the sustainability of the planet's ecosystems is under threat, as well as the future of humankind and the stability of the global economy.

Climate Change adaptation: It refers to actions that reduce the negative impact of climate change, while taking advantage of potential new opportunities. It involves adjusting policies and actions because of observed or expected changes in climate and **Mitigation is the action to limit climate change effects by reducing or eliminating the emission of green house gases from the atmosphere.**

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. It is evident in Kenya that demographic transition is taking place at both national and county level creating a demographic window of opportunity to harness the demographic dividend.

Demographic Window: Is the period when the population structure is such that those aged below 15 years are less than 30% of the total population and those aged 65 years and above are less than 15% of the population. This period is estimated to last for about 40 years during which a county can achieve the fastest economic growth due to the large workforce relative to dependants. This window opens at different times for each county depending on the current population structure and fertility levels. For the demographic window to open fertility levels must continue to decline.

Flagship/Transformative Projects: These are 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.

Green Economy: It is 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.

Output: Immediate result from conducting an activity i.e. goods and services produced.

Outcome: Measures the 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.

Outcome Indicator: This is 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.

Performance indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, 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.

Target: Refers to planned level of an indicator achievement

The Sustainable Development and Sustainable Development Goals (SDGs)

In September 2015 UN member countries adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. As part of implementing the SDGs, the Government of Kenya published and launched its Road Map to achieving SDGs. The Road Map envisages a partnership with all stakeholders as well as building capacity for devolved governments to implement the SDGs. The domestication and integration of the SDGs will be embedded in Medium Term Plans and County Integrated Development Plans. The policies, programmes and projects outlined in the CIDP should integrate and be aligned with the objectives of all of the 17 SDGs.

EXECUTIVE SUMMARY

Section 104 of the County Government Act 2012 states that public spending shall be within a planning framework. Further, section 109 of the Act obliges a county department to develop a ten year county sectoral plan as component parts of the county integrated development plan (CIDP). This Sectoral Plan (2023-2032) is prepared as a roadmap that will be pursued by the county government to offer quality services that will transform the lives of county citizens. This Sectoral Plan 2023-2032 is organised as follows:

Chapter 1 Introduction: This chapter represents an overview of the county providing highlights on the county size, position, physical and topographical features, ecological and climatic conditions and demographic statistics. The overview also gives a description of the socio economic activities driving the economy of the county. Other information given in this chapter includes the sector composition in terms of sub sectors and their mandates and the contribution of the sector towards the county socio-economic development. It also provides the rationale for preparing this plan and the methodology adopted.

Chapter 2 Situation Analysis: This section discusses the environment in which the sector operates highlighting key factors influencing performance of the sector including existing policy and legal framework. The chapter also reviews sector financing since the commencement of devolution. Further, this section highlights performance trends and achievements, sectoral development issues, crosscutting issues, emerging issues and stakeholder analysis.

Chapter 3 Sector Development Strategies and programs: This chapter forms the main body of the plan. In addition to highlighting each sector's vision, mission and goal, it gives the sectors development programs and strategies.

Chapter 4 Implementation Mechanisms: This chapter highlights the institutional and coordination framework in the implementation of the sectoral plans. In addition, it indicates the resources and capacity required to implement the plan. Further, it provides the possible risks that may hinder implementation of this sectoral plan and the proposed mitigation measures.

Chapter 5 Monitoring and Evaluation Framework: This chapter outlines the sectors monitoring, evaluation and reporting framework. This framework is essential for tracking progress and reporting of results to stakeholders.

CHAPTER ONE: COUNTY GENERAL INFORMATION

1.0 Introduction

This chapter give a brief overview of the county. It provides description of the county in terms of the location, size, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on infrastructure; land and land use; community organizations/non-state actors; crop, livestock and fish production; forestry, environment and climate change; mining; tourism; employment and other sources of income; water and sanitation; health access and nutrition; education and literacy; trade; energy; housing; transport and communication; and community development and social welfare. Other information given in this chapter includes the sector composition in terms of sub sectors and their mandates, the rationale for preparing this plan and the methodology adopted.

1.1 County Overview

1.1.1 Location and Size

Kwale County is one of the six counties in the coastal region of Kenya. It borders Taita Taveta County to the North West, Kilifi County to the North and North East, Mombasa County and Indian Ocean to the East and South East and the United Republic of Tanzania to the South West. The County is located in the Southern tip of Kenya (Figure 1), lying between Latitudes 30.05° to 40.75° south and Longitudes 38.52° to 39.51° east. Kwale County covers an area of about 8,270.2 Square Kilometres, of which 62 is water surface. The area excludes the 200 miles' coastal strip known as the Exclusive Economic Zones (EEZ).

Figure 1: Location of Kwale County in Kenya

Source: Independent electoral and boundaries commission (IEBC)

1.1.2 Physical and Topographic Features

The County comprises of the following main topographic features, which are closely related to the geological characteristics of the area:

a. The Coastal Plain:

The Coastal plain is sometimes referred as the “coral rag”. It is a narrow strip of land, three to 10 kilometres wide, with approximately 255 kilometres from Likoni to Vanga. It lies 30 meters above sea level and extends 10 kilometres inland. This strip of land consists of corals, sand, and alluvial deposits.

b. The Foot Plateau:

Behind the coastal plain is the foot plateau. It lies at an altitude of between 60 and 135 meters above sea level on a flat plain surface with high potential permeable sand hills and loamy soils. This is the sugar cane zone of the region.

c. The Coastal Range/Uplands:

Commonly known as Shimba Hills, the area rises steeply from the foot plateau to an altitude between 150 metres and 462 meters above sea level. This topographical zone is made up of many sandstone hills. The hills include Shimba Hills (420 m), Tsimba (350 m), Mrima (323 m) and Dzombo (462 m). This is an area of medium to high agricultural potential.

d. The Nyika Plateau:

This zone stands at an altitude of about 180 to 300 meters above sea level on the western boundary of the region. The zone is underlain by a basement rock system with exception of reddish sand soils. Occupying over a half of the region, it is semi-arid except for occasional patches of reddish sand soils and is, therefore, generally poor. The main activity in the area is livestock rearing.

Cross-section of the topographical zones in Kwale County

Source: *Kwale District & Mombasa Mainland South Regional Physical Development Plan 2004–2034*

1.1.3 Drainage and Water Resources

Generally, the County is well drained by seven major rivers and numerous minor streams as shown in Fig. 2. Of the seven rivers (7), three (3) are permanent which drain into the Indian Ocean. Table 1 shows water potential and yields for the rivers and streams in the County.

Figure 2: Distribution of rivers in the County

Source: *Geo-Water RCMRD SERVIR 2015*

Table 1: Rivers in Kwale County

River	Source	Areas traversed	Endpoint
Marere	Marere Spring Shimba rain forest	Shimba Hills National Park	The Indian Ocean at Bombo Creek
Mkurumudzi	Shimba Hills	Shimba Hills Msambweni	The Indian Ocean at Gazi Msambweni
Umba	Usambara Mountains	Lunga-lunga –Vanga	The Indian Ocean at Vanga
Pemba	Marere Spring Kinango area	Kinango-Tsunza	The Indian Ocean at Bombo Creek
Ramisi	Chenze Ranges	Mwereni –Shimoni	The Indian Ocean at Bod/Shimoni
Mwache	South Samburu	South Samburu	The Indian Ocean at Mazeras
Mwachema	Majimboni~Msulwa	Majimboni-Gombato-Diani	The Indian Ocean at Diani

Source: *Kwale County First Integrated Development Plan 2013-2017*

1.1.4 Water Potential

The County has a great potential of potable underground water with six main underground water catchments and reservoir as explained below:

a. Tiwi Catchment

The aquifer has an area of 20 km² with good quality water. It has a through flow of 42,000m³/hr. This reduces to 25,000m³/hr to the north of Ng’ombeni due to decrease in permeability (GoK 1999). Of the total capacity, only 20,000m³/day is abstracted through shallow boreholes

b. Msambweni Catchment

This covers about 42 km² with a through flow of 27,440m³/hr. Out of the total capacity, only 13,720m³/hr can be abstracted without changes in water quality during the dry spell. Currently 17,800m³/day is abstracted through 251 shallow boreholes (GoK 1999).

c. Diani Catchment

The aquifer covers 19 km² and has a very low recharge due to high clay content which decreases the permeability. It has a through flow of 1400m³/hr. A number of shallow boreholes have been drilled in the area.

d. Ramisi Catchment

This is a very large catchment that reaches westward to include outcrops of the Duruma sandstone series. Due to these reason surface runoffs are saline.

e. Mwachema Catchment

It has low potential for fresh water due to increased clay content and sea water intrusion.

f. Uмба and Mwena Catchment

The underlying geology of this area consists of the Duruma sandstone series, which is highly mineralized. Water in these catchments, therefore, is saline.

1.1.5 Climatic Conditions

The County has a tropical type of climate influenced by the monsoon seasons. The average temperature is about 23°C with maximum temperature of 25°C being experienced in March during the inter-monsoon period and minimum temperature of 21°C experienced in July a month after the start of the southwest monsoon (also known as *Kusi*).

Rainfall is bi-modal with short rains (*Mvua ya Vuli*) being experienced from October to December, while the long rains (*Mvua ya Masika*) are experienced from March/April to July. There is a strong east to west gradient of decreasing precipitation with eastern (coastal) parts of the County receiving greater than 1000 mm of precipitation per year, while a majority of the County central to west around 500-750 mm. Some areas along the western side of the County receive less than 500 mm of precipitation per year. As such, heat stress, dry spells, and drought are hazards that strongly contribute to agricultural risks in the County, especially in the central and western parts of the County. However, flooding due to intense rains has also occurred historically and as such is a risk to the County, especially in the central to eastern parts (including the coast) of the County.

1.1.6 Ecological Conditions

The county is divided into agro-ecological zones in terms of agricultural potential. Moderate potential and marginal lands constitutes 15% and 18% of the total land area respectively. The rest 67% is range, arid and semi-arid land suitable only for livestock and limited cultivation of drought resistant crops. Annual precipitation is less than 800mm on the average and is extremely unreliable.

Table 2 Kwale County agro-ecological zones

Zones	% of land area	Economic Activities
Coastal lowlands CL2 zone (lowland marginal sugar cane zone)	3	Main production area for rainfed rice. Most of the food crops grown in the district are found here.
Coastal lowlands CL3 zone (coconut & cassava zone).	13	Tree crops, food crops and livestock. Crops are cashew nuts, maize and beans.
Coastal lowland s CL4 zone (cashew nut & cassava zone)	12	Marginal agricultural potential with cashew nuts dominating the cash crops. Livestock is kept and crops produced on small scale.
Coastal lowlands CL5 zone (livestock & millet zone).	40	Livestock (cattle, poultry and goats). Subsistence crops (maize, sorghum, cowpeas, groundnuts, cassava and green grams)
Coastal lowlands CL6 zone (ranching zone)	32	Very little crop production potential. Majority of farmers concentrate on keeping of local cattle and goats as their main source of livelihood.

Source: Kwale County First Integrated Development Plan 2013-2017

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1.1.7 Geology

The Geological structure of the county comprises of basement rocks, Karoo sediments, Jurassic rocks, and intrusive rocks. The location of these rocks and their economic viability is as shown in Table below.

Table 3: County Geological Structure

Rock sediment	Location	Mineral found in Rock	Economic Viability
Basement rocks	Areas of Kinango	Limestone, in the form of gneisses schists, quartzites and granites and crystalline	They bear gemstones
Karoo sediments	Taru Formation	Sandstone	Rock slabs for construction
	Maji ya Chumvi formation	Rock slabs Minor quantities of coal.	Traces of coal (mining)
	Mariakani formation	Sandstone	Sandstone: Source of ballast for road and building construction
	Mazeras formation	Sandstones and arkoses	Mazeras sandstone
Jurassic rocks	Shimba Hills, Kinango and Waa	Limestone blocks and ballast	Manufacturing and construction
Intrusive rocks	Dzombo, Chiruku, Mrima, Nguluku Hills and Dzirihini Hills.	Rare earth elements and phosphates (e.g., Niobium)	Colouring of glass and ceramics, also used in electric motors

Source: Approved Kwale County Spatial Plan, 2022

1.1.8 The People of Kwale, Administrative and Political Units

Kwale is a multi-ethnic county that is predominantly settled by the Digo and Duruma as the majority tribes. Other ethnic groups living in the County are Kamba, Washirazi, Wapemba, Makonde, as well as other Kenyan ethnic groups, Europeans, Asians and non-citizens who are a minority. Kwale County comprises of six sub-counties namely Msambweni, Matuga, Kinango, Lungalunga, Samburu and the newly gazetted Shimba Hills. The sub counties are further divided into 20 wards.

Table 4: Distribution of Population by Sex, Number of Households, Land Area, Population Density, Sub County and Ward- 2019 Census

Sub County	Ward	Sex*			Households Total	Land Area Sq. Km	Density Persons per Sq. Km
		Total	Male	Female			
		866,820	425,121	441,681	173,176	8,254	105
Matuga	Tsimba-Golini	44,158	21,736	22,422	9,210	400	110
	Waa –Ng’ombeni	50,326	24,938	25,386	10,904	103	487
	Tiwi	23,914	12,013	11,901	4,980	51	466
	Kubo South	25,574	12,955	12,619	5,466	211	121
	Mkongani	50,280	24,189	26,091	8,671	268	188
Total		194,252	95,831	98,419	39,231	1,034	188
Kinango	Ndavaya	38,173	18,506	19,666	6,110	516	74
	Puma	29,903	14,533	15,370	4,893	894	33
	Mackinon Road	48,273	23,473	24,797	8,628	1,071	45
	Chengoni/Samburu	50,248	24,081	26,165	8,187	748	67
	Mwavumbo	43,768	21,095	22,672	7,652	283	154
	Kasemeni	59,946	28,848	31,097	10,603	329	182
Total		296,455	142,910	153,537	51,113	4,043	73
Msambweni	Gombato Bongwe	44,331	22,376	21,953	12,421	49	899
	Ukunda	52,537	26,220	26,315	15,948	26	2060
	Kinondo	32,546	16,749	15,797	6,853	146	223
	Ramisi	48,276	23,861	24,415	10,244	191	252

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Total		177,690	89,206	88,480	45,466	412	432
Lunga-Lunga	Pongwe/Kiconeni	54,227	26,907	27,320	10,683	279	194
	Dzombo	44,983	21,654	23,327	7,971	220	204
	Mwereni	55,112	26,756	28,356	9,884	2,029	27
	Vanga	44,101	21,857	22,242	8,828	237	186
Total		198,423	97,174	101,245	37,366	2,765	72
GRAND TOTAL		866,820	425,121	441,681	173,176	8,254	105

Source: Kenya Housing and Population Census 2019

Figure 2: Kwale County administrative and political boundaries

Source: ICPAC_IGAD_UNOSAT 2017

The population data indicates that Kinango sub-county has the highest population of 296, 455 in 2019. However, the sub-county has the least population density amongst the four (4) sub counties. Msambweni Sub-County is estimated to have the least population of the four (4) sub counties of 177,620 in 2019. The sub-county however, has the highest population density of 432 persons per square kilometers in 2019. The availability of infrastructure and services coupled with favourable climatic conditions is cited to be the major influence of this population distribution. In terms of population per Ward, Kasemeni ward has the highest population of 59,946, while Tiwi ward has the least population of 23,914 persons. Ukunda ward has the highest population density with 2,060 persons per square kilometres while Puma Ward has the least population density with 33 persons per square kilometres.

The county has two established municipalities namely; Diani and Kwale. Kwale municipality is the county headquarters while Diani is popular for both local and international tourism because of the presence of its pristine beaches. Recently two more municipalities were inaugurated adding the number to four. These are Kinango and Lungalunga municipalities. Kwale County also has four constituencies having members of parliament representing Msambweni, Matuga, Lungalunga and Kinango and one women representative in the National Assembly.

1.1.9 Demographic Features

According to the 2019 Census, Kwale County has a total population of 866,820 and land area of 8254 square kilometres. The population density is 105 persons per square kilometre and has 173,176 households with an average household size of 5.0. The rural population is 740,389 with a land area of 8191 implying a population density of 90 persons per square kilometre. The rural population which is engaged in Agriculture as the main source of livelihood is almost 85 percent. The county population in terms of gender comprises of 425,121 (49%) males while 441,681 (51%) are females. The County's annual growth rate is 3.3%.

1.1.10 Population Size and Composition

The County population projections for 2022 through 2027 to 2032 is based on the 2019 Kenya Housing and Population Census by age cohort and gender is shown in Table 2. The county has an estimated population 866,820 of which 49.0 per cent is male and 50.9 per cent female (KNBS, 2019). Of the population 112,152 (1.7 per cent) are persons with disability. The youth constituted 33.0 per cent of the population of whom 53.0 per cent were female. The County has a population density of 105 per km². About 85.4 per cent of the population lives in rural areas of whom 57.0 per cent are female. The elderly population (over 65year-old) makes up 3.8 per cent of the total population of whom 53.7 per cent were female. The population in school going age group (4-22 years) was 49.3 per cent in 2019. The labour force which is the population between 15 and 64 years is estimated to be 49.4% of the total population.

Figure 3: Demographic features

Source: Kenya National Bureau of Statistics

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Table 5: Population Projections by Age Distributions, 2019 – 2032

Age	2019-Census			2022			2027			2032		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	65,529	64,781	130,310	68,129	68,868	136,997	74,483	74,303	148,785	81,937	81,749	163,686
5-9	66,699	65,043	131,742	64,567	66,567	131,134	66,697	69,287	135,984	72,985	74,745	147,730
10-14	63,198	62,091	125,289	62,776	64,065	126,840	63,472	66,416	129,889	65,612	69,165	134,777
15-19	49,416	47,688	97,104	56,225	56,793	113,018	62,472	63,361	125,833	63,181	65,736	128,917
20-24	32,703	39,092	71,795	44,804	45,293	90,098	55,913	56,056	111,969	62,147	62,607	124,753
25-29	28,302	34,388	62,690	37,274	37,351	74,624	44,496	44,515	89,010	55,570	55,199	110,768
30-34	24,738	30,715	55,453	30,187	29,971	60,158	36,984	36,460	73,444	44,204	43,565	87,769
35-39	19,315	20,499	39,814	21,385	21,194	42,579	29,405	28,773	58,178	36,081	35,101	71,182
40-44	18,245	19,570	37,815	17,290	17,308	34,597	20,373	19,956	40,329	28,084	27,194	55,278
45-49	14,780	13,753	28,533	13,596	14,093	27,689	16,153	15,919	32,072	19,104	18,465	37,570
50-54	10,743	8,758	19,501	9,969	10,232	20,200	12,420	12,686	25,106	14,817	14,425	29,242
55-59	8,584	8,180	16,764	8,128	8,219	16,347	8,758	8,997	17,755	11,006	11,265	22,271
60-64	7,574	9,391	16,965	7,069	7,121	14,190	6,766	7,067	13,833	7,378	7,839	15,217
65-69	6,281	6,572	12,853	5,685	5,890	11,575	5,515	6,020	11,535	5,366	6,041	11,407
70-74	4,170	5,267	9,437	4,873	5,235	10,107	4,071	4,891	8,962	4,057	5,059	9,116
75-79	2,272	2,344	4,616	2,801	3,236	6,037	3,150	4,177	7,326	2,749	3,961	6,710
80+	2,572	3,569	6,141	2,985	3,491	6,477	3,154	4,478	7,632	3,659	5,933	9,592
All Ages	425,121	441,701	866,822	457,743	464,927	922,667	514,282	523,362	1,037,642	577,937	588,049	1,165,985

Source: 2019 – KHPC – Analytical Report on Population Projections Vol XVI-1

Children (Under 4 Years)

The number of children under the age of four years was 130,310 in 2019 and projected to rise to 136,997 in 2022, 148,785 in 2027 and 163,868, by 2032. This increase in the population for this age cohort is attributed to decline in mortality rate due to enhanced immunization programs that have been scaled up by the Health sector actors in the county. About 50% of all births in the county are delivered by a skilled health worker and 85% of the children 12-23 months are fully vaccinated. Therefore, the County should give priority in the health sector through improved infrastructure, employing more health workers and availability of necessary medicines.

Pre-School and Primary School Age (5-14 Years)

This represents about 30 percent of the total population in the 2019 Population census. This age group is expected to be in early childhood and primary school education (Basic Education). The number of children in this age cohort is projected to be 257,974; 265,873; and 282,507 in 2022, 2027 and 2032 respectively. Early Childhood Development Education (ECDE), being the foundation of education, the County government needs to ensure facilities are put in place, learning and teaching materials are available, and number of teachers are increased with the growing number of children. Similarly for the Primary Education though not one of its functions, the County government should liaise with the National government and such institutions like the local members of parliament and development partners for the provision of adequate learning facilities that are well equipped and accessible to improve the quality of primary education.

Secondary School Age (15- 19 Years)

The population in this age group was 97,104 in 2019 and is projected to rise to 113,018, 125,833 and 128,917 by 2022, 2027 and 2032 respectively. Currently, only 34% of the population in this age group is enrolled in 54 secondary schools. The low transition rate from primary to secondary school is as a result of a combination of factors including poverty, combined with cultural and religious factors. Therefore, it is prudent for the County government to work with the national government to provide adequate secondary schools with necessary facilities to absorb and provide quality education. While majority of this age group are youth, special provisions have to be made by stakeholders and community in general in ensuring that interest of the youth are catered for. This will include insulating them against social vices such as drug abuse and early marriages.

Youth (15 - 35 Years)

This age group which was 287,042 constituted about 33 percent of the total population in the 2019 Kenya Population census. This is projected to reach 337,898 by 2022, 400,256 and 452,207 by 2027 and 2032. This age group consists of youth both in school and out of school who face various challenges. The youth need skills to be able to engage in gainful employment and should be protected against contracting HIV and AIDS, and indulging in drug and substance abuse, protecting them from early marriages, prostitution and unwanted pregnancies. This can be achieved by ensuring that youth are occupied through sports activities, skills development and acquisition of gainful knowledge through the various channels of communication such as internet, radio programmes and youth centres. The County government should embark in building more technical training institutes and polytechnics to enrol them to acquire more necessary and entrepreneurial skills so they can create self-employment. For the already affected youth due to drug abuse, the County Government has established a rehabilitation centre in Kombani to treat them through methadone. Campaigns against violence extremism and influence of *Alshabab* Islamic ideology have taken place to address such youth challenges.

Reproductive Age (15 - 49 Years)

This age group is the main determining factor in natural population growth thus their increase will result into a corresponding growth of population. The number of females in the reproductive age group in 2019 was 205,705, which is projected to rise to 222,003 in 2022, and is expected to rise to 265,040 by 2027 and 223,915 by 2032 respectively. With a fertility rate of 5 children per woman compared to the national average of 3.9 births per woman, the County government ought to improve services such as maternity and family planning. Currently, 50% of the married women in the county are using contraceptives with 74% of all births in the county being delivered by a skilled health worker and 85% of the children 12-23 months are fully vaccinated.

Labour Force (15 – 64 Years)

According to the 2019 KPHC, the labour force population is estimated to total 446,434 which is about 51.5 percent of the population. The labour force population consists of 214,400 males and 232,034 females in 2019. This age group is projected to increase to 493,500, 587,529 and 682,967 people by 2022, 2027 and 2032 respectively. Women and youth constitute the majority of labour force. Therefore, it becomes necessary for the County government to build capacity and engage different stakeholders to provide employment opportunities. It is also prudent to invest in self-employment activities such as modern agriculture, agri-business, eco-tourism, tourism, Jua kali sector and agro-based industries. The government should give more incentives and subsidies to investors and entrepreneurs so that they in turn create more job opportunities

1.1.11 Demographic Dividend

The demographic dividend as defined by the United Nations Population Fund refers to the accelerated economic growth attained by slowing down the pace of population growth while at the same time making strategic investments in the health, education, economic, and governance sectors. According to the National Adolescents and Youth Survey 2015, the Demographic Window of Opportunity for the County will open in 2044 meaning that the County need to come up with supportive policies aimed at building the human capital of young people through education, health, employment and women empowerment. It is estimated that the working age population in the County will grow to 68% by 2050. If the County government does not act, the demographic dividend risks could become a demographic disaster, since unemployed youths will fall prey to extremists and radical groups.

1.1.12 Socio Economic Characteristics and Infrastructural Development

1.1.1.1 Economic Status

To understand the economic status of the county a critical assessment of the production, distribution and consumption of goods and services, household and per capita incomes, poverty level and human resource has been given.

Household Income and Per Capita Income

According to a household socio-economic survey conducted in July 2018, Kwale County had an estimated total of 171,090 households. 89.3% (approximately 152,783 households) have a monthly income lower than Kshs 30,000. 37.3% (approximately 63,817 households) earn Kshs 10,000 or less per month each. 10.7% (approximately 18,307 households) earn more than Kshs 30,000 per month.

Figure 4: Household Income and Per Capita Income

Source: *Approved Kwale County Spatial Plan 2022*

Human Development Index

The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. The health dimension is assessed by the life expectancy at birth and the education dimension by the mean years of schooling. The standard of living dimension is measured by the per capita income. In 2015, the County HDI stood at 0.44 compared to the National index of 0.52.

Poverty Levels

Kwale is among the counties in Kenya with the highest poverty index. The proportion of the population living below the poverty line (\$1.9 per day) is estimated to be 66.6 %, higher than the national estimate of 45.2% (*Kwale County Statistical Abstract, 2015*). The per capita income of the average Kwale residents is approximately Ksh125 a day (about \$1.2 per day). This infers that averagely the Kwale resident is poor.

1.1.13 Agriculture, Livestock and Fisheries

Agriculture is one of the main economic activities carried out in Kwale County with 85% of farmers being subsistence farmers. The agricultural sector plays a crucial role in guaranteeing food and nutrition security, reducing poverty, and creating employment in the County. In spite of the importance of agriculture, food insecurity is a critical issue. The economic activities practiced in the County under the sector are food and cash crop production, livestock keeping, apiculture, fishing and aquaculture as further discussed below.

1.1.1.2 Crop Production

According to Kenya Population and Housing Census (KPHC) 2019, the total area of agricultural land (hectares) was 304,761 out of which 295,623 (hectares) was under subsistence farming and 6,952 was for commercial. The number of farming households in the county were 108,074 out of which 103,612 are engaged in subsistence farming and 2,525 are in commercial agriculture. Households' distribution on agriculture, livestock production and fishing is as follows: 100,200 are under crop production, 72,666 under livestock production while aquaculture and fishing are 220 and 4,452 respectively.

The average farm size is 4.8 ha, with little disparity when disaggregated by head of household (men 4.9 ha, women 5.2 ha; and youth 4 ha) (GoK, 2014). ha, women 5.2 ha; and youth 4 ha) (GoK, 2014). The total area under food crops is 27,606 ha and consists of maize, cassava, beans, cowpea, green gram cultivars spread across the County (Map 5). Cowpea, cassava and green gram is prominent in the hot and dry coastal hinterland, and in the semi-arid areas of Kinango.

The county has high potential for crop production especially in: Kubo South where there is high potential for horticulture such as Mangoes, citrus and passion; Lunga Lunga, Vanga, Mwereni, Dzombo and Kikoneni where there is high potential for cereal production especially maize, green grams, cowpeas and Matuga and Msambweni which are coconut producing zones. Irrigation agriculture can be utilized for production of large-scale horticultural crops

especially vegetables and fruits including capsicum (pilipili boga), okra (mabenda), onions, African eggplant (tunguja), pepper, eggplant (biringanya), amaranthus (mchicha), papwaws, watermelons, tomatoes and bananas. Other crops such as seaweed, black nightshade (mnavu), futswe and cowpeas (mkunde) and (mtsunga) which grow well and wild in most areas in the county can be commercialized to derive income out of them. These crops are also very rich in vitamins and minerals and can be a means to offer food security.

The County has undertaken various initiatives to enhance crop production. These include training of farmers through the establishment of a agricultural research and training centre in Mkongani, Matuga Sub county; provision of high yielding certified seeds; provision of tractors for ploughing farms and setting up irrigation schemes.

Figure 5: County Food Crop Land

Source: *Approved Kwale County Spatial Plan 2022*

Cash crops include cashew nut (all over the County), sugarcane (mostly in Lunga-Lunga sub- County and Ramisi), cotton (held on trial in Msambweni) and bixa (in Lunga-Lunga, Msambweni, Matuga)) and are spread on 44,868 ha of agricultural land.

Semi-commercial crops, such as coconuts and mangoes are found throughout the entire County, particularly in Msambweni and Matuga sub counties. There is also potential to grow vanilla and other commercial crops. Vanilla is grown in Mwapala shimba hills area.

Source of seeds/planting materials

Approximately 64.3% of the households obtain seeds from their previous harvests. About 7.7% of the households obtain the seeds/planting materials from government institutions and initiatives. This indicates most households use uncertified seeds/planting materials thus continued low production.

Mechanization

Approximately 34.5% of the farming households use machinery on their farms of which 57.10% hire from private owners while 32.3% use their own machinery Initiatives to promote access to farm machinery should be put in place so as to optimize farm productivity in the county.

Access to extension services

The household survey done by Geodev (K) ltd indicated that approximately 67.7% households have no access to expert farming information, and 22.4% access farming expertise from the county extension officers. Other farmers rely on other sources of information such as media, cooperatives, trade fairs/ shows and form model farmers.

Crop Irrigation

The field survey undertaken by Geodev (K) Ltd indicated low level of irrigation farming. Approximately 5.8% of the households in the county engage in crop irrigation for instance Kanana and KISCOL. The county government has strived towards achieving sustainable agricultural productivity through the construction of multipurpose dams for irrigation such as Mwakalanga, Nyango, Mtaa and Kizingo and distribution of free hybrid seeds, livestock and training to farmers across the county.

Crop Storage

The household survey conducted by Geodev (K) ltd indicated that 58.8% of households practicing crop farming store their produce in their houses while 36.9 % store in traditional granaries. This shows that majority of the farmers store their produce rudimentarily and this increases post-harvest losses and compromises the quality of the produce.

Crop produce marketing

Approximately 59.4% of the households practicing commercial farming sell their produce directly to consumers. Approximately 32.8% of households sell their produce to middlemen who often exploit them. There is need for an integrated value chain approach in marketing of produce and sensitization of farmers on value addition and establishing agro-processing industries. The opening of the Kwale County Fresh Produce market in Kombani, Waa Ngombeni ward will assist in marketing of fresh produce including vegetables from farms.

The National Agricultural and Rural Inclusive Growth Project (NARIGP) is a Government of Kenya (GoK) project that is implemented through the Ministry of Agriculture, Livestock, Fisheries and Irrigation (MoALF&I), State Department for Crop Development (SDCD), with funding support from the World Bank.

The project was approved by The World Bank board on 23rd August 2016, became effective on 28th July 2017, and went for five years upto 2022. One of the programme done jointly by the National Agricultural and Rural Inclusive Growth and the Kwale government is the Nyalani food security programme. Rehabilitation of Nyalani dam was part of the county government's efforts to curb water scarcity and empower residents socio-economically through agribusiness activities. The county partnered with Safaricom to rehabilitate the Nyalani dam which now provides water to Kinango residents.

Figure 6: The Nyalani Irrigation Scheme to boost food security

Source: *Standard newspaper*

The main purpose of rehabilitating the Nyalani dam was to attain a water storage capacity of 500 million litres for irrigation, domestic and livestock use. The project has contributed to reduced vulnerability to drought for 2,500 direct and 10,000 indirect beneficiaries in Kinango Sub-County.

Kwale County is also participating in the Agricultural Sector Development Support Programme (ASDSP). ASDSP is a capacity building (software) programme focusing on agricultural value chain development and development of structures for coordination of agriculture development in the county. Funded by the Government of Sweden through (Swedish International Development Agency-SIDA), the Government of Kenya (GOK) and the County Government of Kwale. County identified 3 priority value chains- Passion fruits, African Birds Eye Chilies and Indigenous chicken. Total allocation for the phase II (2017 -2022) is ksh. **105, 073,780.**

The County has also participated in the Kenya Cereals Enhancement Programme (KCEP)--Climate Resilient Agricultural Livelihoods (CRAL). KCEP-CRAL is a Strategic Government of Kenya (GoK) partnership with European Union (EU) and three Rome-based agencies- International Fund for Agricultural Development (IFAD), Food Agricultural Organization (FAO), and World Food Programme (WFP). The Programme is a Private-Public-Partnership (PPP) financed by EU, GoK, Equity and Cooperative Banks, Private Sector, IFAD and beneficiaries/farmers. It focuses on the three leading rain-fed cereals (maize, sorghum and millet) and pulses (beans, cowpeas, green grams and pigeon peas) that account for 95% of the land under food crop production and 70% the value of food crops produced annually.

The County has undertaken various initiatives to enhance crop production. These include training of farmers through the establishment of a agricultural research and training centre in Mkongani, Matuga Sub county; provision of high yielding certified seeds; provision of tractors for ploughing farms and setting up irrigation schemes. The County Government has rehabilitated about 105 acres at the Nyalani Irrigation scheme in Puma ward Kinango Sub County.

Figure 7: A section of Nyalani dam in Vigurungani, Kinango Sub County

Source: *The Star Newspaper January 2021*

Figure 8: County Crop Land

Source: *First County Integrated Development Plan 2013-2017*

1.1.1.3 Livestock Production

Livestock production is the main economic activity of the Nyika Plateau which receives rainfall of below 700mm. The Nyika Plateau covers about two thirds of the county. According to 2019 census Households' distribution under livestock production was 72,666 households respectively.

Kwale County has an estimated 185,706 zebu cattle, 4,033 dairy and dairy cross, 289,003 goats, 66,491 sheep and 455,026 poultry. These are the main livestock species in the county which are distributed across the two livelihood zones (CL 5 and 6) with poultry being the prioritized value chain. Livestock is kept for both food and income generation and contributes around 25% of the county income and approximately 20% in the livelihood in the two zones.

Under this sub-sector, the County implemented breed improvement programmes for both beef cattle and goats through distribution of superior breeds to livestock farmers. Further the county promoted poultry and apiculture farming. However, the farmer to extension officer ratio is below the recommended standard. To enhance the export of livestock and livestock products, the County encourages private entrepreneurs to establish Livestock Export/Disease Free Zone as a strategic intervention to ensure quality livestock and their products.

The Governor and her Deputy kicking off the livestock breeds improvement programme at the County Headquarters Kwale. Source: Photo by Governors Press Service January 2023

The county has 3 main active livestock markets include Mwangulu, Mwakijembe, and Kinango. However, these facilities lack support infrastructure and services such as banking services. The county has four (4) slaughter houses and nine (9) slaughter slabs. However, one (1) slaughter facility is publicly owned. Some of these facilities such as the Kinango slaughter slab are in poor condition and therefore require rehabilitation.

The field survey done by Geodev (K) Ltd indicated that 44.6% livestock farmers access livestock extension services. Each sub- county has veterinary surgeon. Ideally, each ward should be served by an animal health officer; however, 12 wards are adequately covered by animal health extension officers. The county also has 5 artificial insemination officers, 3 of whom couple as ward animal health officers.

According to the Kenya Population and Housing Census (KPHC), 2019 about 53.6 percent of the households in Kwale County practice Poultry farming .However, poultry farming is mainly practiced at subsistence level with the main breeds being indigenous chicken. There is great poultry commercialization in the county due to proximity to ready market which includes Mombasa and Diani.

Bee keeping (apiculture) is a livestock subsector with a huge untapped potential to contribute to improving nutrition and income supplementation to rural households and entrepreneurs. However, traditional beekeeping has resulted to low volumes of honey produced and income generated. To address this shortfall, the County government donated

beehives and honey harvesting kits to farmers through farmer groups and this component is being prepared for some enhanced improvement through further investment in capacity building.

1.1.1.4 Fishing and Aquaculture

Kwale has abundant fisheries reserves along the coastline and according to 2019 census, fishing and aquaculture as 4452 and 220 benefiting household respectively. Major fish reserves include: Shimoni, Vanga, Msambweni, Diani, and Tiwi. There are 40 landing sites utilized by twenty three (23) BMUs and the main types of fish catch are Rabbit Fish, scavengers, Jack Fish and King Fish. The fish catch has remained low due to overreliance on near shore fishery hence low income. Therefore, to enhance fish production and profitability, the County government of Kwale has been supporting the fisher folk with fishing gears, modern fishing vessels, value addition equipment and improving fish landing and handling sites to reduce post-harvest losses. There are innovations in fish farming which include Rabbit fish cage farming in Shimoni, a project started by the Kenya Marine and Fisheries Research Institute. This has improved the dwindling fish catch and minimised marine life risks.

Marine water aquaculture (Mariculture) in Kwale is still at its infancy, but has considerable potential as an alternative source of livelihood and additional income. This subsector has been constrained by low technology uptake, high capital requirement and inadequate extension services. The mangrove areas along the coastal strip of Kwale have high potential for Mariculture. A number of community projects have been started, including mangrove mud crab farming at Tsunza and Vanga, and oyster farming at Gazi. The Kenya Coast Development Project (KCDP) has also initiated a project of milkfish production in ponds and collection of wild fingerlings for marketing to other farmers including outside the county at Makongeni.

1.1.14 Tourism

1.1.1.5 Introduction

Kwale County is a tourism destination and takes pride of its pristine beaches, highly rated world class hotels, marine parks and game reserves, nascent tourist sites and a number of untapped cultural resources. Diani beach which is the main tourist attraction site has been voted the best beach destination in Africa for seven years consecutively. Due to this the Diani airstrip has been earmarked for upgrading to airport status in the coming Fourth Medium Term Plan 2023-2027. Tourism is a key sector and its transformation is critical for creation of employment, revenue generation, and creation of demand for goods and services and inclusive growth. The County has invested a lot in developing Kwale as a tourist destination notably in infrastructure (opening up beach access roads, Pedestal walkways, street lights), Marketing and Promotion (Participation in Expos and exhibitions- National and International) and capacity building (Beach operators). In conjunction with the National Government the Ukunda Airstrip is being expanded and will be upgraded to airport status, Samburu – Diani road is being tarmacked and Dongo Kundu bypass is in its final stage of construction. These infrastructural development will boost tourism in the County.

1.1.1.6 Main Tourists Attractions and Activities

The County has numerous tourist attraction assets ranging from the world-renowned sandy beaches; historical and monumental sites, natural parks and reserves, conservancies, ecotourism sites, Islands, Indian Ocean and hospitality facilities as well as culture and heritage of the people of Kwale. The key tourists' attraction sites include the Diani Beach, Shimba Hills National Reserve, Mwaluganje Sanctuary, Kisite/Mpunguti Marine Park, Shimoni Caves and Kongo Mosque. Tourism potential is notably huge as there still exists untapped cultural resources, nascent tourist sites especially within islands (Funzi, Wasini etc) and sports tourism.

Classified Hotels

Kwale County has 14 tourist star-rated establishments with a bed capacity of 3293. Existence of these facilities offers the county an opportunity to exploit Meetings Incentives Conferences and Exhibitions (MICE) model of tourism. The

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county has high potential for investment in the hospitality sector particularly during the implementation of vision 2030 flagship project namely Diani Resort City whose construction is on course and the possible Tsunza Resort town. Others include; Neptune Beach Hotel, Almanara, Southern Palms, Diani Sea Lodge, Pinewood, Kaskazi Beach Hotel, Baharini, Amani Tiwi, Travellers, The Maji House.

Table 6: Hospitality Establishment

No.	Establishment	Rooms	Beds	Ratings
1	Diani Reef Beach Resort & Spa	143	286	*****
2	Leopard Beach Resort and Spa	198	396	*****
3	Swahili Beach Resort	125	250	*****
4	Baobab Beach Resort & Spa	343	686	****
5	Diani Sea resort	170	340	****
6	Lantana Galu Beach	47	240	****
7	Leisure Lodge Beach & Golf Resort	253	506	****
8	Msambweni Beach House and Private Villa	5	24	****
9	Indian Ocean Beach Resort	101	180	***
10	Morning Star Apartments	50	65	**
11	Neptune Palm Beach Resort & Spa	60	120	**
12	Neptune Paradise	92	184	**
13	Papillon Lagoon Reef Hotel	150	300	**
14	Saruni Ocean Beach Resort	10	20	**

Source: *Tourism Regulatory Authority, 2018*

The county's economy relies on tourism as the main source of income and revenue for the residents and the county respectively. In as much these assets are the backbone and the remedy for poverty reduction and economic development, they face severe adverse effects from human related activities. These activities include; overexploitation and mismanagement of the coastline through solid waste disposal, overfishing, housing development; increased mining activities which reduce forest and vegetation cover; potential damage to historical sites (kayas) among others. There is huge potential to increase tourism earnings and thereby spur economic growth through enhancing and developing the existing tourism assets, diversifying tourism products to include conference tourism, sports tourism, eco-tourism, community and cultural tourism among others. Others will include developing tourism infrastructure including beach access roads, improving waste management and ensuring security and safety on the beaches.

Sandy beaches and Islands

They include the 17 km stretch of pristine white fine sandy beach in Diani, Msambweni, Shirazi, Funzi, Shimoni, Wasini and Kisite tidal Island. The Beaches are ideal for beach tourism such as snorkeling sports, basking, picnicking, camping, photography among others. There are 20 islands in the county, 4 of which are inhabited and include Wasini, Funzi, Mzizima and Chale. The islands offer an opportunity for exploration and island tourism.

National parks and Reserves

The county has 3 National parks and reserves namely, Shimba Hills National Park Reserve, Kisite Mpunguti Marine Park and Reserve and Diani/Chale Marine Reserve. Shimba Hills National Park Reserve is used for bird watching, site seeing, photography, camping, nature trail to Sheldrick waterfalls and botanical research. Kisite Mpunguti Marine Park and Reserve offers snorkeling, diving, swimming with dolphins, sunbathing and marine conservation tourism. Diani/Chale Marine Reserve is a gazetted marine reserve whose management and operation has not been realized yet. The reserve stretches from Waa to Chale along the coastal line. It offers opportunity for sport fishing, sky diving, surfing, snorkeling, and boat riding.

Historical and monumental sites

The county has a number of historically significant sites. They include Fikirini caves, Mwanangoto caves at Shimoni, Kongo Mosque in Ukunda, Lwayo La Mlungu in Mwereni, Nyumba Ya Hoe – Kilibasi, Vanga Ruins, Jumba la

Mbaruku in Gazi and Komboza Caves at Diani among others. The Kaya Forests including Kaya Kinondo, Kaya Waa, Kaya Muhaka, Kaya Jogo, Kaya Tiwi, Kaya Kwale, Kaya Lunguma, Kaya Segga, Kaya Likunda, Kaya Diani, Kaya Mtswakara, Kaya Gandini, Kaya Chale, Kaya Dzombo, Kaya Mrima among others. The sites are potential for cultural tourism and provision of ecosystem services.

Conservation sites

The county hosts unique places that are used as tourism sites. They include; Gazi Boardwalk in Kinondo, Wasini Women Boardwalk in Vanga and Majimoto site in Dzombo, Sable bandas in Shimba Hills and Kaya Kinondo eco-tourism project in Kinondo which are community owned eco-tourism projects. In addition, the Mwaluganje Elephant Sanctuary in Kinango is a community conservancy currently used for tourism activities. Human-wildlife conflict is a phenomenon that continues to be a major hindrance to conservation efforts in the county, wildlife claim lives, destroy property and cause lifelong maiming. Kinango sub-county register's elephants, buffaloes, and snake bites as the major causes of conflict. In Matuga, cases of elephants, baboons and snakes are reported while Lunga Lunga cases of elephants, buffaloes and crocodiles are rampant.

Indian Ocean

The county enjoys the luxury of being a preferred tourist destination throughout the year. The peak season is in December, high season ranges from January to March and July to August while the low season is only between May and June. The open water of the Indian Ocean is also a tourism asset for the county. It offers varied tourism activities such as surfing, Kayaking, diving, swimming, photography, sport fishing and snorkeling.

1.1.15 Industry and Trade

Kwale County has a number of industrial activities in processing and manufacturing which make up the industrial economy. These activities are cantered upon agro- processing, mining, cottage industries, manufacturing, industrial processing and urban based industries.

Agro-processing industries

These are industries that focus on value addition of agricultural products. Such industries in Kwale County include Kenya Bixa Limited in Tiwi which processes Annatto seeds into Annatto natural food colours (Norbixin and bixin) and other by-products; Asante Capital in Ukunda that processes wood into wood products such as plywood, veneers and charcoal briquettes; Kutoka Ardhini Limited in Vanga which processes cooking oil from tea trees. Kwale Coconut Processors Limited in Ukunda focuses on extracting coconut oil from coconuts while Kwale International Sugar Company Limited in Ramisi processes cane into sugar and ethanol and other by-products such as molasses.

In its effort to encourage value addition of agricultural products and commercialize agriculture in the county, the County Government is constructing a fruit processing plant in Shimba Hills, Kubo South ward. The capacity of the fruit processing plant is projected to be 3,000,000 litres of fruit juice per annum apart from the production of fruit puree and other fruit value added products. The fruit industrial project will bring immense benefits to the county in terms of robust local economic development. The industry will generate employment opportunities to over 3,000 local farmers in the county. Direct benefits will be to the over 1000 people who will be gainfully employed as extension service providers, technical services providers including plumbers, electricians among other and the wholesalers and retailers of the industry products.

Manufacturing industries

Under manufacturing industries, there is Top Steel Kenya Limited in Mwavumbo ward which produces steel products and the newly established Devki Steel Milling Company in Samburu. The industries which focus on mining include Base Titanium Limited in Kinondo which specializes in extraction of titanium while Coast Calcium Limited in Waa specializes in processing of limestone into hydrated lime and other limestone products.

The mega investment by Devki Steel Mills Limited is projected to produce half a million tonnes of steel annually once it becomes operational. The plant will produce steel sufficient for Kenya and the whole of East African region. This plant is expected to generate about 1,600 direct jobs especially for youth who will be employed as industrial workers. In addition about 9,000 indirect opportunities will be created in related activities such as iron-ore mining and transportation. This will significantly address the problem of youth unemployment.

President William Ruto at the Devki Steel Mills in Kwale accompanied by First Lady Rachel Ruto, Public Service and Gender Cabinet Secretary Aisha Jumwa and Trade CS Moses Kuria among others on November 18.

Industrial Processing

There are several industrial processing firms which focus on water bottling such as Asilia, Marere and Rayan. Recently, Huawei Kenya Food Company Limited has started putting up a fish processing plant at Kibuyuni in Shimoni for processing fish into snacks for export. ME Moringa EPZ Ltd Corporation has put up a moringa processing plant in Msambweni while Nyari Sisal Estate processes sisal production in Taru, Kinango Sub County.

Cottage Industry

The cottage industries also referred to as household-based industries are production units mostly based on home production of goods and services derived from locally available raw materials. Operations under these industries are driven by fuel, manual power or skills and their products end up in the local market. The cottage industries in Kwale operates in producing in a number of areas such as brick production, coral stone cutting, woodworks, food vending and eateries, herbal medicine extraction, charcoal and briquettes production, weaving, artwork, pastries, bicycle, motorcycle and tuktuk repair, cassava flour production, honey production and shoe making and repair. The cottage industries occupy the biggest share of the industries but the larger share of its operations at a small scale.

Figure 9: Industrial Distribution in Kwale

Source: Geodev (K) Ltd, 2020

Industry	Type	Location
Top Steel	Manufacturing	Mwavumbo
Asante Wood	Agro processing	Ukunda
Base Titanium	Extractive	Kinondo
KISCOL Sugar Industry	Agro processing	Ramisi
Huawenfish	Industrial Processing	Kibuyuni
Kenya Calcium Product Ltd	Manufacturing	Waa
EPZ	Agro processing	Samburu
Asilia Water Company	Industrial Processing	Ukunda
Kenya Bixa Industries	Agro processing	Tiwi
Kwale Coconut	Agro processing	Ukunda
Devki Steel Milling	Manufacturing	Samburu
Slaughter House	Agro processing	Mazeras
Sisal processing	Agro processing	Taru
Honey production	Agro processing	Tsimba
Kutoka Ardhini Epz	Agro processing	Vanga

Source: Geodev (K) LTD field survey 2018

1.1.16 Trade and Commerce

Trade taking place in the county involves both Retail and Wholesale. Retail trade is consumer-based and focuses on the exchange of goods and services from business to consumer while wholesale operates from either business to business at a larger scale or business to consumer at a smaller scale. The bulk of retail activities in Kwale take place in the urban areas due to the high population, levels of income, infrastructure among other factors. The main trading centres include Ukunda-Diani, Kwale, Msambweni, Kinango, Lunga Lunga, Taru, Samburu and Kombani. In rural areas, trading takes place within local trading centres. The county has a total of 66 trading centres. Retail trading activities in the county take place in open air markets, periodic open-air markets where trading activities shift from one location to another on different days of the week. Retail trade also occurs in outlets such as shops, supermarkets and kiosks, hawking and roadside vending. Wholesale activity mainly involves purchasing, storing and selling of goods to retailers, industrial users/authorities, other wholesalers and intermediaries. Wholesale trading in Kwale County is mostly concentrated within the urban areas. Wholesale outlets mainly consist of depots and direct sourcing of goods by external traders.

To facilitate marketing of agricultural produce, the county government has constructed the retail cum wholesale produce market in Kombani area of Waa-Ng'ombeni ward. The project is worth Ksh 110 Million and co-funded by the county government and the European Union under the Instruments for Devolution Advise and Support Programme for Local Economic Development (IDEAS/LED Grant 2016). This project will generate employment opportunities to over 1,000 local farmers and traders apart from enhanced revenue collection for the county government.

Kwale County has 184 registered cooperatives societies 74 of which are active while 110 are dormant. These cooperatives can be broadly put in the following categories: Agricultural Marketing Cooperatives, Fisheries Cooperatives, Livestock Marketing, Investment, Savings and Credit Cooperative Societies (SACCOs) and recently Matatu operator SACCOs. The County cooperative office is continuously supporting the sector by educating both leaders and members on leadership, corporate governance, record keeping and management hence improving their efficiency and service delivery.

Table 7: Kwale County Cooperatives

Type	Registered	Active (as on March 2018)	Activities
Savings and Credit (SACCOS)	104	53	Savings and credit
Agricultural Marketing	41	7	Marketing of Agricultural Produce
Livestock Marketing	8	4	Marketing of Livestock Produce
Fishermen Marketing	8	1	Marketing of fish
Dairy Marketing	7	1	Marketing of Dairy Produce
Handicraft Marketing	3	2	Marketing of Wood curving's
Housing	5	4	Purchase of Land and construction of Houses
Mining	3	0	Marketing of Minerals
Multipurpose	3	0	Marketing various products
Consumer	1	0	
Investment	1	1	Ice making and marketing
Total	184	73	

Source: County Department of Cooperatives, 2022

1.1.17 Financial Services

Kwale County is now served by over 10 commercial banks and five micro-finance institutions (MFIs). Most of the banking services are distributed within Ukunda and Kwale towns thus limiting banking and financial services access to majority of the SMEs and residents of Kinango, Lunga-Lunga and Msambweni sub counties. Banks include Absa (formerly Barclays Bank), Kenya Commercial Bank, Equity, Family Bank, National Bank of Kenya, Commercial Bank of Africa, Post Bank, Faulu Kenya, Cooperative Bank. Microfinance institutions include Kenya Women Finance Trust (KWFT) and Imarika Sacco in Ukunda-Diani, and KWFT Msambweni and Kinango branches and Yehu, Teachers Sacco among others. Conventional financial services are limited and restrictive in lending to majority of the unemployed residents. Majority of the residents and women do not have tangible collateral to support borrowing from commercial banks. However, the prevalence of informal table and village banking (*VSLA*), *Merry go rounds*, *Chamas* and the innovative agency banking offered by commercial banks and micro-finance are playing pivotal role in championing financial empowerment and inclusion for all.

Banking agencies such as *Co-op Kwa Jirani*, *KCB Mtaani*, and Equity Bank agents have set up shops throughout the county to provide banking services in urban areas as well as rural areas where there are no mainstream banks. Mobile money transfer agencies are spread throughout the county, with M-pesa and Airtel Money having a strong presence.

1.1.18 Blue Economy

According to the World Bank, the Blue Economy is the “sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of ocean ecosystem.” Goal 14 of the Sustainable Development Goals (SDGs) labelled “**Life Below Water**”, concerns the conservation and sustainable use of the oceans, seas and marine resources for sustainable development. The oceans and seas are a key source to food, energy and minerals and other economic activities including maritime transport and coastal tourism. However, there is threat to health of the marine ecosystems due to greenhouse gases, ocean pollution, unsustainable fishing and habitat destruction. These activities harm marine life and are increasing day by day.

Source: *World Bank, 2017*

Blue Economy has the potential to inject up to **4.8 Billion US dollars** to the Kenya’s economy and can create over 52,000 jobs in the next ten years. Kwale County is a beneficiary of vast marine resources from Kenya’s 12 nautical miles of territorial waters, 12 nautical miles of contiguous zone and 200 nautical miles of exclusive economic zone within the Indian Ocean. The benefits of the blue economy in the county can be derived from the following themes: fishing; Oil, gas and Offshore minerals; maritime transport; coastal tourism; Energy and Marine ecosystem services. Blue Economy is the next frontier of economic development in Kwale County after the tourism and mining sectors.

The National Government through the Ministry of Mining, Blue Economy and Maritime Affairs is constructing a state of the art training facility in the county in Kombani area of Waa-Ng’ombeni ward. The institute which will cost the National Government Ksh 1.2 Billion will train a new generation of mariners in port logistics and marine transport. The County will gain in terms of increased job opportunities and commercial activities.

Fishing

Kwale County has abundant fisheries reserves along its coastline. Major fish reserves include: Shimoni, Vanga, Waa, Msambweni, Diani, and Tiwi. The main types of fish caught are Rabbit Fish, scavengers, Snappers, Parrot fish, Mackerel, Octopus, sardines, prawns (*Kamba*) and Squids. The commonly used fishing methods are the traditional ones which include; Gillnets, Basket traps, reef seines, cast nets, hooks and line, fence traps and ring nets. The County

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has 56 gazetted fish landing sites which are managed by 20 Beach Management Units. Out of these 56 landing sites, 8 are developed with a permanent fish Banda.

Table 8: County Landing Sites

N	Name of the landing Site	Location
1	Bodo, Shirazi, Ramisi, Chale Jeza, Chale, Mgwani, Funzi, Gazi, ,Mwakore,Munje,Mkunguni,Mawezani,Mwaembe,Kingwede,Mvuleni,Mwape,Mwanyanza,Rigata,Mwakamba,Tradewinds,Mwamombi,Gomani,Nyumba Sita,Mwandamo	Msambweni
2	Kibuyuni,ChiroMo,Mtimbwani,Kivuma,Mzizima,Aleni,Mwanjeni,Anziwani, Bati, Chete Cha Kale,Kichangani,Nyuma Maji,Wasini,Bogowa,Mkwiro,Jasini,Jimbo,Vanga,Kiwegw	Kiwambale, Ya Lungalunga
3	Tiwi Mkunguni,Kikadini,Mwagandizo,Mbuguni,Nyari,Mwanyerere	Matuga
4	Tsunza,Bofu,Mwadumbo,Mbonje,Guya	Kinango

Source: *County Department of Fisheries, 2018*

Value addition and fish Marketing

Locally, fish is mainly marketed fresh at the landing sites. Due to lack of cold storage facilities in some landing sites and fish processing plants within the county, the fishermen sell the highly perishable catch at a throw away price for fear of encountering losses. There are no structured market systems for fish. The county' fish export, consist of octopus and live fish (ornamental fishes) which are sold to exporters in Mombasa and Kilifi Counties. There is minimal value addition undertaken in the fishing industry. The fresh fish from landing sites are deep-fried or frozen and sold directly to local consumers.

Maritime transport

Maritime transport defines the transportation of cargo by sea. An indispensable part of cross-border trade, it allows massive amounts of cargo to be shipped efficiently. Maritime transport in the county is mostly via small boats and canoes which are often motorized. In addition, such marine vessels have limited passenger and cargo capacity, thus hindering the county from leveraging on the limitless transportation capacity offered by the ocean. The lack of ports, jetties, piers and other docking areas for ships and other larger vessels is also a major hindrance to the optimization of the county's marine transport potential. The county has four natural harbors which include; the Shimoni Jetty, Vanga, Kinondo and Waa which could potentially be developed into small ports to enhance the marine transport.

The Shimoni Fishing Port whose construction works has begun will generate employment opportunities estimated at over 3,000 jobs both directly and indirectly. Shimoni Fishing Port is sponsored by the Kenya Ports Authority (KPA).This industrial fishing port infrastructure will include a fish processing plant and a multipurpose berth that will incorporate fish and conventional cargo handling and cold storage facilities. In addition, KPA will construct a modern fish market in Shimoni to serve the needs of the local fisher folks. This facility will enable large scale exploitation of the fishing industry, strengthened by fish value addition and a ready market both locally and overseas. The array of many economic activities surrounding the facility will make Shimoni a special economic zone.

The National Government has tarmacked the Shimoni road from the Likoni-Lungalunga junction at Kanana in Pongwe-Kidimu. The county government has positioned itself to take advantage of this development through capacity building of fishermen on modern methods of fishing, sponsoring training on marine technologies and provision of fishing boats and fish accessories through the Beach Management Units (BMUs).

Site for the Shimoni Port

Maritime Tourism

Coastal and marine tourism represents at least 50 percent of total global tourism. Maritime tourism refers to sea-based recreational activities such as boating, yachting, snorkeling, ski diving cruising, nautical sports as well as shore-based activities, such as land-based whale watching, reef walking, beach strolling, sun bathing cruise ship supply and yachting events, within the overall ambit of marine environment. Of these activities, only beach strolling, boating, snorkeling, reef walking and sun bathing happen in small scale.

Coastal and marine tourism represents at least 50 percent of total global tourism. A sustainable, regenerative and resilient coastal and marine tourism sector has the potential to be the foundation for a sustainable ocean economy—delivering on the vision for protection, production and prosperity—by stimulating new high quality economic opportunities for local communities, restoring the natural environment and revitalising culture and heritage.

Marine energy

Marine energy or marine renewable energy is a renewable power source that is harnessed from the natural movement of water including waves, tides and river and ocean currents. Marine energy is a renewable source of energy whose development and utilization can complement the energy needs of not only Kwale County but also Kenya as a whole. However, the county is yet to tap into its potential in marine energy by exploring sources of marine energy such as offshore wind energy, onshore wind energy, wave power and tidal energy.

Figure 10: Types of marine energy

Diagram of the main types of Marine Renewable Energy (MRE) technologies with, from left to right: ocean thermal energy conversion plants (thermal energy), offshore fixed-foundation and floating wind turbines (wind energy), tidal turbines (tidal energy) and wave energy converters (wave energy).

Marine Ecosystem Services

Marine ecosystem services are the benefits provided to humans by the marine ecosystems. Functional marine ecosystems have great benefits to both human and the environment. These benefits can be **provisioning** such as the harvesting of food from fisheries, **protecting** such as the capturing and storing of carbon dioxide so that it is no longer available for release into the atmosphere thus slowing global warming and **cultural** such as religious significance of relating to the ocean through our ancestors.

How marine ecosystems generate economic benefits.

The Mikoko Pamoja project is a good example of how citizens can benefit from protection of the marine ecosystems. In Kwale County, **the Mikoko Pamoja project** is located in Gazi Bay involving the Gazi and Makongeni communities. It involves nearly 500 members who participate in the regular protection and planting of about 4,000 new mangroves every rainy season. This intervention has created job opportunities for the locals. Through this project mangroves covering 117 ha of land in Gazi Bay have been protected from illegal deforestation. The locals have benefitted through the sale of carbon credits, which are created from the carbon dioxide (CO₂) emissions awarded by the project. The credits are then generated through PES (Payment for Ecosystem Services). The group has sold more than 12,000 tons of carbon credits, which generated more that Ksh. 6.2 Million. There is huge potential to earn more than USD 200,000 annually from carbon markets besides expanding energy access, creating jobs, protecting diversity and increasing climate change resilience.

Mikoko Pamoja community based organization members at Gazi and Makongeni in Msambweni Kwale planting mangrove plants at the shores of Indian Ocean as they conserve the plant to trap carbon dioxide for climate change mitigation.

Among the major threats to marine ecosystems are overfishing, pollution, and sedimentation and habitat destruction. Warming seas and increased acidification by climate have devastating effects on coral reefs and other marine

ecosystems. There is need to increase protection to the marine eco-system. This will provide a big boost to the ocean economy. The ocean is central to human lives. A healthy ocean safeguards our coast, stores carbon, creates employment and feeds families. Marine protected areas have the double impact of contributing to a healthy ocean and creating economic opportunities.

Sea weed farming

Sea weed farming in Lungalunga Sub County is one of the emerging economic activity which can generate jobs, create wealth, reduce poverty and uplift the quality of life of the local community. Sea weed has become the new cash crop for all seasons. The crop is grown in Kibuyuni, Mkwiro, Mwazaro bay and Gazi. Recently the Kibuyuni sea weed farmers have started doing value addition through soap and shampoo making. There is huge potential for commercialization of sea weed farming. The sea weed has many industrial uses such as making gels, fertilizers and pharmaceuticals which have not been exploited in the East African region. Unlike in the East African region where production is still low, countries in Asia produce millions of tonnes a year making sea weed a billion dollar industry. The county government can exploit locally sea weed processing to add more value to the crop and thus generate jobs, create wealth and reduce poverty in the local communities. The county government will enhance the production of sea weed through government funding, capacity building of the farmers and explore more access to markets.

1.1.19 Mining

Mineral base in Kwale

The County is endowed with a variety of mineral resources. The mineral resource include; Titanium (rutile, ilmenite, zircon) at Nguluku and Shimba Hills; Gemstones at Kuranze; Rare Earth Elements (niobium, phosphates) at Mrima Hills and Samburu; Silica Sand at Waa, Tiwi and Ramisi; Zinc, Lead and copper at Mkang'ombe, Mwache, Dumbule and Dzitenge; Baryte at Lunga-Lunga; Coal at Maji ya Chumvi; Sandstones at Mariakani; Limestone at Shimoni and Waa; Coral at coastline and Oil/Gas at onshore and offshore. Mining activity in the county is undertaken at both large and small scale. Large scale mining is currently being undertaken by the Base Titanium at Nguluku and Coast Calcium Limited at Waa.

Mining operations started in late 2013 and account for almost 65 percent of Kenya's mining industry by the mineral output value. The Kwale Mine owned by Base Titanium is currently producing 455,000 tonnes of limonite, 85,000 tonnes of rutile and 32,000 tonnes of zircon each year. These minerals are worth Kshs 16 billion annually. The Base Titanium exports the mineral deposits to different parts of the world earning millions each year. Under the mining deal with the Kenyan Government, Base Titanium is supposed to pay royalties from its after tax revenues to the government. The Kwale Mine provides significant revenues in tax and royalty payments.

Figure 11: Kwale Titanium Mines Sites

Source: *Base Titanium (Kenya) Ltd, 2022*

Figure 12: Operations at the Base Titanium Mine in Kwale County 2019

Source: *Base Titanium (Kenya) Ltd, 2022*

The County government and local community where the mine operates stand to gain from the royalty payments as laid down in the Mining Act 2016. The Act stipulates that royalties are to be shared by national and county governments and communities on a percentage of 70-20-10 respectively. More than Ksh 6 billion paid as royalties to the National Government over the last six years has not been disbursed due to lack of Public Finance Management (Royalty Fund Sharing) Regulations, a legal instrument required to unlock the funds. The instrument has so far been approved and we expect the National Government to start implementation. The royalties which will be utilized for funding socio-economic development programmes.

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Artisanal and Small-Scale Mining (ASM) takes place in many parts of the county including sand harvesting in Tiwi and Msambweni, coral rock cutting in Funzi, Waa, Kinondo and gemstones in Kuranze. The predominant artisanal and small-scale mining activities are river sand harvesting, silica sand harvesting, gravel and quarrying. The haphazard nature of ASM makes it difficult to regulate as it often takes place outside the mainstream industry (formal sector). There are immense advantages to be gained by mainstreaming artisanal and small-scale mining sector, key among them being widening of the tax base, a likelihood of safer, healthier and more environmentally compliant operations.

Rare earth elements (REEs) - REEs are commonly found in carbonatite and alkaline intrusive complexes and their weathering products. In Kwale, carbonatites are found in Mrima Hill, Lungalunga sub- county. The extensive exploration program undertaken by Cortec Mining Kenya Ltd (a Kenyan subsidiary of the Canada-based mineral exploration company Pacific Wildcat Resources Corp) in 2010 indicated mineral resource for niobium was 12.0 million tonnes at 1.21% Nb₂O₅ and an inferred resource of 105 million tonnes at 0.65% Nb₂O₅. The results have positioned Mrima Hill as a world-class resource for niobium and REE. The Cretaceous deposit consists of four separate alkaline intrusions: Kiruku, Mrima, Nguluku, and Dzombo. REEs find great application in high-technology, weaponry systems and clean-energy products. The demand for REEs has therefore increased dramatically due to the growth of high-tech industries. With the development of these deposits, Kenya therefore stands to further increase its earning from the mining sector if these deposits are exploited.

Picture of Carbonatite. The white minerals are calcite, black minerals are magnetite, and green minerals are olivine.

Exploitation of the county's mineral base offers Kwale a significant growth potential, and could contribute significantly to driving economic growth, not only in mining, oil and gas, but also in support sectors such as transport, energy and finance. As an emerging industry, the mining sector is fragile and needs to be supported by an enabling regulatory environment through public participation, appropriate compensation and resettlement of displaced persons, environmental protection in order to grow, stabilize and generate sustainable revenues for the government, as well as to deliver local economic and social development ambitions.

Table 9: County Minerals

Mineral	Location
Base & Rare Metals	Ndavaya Ward, Puma Ward (no Town)
Base Minerals	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Bofu, Matumbi,
Chrome	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza
Coal	Kilimangodo, Vigurungani, Makuluni, Magombani, Kalalani, Mtumwa, Kajichoni,
Copper	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Fuel Mineral	Taru, Samburu, Kwa Kadogo, Kinagoni, Achivwa, Kambingu, Mbita, Tata,
Garnet	Kuranze
Garnet (Abrasives)	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Garnet (Gemstone)	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Gemstones	Kuranze
Gold	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Graphite	Puma Ward
Heavy Minerals	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Ilmenite	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Industrial Minerals	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Iron Ore	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,

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Lead	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Limestone	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Shimoni,
Manganese	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Monazite	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Nickel	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze
Non-Precious Mineral	Kinango, Kuranze
Precious Metal	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Precious Stones	Kuranze
Quartzite/Sandstone	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Rare Earths	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Mrima, Mwangulu,
Ruby	Kuranze
Rutile	Lukore, Shimba Hills, Kilulu, Makobe, Kichaka Simba
Sand	Shimba Hills, Kilulu, Makobe, Kichaka Simba
Semi-Precious stones	Kuranze
Silica Sand	Ramisi
Silver	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,
Tin	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze
Titanium	Kinondo, Mwabungo, Magaoni, Majoreni, Jogo, Kanana Market, Kiwegu, Lukore,
Tourmaline	Kuranze
Zinc	Ndavaya, Mwakijembe, Mkangombe, Mwalukombe, Gulanze, Kwale, Tsunza,

Source: *Mineral Cadastral –Kenya,2018*

1.1.20 Water Services

The Constitution of Kenya 2020 recognizes the provision of clean and safe water as a basic human right and assigns the responsibility for water supply and sanitation service provision to all the 47 counties. In 2016, the National Government enacted a law, (the 2016 Water Act) to align the water sector with the Constitution’s objective of devolution. The act espouses that water related functions are shared responsibility between the national government and the county government.

Water utilization in the County includes domestic use, commercial use, Public purpose, industrial use, Recreational use which include; water sports, swimming among others hotels/lodges and Agriculture for irrigation and animal water. The main resources of water in Kwale County comprise of rivers (7), shallow wells (693), springs (54, protected and unprotected), water Pans, Dams (6), rock catchments and boreholes (110). However, most of the rivers are seasonal thus cannot be relied upon to supply the much needed water in the county for both agriculture and household uses. The access to water for drinking to the households as per the KPHC 2019 include public tap/standing pipe (18.3 per cent) ,pond water (17.2 per cent), borehole water (12.7 per cent),dam/lake water (10.4 per cent),protected well water(10.3 per cent),unprotected well (8.3 per cent),piped to yard /plot(5.5 per cent ,piped into dwellings(4.3 per cent),stream /river (3.2 per cent),protected spring water(1.3 per cent),water vendor(2.9 per cent),bottled water (2.1 per cent) and rain/ harvested water(1.7 per cent).

The Kwale County Water Master Plan 2015 shows that the demand of water within the county was 51,961 M³/day in 2015 and projected to be 67,582 M³/day by 2020. The projections for water demand in the year 2030 is approximately 92,817 M³/day. Domestic water demand is highest compared to other uses of water.

Table 10: County Water Demand

Demand	2015 (M ³ /day)	2020(M ³ /day)	2030(M ³ /day)
Domestic	36411	44516	62998
Institutional	10811	12696	16683
Hotel Facilities	4011	4011	4463
Commercial & Industrial	364	445	630

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Livestock	364	5914	8043
Total	51961	67582	92817

Source: Kwale County Water Supply Development Master Plan, 2015

Kwale Water and Sewerage Company (KWAWASCO) is a water company incorporated under the Water Act 2002 (Cap. 486) in September 2005 and is one of the 6 Water Service Providers (WSPs) appointed by Coast Water Services Board through a Service Provision Agreement (SPA). KWAWASCO's primary sources of its water are; Marere springs, Mzima springs, Mkanda Dam, Nyalani Dam and Tiwi well fields as Shown in Table 10-1. It has approximately 10,000 active connections and about 5,000 dormant connections across the County. The company currently supplies 17,778 M³/day of water and has a total water storage capacity of 6600 M³ distributed across nine (9) storage locations (tanks).

The areas served by KWAWASCO and other small-scale water service providers (defined as service providers with at least 100 connections and serving three communal water points) in the County are presented in the table below.

Table 11: Bulk Water Supply sources

Source	Location	Capacity	Area Supplied
Mzima springs	Tsavo -Taita Taveta	Total: 4000 M ³ /day Kwale Allocation: 4029M ³ /day	Along the route to Mombasa
Marere Springs	Shimba Hills	Total: 9000-15000 M ³ /day Kwale Allocation: 2869M ³ /day	Kwale town, Kinango town and Waa
Tiwi Wellfield	Tiwi	Total: 9000-15000 M ³ /day Kwale Allocation: 3745M ³ /day	Tiwi, Diani, Waa
Msambweni Boreholes (3)	Msambweni	340 M ³ /day	Msambweni Town
Mwalewa Borehole	Lunga Lunga	300 M ³ /day	Lunga Lunga Town
Chuni Borehole	Vanga	180 M ³ /day	Vanga

Source: Kwale County Water Supply Development Master Plan.

Mkanda Dam is the largest community water supply system. It is a 16M high reservoir with a storage capacity of 1.26 Million Cubic Metres (MCM) operated by the community. Water is pumped to a raw water treatment plant at Mwabandari and then to Kikoneni and environs. The dam is undergoing expansions, which include 6 km of 200 mm galvanized iron rising main from Mwabandari treatment works to Mwananyamala tanks (done by the County Government of Kwale, Complete); 6.3 km of 200 mm galvanized iron rising main from Mwananyamala tanks to Dzombo hills (done by the County Government of Kwale, ongoing). It has a 1,500 m³ Concrete tank at Dzombo hills; 10 km of 200 mm galvanized iron rising main from Dzombo water tank to Perani (done by Coast Water Services Board); and 8 km of 75 mm distribution to Mwanguda and Mamba.

The Mwache dam development is another key investment by the National Government which will spur economic development in the county. The Mwache dam is an 87.5 meter tall concrete gravity dyke impounding 118 million cubic metres of water with a daily supply of about 186,000 cubic metres of water. In addition upon completion, the dam is expected to put about 2,600 hectares of land under irrigation in the county. Apart from addressing the problem of water shortage, it will improve the food security situation, create employment in both livestock and agro-based business, generate wealth and reduce poverty for the local community. The other dam projects in the county which will spur local economic development include Mwakalanga dam, Nyalani dam and others.

A view of the Mwakalanga dam

Water Services Sector in the County has developed pipelines, dams and pans supplying water to 93,515 HH or 542,388 people, almost 54% of our population. To cushion the Kwale residents from the impact of climate change on agricultural production and productivity mega dam projects have been designed to support irrigation fed agriculture. Flagship projects under development in the sector include Mwakalanga, Mwaluvuno, Kizingo and Bofu Dams.

1.1.21 Sanitation

1.1.1.7 Sewerage Systems

A sewerage system, or wastewater collection system, is a network of pipes, pumping stations, and appurtenances that convey sewage from its points of origin to a point of treatment and disposal. Sewer development is vital for the protection of the environment and natural resources in the County and enhancement of livability in the urban areas. All the towns in the County have no integrated sewer reticulation infrastructure. Due to the lack of a sewerage system and inadequacy of pit latrines Kwale people have been exposed to water pollution and water borne diseases.

1.1.1.8 Waste Management

Domestic Waste is waste, which is either solid or liquid generated in residential areas, Commercial settings and institutions. Waste is defined as an unwanted as, it is obviously undesirable but inevitable and inherent product of social, economic and cultural life. The indiscriminate disposal of waste, both liquid and solid, adversely affects the immediate human environment by degrading the natural phenomena hence, exerting health risk to exposed population. Health risks may be carried through different ways including flies, dogs, rodent and others that scavenge on the waste.

The main mode of human waste disposal in the county include pit latrine covered (38.2 per cent), pit latrine uncovered (9.8 per cent), VIP latrine (8.7 per cent), septic tank (8.8 per cent), bucket latrine (1.2 per cent) and open/bush (31.7 per cent). The main mode of solid waste disposal include collection by the County Government (5.2 per cent), collection by Community/Residents associations (1.1 per cent), collection by private company (1.2 per cent), dumped in the street (2.0 per cent), dumped in the compound (20.9 per cent), composite pit (12.4 per cent), burnt in open (33.2 per cent) and burnt in a pit (16.7 per cent).

1.1.1.9 Liquid Waste Management

Liquid waste management is the systematic administration of activities that provide for the proper handling, treatment and disposal of liquid waste/wastewater or sewage. The improper disposal of waste water play a role in the contamination of surface water, ground water, and the soil thereby posing health problems.

The lack of liquid waste reticulation and treatment infrastructure in Kwale County presents an existential health hazard and an imminent constraint to the county's development ambitions, especially in urban areas. Currently, the county's urban areas are largely reliant on septic tanks and pit latrines for disposal of human excreta. Development of wastewater reticulation infrastructure will ensure that Kwale's groundwater resources are not compromised by contamination from un-inspected (and often malfunctioning) septic tanks and leaching from pit latrines. In addition, the development of a sewerage network will incentivize urban vertical development and provide a cheaper alternative to vacuum tanks (exhauster services).

1.1.1.10 Solid Waste Management

Solid waste management refers to a systematic administration of activities that provide for the collection, source separation, storage, transportation, transfer, processing, treatment and disposal of solid waste. Accumulated waste deposits are an indication of societal lifestyles, waste management practices and production technology. Improper management of waste leads to proliferation of disease; environmental degradation and ultimate impact on livelihoods. The County has inefficient waste management system where a great deal of wastes generated is dumped in illegal dumpsites leading to physical accumulation of garbage waste leaching its effluents into fresh water systems. Poor transportation of waste has led to littering, making waste an eye-sore, particularly plastics in the environment.

Through commitment to sustainable development, the County aims to balance the broader economic and social challenges of development and environmental protection. This is reinforced in the constitution under the fundamental right to a clean and health environment. In an effort to address this situation, the County government constructed a dumping site in Kinondo area Msambweni sub county and is exploring other sites with the coming up of municipalities-Diani, Kwale, Kinango and Lungalunga. Besides designating areas of waste disposal, the County Government is also managing the sites including fencing, weighing of the waste and landfilling.

Private enterprises have come up to work together with the County Government to ensure sustainable waste management. A good example is the Kwale Plastics Plus Collectors in Diani who are working with the Diani Municipality management and have introduced quarterly beach clean ups, stretching from Tiwi to Chale Island and an annual September clean up exercise to maintain the cleanliness of the ecosystem

1.1.22 Health Services

The County has a total of 260 health facilities, comprising of 1 county referral in Msambweni, 4 Sub- county hospitals, 11 health centres, 123 dispensaries and 121 community units. The County has 54 doctors and 452 nurses. This translates to a doctor population ratio of 1: 15,842 and nurse population ratio of 1:1,893. The recommended doctor population ratio is 1:1000. The average distance to the nearest health facility within the County is seven (7) kilometres as compared to the required WHO standard of five (5) kilometres.

Table 12: County Health Facilities

Level	Public	Private	Total
6- National Referrals	0	0	0
5- County referrals	1	0	1
4-Sub-county hospitals	3	0	3
3- Health centers	9	1	10
2- Dispensary /Clinics	64	32	96
1 – Community units	121	0	121
Total Facilities	227	33	260

Source: Kwale County Department of Health, 2018

Figure 13: Distribution of Health Facilities in Kwale County

Source: County Department of Health Services 2018

Nutrition

Nutritional status in the county is wanting especially in children under 5 in the arid and semi-arid areas of the county. The predominant form of manifestation of malnutrition in the county are stunting, underweight and acute malnutrition accounting for the percentages 29, 21 and 6 respectively. The problem of malnutrition is attributed to poor diversification of food sources consumed in households. According to the household baseline survey, more than 80 percent of the population of the county rural farmers had a low dietary diversity compared to about 15 percent as shown the table below:

Table 13: Proportion of household heads with dietary diversity score (%)

Dietary diversity	Male adults	Female adults	Youth
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Low food diversity	85.5	89.7	86.7
High food diversity	14.5	10.3	13.3

Source: *House Hold Baseline Survey Report 2016*

Proper nutrition interventions should be put in place to address the cases of malnutrition observed in all the livelihood areas involving concerted efforts together with the community and households in Kwale County. Outreaches especially in Kinango and parts of Msambweni should be comprehensive and regular focusing on health and nutrition education promotion, complementary feeding, WASH and incorporate a strong community monitoring component.

Immunization Coverage

Immunization coverage is high above the recommended 80 percent immunization coverage for all the three vaccinations. Coverage is 99.4percent for OPV1, 97.4percent for OPV3 and 94.3percent for measles according to survey carried out with the participation of UNICEF, MoPHS, and Mercy (USA). Immunization efforts through the health facilities, outreach programmes and immunization campaigns in the County have contributed to these commendable rates.

Maternal Health

According to World Health Organization (WHO) maternal health is the health of women during pregnancy, childbirth, and the postpartum period. The status of mothers and children is an important indicator of the overall economic health and well-being of the County. According to the Kenya Demographic and Health Survey (KDHS), the percentage of women aged 15-49 who attended at least Four Antenatal Clinic (ANC) visits stood at 54 percent.

Access to Family Planning Services/Contraceptive Prevalence

Contraceptive prevalence among women in the reproductive age group in the County stands at 45 percent compared to 53 percent nationally. To further improve uptake and utilization of contraception in the County, programs should address demand-side factors including ensuring female educational attainment. There is need to have male involvement to broaden the scope of methods in family planning.

Non Communicable Diseases and Other Conditions

There has been an alarming increase in non-communicable diseases especially diabetic mellitus, hypertension, and cancer. The management and follow up of the hypertensive and diabetic patients is currently only done in seven health facilities limiting access to care for these life style diseases. Although the county has increased burden of cancer, organised information of management and treatment remains elusive due to lack of screening services and cancer registry. Due to large increase of accidents within the county there is need to establish emergency centres in all the hospitals. There is also need for strict enforcement of current rules and development of specific legislation by the county assembly to bring down the accidents.

1.1.23 Education, Skills, Literacy and Infrastructure

Literacy is the ability to read and write. Apart from equipping citizens with the knowledge and skills for the job market, literacy empowers citizens to participate in decision making processes, enjoy their fundamental right and enable them to lead a dignified life. Kwale County seems to have a high illiteracy level at a rate of 24.5 percent above the country's rate of 18.5 percent. Lungalunga Sub County has the highest illiteracy rate at 31.0 with 55,779 who never went to school.

According to Kenya Population and Housing Census 24.5 percent of the population have never been to school and the rate is very high for women at 29.1 per cent. Those who did not complete their learning stands at 12.6 per cent implying sizeable number of children and youth do not complete their learning either due to lack of school fees or other reasons. Efforts should therefore be made to improve on the access to education and literacy levels by enhancing enrolment and retention through such programmes like the bursary, scholarship awards, school feeding and general economic empowerment of the citizens. The school attendance status is given below:

Table 14: Distribution of Population Age 3 years and above by School Attendance status, Area of Residence, Sex, County and Sub county

County/Sub county	Total	At School/Learning institution		Left School After Completion		Left School Before Completion		Never Been To School	
		No.	%	No.	%	No.	%	No.	%
KWALE	788,189	334612	42.7	152178	19.4	98,811	12.6	192,001	24.5
KINANGO	84534	38765	45.9	9817	11.6	9969	11.8	25594	30.3
LUNGALUNGA	180056	76787	42.6	22030	12.2	23394	13.0	55779	31.0
MATUGA	177675	76734	43.2	40378	22.7	22561	12.7	37190	20.9
MSAMBWENI	159936	61075	38.2	52123	32.6	22798	14.3	22665	14.2
SAMBURU	180988	81251	44.9	27830	15.4	20089	11.1	50773	28.1

Source: KNBS, 2019

According to the KPHC 2019, Kwale County had a total of 42,799 attending secondary to university level education. This can form a significant labour force in the coming years especially in the labour intensive industries. More so development of human capital will be enhanced through the *Elimu ni Sasa* initiative which supports the education of bright students from needy families. Statistics on population currently attending school /learning institution is given below.

Pre- Primary Education

Pre-primary education lays the foundation for learning for children between the ages of 3 to 5 years. According to the KPHC 2019, the population of children 3-5years was 83,251 and is projected to rise to 111,504 in 2028. The total number of ECDE centres was 1,155 out of which 921 were public ECDE centres and 234 were private centres. The enrolment rate is at 85 percent and the teacher to pupil ratio is 1:27 against the recommended 1:25. The average distance to a pre-primary facility in Kwale is 1kilometre against the recommended standard distance of 300 metres. Children in the far remote areas including Mackinon road and Mwereni wards cover the longest distances of 2.05 and 1.89 kilometres respectively. The recommended number of classes in a public ECDE facility is 2 and the number of children per class should 25. This implies that a public ECDE facility should accommodate about 50 children. The KPHC 2019 indicates that the population of children 3-5 years was 83,251 thus the county requires about 1,665 ECDE centres. During the period 2019 to 2021, the County Government constructed additional 130 ECDE centres implying a total of 1051 public ECDE centres. This leaves a gap of 386 ECDE centres.

The County 's population in this age cohort is projected to increase to 111,504 in the year 2028 implying that more ECDE facilities will be required. Considering the standard ratio of 1:25 pupils and average of 50 children per facility then 2,230 facilities will required. The County Government will have to confront the challenge of ECDE funding manifested in increased infrastructure, staffing, food programme and other emerging challenges like the need to fund digital learning in pre-primary education. The number of ECDE centres constructed by the County Government rose from 40 in 2013 to 534 in 2020 while the number of ECDE teachers increased from 451 to 949 during the same period. The enrolment of children in ECDE has been increasing since the start of devolution across all the sub counties albeit for changes introduced by the Ministry of Education on the curriculum and the age for pre-primary school going children. The introduction of Competency Based Curriculum in 2017 resulted to a drop in enrollment since children enrollment is now done at only two levels, that is, Pre-primary 1 and 2. Initially, enrolment for ECDE was in three levels, Kindergarten (KG) 1, 2 and 3 with no restrictions on age.

Distribution of ECDE centre in Kwale County

Source: CORDIO East Africa 2019

Primary Education

Kwale County has total of 484 primary schools comprising of 401 and 83 public and private primary schools respectively. The county primary school enrollment rate is at 82% against the desired national enrollment of 100%. The average distance to access primary school facility within the County is 1.33 Km against the recommended maximum distance of 2 Kilometres. However, in MacKinnon Road and Puma wards students cover an average distance of 3.15 and 2.8 kilometres respectively to access a primary school.

The primary school –going age cohort(6-13 years) had a population of 205,236 in 2019 and is projected to 274,888 in 2028. The recommended standard number of streams in a public primary school should be 2 with an enrolment of 40 pupils per class. Considering the current system of education where primary school classes are from standard one to eight, the ideal number of pupils in public primary school should be 640. Going by the number of population of 205,236 in 2019, the County requires at least 312 public schools. The need for more facilities will increase with the introduction of Competency Based Curriculum system of education as will be the required staffing and equipment.

Figure 14: Distribution of primary schools in Kwale County

Source: CORDIO East Africa 2019

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Secondary Education

Kwale County has a total of 100 secondary schools out of which 91 are public and 9 private secondary schools. The enrolment rate was about 49 percent in 2019 compared to 44 percent in 2017. This is attributed to the Government's

100 percent transition policy, Government’s waiver of secondary school fees in public facilities and the provision of bursaries to students from needy families by the County Government and also through constituency development funds. The County has a total population of 826 secondary school teachers which implies a teacher to student ratio of 1:45 based on the enrolment of 37,528 students in 2019. The recommended teacher to student ratio is 1:40.

According to the household survey of 2018 done by Geodev (K) Ltd, the average distance to the nearest secondary school is 2.27 kilometres while the recommended maximum distance is 3 Kilometres. Most of the secondary schools are concentrated along the coastal line and urban areas. The far to reach areas like Mackinon road, Mwereni, Samburu and Puma wards students have to walk over 3 Kilometres due to shortage of facilities. The Government policy of attaining 100 percent transition and the increase in population of secondary school going age cohort (14-17 years) will increase the demand for more facilities. The population of secondary school going age cohort is projected to grow to 112,725 by 2028 which implies additional 227 schools will required from the current 100 facilities.

Figure 15: Distribution of Secondary Schools in Kwale County

Source: *Geodev (K) Ltd, 2019*

Tertiary Education

The tertiary institutions in the County include a Kenya School of Government (KSG), Two Kenya Medical Training Colleges in Kwale and Msambweni and 40 registered public and 4 private vocational training centres (VTCs). There are also private professional colleges in Ukunda/Diani that offer courses related to hospitality, hair and beauty, ICT training, among others. The County has no university but has a satellite campus of Technical University of Mombasa (TUM).

Adult and Continuing Education

The County has a total of 150 adult literacy centres with a total enrolment of 7,133 where 4,391 were females and 2,742 were males. With the introduction of the free primary education for all and adult classes in the County, the literacy levels have reached an average of 79 percent. A shortage of teachers for adult education has crippled efforts to increase literacy levels in Kwale County. Therefore, there is need to employ more teachers. Enrollment has been relatively low considering the County’s illiteracy levels. Public sensitization and establishment of more ACE centers is therefore necessary.

1.1.24 Employment and Labour Status

The total number of persons working in Kwale County is 333587. The sub counties with the highest number of people seeking for jobs but cannot find is in Msambweni Sub County (13868) and Matuga Sub County (11454). The number of people who are out of the labour force is 350840. These people are dependants implying there is a high dependency ratio of 48.1 percent. The dependency ration is highest in Samburu (49.9), followed by Matuga (49.1), Kinango (48.9), Lungalunga (46.9) and Msambweni (45.9). Distribution of Population by Activity status is given below

Table 6: Distribution of Population Age 5 Years and Above by Activity Status, Sex, County and Sub County

County/Sub County	Total	Persons in the Labour Force		Persons outside the Labour Force
		Working	Seeking Work/No work Available	
KWALE	728767	333587	44175	350840
KINANGO	77706	37619	2004	38064
LUNGALUNGA	166539	80573	7754	78202

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MATUGA	166623	73347	11454	81782
MSAMBWENI	150689	67585	13868	69208
SAMBURU	167210	74463	9095	83584

Source: KNBS 2019

1.1.25 Social Services and Talent Management

This sector deals with the promotion of culture and heritage, arts and sports development, social services and youth, women and the marginalized people affairs. This sector has the responsibility to change social attitudes of the people and shaping social change for rapid county transformation. In recognition of this, the County government has built a total of 21 social halls located in different wards to promote, develop and revitalize community and social development. There are about 85 cultural groups engaged in different cultural activities recognized by the County government.

Under Sports and Arts development, the County government has built several sports facilities but more investment is needed to upgrade the existing facilities to international standards so that more youths can engage themselves in sports activities. There are 2400 organized and registered teams in the County, 64 of them are ladies teams in volleyball and soccer. 1210 of them constitute soccer teams, the rest are split between volleyball/seating volleyball, taekwondo, board games, tong il mundo, judo, boxing, track and field athletics, rugby and aquatic games. Traditional games as promoted by the Kaya's also play a huge part with *vigogo*, *drafu* and specifically among the Duruma *daba* .

In order to preserve, conserve and promote culture the sector holds annual county cultural competitions from the grass root, ward level and county level which culminates to participation in the nationwide annual music and cultural festivals / competitions hosted at different counties each year. In the last ten years there has been growing interest by cultural groups to show case their talent and appreciate **different** cultural diversities in the county through the competitions. Every year numbers have increased by 20%. So far for the last ten years we have had about 55, 530 members involved in the festivals we envisage to have about 100,000 people participating in the festivals by 2032.

Recreation and Community Facilities

Refers to amenities principally used to support community services, leisure and cultural activities. Such Facilities include town halls, senior citizen centres, community halls, meeting rooms, community centres among others.

Community Centres

The County has one amphitheater in Kwale town, 24 social halls distributed at ward levels and two cultural centres in Kwale and Kilibasi.

Public Parks and Stadia

The County has 2 public parks i.e. Baraza Park in Kwale town and Kinango Park in Kinango. One county stadium in Kwale town. Majority of the youth depend on undeveloped neighborhood playgrounds and schools' playgrounds for sporting activities.

Rehabilitation and Children Rescue Centres

There is one rehabilitation Centre in Kwale County i.e. Kombani Rehabilitation Centre with a capacity of about 600-1000 persons. There is a medium security prison in Kwale for both male and female. However, the County lacks children rescue centres.

Kwale County government started the construction of a recreation park in Kwale town, a strategic location to upgrade the municipality status and improve business and tourism activities, the Ksh. 30 million Kwale Baraza Park situated between the county headquarters and the Shimba Hills National Park will have proper drainage systems, paved cabro

pathways, adequate security, streetlights, concrete seats, toilets, a parking lot and lush gardens. It will also contain a playground with bouncing castles, swinging ropes and climbing chambers. The park is expected to ignite a 24 hour economy and transform the face of Kwale town into an urban business and tourist attraction site.

A section of Kwale Baraza park land to be transformed into a recreational park in Kwale town. Photo courtesy of the Star Newspaper, November 2022

Persons Living With Disabilities (PLWDs)

The Constitution under the Bill of Rights recognizes that persons with disabilities are entitled to be treated with dignity and respect. Persons living with disabilities constitute about 4.8% of the total County population with visual and physical disability being prevalent at 1.3%. Slightly over a half (51.8%) of persons with disability in the County reported to have had difficulties in engaging in economic activity.

Community Organizations/Non-State Actors

Public Benefits Organizations

There are about 30 local and international non-governmental organizations distributed throughout the county. They are involved in various activities such as education, health, HIV and AIDS, children's rights, livestock keeping among others.

Self Help, Women and Youth Groups

The aim of the community based organizations is to build the people's capacity and to help them in undertaking development programmes that lead to direct impact on their welfare. This improves the quality of their lives, their capacity to organize themselves for cooperative action and their ability to use locally available resources. There are 1018 registered women groups, 186 self-help groups and 709 youth groups. Of these only 162 and 195 women and youth groups respectively are active. Most of the groups receive funding from their own contributions in membership associations such as the popular merry-go-rounds, from donors support and from the government. Some of the sources of grants are government revolving loan fund schemes such as Women Enterprise Fund (WEF), Youth Enterprise Development Fund (YEDF), Poverty Eradication Commission (PEC) Revolving Loan Fund (RLF), Total War against HIV and AIDS (TOWA), among others. Most groups engage in multi-sectoral activities ranging from HIV & AIDS related activities, health, education to savings mobilization among others.

1.1.26 Transport and Energy

Roads, Transport and Energy sector provides the requisite foundation for rapid county economic transformation. Roads not only link markets with producers and entrepreneurs in hard to reach areas but also facilitate movement of people, goods and services to and from many areas including remote villages where most poor communities live. Further, efficient and effective Roads and Transport System aid timely access and sustainable utilization of natural resources while public works being labour intensive generates jobs, which collectively contribute to wealth creation even among the poor and vulnerable populations.

The county's main mode of transport is by road. The county has a total of 3475.13 Kms of classified roads. The roads are broadly categorized as international trunk roads, national trunk roads, regional roads, county roads and rural access roads. The roads are classified A,B and C which are the National Trunk roads and D,E,F and G as the County roads and the unclassified roads which are the rural access roads.

International trunk roads

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These are roads that transverse the county linking one country to another country. Kwale County is traversed by two international highways- A7 and A8. A7 highway, connects the port city of Mombasa and Kwale County via Ng'ombeni- Diani -Msambweni- Lungalunga and further connects to Tanzania. The road is bitumen surfaced and measures approximately 95.7 km. This is the part of the Malindi-Bagamoyo highway which connects the towns of Malindi and Mombasa then passes south in Kwale along the Likoni-Lungalunga to Tanga and Bagamoyo in Tanzania. The total distance of this highway is approximately 460 Kilometers. A8 connects Mombasa to Nairobi and further to Malaba border. The segment that traverses Kwale County is bitumen surfaced and measures approximately 52kms. These two segments of international highways are part of the great North road which runs from Cape Town in South Africa to Cairo in Egypt. The roads have influenced development of trading centers along them including Tiwi, Waa, Kombani, Msambweni and Lunga Lunga along the A7 road as well as Samburu, Taru, Mackinnon Road along the A8 road.

Inter-county roads

These are roads that connect areas within the county and neighboring counties. These roads include Wundanyi-Mwatate-Rukanga-Kuranze-Kibaoni to Lungalunga, Lungalunga - Kinango- Samburu- Silaloni which connects to Kilifi County, Kinango-Mariakani-Kaloleni-A7 and the proposed Dongo-Kundu bypass.

Intra-county roads

These are roads that connect the main urban centres as well as administrative headquarters within the county. These roads are important in providing access to administrative services and socio-economic opportunities within the main urban centres in the county. The two major towns in the county are Kwale and Ukunda and are intra-connected via A7 and B92 trunk roads. Kinango and Lunga Lunga are also accessible from Ukunda-Diani via the two roads and from Kwale via B92 road. The A7 international trunk road also links Ukunda-Diani to Msambweni and Lunga Lunga. Other roads linking smaller centres include Lunga Lunga-Vanga road, Kinango-Vigurungani- Samburu-Mnago Wa Dola-Guruguru (C203) road which is both an inter-county and intra-county road and Kinango-Mariakani-Kaloleni-A7 Mavuweni road. Kidimu-Shimoni road is also another significant road whose upgrading is ongoing and is meant to connect the A7 highway at Kanana to Shimoni.

Rural access roads

These are roads that connect lower order market centres, rural centres and rural hinterlands. They serve as feeder roads from the agricultural areas to the immediate markets and higher order centres of the county. The main challenge to efficient road transport is poor road surface. Additionally, some of them lack important linkages such as bridges (Mwakitau and Mwachande).

Table 15: Summary of Kwale County Road Network

Road Category	Paved (Km)	Unpaved (Km)	Total (Km)
Classified Roads			
National Trunk Roads (A, B, C and Urban Roads)	174.34	872.917	1047.257
County Roads (D, E, F, G including Urban Roads)	18.424	2465.674	2484.098
Unclassified			
New (>9m Reserve) & Narrow Roads (<9m Reserve)	13.968	1290.175	1304.143
Total (Km)	206.732	4,628.766	4,835.498

Source: Kenya Roads Board, 2018

The County Government of Kwale has so far tarmacked roads for a span of 11.37 kilometers and cabro paved about 7.5 kilometres. This initiative led to opening up of remote areas to development and increased the value of land in these areas. Additionally, the government opened new roads with an approximate span of 1946.2Km, thereby facilitating ease of movement of agricultural produce from remote farms to various agricultural markets.

The County Government has upgraded the Mvinden-Lotfa road about 2.8 Kilometers which provides easy access to Diani white sandy beaches and connects the area to the Mombasa-Lungalunga highway at Mvinden in Ukunda within the Msambweni subcounty. This road offers an alternative access to the Diani Beach and it will decongest the heavy

traffic at the Kona Ya Beach road in Ukunda. The other road projects which will be tarmacked in the plan period include the Kona Ya Musa-Mabokoni-Kona Ya Masai; Vinuni-Tiwi Sokoni; and Mangwei to Majoreni road.

Mvinden-Lofta road in Ukunda, Msambweni Sub County, Kwale.

National Roads Flagship Projects

Samburu-Vigurungani-Kinango-Kwale bypass;

The road links the A8 trunk road (Nairobi-Mombasa Highway) to the A7 trunk road (Lungalunga-Mombasa Highway) via Samburu Centre, Vigurungani, Kinango, Kwale Town and Kombani. It is set to upgrade from gravel to bitumen standard to reduce over reliance on Likoni channel for connectivity between the South Coast and Tanzania and the rest of the country.

The first phase which involved construction of the 50km stretch of the Kinango-Samburu road at a cost of Ksh Sh2 billion is complete and the China Civil Engineering Construction Corporation which was awarded the Ksh 3billion tender to construct the 29 km Kinango-Kwale road section has started the works. This road will Kinango sub-county to the Kwale County headquarters. This project will transform the county by opening up remote areas and speeding up rural development.

Figure 16: A section of Samburu-Kinango road

Source: *KeNHA ,2020*

Vanga-Shimoni Road

The intention is to improve transport efficiency between the ports of Vanga and Shimoni. The two towns exhibit huge potential when it comes to blue economy development and it is for that reason that the County Government of Kwale has embarked on road improvement so that even the residents to benefit economically and socially. The other roads of this kind done by KeNHA include the Lunga Lunga-Vanga, Milalani-Shimba Hills and Kanana-Shimoni roads.

Dongo Kundu Bypass

The Dongo Kundu project also known as the Mombasa Southern bypass is constructed by Fujita Mitsubishi Corporation of Japan. The bypass will connect Mombasa to the South Coast in Kwale County. It will provide a link between Mombasa mainland West and the South Coast via Mombasa mainland south. It will provide an alternative to the busy and overcrowded Likoni crossing channel which has affected business and movement of people. This project will greatly improve security, boost tourism and enhance trade between Kenya and Tanzania. The project will be done in three phases which Miritini - Kipevu about 11 km; which is complete, construction of an 8.9km road between Mwache junction and Mteza and a 6.9km road between Mteza and Kibundani, linking the Highway to the Likoni-Lunga Lunga road where there will be an interchange. The bypass will not only provide a link between A7 and A8 roads but it will also provide access from the south coast to the standard gauge railway.

Phase two of the Dongo Kundu Bypass consists of an 8.9-kilometre road between Mwache Junction and Mteza, while the third and final phase involves construction of a 6.9-kilometre road from Mteza and Kibundani – linking the highway to the Likoni-Lunga Lunga road.

Figure 17: A map of Dongo Kundu Bypass

Source: *KeNHA, 2021*

The project will involve construction of an interchange at the Likoni-Lunga Lunga road and installation of two bridges: one at Mwache – spanning 900 metres, and a second one at Mteza straddling 1.4 kilometres. Dongo Kundu Bypass, also known as Mombasa Southern Bypass, once complete will be a permanent the solution to congestion at Likoni Ferry which accounts for the slow growth of the south coast region.

1.1.1.11 Transport in Kwale County

Road transport is the most popular system of transport within the urban areas providing linkages and facilitating the transportation of goods and services from the rural areas to the urban areas and vice versa. Urban transport in Kwale County entails non-motorized (pedestrians and cyclists), freight and business traffic and motorized private traffic within urban areas. In Kwale County, *motorcycle bodabodas* are the most frequently used means of transport at 63.1%, followed by *PSV matatus* at 23.3% according to the household survey carried out by Geodev (K) ltd in 2018. About 5.1% use walking as the most frequent mode of transport.

Diani municipality in Kwale County is the most intra-connected through road and it has a better-defined commuter transport system than other urban centres. Due to its well-defined estate, it has an adequate inter-estate commuter transport system. However; its commuter system is dominated by (three wheelers) *tuk tuks* and *motorcycle bodabodas* which lack a regulated system of operation. Road transport is, therefore, the main mode of transport.

Diani airstrip and the beach hotels have attracted taxis as a means of transport for visitors from the terminal to various destinations. With the exception of the A7 trunk road and the beach road, all other roads including feeder roads to the town are to gravel standard. The road leading to the airstrip is the only all-weather road (concrete block paved). There are few Non-Motorized Transport (NMT) facilities in Diani with Diani Beach road being the only one with a pedestrian walkway. Nonetheless, the town lacks proper parking facilities and loses out on potential revenue opportunities.

Kwale Town is the second-largest town in the county. Since its spatial scope is smaller, most areas are easily reachable by foot. Motor cycle *bodabodas* are used to access distant peripheral areas. All streets within the town's core commercial district are tarmacked whereas access roads to some sections of the town are of earth and gravel standard. There is need to upgrade its feeder roads and provide pedestrian walkways which are lacking. Other urban centres of Msambweni, Lungalunga and Kinango are relatively small making it convenient to walk since essential services are reachable within short distances.

In the rural areas, transport services provide rural communities access to markets, health services, education, and other essential services which are often located in the urban areas. The roads linking the rural areas to urban areas of the county are underdeveloped with majority being of earth surface. They are always impassable during rainy seasons. Example of these roads in the county are; **Kuranze-Kilibasi-MacKinnon Road**. Accessing public transport in the rural areas still remain a challenge therefore walking, motorcycles and bicycles remain the most preferred means of transport within the rural areas. Enhancing rural-urban connectivity through road surface improvement and increased public transport means will go a long way in striking the balance between urban and rural lives.

Figure 18: Means of Transport for households in Kwale County

Source: Household survey by Geodev (K) ltd, 2018

Other transport modes used in the county include air transport, railway transport and water transport.

1.1.1.12 Air Transport

Kwale County has five air terminal facilities namely Ukunda Airstrip, Kwale (KWS) Airstrip, Lunga Lunga Airstrip, Mackinnon Road and Funzi Airstrips. Funzi and Kwale (KWS) Airstrip are private facilities. The only air transport facility with scheduled flights is Ukunda Airstrip, under the management of Kenya Airports Authority (KAA). The airstrip has been earmarked for expansion of its apron and car park, runway expansion coupled with upgrading of its terminal building. Ukunda airstrip connects the county to other airports in the country i.e. Jomo Kenyatta International Airport and Wilson Airport in Nairobi, Manda in Lamu, Vipingo in Kilifi, Kisumu International Airport and Moi International Airport in Mombasa.

1.1.1.13 Railway Transport

The County is served by railway transport in the northern part of the county through two railway lines; metre gauge and standard gauge railway; both of which are operated by Kenya Railways Corporation. The Metre Gauge Railway connects Kwale County to the port of Mombasa, the Kenyan hinterland and Uganda at Malaba border. The stretch of the metre gauge railway within Kwale County measures approximately 47 km; interlinking Taru, Mariakani, Samburu and Mackinnon Road towns; with a sub-station set up at Taru. The **Standard Gauge Railway** which is approximately 83km of the SGR passes through Kwale County with One (1) station at Mariakani and signal houses at Taru and Mackinnon.

1.1.1.14 Water Transport

Water transport is common in areas of Shimoni-Wasini-Vanga, Tsunza-Mombasa and Bodo-Funzi. Water transport offers opportunities for business people to move their goods from Tanzania through the Shimoni Public Jetty. It is also used for maritime boating by tourists from Diani to and from the islands of Zanzibar and Pemba and other coastal counties and international markets. The county publicly owns Shimoni and Wasini public jetties; while KWS owns - Shimoni jetty. There are three undeveloped natural harbors at Kinondo, Vanga and Shimoni.

Kisite Mpunguti Jetty links Shimoni to Wasini Island in Kwale County

1.1.27 Housing and Human Settlements

1.1.1.15 Housing

Access to decent, affordable housing is a fundamental right in the Constitution of Kenya. Housing tenure refers to the legal status under which people have the right to occupy accommodation. In Kwale, housing provision is mainly offered by private developers and the government. Private developers are the dominant providers while the government houses are currently being managed by the county government. Towards the end of 2018, the county had a total number of 446 public housing units, see table below.

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Table 16: Public Housing units in Kwale County

Name	Number
Diani pool	1
Kwale hospital housing scheme	18
Msambweni hospital	42
Kinango hospital	34
Kinango pool	11
Kinango Edu	1
Agriculture and veterinary	2
Shimba hills agricultural section	3
Shimoni fisheries	27
Samburu health center	11
Lunga lunga pool	87
Tiwi health Centre	18
Kikoneni	2
Mwangulu agriculture	1
Mwereni agriculture	1
Ndavaya administration	4
Taru agriculture	1
Vanga administration	1
Mackinon	1
Gazi administration	3
Kalalani	2
Kwale pool	62
Kwale pool vacant	6
Kwale pool converted	1
Kwale pool missing	2
Co-operative Kwale	2
Survey castle	4
Veterinary Kwale	11
VET - UNREG	4
SIDA KWALE	16
Kwale Police Line	18
Diani police	49
Total	446

Source: Directorate of Housing, Kwale County, 2018

Housing development influences the pattern of settlement within an area. A well-articulated housing strategy can be used as a planning tool to offset urban sprawl and direct the physical growth of cities. Adequate housing contributes directly to human health and productivity which are important both for quality of life and economic development as well as a structuring instrument of environment in the urban and rural areas. Affordable housing development can be achieved because of the availability of land and low cost building materials in the county.

Kwale County has 173,176 households as per the recent KPHC 2019. The owned households are 133,136 about 77.0 percent and the rented ones are 39,612 which represent 22.9 per cent. The 133,136 households which are owned, 96.6 per cent are own construction, 2.4 percent are inherited and only 1 per cent is by purchase. For the rented households (39,612), 849 (2.1 per cent) are by the National Government 489 (1.2 per cent) by the County Government, 36,170 (91.3 per cent) are owned by individuals and the rest are either by Parastatals or private company.

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The roofing materials for the households is mostly iron sheets about 68.3 per cent, makuti thatch(25.4 per cent), grass twigs(4.0 per cent), asbestos sheet(0.9 per cent), concrete/cement (0,7 per cent) and others(0.7 per cent).The dominant wall material of main dwelling units consists of mud/cow dung(46.3 per cent),stone with lime /cement(27.2 per cent),concrete blocks(9.5 per cent),stone with mud(7.7 per cent),bricks(4.7 per cent) and other materials(4.9 per cent).The floor materials include earth /sand(58.6 per cent),concrete/cement(35.1 per cent),ceramic tiles(4.4 per cent),wall to wall carpet(1.2 percent) and others including dung and wood(0.7 percent)

The County Government of Kwale has been able to rehabilitate 23 government buildings. This program has led to improved service delivery through creation of conducive environment for staff and other public servants .The county government started constructing a fire station and a workshop in the financial year 2019/2020. The county government has also improved public lighting through the installation of 88 floodlights and 14 streetlights schemes. The erection of floodlights has boosted security in many rural areas where small scale traders display their goods for sale in the evening hours while streetlights has improved security in the urban areas of the County.

1.1.1.16 Human Settlements

Settlements play a critical role in development of a region. They can be used as centres for social as well as economic development. They provide services, utilities and infrastructure and can contribute to economic development through creation of employment and market for goods and services. Kwale County has three major types of human settlements including rural, peri-urban and urban settlements. Rural settlements within the county are characterized by clan-based nucleated villages and dispersed single household units across Kinango Sub-county and North West of Lunga Lunga Sub-County. Peri –urban settlements constitute areas which have started urbanizing but still exhibit some rural characteristics. These settlements occur between the Urban and Rural settlements. Matuga, Msambweni and Lunga Lunga Sub counties exhibit this type of settlements, particularly along the Mombasa Lunga Lunga Highway and Kombani -Kwale Road. Urban settlements in the county ranges from municipalities to shopping centers. There are about 135 settlements which may not be easy to categorize as either urban or peri-urban.

Table 17: List of Urban and Peri urban areas in Kwale County.

1. Vanga	47. Mbegani	93. Gandini
2. Shimoni	48. Lukore	94. Wamasa
3. Jego	49. Kilimangodo	95. Kibandaongo
4. Kibuyuni	50. Mwabungo	96. Tata
5. Kiwegu	51. Kichakasimba	97. Vigurungani
6. Fikirini	52. Makobe	98. Karege Village
7. Majoreni	53. Mwereni	99. Kajonga Village
8. Kikoyo Village	54. Tiribe	100.Dziweni
9. Lunga Lunga	55. Magombani	101.Kituu
10. Makwenyeni	56. Mkongani	102.Kideri
11. Bodo	57. Ukunda	103.Mtaa
12. Mahuruni	58. Jorori	104.Maendeleo
13. Godo	59. Mtsamviani	105.Rorogi
14. Ramisi	60. Kirewe	106.Miyani
15. Shirazi	61. Ndavaya	107.Bofu
16. Umoja	62. Mtumwa	108.Makamini
17. Perani	63. Burani	109.Mnyenzeni
18. Munje	64. Vichenjeleni	110.Kilibasi
19. Sasi	65. Tiwi Beaches	111.Kivunduni
20. Chigombero	66. Mwaluphamba	112.Matumbi
21. Vigogoni	67. Tiwi	113.Kaseve
22. Kisimachande	68. Mkang'ombe	114.Kasemeni
23. Kagera	69. Mivumoni	115.Vinyunduni
24. Msambweni	70. Mwandimu	116.Kwazani
25. Mabambarani	71. Mbita Bongo	117.Busho
26. Bondeni Village	72. Kwale	118.Kuruni Village

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27. Mwachande	73. Mafundani	119.Mwanda
28. Mamba	74. Mbwaleni	120.Kinagoni
29. Kikoneni	75. Waa	121.Kinagoni B
30. Mafisini	76. Matuga	122.Lwanga
31. Mwananyamala	77. Golini Wireless	123.Mwangea Village
32. Chale Island	78. Ndauni	124.Marondo Village
33. Mwananyamala	79. Gulanze	125.Samburu
34. Kalwende	80. Mwakijembe	126.Chengoni
35. Gazi	81. Lunguma	127.Taru
36. Mivumoni	82. Kinango	128.Mwangoloto
37. Nguluku	83. Kinyasi	129.Mackinon Road
38. Mwangulu	84. Ng'ombeni	130.Uvaru Village
39. Maringoni Village	85. Dzimanya	131.Egu
40. Kilulu	86. Mbuguni	132.Kazamoyo
41. Tiomin	87. Mgamani	133.Babakiti Village
42. Magaoni	88. Lutsangani	134.Kombani
43. Mnyalatsoni	89. Tsunza	135.Silaloni

Source: *Kwale County Spatial Plan, 2022*

1.1.28 Growth of Towns

In Kwale County, towns can be categorized as administrative, industrial, resort towns, port towns. The main administrative town is Kwale which serves as the county headquarters. Others in this category which have the potential to develop into administrative centres include Lungalunga, Kinango, Diani and Samburu which can stand as sub county headquarters. Industrial towns which have competitive advantages due to existing industrial functions, available raw materials and supportive infrastructure include Kinango, Samburu, Shimba hills and Lungalunga. Resort towns already identified by the presence of tourism, cultural and recreational sites include Diani, Shimoni, Vanga, Wasini, Funzi and Tsunza. Port-towns and natural harbors include Vanga and Shimoni.

There is potential to develop more centres to urban status. These areas are unique due to their locational advantage being entry points into the county and can be developed to promote regional integration and cross-border trade. These centres include Mackinnon, Mazeras, Kalalani (Mariakani), Ng'ombeni, Lungalunga and Vanga. In order to promote equitable and balanced urban development and unlock socio-economic potential, Kwale county government can develop policy measures to establish new towns. There is huge potential to develop such areas as Kuranze, Kilibasi, Ndavaya, Mbita etc. as centres for recreation and other socio-economic activities.

1.1.29 Energy

The main type of lighting include mains electricity (31.5 per cent),paraffin tin lamp(29.5 per cent),solar (22.8 per cent),paraffin lantern(6.0 per cent),paraffin pressure lamp(0.5 per cent),torch(6.3 per cent), candle(0.9 per cent),gas lamp(0.2 per cent and others (0.2 per cent).The coverage of electricity connection in the County is currently at approximate 43.10%, according to the analysis done by the (KPLC). The number of connections in rural areas has risen significantly recently, following the Rural Electrification Authority (REA) and the National Government-led initiative of Last Mile Connectivity. Ukunda ward has the highest electricity coverage at 77.1%, while Mackinnon Road, Ndavaya, and Chengoni-Samburu in Kinango Sub- County are the least connected at 10.3%, 17.4%, and 18.5%, respectively.

The primary energy sources for cooking are wood fuel, charcoal, and LPG. The types of cooking sources depend on the socio-economic capability of a household. The use of firewood is predominant in the rural areas, whereas utilization of LPG is in the urban areas. According to the KPHC 2019,the main type of cooking fuel include firewood (69.7 percent), charcoal(15.5 percent), gas LPG (8.6 percent),paraffin (5.0 per cent),electricity (0.5 per cent),bio gas(0.4 per cent) and solar (0.2 per cent). The overreliance on wood fuel has negative implications on the tree cover which is currently at 14 percent. There is need to advocate for the use of alternative sources of energy, such as solar and wind.

Kwale has a high potential for solar energy production due to longer sunshine hours daily. It is among the 14 counties earmarked for Kenya Off-Grid Solar Access Project (KOSAP) programme. The Kenya Off-Grid Solar Access Project (KOSAP) is a flagship project of the Ministry of Energy, financed by the World Bank aimed at providing electricity and clean cooking solutions in the remote, low density, and traditionally underserved areas of the country. The Project is part of the government's commitment to provide universal access to electricity in Kenya by 2022, universal access to modern energy services for cooking by 2030 as well as the impetus for growth in achieving Vision 2030. The Project is implemented jointly by the Ministry of Energy, Kenya Power and Lighting (KPLC) as well as Rural Electrification and Renewable Energy Corporation (REREC). The project has got three components. Component I involves construction of Mini Grids in areas with population of 100 households. The Mini Grids will be used to provide electricity to community facilities, enterprises and households. In Kwale County the Mini-Grid sites include Nyango Village in Puma; Kilibasi, Busho and Bumburi in Mackinon; Kwa Nyanje and Kwa Dzombo in Mwereni; Kibandaongo in Kinango and Funzi Island in Ramisi. Component II will involve the installation of Stand Alone solar home systems for the off-Grid population which is highly dispersed and therefore require individual system solutions (Solar Home Systems-SHS). Component III will involve the supply, installation and maintenance of Stand Alone Home Systems for public/community facilities developed by the Ministries of Health, Education and Interior. KPLC will procure a private sector contractor to undertake the work in each service territory.

Solar power has been utilized in the County in the past to reduce the erratic power outages. In 2014, the Kenya Red Cross with funding from the M-PESA foundation (about Ksh 231 Million) in partnership with the Kwale County Government rehabilitated the Nyalani Dam. Solar powered farm lights costing about Ksh 15 Million were installed. The installation of the solar power solved the problem of unreliable electricity.

Figure 19: The Solarisation of Nyalani water Pump Project, 2014

Source: *County Government of Kwale, Water Department, 2015*

The Rural Electrification and Renewable Energy Corporation (REREC), plans to connect solar power to Mkwiro and Wasini remote islands in Kwale County at a cost of Sh118 million. The islands have never had electricity and the solar energy is hoped to transform the fortunes of the inhabitants that were hitherto dependent on diesel generators and kerosene lamps. The installation of the micro grid will provide a cost-saving alternative to diesel, and the island's services such as health centres, schools and police stations and also provide a regular source of power for cold storage facilities.

Another source of energy is wind. Kwale County needs to explore energy generation from wind. Wind power is a clean and renewable energy source. Wind turbines harness energy from the wind using mechanical power to spin a generator and create electricity. Not only is wind an abundant and inexhaustible resource, but it also provides electricity without burning any fuel or polluting the air. Devki steel company has plans to construct a 60 megawatts wind farm to generate electricity to be sold to the national grid. The proposed project will be located in Samburu within Kinango, off the Mombasa – Nairobi road. The proposed wind farm will be built by installing thirty-eight wind turbines to generate electricity to the national grid. The wind farm will have the necessary auxiliary facilities, overhead power lines and access/road

Kwale County can also explore the use of biomass as a source of energy to supplement the use of electricity. Biomass is the term for any plant, vegetable or animal-based material that can be utilized as an energy source. It is a renewable and sustainable source of energy used to create fuel, electricity and other forms of power. Biomass comes in a variety of different forms including *Wood and Agricultural* such items as logs, wood chips, and sawdust; *Ethanol*: an alcohol-based fuel, it is made from the sugars and starches found in plants; *Solid Waste*: burning the non-plastic trash that humans throw away produces waste-to-energy fuel; *Landfill/ biogas*: this occurs when bacteria or fungi eat dead

plants or animals, in turn creating methane gas. This can be turned into fuel. Part V of the Energy Act section 103, provides for promotion of the development and use of renewable energy technologies which include biomass, biodiesel, bioethanol, charcoal, fuel wood, biogas and municipal waste.

The County Government started campaign on the use of energy saving jikos in a bid to reduce the use of firewood fuel and thus conserve the environment. The Kwale County Government launched energy saving jikos also known as “rocket jikos” to help improve livelihoods and conserve the environment. The environmental-friendly jikos use less firewood compared to the traditional jikos. Apart from conserving the environment, the modern energy saving jikos will reduce chances of fire incidents, health risks associated with cooking over smoky flames and reduce long hours spent by women and girls in fetching firewood. The fuel saving jikos will improve the lives of the local communities through conserving the environment, using less firewood, reduced air pollution and efficiency in cooking

1.1.30 Information Communication Technology (ICT)

ICT is an enabler and key driver of economic growth. ICT enhances service delivery by improving the access to data and information. ICT sector includes the postal and telecommunications fronts. The growth of ICT, driven by the digital platforms has increased financial inclusion through the use of digital finance solutions such as M-PESA, which have catalyzed the country’s general economic growth. ICT is now widely used across several sectors of the economy including health, education, housing, transportation, agribusiness and also in public service delivery. The introduction of Kenya’s e-citizen portal and the Huduma Centres has improved the speed in which the government serves its citizens.

The Kwale County has made tremendous improvement in the use of ICT in its operations. All the sectors have embraced ICT in their operations. Finance & Economic Planning has embraced the Integrated Financial Management System, an ICT platform which has reformed the core PFM systems of budget formulation and execution, public procurement and financial reporting. It has enhanced accountability and transparency in public finance management. The other sectors including health, education, agriculture and county administration have also embraced ICT for dissemination of information and enhancement of service delivery.

The KPHC 2019 indicates that there were only 36.7 per cent of the population who own mobile phones with the number being 287,765 with males and females being 151,386(39.6 per cent and 136,374 females (34.0 per cent) respectively. On internet usage 12.4 per cent of the population about 97,240 were using internet. Out of this,57,487 were males (15.0 per cent) while females were 39,749(9.9 per cent).Computer usage stood at 4.6 per cent which is about 35,746 persons which includes 21,196 males(5.5 per cent) and 14,547 females(3.6 per cent).

Kwale County has 14 branches of post offices domiciled in various towns and centres including Kwale, Msambweni, Kinango, Ukunda, Shimba Hills, Lungalunga, Vanga, Kikoneni, Shimoni, Lukore, Diani, Matuga, Mackinnon Road and Samburu. The county has one Huduma Centre in Kwale town which serves as a one-stop shop offering a wide range of government services. This has greatly improved public service delivery. There is great potential to develop a digital economy and create smart technology towns especially in areas where there is existing optic fibre network and telecommunication infrastructure.

Access to information in the county is mainly through radio. The KPHC 2019 indicated that about 42.6 of Kwale county population rely on radio as their main channel of communication. Other sources of information include television (26.3%) and newspapers (1.3%). Most of the urban areas and town centres are connected to the National Optical Fibre Backbone (NOFB). Ukunda/Diani, Kwale, Kinango and Lungalunga have NOFB connectivity. However, there are still challenges on network coverage for remote areas which are experiencing poor or no network coverage. Such areas include Dzombo ward (network coverage of 30%), Mackinnon Road (20%) Samburu Chengoni (10 %) and some parts of Tsimba Golini like Mteza have no GPRS coverage.

1.1.31 Land and Environment

1.1.1.17 Land

Land is one of the traditional four factors of production. Land is a fixed factor of production and in broad terms refers to all the natural resources that can be found on land, such as oil, gold, wood, water and vegetation. The natural resources can be renewable or non-renewable. Besides using its natural resources, land can also be utilized for various purposes, such as agriculture, residential housing or commercial buildings.

All development takes place on the land. Human well-being cannot be separated from the important role land plays. When land resources are over-exploited and degraded, this adversely affects the quality of life. It can result in food insecurity, job losses, displacement or conflict. The quality of life can be improved economically, socially and culturally by sustainable management so that lands capacity to continue providing goods and services for the society's present and future generation if land is used sustainably. Sustainable Land Management (SLM) contributes directly to achievement of a number of the Sustainable Development Goals (SDGs), including: SDG1 (end to poverty); SDG2 (Zero hunger); SDG3 (good health & well-being); SDG6 (clean water & sanitation); SDG13 (climate action) and SDG 15 (life on land).

Land Tenure

According to the United Nations Convention to Combat Desertification (UNCCD), land tenure refers to the relationship among people, as individuals or groups, with respect to land. It defines the conditions under which land can be occupied, held or managed, by whom and for how long. There are different types of tenure, statutory land tenure (based on written laws) or customary land tenure (unwritten customs and practices). There are two types Land tenure systems in Kenya: Freehold where the holder has absolute ownership of the land; Leasehold, the holder has a specific period in holding the land subject to payment of a fee or rent. Leases are granted by the Government for public land, maximum term of 99 years. The local authority or county government who charge rates grant leases to trust lands and individual can also lease freeholds.

In Kenya, ownership of land is by a Land Title Deed. A title deed is a legal document showing evidence of ownership of land. It shows the type of tenure the land is under whether freehold or leasehold. A household survey carried out by the Geodev (K) Ltd in 2018 indicated that 32 percent residents in Kwale have title deeds; this is an improvement from the 22.5 percent of landowners with title deeds in Kwale reported in the CIDP 2013-2017. The survey also indicated that 12% of the residents have allotment letters, and 1% have lease certificates. However, a bigger population of Kwale residents about 55% do not have title deeds or any legal document as evidence of land ownership. In Kenya, land title deeds are issued by the Deeds Registry under Ministry of Lands. The Land registry has several title deeds which have remained uncollected and this could be the reason as to why many land owners lack possession of legal land ownership (title deed). The other problem is land ownership include communal ownership of land within group ranches, Mwereni, Mwavumbo, Puma etc. and squatter menace on public land and land belonging to absentee landlords.

Along the coastal strip and the coastal uplands, land is mainly owned by absentee landlords, leading to the squatter settlement problem. The trust and government land within these areas have since been adjudicated and government settlement schemes established. In the drier areas of the Nyika Plateau in Kinango, Kasemeni, Samburu Ndayaya and some parts of Lunga-Lunga Divisions land is under community land tenure and under group ranches. Most of the group ranches currently are non-functional and this has resulted in unplanned human settlements on the land.

Figure 20: Relationship of Land to Human Well Being

Source: UNCCD, 2020

Figure 21: Status of possession of land ownership documents in the County

Source: Kwale County Spatial Plan 2022

About 62.7 % of the land in Kwale is under ranches. An estimated 16.5 % of the land is adjudicated and 11.3 % is currently undergoing the adjudication process.

Table 18: Land Tenure status in Kwale County

Status	Area	Percentage
Adjudicated	1354.45	16.5
Forest	247.09	3.0
Leases	315.94	3.8
Ranch	5147.98	62.7
Ranch/Adjudication	930.34	11.3
Settlement Scheme	217.37	2.6

Source: Department of Lands and Physical Planning, Kwale, 2018.

According to the household baseline survey report of 2014, about 45.7% of the households owned land without formal document such as a title or letter of allotment while 27.1% had land under communal ownership as shown in the table below. Only 11.4% head of household had formal land ownership documents (title deeds or allotment letters). Disaggregated by gender, 52.6% male-headed households, 20.0% female-headed households and 41.7% youth-headed households owned land without title deeds/allotment letters. Slightly more than half of the adult female headed households used land without formal or non-formal land use rights (squatters) while 7.5% and 6.3% adult male and youth headed households were squatters.

Table 19: Proportion (%) by gender of household head

Tenure System	Proportion (%) by gender of household head			
	Adult male	Adult female	Youth	Total
Owned without title/allotment letter	52.60	20.0	41.70	45.70
Communal ownership	27.30	13.30	43.80	27.10
Squatters	7.50	55.00	6.30	15.20
Owned with title/allotment letter	12.30	10.00	8.30	11.40
Leased/Rented	0.40	1.70	0.00	0.60

Source: Kenya Integrated Household Budget Survey 2015/2016

The average landholding size for Kwale County is 4.4 Acres and 100 Acres for small scale and large scale, respectively (Kwale County CIDP, 2013). According to the field survey carried out by Geodev (K) Ltd a consultant hired by the County Government in 2018, Puma has the highest average landholding size of 19.23 acres per person, while Kinondo has the least land holding size of 1.85 acres per person. The mean landholding size for the county stands at 7.8 Acres.

Table 20: Average Landholding Size

Ward	Mean (Acres)
Vanga	4.02

COUNTY SECTORAL PLAN

Mwereni	11.28
Pongwe/Kikoneni	4.14
Dzombo	5.24
Ramisi	8.34
Kinondo	1.85
Bongwe/Gombato	2.67
Ukunda	2.71
Tiwi	6.13
Waa/Ng'ombeni	2.67
Tsimba/Golini	3.71
Mkongani	10.6
Kubo South	7.42
Kasemeni	4.63
Mwavumbo	6.63
Chengoni/Samburu	18.75
Puma	19.23
Kinango	7.98
Mackinnon Road	11.96
Ndavaya	15.89

Source: Geodev (K) Ltd Survey, 2018

1.1.32 Forestry and Agro-Forestry

Main Forest Types and Size of Forests

Kwale County does not have commercial plantations. There is one rain forest that is Shimba Hills Forest. There are a number of indigenous forests commonly known as Kayas which are sacred sites and are maintained by the Miji Kenda Councils of elders. The size of the gazetted forest is 350.45Km² and 1900Km² for non-gazetted forest.

Main Forest Products

Forestry is a major source of income, food and medicine to local communities. The many indigenous forests facilitate ecotourism by providing tourists with nature trails, scenic attraction, animal viewing, and bird and butterfly watching. They also provide wood and timber for construction purposes as well as charcoal on which over 90 percent of rural households depend. The mangrove forests sustain bee-keeping that produces high quality honey and provide shelter to some fish species and oysters. Additionally, mangrove poles are used in the making of fishing traps and in construction. Forests also provide raw materials for the manufacture of mosquito repellents, tooth brushes, glue, dyes, shampoos, soaps and rope.

Figure 22: Forest types and sizes in the County

Source: Food and Agriculture Organization (FAO)

Agro-Forestry

Farmers in the county have adopted agro-forestry as a result of ongoing promotion of agro-forestry and tree planting sensitization programs. Industries such as *Kutoka Ardhini EPZ in Lunga Lunga*, *South Coast Forest Owners Association (SCOFOA)* and *Asante Capital EPZ in Ukunda* have contributed to increase in numbers of agro-forestry farmers. Promotion of this land use system will broaden the economic base for the county while conserving the

environment. Challenges facing agroforestry farmers in the County include poor access to credit, inadequate extension services, wildlife destruction, pests and diseases, and inadequate markets for agroforestry products.

Kayas rehabilitation is on-going to maintain Kaya Catchment for ground water rejuvenation as well as protection of Marere Water Catchment in Shimba Hills Forest. There is horticulture farming at Kubo and Msambweni Division for both domestic consumption and commercial use.

Figure 23: Kwale County Forest Cover Loss

Source: *Global Forest Watch 2015*

Deforestation

Deforestation is the practice of intentionally cutting down trees to clear land for other uses. According to research, agricultural activities are the major cause of deforestation globally, it accounts for about 80% of total deforestation in developing countries. Other causes of deforestation are human population growth, poor governance and corruption, illegal logging, and wildfires. Deforestation affects the environment through climate change, soil erosion, water loss, decreased biodiversity, habitat loss, desertification, food insecurity and conflicts.

Deforestation caused by overreliance on wood fuel (*with 73.9% and 21.7% of households depending on firewood and charcoal as their main cooking fuel respectively*), clearing of forests for agriculture and human settlements. This has resulted to a diminishing forest cover, currently standing at about 5% against a recommended minimum of 10% of land cover.

Environment

Environment can be defined as a sum total of all the living and non-living elements and their effects that influence human life. While all living or biotic elements are animals, plants, forests, fisheries, and birds, non-living or abiotic elements include water, land, sunlight, rocks, and air. Our environment provides a wide range of benefits, such as the air we breathe, the food we eat and the water we drink, as well as the many materials needed in our homes, at work and for leisure activities.

The County has a wide range of environmental resources, classified as either terrestrial or marine, playing a major role in socio-economic development. Terrestrial and marine ecosystems within the county can be grouped in three broad categories of Protected Areas (PAs), Critically Ecologically Significant Areas (CESAs) and Ecologically Significant Areas (ESAs). Ecological Support Areas (ESAs) are not essential for meeting biodiversity targets but play an important role in supporting the ecological functioning of Critical Biodiversity Areas and/or in delivering ecosystem services.

Figure 24: Kwale County Environmental Significant Areas

Source: *Kwale County Spatial Plan 2022*

In the recent years due to increased population and growing urbanization, the environment has been affected. There is a high threat to the available resources both renewable and non-renewable. The resources are highly unlikely to last for future generations and thus call for environment conservation or environmental resources management. There are three main reasons why we conserve (i) To repair some of the damage done by humans and maintain the environment for future generations (ii) To maintain species diversity for our benefit and that of wildlife and (iii) To provide opportunities for education and the enjoyment of the environment.

Environmental Conservation in Kwale

In 2010, with the adoption of a new constitution, the Kenyan government made environmental conservation a civil obligation. The 2010 constitution takes an ecological perspective to sustainable development, advocating for conservation and addressing the climate change impacts in the interest of both earth and humanity. The 2010 constitution demands that our country maintain at least 10% forest cover in order to create sustainability and conservation of the natural resources, and with this there shall be increased resilience to the impacts of climate change. In 2017 the Kenya Forest Service reported a standing of 7.0% forest cover away from the recommended 10%. As a result of this gap and with intention of increasing the forest cover, reducing impacts of climate change, conserving natural resources, and creating sustainable development, the government has put in place measures and embraced partnerships with other development partners in ensuring output oriented actions.

There are a number of initiatives which have been started to promote environmental conservation in the county. In Kwale there is Public-Private people partnership geared towards saving the natural forest. Kwale County is experiencing large scale economic developments that have the potential of impacting negatively on natural resources. The quality and application of key environmental and social safeguards for large scale developments have been improved at national level and are applied in Kwale County. Partners in the project include Kenya Marine & Fisheries Research Institute (KEMFRI), Kenya Forest Service (KFS) and National Environmental Management Authority (NEMA). For the private sector: Dokata Ranch shareholders, South Coast Family Forest Cooperative Society, Coast Calcium & Pwani Oil, Kwale International Sugar Company Limited (KISCOL). For the local communities participants will include Kwale County Natural Resources Network (KCNRN), Community Forest Association (CFA), Vanga-Gazi Block, Mwache Tsunza area and Mrimadzo (Marenje, Mrima,Dzombo), communities living around the Shimba Hills Eco-system and Members of the Southern Kayas. The 4-year project is supported by the Government of Germany and WWF Germany through WWF-Kenya. A total of 3.1 million Euros has been earmarked for the project. Base Titanium, the mining company in Kwale has a comprehensive programme in environmental conservation. Base Titanium operates a large indigenous tree nursery and arboretum to conserve trees in its biodiversity and conservation program, wetland restoration program, land rehabilitation and waste recycling. The company has established environmental education to create awareness to the local community and schools of the importance of environmental protection and biodiversity conservation. The company also undertakes environmental monitoring to ensure that the Environmental Management system is achieving its desired goals. National Environment Management Authority (NEMA) in partnership with Coast Development Authority (CDA) is implementing the Kenya Climate Change Adaptation Programme which aims at building resilience and adaptive capacity to climate change among the vulnerable communities living along the coastline.

World Wide Fund for Nature (WWF) in partnership with the Ministry of Energy, Kenya Forestry Research Institute and Kenya Forest Service started a training programme for Kwale County Charcoal producers. The environmental conservation training is aimed at improving livelihoods and uplifting the standards of living of the local communities. The project is part of the efforts to combat the effects of global warming. Tree planting is one of the activities the local communities are engaged to restore most of the Kwale forests which have been wiped out through illegal logging and charcoal burning. Efforts to conserve the environment through tree planting were supported by Kenya Forest Service and Worldwide Fund for Nature-Kenya. A number of women groups are growing tree seedlings and managing tree nurseries. Through tree planting, the women have been able to restore Dzombo and Shimba Hills forests thus fighting climate change and generating income.

The County Government enacted legislation for sustainable forest conservation and management in 2017. The Act provides the forest management guidelines, the purposes for which forests and forest resources shall be sustainably managed, gazettelement of all forests on public land, user and commercial rights and management of community and private forests. Kenya Kwanza administration has now set a new ambitious, but achievable goal of realizing 30 percent tree cover by 2032. The County Government in conjunction with the national government and others stakeholders have launched a countywide massive tree planting drive across the six sub counties of Matuga, Msambweni, Shimba Hills, Kinango, Samburu and Lunga Lunga.

Mangroves rehabilitation has taken place in many of the communities neighbouring the sea. Many Beach Management Units (BMU) have come up with mangrove ecosystem rehabilitation programmes, these include Bodo, Mwazaro, Munje, Mwaembe, Funzi, Gazi. The BMUs received support from the County Government of Kwale, Kenya Red Cross, Base Titanium, KEMFRI, Plan International, Coastal & Marine Resources Development (COMRED), NEMA, KFS, KWS, and WWF-Kenya among others.

His Royal Highness Crown Prince Haakom and Her Royal Highness Crown Princess Victoria of Sweden were in Kenya in November, 2022 to witness the mangrove projects in Kwale County.

Climate and Climate Change

Climate change refers to long-term shifts in temperatures and weather patterns. These shifts may be natural, such as through variations in the solar cycle. However over the years and in recent times, human activities are the main drivers of climate change. Human activities include the burning of fossil fuels which generates greenhouse gas emissions that act like a blanket wrapped around the Earth, trapping the sun's heat and raising temperatures. Clearing land and forests can also release carbon dioxide. Landfills for garbage are a major source of methane emissions. Thus energy, industry, transport, buildings, agriculture and land use are among the main emitters.

Kwale County has a moderately hot and dry climate throughout the year. The average temperature is greater than 23°C throughout the majority of the County, with areas along the coast generally above 25°C annually. There is a strong east to west gradient of decreasing precipitation with eastern (coastal) parts of the County receiving greater than 1000 mm of precipitation per year, while a majority of the County central to west around 500-750 mm. Some areas along the western side of the County receive less than 500 mm of precipitation per year. As such, heat stress, dry spells, and drought are hazards that strongly contribute to agricultural risk in the County, especially in the central and western parts of the County. However, flooding due to intense rains has also occurred historically and as such a risk to the County, especially in the central to eastern parts (including the coast) of the County.

Figure 25: Kwale County rainfall patterns

Source: *Precipitation CHIRPS (1981-2015)*

One of the key development challenges in Kwale is poor management of land and the environment. There is rampant destruction of forests, poor land use and poor solid waste management. These have led to loss of forest cover, destruction of water catchment areas, land degradation and pollution of the environment. Prolonged droughts and other climate change effects have been witnessed as a result.

In the southern coastal region of Kwale County there have been climate changes in rainfall patterns, more frequent storm surges, longer lasting heat waves, and an increase in soil erosion inland. These changes have led to an increase in food and water insecurity. Due to the demand for coal production and the use of timber, the mangrove forests in Kwale have been subject to alarming levels of destruction in recent decades. This loss reduces coastal protection from extreme weather conditions and reduces breeding habitats for a wide range of marine species.

Figure 26: Kwale County annual mean temperature patterns

Source: *Precipitation Wordclim (1970-2000)*

Climate Change Effects

Climate change is posing an increasing threat to global socio-economic development and environmental sustainability. Developing countries with low adaptive capacity and high vulnerability to the phenomenon are disproportionately affected. **Climate change in Kenya** is increasingly impacting the lives of Kenya's citizens and the environment. Climate Change has led to more frequent extreme weather events like droughts which last longer than usual, irregular and unpredictable rainfall, flooding and increasing temperatures. The effects of these climatic changes have made already existing challenges with water security, food security and economic growth even more difficult. The increased temperatures, rainfall variability in arid and semi-arid areas, and strong winds associated with tropical cyclones have combined to create favorable conditions for the breeding and migration of pests. An increase in temperature of up to 2.5 °C by 2050 is predicted to increase the frequency of extreme events such as floods and droughts. Hot and dry conditions in Arid and Semi-Arid Lands (ASALs) make droughts or flooding brought on by extreme weather changes even more dangerous. Coastal communities are already experiencing sea level rise and associated challenges such as saltwater intrusion.

The main sectors affected by climate change include the natural environment. Analysis of climate trends in Kenya's Arid and Semi-Arid Lands (ASAL) areas shows an increase in temperature and a decrease in rainfall. Climate impacts are predicted to be particularly pronounced in ASALs where the economy and rural livelihoods are highly dependent on climate-sensitive activities, such as pastoralism and rainfed cultivation. Increased temperatures, rainfall variability and strong winds associated with tropical cyclones have combined to create favorable conditions for the breeding of insects and pests. For instance, in early 2020 some parts of Kenya faced massive swarms of locusts.

Global coastal areas face challenges as a result of anthropogenic sea-level rise. Rising mean sea levels (MSL) and storm surges combine to exacerbate extreme sea levels (ESL). Mombasa and coastal areas would be threatened by a sea level rise of 30 centimetres (12 in). Rising sea levels will likely lead to destruction of infrastructure including ship docking ports and industries located within the coast region if no adaptation strategies are implemented. It can also lead to even increased acute water supply and salinization problems, as freshwater aquifers are contaminated.

Climate change may significantly disrupt the ecosystem services involved in agriculture, such as by affecting species distribution, inter-species relationships, and altering the effectiveness of management regimes. Kenya's wildlife species are expected to be affected in a variety of ways as the climate changes, with changes in temperature and rainfall affecting seasonal events and species ranges. Diminishing forests including by diminishing wood yield and quality, and the biodiversity they support. Is already witnessed. Climate change may impede the recovery of these forests. It adversely affects forest regenerative capacity, limiting tree growth and survival, as well as increasing pest and pathogen range. There is also an increased risk and severity of forest fires as temperatures increase and droughts increase in length. Other affected habitats are coral reefs and mangroves, whose ecosystem services include protection from storm surges, providing opportunities for eco-tourism, and sustaining fisheries. Both are directly affected by increasing temperatures and rising sea levels.

The two most important sectors within the Kenyan economy are agriculture and tourism, which are both highly vulnerable to effects of climate change. Agriculture remains an important component of Kenyan households' economic and social well-being. Climate change is already affecting the country's agricultural sector, which is responsible for over 33 percent of Kenya's GDP and is the primary source of sustenance for 60% of the population. Three quarters of Kenya's farming produce comes from small scale farmers. In some areas of Kenya temperatures can exceed 35 °C (95 °F), at which the heat is damaging to maize, a staple crop in Kenya. High temperatures are also expected to increase pest and disease loads in domesticated animals, especially in arid and semi-arid (ASALs) regions. Livestock trends in ASALs between 1977 and 2016 show cattle declined by 26.5%, while sheep and goats increase by 76% and camels by 13.3%. Climate change could result in the loss of 52% of the ASAL cattle population (or 1.7 million cattle) at a cost of US\$340–680 million to the economy.

Kenya's National Climate Change Action Plan (NCCAP) identifies some impacts of climate change on the manufacturing sector: (i)Energy fluctuations or blackouts due to interruptions of energy supply arising from lower annual rainfall and severe droughts which causes the water level in the hydroelectric power plants to decline this resulting to low power production;(ii)Greater resource scarcity such as water and raw materials due to climate variations and increasing scarcity of water(iii)Greater risk of plant, product and infrastructure damage and supply chain disruptions from extreme weather conditions such as heat wave, wind etc flood, droughts, cyclones and storms and (iv)Higher costs of production due to unstable supply of electricity, and higher insurance premiums.

Different effects caused or exacerbated by climate change, such as heat, drought, and floods, negatively affect human health. The risk of vector and water borne diseases will rise. Incidences of Malaria disease which is already responsible for 5% of deaths in children under the age of five and causes large expense is expected to rise and also Dengue fever. Climate change is expected to exacerbate diarrhea deaths, causing around 9% of such deaths for children under 15 by 2030. Malnutrition may rise by up to 20% by 2050. In 2009, it was recorded in Kenya that the prevalence of stunting in children, underweight children and wasting in children under age 5 was 35.2%, 16.4% and 7.0%, respectively.

In urban areas, increasing population and informal settlement size is exposing more people to heat, flooding, and water scarcity. The consequences of climate change have impacted marginalized communities, women and the youth. The Arid and Semi -Arid areas host 38% of the population, and produce 12% of GDP. Poverty rates in northern ASALs remains above 80%, despite overall decreasing national poverty rates.

Climate change is one of the greatest and most pervasive threats to biodiversity globally, and Kenya is no exception. Climate change is expected to increase the frequency and severity of extreme weather events (droughts and floods) with limited recovery periods after every event, induce food and water scarcity, intensify human-wildlife conflict, diseases prevalence, reduced crop and livestock production, damage infrastructure, and decline wildlife populations and habitats, conflict, competition for land and rangeland fragmentation and declining coastlines.

Climate variability is causing negative impacts that could inhibit the positive contribution of tourism to Kenya due to wildlife changes in response to climate change. As temperatures rise, the geographical dispersal of flora and fauna will change, as species shift to conditions to which they are better adapted. Given that wildlife resides within communal lands in Kenya, which are in most cases geographically isolated, adaptation or relocation may prove difficult or impossible for many iconic species.

Climate Change Adaptation and Mitigation

Climate change adaptation is the process of adjusting to current or expected effects of climate change. Adaptation aims to moderate or avoid harm, and exploit opportunities; Adaptation actions can be grouped into four categories: Infrastructural and technological options, institutional, behavioral and cultural; and nature-based options. Adaptation is especially important in developing countries since those countries are most vulnerable to climate change and are bearing the brunt of the effects of climate change. Human adaptive capacity is unevenly distributed across different regions and populations, and developing countries generally have less capacity to adapt. Adaptive capacity is closely linked to social and economic development.

Figure 27: Relationships between risk, hazard mitigation, resilience, and adaptation

Climate change mitigation is action to limit climate change by reducing emissions of greenhouse gases or removing those gases from the atmosphere. The recent rise in global average temperature is mostly caused by emissions from fossil fuels burning (coal, oil, and natural gas). Mitigation can reduce emissions by transitioning to sustainable energy sources, conserving energy, and increasing efficiency. In addition, CO₂ can be removed from the atmosphere by enlarging forests, restoring wetlands and using other natural and technical processes, which are grouped together under the term of carbon sequestration.

Solar energy and wind power have the highest climate change mitigation potential at lowest cost compared to a range of other options. Variable availability of sunshine and wind is addressed by energy storage and improved electrical

grids, including long-distance electricity transmission, demand management and diversification of renewables. As low-carbon power is more widely available, transportation and heating can increasingly rely on these sources. Energy efficiency is improved using heat pumps and electric vehicles. If industrial processes must create carbon dioxide, carbon capture and storage can reduce net emissions.

Climate change mitigation policies include: carbon pricing by carbon taxes and carbon emission trading, easing regulations for renewable energy deployment, reductions of fossil fuel subsidies, and divestment from fossil fuels, and subsidies for clean energy. Current policies are estimated to produce global warming of about 2.7 °C by 2100. This warming is significantly above the 2015 Paris Agreement's goal of limiting global warming to well below 2 °C and preferably to 1.5 °C. Globally, limiting warming to 2 °C may result in higher benefits than costs.

In response to Climate change effects, the Kenya Government enacted legislation. The first legislation was the Climate Change Act (Number 11 of 2016). This Act is the first climate change-dedicated legislation in Africa. It provides the regulatory framework for enhanced response to climate change, and mechanisms and measures to transition to low carbon climate resilient development. This pathway emphasises sustainable development, while prioritising adaptation, and recognising the importance of enhancing the climate resilience of vulnerable groups, including children, women, youth, persons with disabilities, the elderly, and marginalised and minority communities.

Section 13 of the Climate Change Act, 2016 provides for the development of National Climate Change Action Plans (NCCAPs) to prescribe measures and mechanisms to mainstream adaptation and mitigation actions into sector functions of the National and County Governments. The Act requires the Cabinet Secretary responsible for climate change affairs to review and update the NCCAP every five-years. The first NCCAP was for the period 2013-2017. NCCAP 2018-2022 is Kenya's second Action Plan on climate change. It builds on NCCAP 2013-2017 by which considerable progress was made. This progress includes, the establishment of climate change funds in five counties, expanding geothermal power, establishment of the National Climate Change Resource Centre, and improvement of the legal and policy framework (see Chapter 2 for more details). NCCAP 2018-2022 is a framework for Kenya to deliver on its Nationally Determined Contribution (NDC) under the Paris Agreement of the United Nations Framework Convention on Climate Change (UNFCCC). Climate change is a shared responsibility between the National Government and County Governments. The National Government led and guided the process of developing NCCAP 2018- 2022, and worked with County Governments during this process. Implementation of the Plan is coordinated by the two levels of government, in line with the Constitution of Kenya (2010).NCCAP 2018-2022 guides the climate actions of the National and County Governments, the private sector, civil society, and other actors, to enable Kenya transition to low carbon climate resilient development.

The NCCAP clearly articulates that sustainable development is difficult to achieve in light of a changing climate that has negative economic, social, and environmental impacts; meaning that adaptation and development goals need to complement each other. Kenya's recommended approach for addressing climate change is mainstreaming of climate change actions in development planning, budgeting and implementation. The country has a National Adaptation Plan (NAP) which presents adaptation actions that cover the time 2015-2030. The aim of this NAP is to consolidate the country's vision on adaptation supported by macro-level adaptation actions that relate with the economic sectors and county level vulnerabilities to enhance long term resilience and adaptive capacity.

The NAP is anchored in the Constitution of Kenya and Vision 2030 – Kenya's blueprint for development. It also aligns itself with the Medium Term Plan (MTP) and Medium-Term Expenditure Framework (MTEF) planning processes. The NAP is also aligned with the Climate Change Act that was enacted into law in May 2016. In the MTP II sectors, climate change adaptation is represented in the drought risk management and ending drought emergencies, environment, water, energy, agriculture, livestock, and fisheries sectors. Several programmes under these sectors aim to enhance resilience and reduce vulnerabilities of communities and systems affected by climate hazards. The NAP recognises the governance and institutional arrangements for implementation of adaptation actions as stipulated in the

NCCAP and Climate Change Act, 2016. With drought being the main hazard, the NAP recognises that the National Drought Management Authority (NDMA) is a key institution in enhancing adaptive capacity.

This NAP proposes macro-level adaptation actions and sub-actions in 20 planning sectors, categorising them into short-, medium- and long-term time frames. For each sector, the NAP identifies gaps, estimates costs of the macro-level actions projected to 2030, and identifies key institutions required for their implementation. Prioritised actions that have not yet been mainstreamed into Kenya's development plans are expected to be integrated in the third MTP (2017-2022). Thereafter the actions will need to be revised in each MTP to ensure that Kenya's development will be resilient to climate shocks. The NAP proposes adaptation indicators at county, sectoral and national levels for monitoring and evaluation (M&E). These indicators will guide the collection of data and information on adaptation outcomes, which will be aggregated at the national level. These indicators are derived from an adaptation theory of change that is based on the macro-level adaptation actions and the adaptation vision. Adaptation data will feed into the national Monitoring, Reporting and Verification plus (MRV+) system – a framework for adaptation and mitigation reporting recommended in the NCCAP.

Climate Financing

Financial resources and sound investments are needed to address climate change, to both reduce emissions, promote adaptation to the impacts that are already occurring, and to build resilience. The benefits that flow from these investments, however, dramatically outweigh any upfront costs. Climate action requires significant investment, but its value is immense: a livable climate. Countries around the world are showing how climate finance can improve people's lives and prospects for the planet.

Climate finance is funding at the local, national or transnational level that supports the actions needed to combat climate change. It affects everything from national policy to the ground-level changes that make concrete differences in peoples' lives. These funds may be drawn from public, private or alternative sources. Climate finance is needed both to **mitigate** emissions and to help communities and economies **adapt** to the changes that are now inevitable. If greenhouse gas emissions are not reduced immediately, it won't be possible to limit warming to 1.5°C, or even 2°C, putting the world on a catastrophic path.

Kenya has pioneered a climate change governance mechanism to increase finance for local climate action. The County Climate Change Fund (CCCF) consists of climate legislation enacted by county governments and a county-controlled fund that finances climate projects identified and prioritised by local communities. Originally designed by a multi-stakeholder coalition with the aim to increase capacity for local development planning and climate change adaptation in some of Kenya's most vulnerable regions, the CCCF evolved to encompass mitigation measures and effectively influenced national climate policy.

County Climate Change Funds are devolved mechanisms under the authority of each county government that promote mainstreaming of climate change adaptation into local planning and budget systems. Kwale participated in the County Climate Change Fund (CCCF) mechanism curriculum which sought to build capacity of government officers at the National and County levels in managing financial resources for Climate Change adaptation and mitigation actions in the country. County Climate Change Fund is a public fund designed to finance local adaptation and is managed by the county government. This is a mechanism through which counties can create access and use climate finance from different sources to build communities resilience and reduce vulnerabilities to a changing climate in a more coordinated way. The guiding principles of CCCF mechanism are: community driven, bottom up planning; anchored within and supportive of devolution; flexible learning approach (learning and adapt); focus on public good investments; and inclusion so that inclusive decision making is undertaken to reduce conflict, enhance sustainability and address power relations. The County Government is implementing local level Climate Action with various programmes. The County Government has prepared adequately to participate in the coming financial years in the

FLLoCA (Funds for Local Level Climate Action) programme. The County Government has complied with the 2% of the total budget own contribution to the fund. Development of climate change legislation in the county was done by the county department of Environment and Natural Resources, ratified by the County Executive Committee and approved by the County Assembly in 2022. This has paved the way for sourcing climate funds for the county.

Drought Management

The National Drought Management Authority in Kwale has undertaken several programmes in drought risk management to end drought emergencies. The drought emergencies are a product of deeper vulnerabilities affecting people's livelihoods and well-being.

The National Drought Management Authority (NDMA) has partnered with the County Government and the community in Chengoni, Kinango sub-county to improve preparedness for drought through an Integrated Food Security Project. The aim of the project is to address perennial water shortages and boost food security within the Samburu-Chengoni ward, where severe drought necessitates water trucking during dry spells. The project aims to excavate a 20,000 cubic metre water pan that is expected to benefit about 15,315 people in the village around Chengoni, Silaloni and Maji ya Chumvi and thousands of livestock during dry months.

The project will also include the planting of 3,000 tree seedlings and training on environmental conservation. It is expected that the quantity and duration of available water for human and animal consumption will increase, improving hygiene and sanitation, diversifying food and livelihood resources, improving livestock production and enhancing environmental conservation. The project is financed by the European Union under the Arid and Semi-Arid Lands Drought Contingency Fund (ASAL-DCF) project and the County Government of Kwale.

Local programs operating in the Kinango sub-county include the Kinango Integrated Food Security and Livelihood Project (KIFSLP) and the Protracted Relief and Recovery Operated (PRRO). The Vigurungani community was the main beneficiary of this project. The project is funded by the Safaricom M-Pesa Foundation and the County Government of Kwale. The project involves farming on a 107 acre plot using drip irrigation technology. The farm is subdivided into quarter-acre parcels that are allocated to vulnerable households in the area. The water used for the irrigation project is sourced from the Nyalani Dam, a 700 million litre reservoir rehabilitated by the Kenya Red Cross Society (KRCS). To contain drought, a long-term solution is to construct large dams. The County Government is constructing the Nyalani-Mwangoni-Bang'a water project in Kinango sub-county, Puma ward. This project will benefit 8,000 residents who will use the water for irrigation and domestic use.

Disaster Management

Disaster management means preparing for potential calamities and responding to them as quickly, strategically and effectively as possible. It also refers to the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. The management of disasters tends to require some combination of activity from individuals and households, organization, local and/or higher levels of government. The activities of emergency management are categorized into preparedness, response, mitigation and recovery. The disaster management cycle is a series of steps that organizations and individuals use to prepare, contain and mitigate unexpected events. These can include natural disasters, unexpected damage to property or events that otherwise endanger the lives of others. The disaster management cycle helps everyone lessen the impact of unexpected events and recover as many resources as possible after the initial crisis subsides. A disaster management cycle also helps those who experience disasters, helping them rebuild, regroup and recover.

Disaster management cycle

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The county enacted the Kwale County Disaster Management Fund Act, 2016 which established an efficient structure for the management of disasters and enhance the County government capacity to effectively manage the impact of disasters and emergencies and to take all necessary action to prevent or minimize threat to life, health and the environment from natural disasters and other emergencies. The Act provides for the establishment of the Disaster Management Committee and the Disaster Management Directorate. Emergencies and disasters that have occurred in the county include fires, and the county possesses a fire engine and is in the process of constructing a workshop and fire station in the financial year 2023/2024.

Disaster Risk Management

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses. Disaster risk management plans set out the goals and specific objectives for reducing disaster risks together with related actions to accomplish these objectives for reducing disaster risks together with related actions to accomplish these objectives. They should be guided by the Sendai Framework for Disaster Risk Reduction 2015-2030 and considered and coordinated within relevant development plans, resource allocation and programme activities. The time frame/administrative responsibilities, source of funding must be specified in the plan. As much as possible linkages to sustainable development and climate change adaptation should be made.

The drought worsening situation in some parts of the county has caused hunger and poverty to over 200,000 county residents. This has necessitated to call for humanitarian assistance to the hunger stricken population. The County Drought Response Coordination Committee organised for distribution of relief food to the affected population in the county. The County Government is constructing the Nyalani-Mwangoni-Bang'a water project in Kinango sub-county, Puma ward. This project will benefit 8,000 residents who will use the water for irrigation and domestic use. This will be a long term solution to the perennial water shortages and the drought situation.

1.2 Sectors Composition and Mandates

Chapter eleven of the Constitution of Kenya 2010 established a two tier system of governance with one national government and forty seven county governments. Article 176 (1) further states "There shall be a county government for each county consisting of a county assembly and county executive". Executive Order No. 1 of 2022 created ten departments which are in consistent with the functions of devolved governments as given by Schedule Four of the Kenya Constitution 2010. The table below shows the Sectors Compositions and their mandate.

Table 21: Sectors Composition and Mandate

No	Sector Name	Sub sectors	Mandate
1.	Executive Services, Finance and Economic Planning	Executive Services Finance and Economic Planning	County leadership & strategic direction Public Finance Management Financial and Economic policies formulation and management
2.	Agriculture, Livestock and Fisheries	Crop Production Livestock Development Veterinary Services Fisheries	Crop development, agribusiness, livestock development, fisheries promotion
3.	Environment and Natural Resources	Natural Resources Management & Climate Change Land administration and Management Urban Development & Physical Planning Municipalities	Policy direction on land transactions, Survey and mapping, land adjudication Environmental protection and conservation Forestry, Reforestation and Agroforestry Climate change adaptation and mitigation Municipalities development and management
4.	Health	Medical Services Public Health	Preventive and Promotive Health care services

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			Rehabilitative and Curative Health care services
5.	Tourism, Trade and Enterprise Development	Tourism Promotion ICT Trade and Entrepreneurship Investment	Tourism promotion, trade development, ICT infrastructure management and Investment
6.	Education	Early Childhood Development Education Vocational Training	Management of Early Childhood Development Education curriculum, programmes, infrastructure and other facilities; Vocational training
7.	Water Services	Water Services	Management of water resources and systems
8.	Roads and Public Works	Roads and Transport Government Buildings and Construction works	Construction and maintenance of county roads Construction & maintenance of county buildings and related services
9.	Public Service and Administration	County Administration Human Resources Management Enforcement & Compliance Disaster Management Waste Management	General administrative function, employees welfare, enforcement of county laws, disaster management and waste management
10.	Social Services and Talent Management	Social services and community development Culture and heritage Talent management	Community Empowerment Promote arts, culture and social services Improve sports, and talent development

1.3 Rationale for Preparing the County Sectoral Plan

The Constitution of Kenya 2010 ushered in a devolved system of governance consisting of one national government and 47 county governments. It assigns exclusive and concurrent functions to the two levels of government as provided for in Article 186 and the Fourth Schedule. One of the functions of county governments in the Fourth schedule is county planning and development. County Government Act (CGA) 2012, Section 104 obligates a county government to plan and that no public funds shall be appropriated outside a planning framework. Article 176 (1) of the Constitution 2010, states that the county government shall consist of a county assembly and county executive. The county plans shall be prepared by the county executive and approved by the county assembly. Section 107 of the County Government Act gives the types and purpose of county plans which shall be the basis for all budgeting and spending in a county. One of these types of plans are the county sectoral plans.

Preparation of county sectoral plans is provided for under section 109 of the County Government Act 2012. Part 1 of section 109 CGA 2012 states that a county department shall develop a ten year county sectoral plan as component parts of the county integrated development plan. The sectoral plans should be programme based, reviewed every five years but updated annually. The sectoral plans shall be the basis for budgeting and performance management. The County Government is preparing this sectoral plan in pursuit of the aforementioned provisions of the law.

The purpose of preparing the county sectoral plan is to provide a framework and roadmap that will guide development for the period 2023-2032 to achieve the county transformation agenda on improving the quality of life of the citizens of Kwale. In the last ten years of devolution, Kwale County concentrated on preparing medium term development plans under the County Integrated Development Planning. Although these plans were strategic each with programmes, priorities, measurable performance indicators, services or goods to be provided and the budget allocated, they were not long-term and could not be relied upon for continuity purposes exceeding the five-term period.

The County Government is required to develop the third generation CIDP for the period 2023-2027. This third CIDP will have to be informed and extracted from this first CSP 2023-2032. Given that this CSP will be reviewed every five years and updated annually, it will be resourceful in preparation of future CIDPs beginning with the 3rd CIDP (2023-2027) and the 4th CIDP (2028-2032) while updating the County Annual Development Plans. As mentioned earlier in

CGA 2012, section 107 sub-section 2, the County Sectoral Plans shall be the basis for all budgeting and spending in the county for the period 2023-2032.

1.4 Methodology for Preparing the Sectoral Plan

The preparation of the county sectoral plan started with the sensitization and awareness of county technical officers by economists from the State Department of Planning of the Ministry of National Treasury and Planning. This was coordinated by the Budget and Economic Planning Division under the County Treasury. Thereafter the County Treasury issued a circular on the guidelines and road map that will be followed by sectors in preparing their sectoral plans.

The preparation process of this plan was participatory, taking into account the views of all stakeholders. Consultation meetings were held involving the county directors from all the departments with their Chief Officers. Each sector formed a Sector working group composed of relevant and major stakeholders. The sector working groups met and following the guidelines from the State Department of Planning prepared their drafts. In preparation of the drafts, the departments used both primary and secondary data sources. Secondary sources include approved past plan documents like the first and second county integrated development plans, the past annual development plans, public participation reports, departments annual implementation reports, monitoring and evaluation reports among others. Information from the Kenya National Bureau of Statistics and other National Government policy documents was also used. Reference to the Constitution 2010, Public Finance Management Act (PFMA), 2012, Public Procurement and Asset Disposal Act (PPADA), 2015 and the County Government Act 2012 was made. The drafts were reviewed and validated by two meetings of all directors and county chief officers and ownership of the sectoral plan was established.

A team from the Budget and Economic Planning Division consolidated all the drafts sectoral plans from departments into one zero draft and further subjected to internal reviews before a final draft was prepared for submission to the County Executive Committee. The Executive Committee reviewed the plan and amendments were made to the plan before engagement with the public and other stakeholders. Reports from the public participation and other stakeholders' views will be incorporated into the final plan. This plan will then be submitted to the County Assembly for approval. The County Assembly will follow the legislative process in approving the plan. The plan will then be launched after approval.

CHAPTER TWO: SITUATIONAL ANALYSIS

This chapter identifies the internal and external factors affecting sectoral performance. It closely examines the existing policy and legal framework and its impact. Further, the chapter examines the sector funding and achievements and performance trends over the last ten years. It also provides an analysis of the sectoral development issues, their causes, opportunities and challenges in addressing the same.

EXECUTIVE SERVICES, FINANCE AND ECONOMIC PLANNING SECTOR

2.1 Sector Context Analysis

This section discusses the environment in which the sector operates highlighting key factors influencing performance of the sector including existing policy and legal framework. The chapter also reviews sector financing since the commencement of devolution. Further, this section highlights performance trends and achievements, sectoral development issues, crosscutting issues, emerging issues and stakeholder analysis.

The operational environment of the sector is determined by internal and external dynamics which have an impact on current and future Programmes. An assessment of this environment is therefore critical in first understanding the sector’s strategic positioning and secondly in charting it’s immediate and medium term strategies for improved performance.

2.1.1 SWOT Analysis

Analysis of the sector’s Strengths, Weaknesses, Opportunities and Threats (SWOT) of the sector is critical in understanding its immediate operational environment. The analysis has been carried out by assessing areas of excellence or good performance in Executive services, Finance and Economic Planning and which can provide a competitive advantage (Strengths), controllable internal disadvantages (Weaknesses), external possibilities for success (Opportunities) and uncontrollable external negatives (Threats). The SWOT Analysis is presented in below:

Table 22: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Qualified and competent human resource • Good relationship with internal stakeholders • Availability of statistical data for planning • Readily available financial systems • Clear organizational structure. • Well documented processes and procedures 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Existence of clear legal framework on public financial management. • Good working relationship with external stakeholders. • Political stability – Stable political environment favors resource mobilization. • Political goodwill with the current National Government
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of communication strategy • Inadequate and unstructured Monitoring and Evaluation systems • Inadequate records and data management systems. • Inadequate internal framework on county policy formulation and dissemination. • Inadequate county policy framework for resource mobilization. • Poor working environment – e.g. Office space, internet, storage space etc. 	<p>THREATS</p> <ul style="list-style-type: none"> • Perceived negative image of public service • Insecurity, Terrorism and Youth Radicalization • Lack of tax payers education • Political interference • Social and cultural beliefs which affects enforcement to laws and policies • Technological challenges such as hacking, crushing, system down time etc. • Natural calamities like floods, drought etc. • Tribal ethnicity

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2.1.2 P-PESTEL Analysis

Executive Services, Finance and Economic Planning sector's external environment plays a big role in defining its operations. There are factors that exist in this external environment but which, in one way or the other, influence the activities and programs of the sector. These can be grouped as Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL) factors. An analysis of these P-PESTEL factors is presented in below:

Table 23: PESTEL Analysis

Factor	How it influences the sector's mandate
Policy	Presence of policy guidelines to guide the sector' operations. They include PFM Act 2012 and its regulations, PPAD Act 2015, M & E draft policy and other circulars. A change in government policy can affect implementation of the sector's mandate.
Political	The general sectoral agenda involves coordination and support of other sectors. This exposes the sector to organizational politics. Other areas include: Political interference in policy documents approval in the county assembly. Interference in Revenue mobilization at ward level. Competition from other sectors Bureaucracy Early campaigns/Government instability
Economic	The sector relies heavily on government exchequer. Reduction in County allocation by the National government and delayed disbursements affects its mandate. Other areas include: Inadequate engagement with development partners (lack of clear framework) Inadequate staff capacity on management of donor funds. Inflation rates International trade treaties (EAC)
Social	Security threats in some of the work stations; Natural calamities including floods and drought The increase in demand for visible development amongst Kenyans is likely to increase the demand for the sector's services.
Technological	E- Procurement and IFMIS provide opportunities for improving service delivery (RMS, team mate, IFMIS Delay in laying/servicing key network infrastructure by the relevant sector may affect service delivery. Change in technology may render some of the systems redundant
Environmental	The threat of diseases due to environmental pollution. There are opportunities for mounting environmental programmes such as waste management and climate change
Legal	Fast tracking of bills from the county assembly for revenue enhancement

2.1.3 Existing Sector Policy and Legal Framework

In addition to the legal framework highlighted in the background information, the sector is also governed by other legislations including the Constitution of Kenya 2010, the Public Finance Management Act, 2012 and the County Government Act 2012. Others are the Public Finance Management regulations 2015 and other statutory legislations that impact on the sector’s mandate. Further, the County Assembly has enacted laws and legislations that have an effect on service delivery.

2.2 Review of Financing

The sector of Executive Services, Finance and Economic Planning has been receiving adequate funding to facilitate its programmes and strategies. The funding has been increasing steadily since the start of devolution in the financial year 2013/2014. With the exception of FY 2014/2015 where the sector was allocated Ksh 178 Million; the budget allocation has reached Ksh 1,333.0 Million in FY 2021/2022 from a lower figure of Ksh 573.2 Million in FY 2013/2014. From the financial year 2017/2018 the sector has been receiving the Kenya Devolution Support Programme Grant from the World Bank through the National Government. The table shows the funding of the sector from the onset of devolution in FY 2013/2014.

Table 24: Source of Financing for the period 2013/2014 – 2020/2021(Amount in Ksh Million)

Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Revenue Fund (Equitable share & Own Source Revenue	573.18	362.4	763.72	771.5	710.5	754.18	794.56	874.5	1,346.0	1,160.8
National Government(Co nditional Grants					27.1	50.7	62.9	18	-	-
Total	573.18	362.4	763.72	771.5	737.6	804.88	857.46	892.5	1,346.0	1,160.8

Source: *Kwale County Treasury*

Table 25: Analysis of sector budget by sub- sector (Amount in Ksh Million)

Sub sector Name	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Finance and Economic Planning	297.88	178.6	425.02	454.6	517	523.86	594.5	802.05	1,225.5	1,001.0
Executive Services	275.3	183.8	338.7	316.9	220.6	281.02	262.96	166.15	120.5	159.8
Total Sector budget	573.18	362.4	763.72	771.5	737.6	804.88	857.46	968.20	1,346.0	1,160.8
Total County Funding	4,391	5,662	7,611	7,949	9,875.4	9,166.8	10,658.4	9,553.6	10,543.6	8,580.6
% of Total Allocation	13.1	6.4	10.0	9.7	7.5	8.8	8.0	10.1	12.8	13.5

Source: *Kwale County Treasury*

Figure 28: Trend on Sector Financing for the Period 2013/2014 – 2022/2023

Source: *Kwale County Treasury*

2.3 Sector Performance Trends and Achievements

This section provides an analysis of the sector performance trends based on the key sector statistics. It also highlights the key achievements of the sector since the inception of the county government.

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2.3.1 Revenue Mobilization

The division implemented a revenue management system which automated the whole collection process that has helped improve total revenue collection by 30% from FY 2017/18.

Table 26: Analysis of own revenue Collection by stream in the MTEF Period 2013/14 – 2018/19

S/No	Revenue stream	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1	Administrative Fess & Charges	11,563,692	11,192,029	6,113,755	4,832,314	3,798,234	2,434,252
2	Land Rates	63,710,003	52,515,086	49,580,780	50,452,309	40,176,080	52,156,536
3	Business Permits	42,385,040	57,223,148	59,661,031	54,432,619	60,671,524	69,536,520
4	Cess	11,113,354	13,569,362	13,887,864	11,784,237	10,967,934	8,597,053
5	Plot rents	-	-	3,806,393	3,230,575	2,183,356	3,297,009
6	Administrative Service fees	35,000	2,189,211	2,359,660	2,167,760	2,664,265	3,230,732
7	Various fees	-	-	2,457,470	146,500	288,000	131,000
8	Natural Resources Exploitation	16,520,973	22,473,654	24,894,543	20,787,266	17,687,672	17,750,524
9	Lease/Rental of Infrastructural assets	-	-	443,050	769,850	980,000	1,175,500
10	Other miscellaneous revenues	12,081,701	3,711,794	4,474,646	3,369,884	2,075,731	2,185,681
11	Market/Trade Centre fees	13,501,337	9,770,707	11,913,337	12,560,926	11,630,781	11,886,140
12	Vehicle Parking fees	2,591,930	6,537,542	11,028,074	11,054,159	10,383,549	15,301,919
13	Housing	975,875	1,828,825	6,614,286	2,585,400	2,310,883	2,701,526
14	Public Health Services	1,348,000	5,006,500	3,867,695	2,233,200	7,300,290	10,887,706
15	Public Health Facilities Operations	17,551,693	46,726,560	32,621,588	23,972,370	35,672,090	95,874,013
17	Slaughter Houses Administration	1,108,675	1,746,499	867,590	1,650,335	852,294	529,807
18	Technical Services Fees	8,970,672	19,481,743	14,025,824	14,981,482	16,567,776	17,349,263
	Total Local Revenue	203,457,945	253,972,660	248,617,586	221,011,186	226,210,459	315,025,182

Source: Kwale County Treasury

Other achievements include the establishment of revenue collection offices in Samburu, Mackinon and Pungu to effectively collect revenues. The division is in the process of establishing a trailer pack in Lungalunga.

2.3.2 Accounting Services

The devolving of the accounting services to the user sectors and adoption of IFMIS System in accounting processes have led to the efficient use of services, quality of statutory financial reports and is evidenced by the improvement in the Auditor General Opinion from a disclaimer in 2013/2014 to qualified in the FY 2018/2019.

2.3.3 Supply Chain Management

Adoption of the IFMIS/ I-Sourcing where all procurement activities are processed through the system. Reduction in procurement queries by the Auditor General and Public Procurement Regulatory Authority.

2.3.4 Quality Assurance Services

The division developed internal audit manuals and audit procedures. In addition, helped sectors strengthen internal control systems through timely reviews and recommendations. The division developed framework for the formation of county Audit Committee and is in the process of developing a county risk assurance and audit policy.

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2.3.5 Economic Planning and Budgeting

The division prepared quality fiscal bills and policy papers within the statutory deadlines. It also coordinated the preparation of the County Integrated Development Plan 2018-2022. The fiscal policy papers prepared within the required time include the County Fiscal Strategy Paper 2020, the County Annual Development Plan 2020/2021 and the County Budget and Outlook Paper 2020 for the FY 2020/2021 budget. The division coordinated the preparation of the programme based budget estimates and supplementary budget estimates for FY2020/2021. The appropriation bills prepared and approved in time for Budget estimates and the supplementary budget estimates. The division also developed a data base for all programmes and projects implemented by the county.

2.4 Sector Development Issues

This section presents the development issues and their underlying causes. It further highlights the available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue. This information will be useful in guiding the strategies for implementation over the plan period.

Table 27: Sector Development Issues

Sub Sector	Development issue	Causes	Opportunities	Challenges
Finance and Economic Planning	Inadequate and inelastic revenue sources	Lack of resource mobilization coordination framework Delay in implementation of revenue raising laws	Goodwill from development partners and donors Availability of own source revenue potential report for the county	Unethical practices
	Inadequate internal framework for county policy formulation	Delay in approval of national legislation on county revenue allocation Ineffective coordination mechanisms	Readily available national government framework Availability of data from national government institutions	Inadequate staff
	Need for sourcing of goods and services in an efficient, effective and economic manner	Inadequate stakeholders capacity in financial systems Contractor/ supplier capacity challenges	Availability of technical support	Unethical Practices
	Dynamic accounting and financial management framework in the public sector	Changing information needs by users of financial statements Lack of coordination among users of financial information systems	Availability of technical support	Inadequate staff training budget to cope with changes
	Increased demand for good governance	Inadequate control environment Capacity challenges	Increased focus on good governance mechanisms in the public sector	Inadequate awareness
Executive Services	Need for effective communication strategy	Lack of a county communication strategy/policy Inadequate capacity	Availability of numerous communication platforms and strategies	Inadequate resource

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	Performance management mechanisms	Lack of policy Capacity challenges	Availability of technical support	Goodwill
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2.5 Cross Cutting Issues

This section provides a brief analysis of the cross – cutting issues their current situation and how they affect the performance of the sector. It also highlights measures and recommendations for mainstreaming them and the existing policy, legal and institutional gaps. Table 7 below identifies the cross cutting issues relevant to the mandate of the sector.

Table 28: Analysis of Cross cutting issues

Cross-cutting issue	Effect of the issue	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
Climate change	Affects budget allocation to development programmes by raising funds to be used on emergencies like drought, floods, etc	Policy on Disaster management and Climate change Policy framework on funding emergencies from the Contingencies Fund Account of the National Government	Disaster Preparedness Policy on Disaster Management	Collaboration with development partners Budgeting for disaster preparedness under Emergency Fund
Youth affairs	Violent extremism and drug and substance abuse pose a threat to security and peace A peaceful environment is necessary for growth of the economy	Lack of policy on youth development	Sensitization among the youth Youth groups programmes funding through loans and grants Development of income generating youth programmes AGPO sensitization	Adequate budgeting for youth affairs Maintenance of the AGPO allowable portion on procurement to the youth Encouraging youth attachment and volunteering Establishment of manual jobs in roads construction and others geared towards reducing youth unemployment
Alcohol and drug abuse	Affects productivity of workers hence weakened service delivery Affects our budgetary resources through financing rehabilitative activities for drug addicts	Policy on Alcohol and drug abuse	Sensitization and awareness on Drug and substance abuse Rehabilitation of addicts/affected youth	Policies to empower youth like income generating activities
Persons with disabilities (PWDs)	Marginalization which leads to skewed growth	Lack of policy on PWDs	Sensitization and awareness on PWDs Encouraging construction of	Budgeting to avail resources for PWDs

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			PWDs user friendly infrastructure Initiating income generating programmes for PWDs	
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2.6 Emerging Issues

2.6.1 Operationalization of a Monitoring and Evaluation Unit

This is a core unit required to enhance implementation of county programmes and projects and public service delivery. Monitoring provides the basis of decision making through evidence based system providing information with sufficient details on implementation of programmes. It provides the necessary feedback to initiate early corrective actions to arrest any deviations from the plan. Monitoring will indicate the variances between what was planned and what was actually implemented. Currently the unit is under the Governors Service delivery unit (SDU). The sector is in the process of formulating a Monitoring and Evaluation policy which will guide the implementation and coordination of a County Monitoring and Evaluation System (CMES) aiming at improving management for development results at the county level. In the period of the plan, the sector will ensure the M&E policy is finalized and approved so as to provide a system to carry out M&E efficiently and effectively.

2.6.2 County Revenue Management System

The President issued a directive on the implementation of a single Integrated County Revenue Management System (ICRMS) to be used across all the 47 county governments. A multi-agency task force was constituted by the National Treasury to spearhead and expedite the process. Review of the existing systems in counties was done by a Technical Committee. The findings of the Technical Committee revealed that there are two County revenue systems that meet a significant number of the required system features, Kwale being one of them. The Technical Committee visited the county and is exploring the possibility of enhancing the Kwale RMS to be used by all the 47 County Governments. The sector shall be at the forefront in rolling out of the system to the counties and also undertake capacity building of other counties.

2.6.3 Region Economic Blocks - Jumuiya Ya Kaunti Za Pwani (JKP)

This is a regional economic block formed by the six counties of the coastal region of Kenya. JKP Economic blueprint initiative recognizes that the strategic connections between the member counties with shared interests can form a viable unit for sustainable socio-economic development. A regional approach will ensure access to new expanded markets, economies of scale, larger labour force and shared natural and infrastructural resources.

The sector through executive services has been offering secretariat services as a member of the JKP secretariat. In particular, the County Secretary has spearheaded coordination services to activities of the JKP. In the coming years during the period of this plan, the county government will continue to be an active member and participant in the activities of JKP.

2.6.4 County Borrowing

Section 140 of the PFM Act, 2012 authorizes a County Executive Committee for finance to borrow on behalf of the county government only if the terms and conditions for the loan are set out in writing and are in accordance to article 212 of the Constitution. Before a County Government borrows, there should be established, the internal rate of growth in regard to the respective County GDP, sustainability and credit worthiness besides due diligence. The Commission on Revenue Allocation in collaboration with the World Bank Group (WBG) and other stakeholders initiated the County Creditworthiness Initiative (CCI) for Kenya to provide technical assistance to County Governments in bridging the creditworthiness gap and access market finance for infrastructure and other development projects. The initiative will be rolled out to counties progressively. More research will be undertaken to establish the parameters

that can be used to determine the creditworthiness of a county so as to avoid bad and non-performing loans burden to the National Government- the guaranteeing authority.

2.6.5 Capacity Building of the Legislative arm of the County

Inadequate capacity on matters of budget and public finance management in general have led to conflicts between the Executive arm of the County Government and the Legislative arm (County Assembly). Instances of conflict have led to delay in the enactment of important legislations some even affecting resources mobilization and budget making process. The stalemates have to some degree undermined service delivery.

The County Treasury in conjunction with Executive Services will continue to build the capacity of both the County Executive and the County Assembly on prudent public finance management. Capacity building in public finance management will assist the County Assembly Members to objectively and effectively carry out their oversight role.

2.6.6 County Post Covid-19 Economic Recovery Strategy

The sole purpose of this strategy is to facilitate the reengineering and recovery of county economies. Being the custodian of county economic and financial affairs, the county treasury shall be at the forefront to ensure this strategy is implemented. The strategy has five pillars namely:- a) Boosting private sector b) Strengthening ICT capacity c) Human Capital Development d) Policy, legislative and institutional reforms; and e) Strengthening County preparedness and response to pandemic and disasters. There is need therefore for synergy between the National and County Governments in the implementation of the Post Covid-19 economy recovery strategies.

2.7 Stakeholder Analysis

Stakeholders are individuals or organizations who are influenced by the operations of the sector or those whose activities have the potential to influence the sector’s operations. Analysis of these stakeholders is important mainly to develop a common understanding of the mutual expectations. This Stakeholder Analysis allows the sector to gain insights into what stakeholders expect from it and the roles it needs to play in meeting these expectations. In effect, the Executive services, Finance and Economic Planning sector is outlining its commitments to its stakeholders. The Stakeholder Analysis is presented below:

Table 29 : Stakeholder Analysis

Stakeholder	Role of the Stakeholder	Possible Areas of Collaboration
County Executive Committee	Compliance and Performance Guidance and leadership Advisory, guidance and approvals	Policy Development, Preparation and approval of budget estimates
County Statutory Committees	Compliance and Performance	Development of Policies, Scrutinizing of Audit reports
County sectors	Cooperation, timely and accurate reports	Advisory and Financing
County Assembly	Compliance and performance Advisory, guidance and approvals	Timely, quality and accurate reports, preparation and approval of financial and economic policies, bills and acts
County Public Service Board	Performance Fair human resource management	Timely submission of staff management reports Recruitment of competent and qualified personnel
Constitutional and Statutory Agencies	Compliance Advisory, recommendation	Timely , quality and accurate reports
National Government	Compliance and performance Advisory, recommendation, financing and capacity building	Timely, quality and accurate reports. Compliance

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Civil Societies	Compliance and performance Transparency and accountability Advisory, guidance and monitoring and evaluation	Implementation of county policies, programmes and projects; Transparency and accountability
Business Associations	Cooperation and support in the delivery of public service	Service provision and creation of enabling business environment
Suppliers and Contractors	Timely delivery of quality goods and services	Distribution of business opportunities and timely payments Timely payment, fair business competition, fair and timely resolution of disputes.
Rates/Levy Payers	Payment of rates and levies	Quality and timely service delivery
Development Partners & Donors	Financing, advisory and capacity building	Transparency and accountability Compliance and performance

AGRICULTURE, LIVESTOCK AND FISHERIES SECTOR

2.1 Sector Context Analysis

The situation analysis for the agriculture sector is presented in tabular form as indicated below.

2.1.1 Swot Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects to reduce the chances of failure, by understanding what is lacking, and eliminating unforeseen hazards

Table 30 SWOT analysis for the Agriculture sector

<p>STRENGTH</p> <ul style="list-style-type: none"> • High political will • Dynamic and committed political leadership • Committed, dynamic and competent technical leadership • Skilled man power • Regular capacity building of staff for job progression • Government commitment to enhance funding to the sector • Public/private partnerships in development • A growing private sector driven value- chain • Responsive farming community • Arable agricultural land • Well established research institutions & developing ATC • Adequate infrastructure on horticulture sub sector (handling facilities and transport) 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Ready and growing regional and global markets • Niche markets arising from organic farming • Diversified climatic conditions willing citizens on public participation and engagements • Pool of qualified and competent personnel to choose from. • Willing donor community • To harness potential of partnerships through appropriate policy • Up scaled collaboration with other sector ministries and stakeholders • Dynamic technological development and innovations • Partnership
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • High turnover rates • Poor succession management. • High staff turn over 	<p>THREATS</p> <ul style="list-style-type: none"> • Unpredictable mergers and splits in departments in the sectors including transfer of functions

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<ul style="list-style-type: none"> • Inadequate and unevenly distributed work force • Lack of a standard scheme of service and job description • Lack of capital and access to affordable credit • Multiple taxes • Under-funding of agriculture sector • Lack of policy to harmonize activities of various stakeholders • Low and declining land fertility • High cost and increased adulteration of key inputs • Incomplete liberalization • Inability to produce competitively • Weak information management • Inadequate land management and environmental conservation • Weak research extension linkages • Low resource absorption capacity • Poor infrastructure • Over-reliance on rain fed production • Underdeveloped market infrastructure • Lack of sufficient agricultural market information 	<ul style="list-style-type: none"> • Education system does not match job skill requirements • Poverty and unemployment • Unpredictable donor funding • Unsustainable partnership • Unfavourable macro-economic environment • High prevalence of pests and diseases • Unpredictable weather conditions • Operational frameworks • Natural catastrophies
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2.1.2 PESTEL

This is a strategic framework commonly used to evaluate the environment in which the sector operates. The names of segment is Political, Economic, Social, Technological, Environmental and Legal.

Table 31: PESTEL Analysis

Category	Issues	Effect
Political	Contractual appointment of top leadership in the department	Change of department priorities Disruption of resource allocations in the department Budgetary allocation may be affected
	Transfer of functions and mandate to or from other institution	Necessitate review of the strategic plan Restructuring of the department Disruption of activities Time loss while re-building team work and harmony Anxiety due to sudden change in the department
	Change of Governance	Different party priorities in
Economic	Fiscal and monetary policy changes	Affect resource reallocations to the sector Affect interest rates and cost inputs Affect investment Affect employment Affect credit availability Increase inflation rates
	Foreign exchange fluctuation	Affect project funding Loss of income Reduced capacity of inputs Debt burdens Affect foreign investment
	Inflation rate fluctuation	Purchasing power lowered Loss of market stabilities Low return on investments
	Regional and international trade protocol	World market penetration

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Category	Issues	Effect
		Firm competitiveness Dumping of commodities
	Tariffs and non-tariff barriers	Affects gains from international trade Access to world market Affect cost of inputs
Social	Population increase, ratio, pattern	<ul style="list-style-type: none"> • More resource reallocation • Infrastructure dilapidation • Increase in unemployment • Rise in social crime • Increased dependence ratio
	Human rights issues(child labour)	<ul style="list-style-type: none"> • Reduction in child abuse • Increased access to education
	Gender issues	<ul style="list-style-type: none"> • Women empowerment/ participation • Equity and gender sensitivity
	Cultural beliefs and values	<ul style="list-style-type: none"> • Hinder implementation of some programmes in certain communities • Hinder social and cultural dynamism.
	Health related issues such as MALNUTRITION, (HIV/AIDS, malaria, influenza, Ebola, Avian flu, etc	<ul style="list-style-type: none"> • Reduced productivity • Reduced work force • Loss of skilled labour force • Increased cost of re-training and replacement • Reduced profitability
	Industrial/ labour relations	<ul style="list-style-type: none"> • Industrial unrest/strikes • Loss of employment • Loss of labour hours • Reduced accessibility of essential service • Increased Government expenditure
Technological advancement	Rapid technological change	<ul style="list-style-type: none"> • Lagging behind technology
Legal	County assembly calendar	<ul style="list-style-type: none"> • Long recession period
	Inadequate capacity in drafting of bills	<ul style="list-style-type: none"> • Delays in drafting bills
Environment	Climate change	<ul style="list-style-type: none"> • Persistent drought
	Environmental degradation	<ul style="list-style-type: none"> • Unsustainable land use practices

2.1.3 Existing Sector Policies and Legal Framework

In addition to the legal framework highlighted in Chapter 1 on the basis of the sector plan, some additional sector policies and legal frameworks under development include: Kwale County fisheries bill, Plant Protection Bill 2020, Plant Protection (Import and Export) Regulations 2020, Plant Protection (General) Regulations 2020, Plant Protection (Biological Articles and Control Agents) Regulations 2020, Draft Agriculture Insurance Policy, Draft Fertilizer and Animal Foodstuff (fertilizer) Regulations 2020, draft livestock bill, animal health bill and animal welfare bill.

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2.2 Review of Sector Financing

The table below highlights the total Agriculture sector financing since devolution, year 2013 to year 2020.

Table 32: Source of Sector Budget Financing (Amount in Kshs. Millions)

Source of Financing	Year1	Year2	Year3	Year4	Year5	Year 6	Year 7	Year 8
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Total County Government (equitable share, and own source revenue)	0	490.3	718.8	322.1	402.1	621.1	1100	839.2
National Government (conditional grants)	ASDSP				15	17	20.3	21.3
	NARIGP						98.1	103
Development Partners (conditional grants)								
A.I.A (CSOs)								
TOTAL		490.3	718.8	322.1	417.1	638.1	11218	963.5

Table 33: Analysis of Sector budget by sub-sector (Amount in Kshs Millions)

Sub-Sector Name	Financing								
	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9
Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Administration	120	452	352	174	222	400	835.4	371	162
Crops	103.1	19.6	90.6	39.8	55.8	57.1	101.9	268.7	399.7
Livestock	31.1	3.7	98.8	20.9	36.4	47.5	44.5	58.6	44.4
Veterinary	51.9	4.4	89.1	32.4	37	35.3	61.1	71.7	44.3
Fisheries	54	4	46.3	24.4	15.6	47.3	40.3	21.2	35.3
Total Sector Budget	360.1	483.7	676.8	291.5	366.8	587.2	1083.2	791.2	685.7

2.3 Sector Performance Trends and Achievements

The County has implemented several development projects through the department of Agriculture livestock and Fisheries to improve food production, productivity and profitability. Some of these projects include; mechanization services program over the past seven years which saw 300 farms cultivated using County machinery in each of the 20 wards, provision of certified farm inputs and micro irrigation projects. As a result, farm productivity for maize, cow peas and green grams increased to 268,965, 23,900 and 30,950 tonnes respectively. The current acreage on maize, cow peas and green gram production stands at 20868, 3403 and 1595 hectares respectively. In addition table 2.5 summarises the performance trends in the sector since devolution. The table below shows the performance trends of the Agricultural sub sectors for the last seven years (2013).

Table 34: Sector performance trends and major achievements (2013 to 2020)

Planned intervention/ activity	Key performance indicator/s	Major achievements
Crop production and development Provision of agricultural inputs Support to agricultural mechanization to ease the land preparation burden Up-scaling irrigation along the major river basins, dams and bore-holes	Number of (90 kg) bags per acre Percentage increase of production. Quantity of inputs distributed to a stated number of households Number of tractors purchased and distributed for on-farm use in wards Number of acres ploughed	Maize yield increased from 3 to 11 bags per acre translating to a 267% increase 800 MT of certified maize seed were distributed to household. Along with 19,500 (50kg) bags of fertilizer 45 tractors purchased and distributed to wards and 100,000 acres ploughed. This intervention enhanced the yield increase

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<p>Promotion of drought tolerant crops</p> <p>Construction of a strategic grain store</p> <p>Support to agricultural extension services</p>	<p>Number of micro-irrigation groups supported.</p> <p>Drought tolerant seed tonnage distributed</p> <p>Yield increase per acre</p> <p>Three (3) strategic grain reserve stores to be in place. Construct one Agricultural Training centre (ATC)</p>	<p>40 micros –irrigation groups were supported against their 42 acres of land under irrigation</p> <p>Household incomes from the high value, low volume crops increased from Kshs. 2,200/= to 11,000/- per month, up by 409%</p> <p>190 MT of pulses seed distributed to farm households thereby improving cowpea yields from one (1) 90 kg bag to 5 bags per acre</p> <p>Three (3) grain stores were constructed to completion</p> <p>Rehabilitation and refurbishment of the Mkongani ATC done to completion</p>
Planned intervention/ activity	Key performance indicator/s	Major achievements
<p>Beef cattle improvement/upgrading through the introduction of an elite breed bull service on-farm (animal provision and capacity building on husbandry and health)</p> <p>Dairy cattle improvement (animal provision and capacity building on husbandry and health)</p> <p>Dairy goats improvement (animal provision and capacity building on husbandry and health)</p> <p>Meat goats’ improvement (animal provision and capacity building on husbandry and health)</p>	<p>Number of households benefiting from the program. Improved beef stock quality (number of improved calves born)</p> <p>Number of farmers/households benefiting from the program</p> <p>Number of calves born</p> <p>Increase in milk production per cow from a daily average of 3-4 liters</p> <p>Number of households benefiting from the program and number goats bought and distributed.</p> <p>Improved dairy goats’ stock quality (number of improved kids born)</p> <p>Increase in milk yield from less 0.5 liter to one liter a day</p> <p>Number of households benefiting and number of goats procured and distributed to farmers</p> <p>Number of improved kids born</p> <p>Improved quality of goats measured in term of average daily weight gain</p>	<p>A total of 409 superior/elite breeding bulls purchased and distributed</p> <p>Over 3000 bull calves born since inception of project.</p> <p>Enhanced average daily gains (ADGs)</p> <p>A total of 416 dairy cows procured and distributed across the dairy enterprise sustaining zone of the county</p> <p>382 calves with good dairy genetic traits born by end of the review period</p> <p>Increased milk yields up to 8-14 liter with a special case of 18 liters per cow per day</p> <p>650 does procured and distributed</p> <p>Farmers capacity built on husbandry and health issues</p> <p>250 superior dairy goat breed kids born.</p> <p>Milk yield increased from 0.5 to 1 liter and above per day</p> <p>A total of 2,525 goats (bucks and does) procured and distributed to farm households</p> <p>Over 3,000 kids of superior meat breed born at the end of the review period</p>

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		Enhanced ADGs
<p>Local poultry improvement (provision of improved chicks and cockerels for local poultry upgrading) Improving bee-keeping production and productivity through capacity (material and skills enhancement)</p> <p>Improvement of commodity marketing and market infrastructure</p> <p>Enhancing milk shelf life and marketable milk products' range through value addition</p>	<p>Number of beneficiaries and chicken procured and distributed. Increased productivity and number of chicken per household</p> <p>Number of beneficiaries(groups)</p> <p>Number of bee-hives and accessories procured and distributed to farmers Increase honey production to meet market demand</p> <p>Number of market structures constructed and/or rehabilitated</p> <p>Number of livestock sold</p> <p>Milk volume in liters processed</p>	<p>4,200 pullets and 980 cocks procured and distributed</p> <p>Household chicken ownership improved from 5 to 20 birds</p> <p>20 wards benefitted</p> <p>230 improved (langstroth type) bee hives procured and distributed</p> <p>A harvest of 4,990 kg of honey to date with a market value of 2.9M.</p> <p>Three (3) livestock markets (auction rings/centers) constructed</p> <p>Number of livestock sold increased from 500 to 1000 cattle per week with goat sales increasing from 1500 to 2000 per week</p> <p>One market was renovated Two (2) milk cooling plants installed with a processing capacity of 100 liters a day Support of Kidzo dairy cooperative society in milk value addition at Makambani</p>
<p>Vaccination of livestock against some notifiable diseases</p> <p>Construction and/or rehabilitation of cattle dips for effective vector control</p> <p>Improving artificial insemination services</p> <p>Construction/ rehabilitation and equipping of slaughter house/s</p>	<p>Number of doses of vaccine procured and administered on target livestock</p> <p>Target number of livestock to be covered and percent achievement</p> <p>Number of dips constructed or rehabilitated Number of livestock dipped</p> <p>Percentage decrease in vector-borne disease incidence Quantity of quality semen procured and distributed to needy farms</p>	<p>Total of 1.52 m doses procured (1,120,000 doses contributed and 400,000 doses by other donors)</p> <p>A total of 1,292,000 heads of various livestock types vaccinated out of a target of 2,921,816 which was 84% achievement. This was a 42% achievement to the overall County livestock population 36 dips constructed /rehabilitated</p> <p>An average of 250 livestock (cattle and/or goats) dipped weekly and per dip which is 62.5% of the target 400 per dip per week Decreased vector-borne disease incidences from 70% to 40% morbidity</p>

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<p>Construction of livestock vaccination crushes</p>	<p>Number of cows inseminated</p> <p>Number of constructed/ rehabilitated slaughterhouses</p> <p>Number of slaughter houses equipped</p> <p>Increase in meat inspection fee revenue</p> <p>Number of crushes rehabilitated to completion</p>	<p>3,262 straws of semen procured</p> <p>A total of 2,412 cows inseminated which is 45% of the “<i>inseminable</i>” herd</p> <p>One slaughter house rehabilitated, one new slaughterhouse 70% complete</p> <p>One slaughter house equipped with modern machinery</p> <p>Increased revenue collection from Kshs 40,000/- to 115,000/-, a 187% increase. Total monthly revenue grew from Kshs 200,000/- Kshs 300,000</p> <p>Total 5 years revenue from slaughter houses rose to a record Kshs 15m</p> <p>20 crushes constructed to full completion</p>
<p>Procurement and issuance of Fishing Boats & their Accessories to community fishing groups</p> <p>Rehabilitation of fish landing sites</p> <p>Provision of fishing gears and accessories</p> <p>Procurement of rescue boats</p> <p>Introduction and promotion of seaweed farming</p>	<p>Number of fishing boats with fishing accessories procured and issued</p> <p>Number of beneficiaries</p> <p>Number of landing sites rehabilitated to full operational status</p> <p>Number of BMUs that have benefitted</p> <p>Number of rescue boats purchased</p> <p>Number of rescue cases done post-purchase</p> <p>Percentage increase in number of seaweed farmers</p> <p>Acreage of seaweed established</p>	<p>12 sets of fully equipped modern fishing boats for offshore fishing</p> <p>12 BMUs with approximately 150 beneficiaries per BMU</p> <p>Six (6) landing sites rehabilitated and fitted with standard cold storage facilities</p> <p>23 BMUs provided with fishing accessories every financial year</p> <p>Four (4) rescue boats purchased and issued</p> <p>70% of the realized risk exposure cases successfully rescued or managed</p> <p>A 10% increase in the number seaweed farmers</p> <p>23.5 acres of seaweed established</p>

Lessons learnt

- i) Public participation has been instrumental in identifying critical development projects
- ii) Public private partnerships (stakeholders) has played a major role in establishment of vital infrastructure
- iii) There is a need for regular and consistent Monitoring and evaluation of development projects
- iv) There is need for timely provision of necessary resources (financial allocation to sector) for project implementation
- v) Need for provision of a contingency fund for emerging and unforeseen issues
- vi) Need for staff capacity building and timely recruitment for proper succession management
- vii) Need for a healthy and harmonized interaction between the political and technical experts
- viii) Need to promote nutrition sensitive interventions to address emerging diet related nutrition disorders at the household level

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ix) Need for deliberate action to mainstream gender to ensure gender inclusivity and equity in the agriculture projects for improved performance along value chains

2.4 Sectoral Development Issues

This section provides the sectoral development issues, their causes, opportunities and challenges in addressing them.

Table 35: sector development issues summary

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Crops	Low crops production and productivity	Increased soil erosion Declining soil fertility Burning of bush for land preparation Low usage of artificial fertilizer Frequent Drought Pests and diseases Use of uncertified seeds Inadequate extension services	Availability of farm yard manure Available soil and water conservation measures Micro irrigation Availability of agrochemical dealers Availability of pest and disease tolerant varieties Availability of drought tolerant varieties. Presence of lead TOT farmers.	Low adoption of soil conservation innovations and technologies Negative attitude towards usage of artificial fertilizer Low adoption of good agricultural practices High cost of agrochemicals Low adoption of soil conservation innovations and technologies Negative attitude towards usage of artificial fertilizer
	High post-harvest losses	Inadequate appropriate harvesting tools and equipment. Inadequate appropriate transport systems Improper management of temperatures and relative humidity Inadequate appropriate processing technologies	Availability of harvesting tools and equipment. Availability of extension services in the county. Available value addition plants	Low adoption of appropriate post-harvest technology High cost of appropriate post-harvest tools and equipment. Sparsely distributed processing plants.
	Limited access to affordable quality farm inputs	High cost of certified farm inputs	Reduction of post harvesting losses increases food availability. Availability of subsidy programs eg the national value chain support programs.	Inadequate budgetary allocation
	Low use of mechanization services	Inadequate mechanization equipment High cost of mechanization equipment	Availability of various mechanization equipment in the market	Low adoption rates in use of machinery

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Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Dependency on rain fed agriculture (Limited irrigation 7%)	High cost irrigation material and equipment Inadequate knowledge on irrigation Inadequate sources of irrigation water	Promotion of water harvesting for irrigation by the county government Availability of land and rivers for water harvesting	Few water dams, pans and boreholes for irrigation
	Inadequate legal and policy framework	Delay to pass and operationalize the developed policies and legal frameworks by the relevant institutions	Availability of active county and national assemblies	Bureaucracy and lengthy process of amendment and enactment
Livestock	Low production and productivity of livestock	Poor quality breeds High diseases and pests incidences Inadequate and low quality fodder and pastures Communal land ownership systems	Ongoing county programmes to support livestock improvement County support on diseases and pest management Availability of Agro dealers in the County Availability of fodder bulking materials Availability of policies supporting establishment of ranch systems Grazing lands in the county On-going County Spatial plan	Low adoption of technology High costs of inputs Inadequate implementation of ranch system policies High costs of drugs Recurring Drought Influx of grazing immigrants
	Limited value addition of livestock products	Lack of capital by farmers to purchase value addition facilities. Low staff strength Inadequate extension service resource support	Availability and potential private support from projects and stakeholders. Availability of ready market for livestock products	High Costs of establishing Value addition units Poor management of societies and cooperatives
	High post-harvest losses.	Inadequate skills by farmers on good animal products handling practices Low staff strength	Availability of value addition technologies	Lack of private service delivery practitioners within the county
	Limited access to affordable and quality inputs services and appropriate technologies	Low number of artificial insemination personnel	County support on AI Services	Limited farmers knowledge on breeding
	Low supply of quality pasture and fodder	Dependency on rainfall for pasture	Availability of skills on pasture conservation methods	Low technology adoption Expensive technology

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Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Inadequate legal and policy frame work	Create enabling environment through development of legal and policy framework	Develop County Crop related policies and regulations. Customize national crop policies. Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and county policies.	
	Recurring livestock disease outbreak	Insufficient vaccination budget Uncontrolled livestock movement	Availability of willing stakeholders to support vaccination drives County Support to disease control	Inadequate budgetary allocation for regular vaccination drives Influx of immigrant livestock from neighbouring regions
Fisheries	-Inadequate policies and legal framework for fisheries development	Delay to pass and operationalize the developed policies and legal frameworks by the relevant institutions	Availability of active county and national assemblies	Bureaucracy and lengthy process of amendment and enactment
	Low fisheries production	Under exploitation of fish potential in the EEZ Reduced fisheries stocks in the near shore waters Increased number of fishers within the reef Decline in number of fish farming firms	The county government and other partners are supporting fishers with modern gears and vessels Kenya Coast Guard services was recently established to enhance patrol at sea Availability of technical personnel to guide in fish farming proprietorship	Use of rudimentary fishing gears and methods Inadequate monitoring control and surveillance Water scarcity Poor fish farm management practices Negative attitude towards cultured fresh water fish by locals
	Rising illegal, unregulated and unreported (IUUs) fishery	Inadequate monitoring control and surveillance Low compliance with fishing policies and legislation Poor governance and management practices at BMU level Inadequate capacity of county fisheries division to conduct effective patrols	Existence of the recently established Kenya Coast Guard services to enhance patrol at sea Availability of development funds from the county government to capacity build Monitoring control and surveillance	Mushrooming illegal landing sites Limited BMU patrols (community policing) compliance Influx of illegal fishers from neighbouring countries Political interference during law enforcement

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Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Access to local and high end market for fish and other marine products	Substandard quality of local marine products compared to international standards Poor infrastructural development of landing sites and beach access roads	Local and international partners are willing to support BMUs to enhance quality of their products (including rehabilitation of landing sites, provision of cold chain facilities, training on value addition, establishment of quality assurance labs etc)	Unhygienic fish handling methods Limited knowhow for value addition and innovations Overreliance on local customers (<i>mama karangas</i>) Limited number of trained/ gazetted fish quality assurance inspectors Substandard and grabbed beach access roads and landing sites
	Inadequate Access to fisheries information through an ICT-based information management system	Inadequate capacity in ICT-based skills Lack of sectoral platform to access ICT-based information Lack of an ICT-based information management system Lack of demand for IMS by devolved government units	Availability of ICT personnel and platforms Availability of ICT infrastructure in the county High demand for agricultural information via web and other ICT platforms	ICT based information systems inadequately adopted in devolved units Use of unreliable platforms of information dissemination
	Limited accessibility of affordable credit and quality inputs to farmers	High cost of agricultural inputs High interest rates to famers and unfavorable terms of credit access. High inflation and exchange rates	Availability of financial and credit lending institutions Demand for capital for agricultural production	Low income levels among farmers and fishers High production cost

2.5 Crosscutting Issues

These are the crosscutting issues that are important and cuts across all aspect of agricultural sector and therefore should be integrated and mainstreamed through all the stages of agricultural development from policy design, implementation and monitoring and evaluation. Crosscutting issues also relate and considered within other categories such as gender age, equality and disability.

Table 36: Analysis of Sector Crosscutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Diet related nutrition disorders:-	Food deficit in farm families due to low production Reduced crop diversification Diminishing traditional nutrient rich foods	Reduced farm activity due to poor health. Reduced production	Lack of moderation on grow to sell KNAP 2018-2022 key result area 10. constitution of Kenya	Community empowerment to produce and consume safe & nutritious foods	Sensitize stakeholders on nutrition sensitive agriculture interventions

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Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
	Rise in Diet related disorders:- wasting 4.4%, underweight 1.8% and stunting 29.7 % (KDHS, 2014). obesity ,type 2 diabetes and hypertension in farm families Micro nutrient deficiencies eg iron deficiency anaemia, poor eyesight etc	Reduced income to support the production	national food and nutrition security policy 2012 ASTG 2019-2022 anchor 3		Capacity build staff locally available safe nutritious foods and their pathways Sensitize the community on safe nutritious food Promote linkage and partnerships on nutrition interventions with likeminded partners (NGOs)and departments
Gender mainstreaming and inclusivity	Gender based constrains in access to Resources (land & capital) market, knowledge and skills equipment control of income from the farm produce among the youth ,women and other vulnerables	Reduced farm activity Low attitude towards agriculture projects Low production.	Gender policy in agriculture	Close the gaps causing constrains through training of staff and farmers	-Awareness creation and advocacy on gender mainstreaming among the stakeholders -Use gender disaggregate data to make decisions,
HIV&AIDS	Prevalence rate is 5.7% (Kwale HIV &AIDS strategic plan 2016/2020).High prevalence among youth	Man hours lost due to frequent sick offs, lack of optimal utilisation of manpower at production level	HIV&AIDS policy does not cover all sub-sectors	National Policy on HIV &AIDS	Domestication of the National Policy to be county specific Awareness creation
COVID 19	Prevalence 2.5%	Reduced budgetary allocation to development projects to combat the pandemic.	There is no policy in place to address the issue (Covid-19	Fast-track Formulating Covid-19 Policies in the workplace.	Implementation of the Covid-19 policy to all subsectors and enforcement of MOH guidelines

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Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Mainstreaming environmental issues	Adherence to mainstreaming environmental issues currently 30%	increased land degradation, pollution of water bodies, loss of flora and fauna,	Inadequate budgetary allocation to conduct ESIA for development projects in sector, inadequate enforcement and implementation of environmental policies, inadequate institutional capacities at county and sectoral levels	Lobby for ESIA budgetary allocation in all development projects, customize environmental policies in county and sectoral development guidelines; capacity building environmental management institutions	Conduct awareness on eco-friendly land uses in the sector Promote regular environmental assessments and audits
Disability Mainstreaming	Adherence to disability mainstreaming in the sector currently at 80%	discrimination of people living with disabilities in the sector,	Lack of a sectoral policy on disability mainstreaming, lack of a sectoral committee for disability issues mainstreaming	customization of PWD Act at sector level, incorporation of PWD in all sectoral committees	Conduct trainings and sensitization on disability issues Constitute disability mainstreaming committee Ensure strict adherence to Persons with disabilities Act,2003
Drug and substance abuse by the productive age group in agriculture private and public sectors	Prevalence rate for the sector is approximately 6 %	reduced production and staff productivity, insecurity and vandalization of government property, impoverishment at production level	Lack of policy at county level. Inadequate enforcement of National policy, lack of counselling department	Customize drug and substance abuse policies at County level	Constitute drug and substance abuse committee within sector, sensitize & train staff on drug & substance abuse,

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Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Youth radicalization	Public awareness creation	reduced production and staff productivity, insecurity and vandalization of government property, impoverishment at production level	Lack of policy at county level. Inadequate enforcement of National policy, lack of counselling department	Customize youth radicalization policies at County level	Constitute Youth radicalization committee within sector, sensitize & train staff on drug & substance abuse,
Early girl child pregnancies	Public awareness creation	Reduced farm Labour	Lack of policy at county level address Early girl child pregnancies. Inadequate enforcement of National policy, lack of counselling department	Mainstream Early girl child pregnancies policies at County level	Customize early girl child pregnancies at county level policies.

2.6 Emerging issues

These are political shift, demographic trends, technological advances, climate trends, sociocultural issues that present new opportunities and introduces risks that challenge existence systems and capabilities in the implementation of activities in agriculture sector.

Table 37: analysis of emerging issues in the sector

Emerging Issue	Effect to the sector performance	Mitigation measures
Rise in diet related nutrition disorders in farm families	Reduced farm activity due to poor health. Reduced production Reduced farm income Reduced farm development	Sensitize stakeholders on nutrition sensitive agriculture programmes Promote production of diverse locally available foods Promote kitchen gardens and small livestock keeping Capacity build staff on locally available safe nutritious foods Sensitize the community on safe nutritious food Promote linkage and partnerships on nutrition interventions with likeminded partners and departments
Gender mainstreaming and inclusivity	Reduced farm activity Low attitude towards agriculture projects Low production	Awareness creation and advocacy on gender mainstreaming among the stakeholders Use gender disaggregate data to make decisions

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Diseases and pandemics (Covid -19, Rift valley fever,	Reduced production and productivity Reduced manpower	Early warning systems and advisories Vaccination, risk communication
Disaster (drought, floods, forest fires, earth tremors, locust invasion, abnormal sea level rise)	Reduced production and productivity Land degradation Loss of flora & fauna Internal displacement of people & livestock	Early warning systems & advisories Adherence to coping strategies Identification of disaster hotspots
Changes to the legal and policy framework	Interference with project implementation calendar Inability to project future sector funding	Amendments should be implemented without interference of current financial year plans
Conflicts (pastoral communities, human/wildlife, cross boarder conflicts)	Reduced production and productivity Interference with project implementation calendar Interference with market dynamics Reduced cross border confidence Food insecurity & malnutrition	Strengthen conflict resolution mechanisms Fencing of national parks and game reserves Strengthen regional relationships & foreign affairs Embracing free trade zones of economic bloc
Decrease in Farm sizes due to urbanization	Reduced production Degradation of natural habitats e.g. forests Increase in resource based conflicts Pollution	Sensitization on alternative livelihoods Sensitization on intensive farming & aquaculture systems

2.7 Stakeholder Analysis

The key agenda of Agriculture Livestock and Fisheries sector is ensuring sustainable food security in the county. As such, the sector attracts many like-minded partners in pushing this agenda forward. In a nut shell some key stakeholders collaborating with the sector are outlined in table 5 below.

2.7.1 Crops Development Stakeholders List

Table 38: stakeholder analysis in the sector

S/No	Stakeholder	Roles	Areas of collaboration
1	Ministry of agriculture	Policy	Regulation ,Funding, capacity building
2	Farm Concern international	Support to Nyalani Irrigation	Issues of food security (provision of inputs, capacity building)
3	Kwale International Sugar Company Limited	Sugar cane farming and processing	Production and marketing of sugarcane
4	Ten senses	Cashew nut production	Capacity building on nursery operators on oil crops
5	Kentaste	Coconut value addition	Production, processing & marketing of coconut
6	Base Titanium	Livelihood programs on cotton, green grams, Irish potatoes and sorghum	Production, warehousing, marketing, processing
7	National Drought Management Authority	Interventions on drought.	Early warning and mitigation
8	Food and Agriculture Organization	Conservation Agriculture and GAP in crops (cassava,	Production, capacity building, technology dissemination, farmer linkages

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		cowpeas, green grams and sorghum)	
9	Coast Development Authority	General agriculture with focus on coconut and Vanga Irrigation	Irrigation
10	Green Life Crop protection	Marketing of agro chemicals	Crop protection
11	TechnoServe	Tomato Production	Production & capacity building
12	Agricultural Market Development Trust (AGMARK)	Capacity building on areas of Agribusiness	Capacity building
13	Bayer	Agro chemicals and Seeds	Crop protection, production
14	Samaritan Purse	Promotion of livelihoods programmes (Provision of livestock feeds, galla goats, and beehives)	Production, processing & marketing
15	Kenya Agricultural and Livestock Research Organization (KALRO)	Agricultural Research	Research and dissemination of technology
16	Kenya Water Security and Climate Resilience Program	Promoting irrigation agriculture focus on Horticultural Value Chains	Provision of grants & capacity building
17	Micro Enterprise Support Programme Trust (MESPT)	Capacity building	Capacity, production, processing & marketing
18	Kenya Meteorological Services	Provision of meteorological information	Early warning systems and advisories
19	World Food Programme	Relief food distribution and other livelihoods projects	Production, capacity building, provision of inputs, cash for assets, asset creation
20	National Cereals & Produce Board (NCPB)	Grain and fertilizer storage	Warehousing, marketing
21	Agricultural Food Authority (AFA)	Horticulture and Nuts and Oil	Capacity building, Production
22	Kenya Catholic Relief Services-Caritas	Micro-Irrigation, Livelihood programs,	Capacity building, production,
23	East African Grain Council	Grains Storage	Warehousing, capacity building
24	CMC Motors	Supply of tractors and spare parts	Provision of motorized inputs
25	Massey Ferguson (FMD East Africa)	Supply of tractors and spare parts	Provision of motorized inputs
26	Kutoka Ardhini	Production of tea tree, tangawizi and eucalyptus species oil in Vanga	Production, processing & marketing

2.7.2 Livestock Development Stakeholders List

S/No	Name of Stakeholder	Roles	Areas of collaboration
	Government: County Assembly DVS, DLP KVB (Kenya Veterinary Board)	Budgets and passing of policies Policies development Regulation of the Veterinary profession	Regulation and oversight Regulation, capacity building Regulation & certification
	VMD (Veterinary Medicine Directorate)	Regulation of vet medicine	Regulation & certification

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	<p>NEMA (National Environment Management Authority) National Drought Management Authority (NDMA), FAO, RED CROSS Kenya Dairy Board</p> <p>Kenya Tsetse And Trypanosomiasis Eradication Council (KENTECC) Kenya Wildlife Services VIL (Veterinary Research Laboratories) KAGRIC (Kenya Animal Genetics Resource Centre) KEVEVAPI (Kenya Veterinary Vaccines Production Institute)</p> <p>Department of Health</p>	<p>Environment impact assessments for various projects</p> <p>Drought mitigation</p> <p>Milk and Value addition</p> <p>Vector control</p> <p>Livestock compensation Disease diagnosis</p> <p>Supply of semen Field days Supply of vaccines</p> <p>Collaboration on zoonotic disease control</p>	<p>National resource management</p> <p>Early warning, mitigation measures, capacity building</p> <p>Regulation, certification, capacity building Vector & disease surveillance</p> <p>Mitigation Research and disease surveillance Production, research & dissemination of technologies Production, research</p> <p>Disease surveillance, research</p>
	<p>Research Institutions: KALRO (Kenya Agricultural Research Organisation) ILRI (International Livestock Research Institute) International Centre of Insect Physiology and Ecology (ICIPE)</p>	<p>Implementation of Orma Boran project</p> <p>Research on tick-borne diseases</p> <p>Research in vectors</p>	<p>Production, research & dissemination of technologies</p> <p>research & dissemination of technologies</p> <p>Research and dissemination of technology, disease control, capacity building</p>
	<p>Other Partners: KVA (Kenya Veterinary Association) Base titanium, kids care, compassion Kenya Catholic Relief Services (CARITAS)</p> <p>KENCHIC Various agro vets Feed millers e.g. DOLA, Mombasa maize millers MiyANJI Dairy Farm</p> <p>Synergy Gases Mombasa, BOC Kenya ltd</p>	<p>Welfare issues of vet personnel</p> <p>Livelihood programs, Breed improvement Livelihood programs, Pasture improvement</p> <p>Supply of day old chicks Dispensing of drugs Provision of animal feeds</p> <p>Dairy farm supply of quality heifers student attachments Supply liquid nitrogen</p>	<p>Welfare, regulation</p> <p>Livelihood programs</p> <p>Production, Livelihood programs & marketing linkages, mitigation, provision of feed supplements & livestock drugs, capacity building Production Production, capacity building Production</p> <p>Production, capacity building</p> <p>Production</p>

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	Media	Dissemination of information	Communication
	Training Institutions: AHITI (Animal Health Industry Training Institute) MTI (Meat training Institute)	Training of veterinary paraprofessionals Training of meat inspectors	Capacity building

2.7.3 Fisheries Division Stakeholder List

No	Stakeholder	Roles	Areas of collaboration
1	National Government	-Co-management of national resources -Development of National infrastructure-roads/ports -Negotiations and implementation of Fisheries Partnership Agreements (FPA) -Review of duties and taxes	Regulation, capacity building
2	Judiciary	-law enforcement	Policy,
3	County assembly	Legal framework for fisheries development	Oversight
4	Research Institutions including Universities	Marine and Fisheries research	Research and dissemination of information & technologies
5	Department of Water	Integrated aquaculture development	Partnership & collaboration
6	Department of Finance	Budgetary Provision,	Financing
7	Department of Cooperative Development, trade and Marketing	Regulation of Fisheries cooperatives Negotiations of fisheries agreements	Capacity building
8	Department of Lands	Survey of lands and issuance of land title deeds	Adjudication
9	Department of tourism	Fisheries development especially sport fishing	Partnership and collaboration
10	Department of Education	Increase in literacy levels for community development	Capacity building
11	Government Chemist, Public Health Laboratories, Kenya Bureau of Standards and Kenya Plant Health Inspectorate Service	Laboratory analysis and standards development	Setting of standards, sample analysis
12	Kenya Maritime Authority	Inspection of fishing vessels to ensure safety at sea	Regulation
13	Kenya ports Authority	Infrastructure for shipment and port procedures	Partnership and collaboration
14	Kenya Navy	Surveillance of the territorial waters and the EEZ	Security
15	Kenya Police	Provision of security in the fishing areas	Law enforcement
16	Kenya Wildlife Services	Management of marine protected areas/fish breeding grounds	Law enforcement
17	Development partners (World Bank, UNDP, Darwin initiative, CTDF, WWF, UNDP-GEF-SGP, FAO)	Financial and technical support	Financing and partnership

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18	Fishing Communities/ and BMUs	Co-management of fisheries resources.	Sensitization and technology adoption
19	Private sector (EAWLS, SMARTFISH, WCS, CANCO, ANO, ACT! Kenya, COMRED, Seacology)	Investments in fish value chain, aquaculture and co-management of fisheries resources, support research initiatives, monitoring and evaluation	Research
20	Fish processors	Fish quality, value addition and marketing	Processing
21	National AIDS Control Council and NECADA	Fight against HIV –AIDS and Drugs abuse in the fisheries sector	Capacity building

ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT SECTOR

2.1 Sector Context Analysis

This is the analysis of the environment in which the sector operates. In this section, both S.W.O.T and PESTEL analysis and other factors is used to analyze the operational environment and their impact on the sector.

2.1.1 Strengths, Weaknesses, Opportunities and Treats (SWOT) Analysis

An internal and external analysis of the sector’s environment was undertaken to provide information on how it impacts on the operations of the Department. The internal environment was analysed for strengths and weaknesses while the external environment provided the opportunities that are available and the threats that may inhibit success.

Table 39: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Professional and skilled staff • Existing legal, administrative and policy framework • Established municipalities • Availability of municipal board and committees • Political goodwill in environmental protection 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Availability of technical assistance from National Government and Development Partners • Availability of modern technology • Development partners interest in the sector • Young staff who can be trained to enhance performance.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • No clear organizational structure • Inadequate staffing and shortage of skills in some specialized areas • Inadequate resources • Inadequate continuous in staff training • Weak devolution structures (devolution to the sub-counties) 	<p>THREATS</p> <ul style="list-style-type: none"> • Budget cuts • Litigations • Cyber crime • Corruption and cartels • Vested interests and land disputes • Overlapping institutional mandate

2.1.2 PESTEL Analysis

In order to appreciate the environment under which the Department operates, an analysis of external environment was undertaken. It focused on the political, environmental, social, technological, economical and legal factors. The following are the highlights:

Table 40: PESTEL Analysis

S/No.	Political factors	Strategic Implications	Strategic Response
1.	Changes in Government	Political stability gives rise to long term planning for Natural resource management	The 10 year County Sectoral plan will mitigate on this

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2.	Political influence and goodwill	Low budgetary allocation to the Department's programmes	Lobbying for political goodwill
S/No.	Economic factors	Strategic Implications	Strategic Response
1.	Inadequate budgetary allocation	Low allocation for environmental and natural resource management activities hampers realization of mandate	Lobby for more resources
S/No.	Social factors	Strategic Implications	Strategic Response
1.	Proliferation of slums	-Poor habitation and sanitation -Urban sprawl -Urban decay	-Promote sustainable urban planning and compliance. -Improve structures for enforcement for compliance. -Gentrification specifically in Ukunda and Kinarini
2.	Personal consciousness and attitude	Environmental malaise	Create awareness 1. Public forums. 2. Electronic and print media
3.	Private and community rights in natural resource management	Conflicts in resource use/utilization	Promote stakeholder consultations on natural resource management
4	Negative perception of land administration matters by the Government (Stigma from former injustices)	Low acceptance of town planning processes by locals due to stigma caused by past land injustices.	Promote public awareness on the planning matters and processes. Transparency through adequate public participation.
S/No.	Technological factors	Strategic Implications	Strategic Response
1.	information and communication technologies	Increased work efficiency	Upgrade systems in line with emerging ICT technologies. Increased budgetary allocation towards procurement / replacement of ICT equipment.
S/No.	Environmental factors	Strategic Implications	Strategic Response
1	Climate Change and Global warming	Higher chances of disaster occurrence	Implement Climate change action and adaptation plan
2	Pollution	High risk to human health and environment	Improve compliance with the existing environmental policies
3	Degradation	Environmental degradation	Enhance rehabilitation and restoration initiatives Operationalize the Kwale Forest and conservation Act 2016
4	Costal environment attracts a lot of secondary home developers, uncontrolled cottages and other tourism installation by absentee landlords.	Land fragmentation, ghost installations which are of little or no benefit to the locals	Work in collaboration with the tourism sector to develop a sustainable tourism policy which guards the people of Kwale along the coastal strip from the said land fragmentation.
S/No.	Legal factors	Strategic Implications	Strategic Response
1	Weak compliance to urban planning policies and environmental laws.	Poor habitation and sanitation	Enhance enforcement of planning and environmental laws
2	Lack of a clear procedure of enforcement for compliance.	Non-compliance with the approval requirement by developers since the structure of enforcement is not clear	Have a county level Physical Planning Law, regulations, policy and penal code.
3	Lack of County court or County prosecutor	Long, tedious and mostly impossible process of prosecution of non-compliant developers.	Establish a County Level Court in conjunction with the Revenue Department and have an office of County Prosecutor.

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2.2 Review of Sector Financing

This section provides a review of the sector financing over the last ten years by source.

Table 41: Summary of Sector Financing 2013 – 2022 (Amount in Kshs. Millions)

Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
County Government (equitable share, and own source Revenue)		116.2	164.2	-	144.2	233.0	186.2	238.7	191.7
National Government (Conditional Grants)		N/A	N/A	N/A	N/A	100.0	64.0	55.7	-
Development Partners (Conditional Grants)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total County Financing		116.2	164.2	-	144.2	333.0	186.2	238.7	191.7

Table 42: Analysis of Sector Budget by Sub Sector

Sub Sector Name	Financing in Kshs Millions								
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Land Administration and Management		89.2	109.4		94.1	72.7	71.4	251.8	110.4
Rural and Urban Planning			19.1		38.0	135.6	57.0	12.1	34.2
Natural Resource Management		27.0	5.5		12.1	16.6	16.8	30.5	47.1
Diani Municipality	N/A	N/A	N/A	N/A		8.2	41.0	41.7	15.6
Kwale Municipality	N/A	N/A	N/A	N/A		100.0	64.0	55.7	3.1
Total Sector Budget Financing		116.2	164.2		144.2	333.0	250.2	294.4	191.7
Total County Financing		116.2	164.2		144.2	333.0	250.0	294.4	191.7

2.3 Sector Performance Trends and Achievements

The sector recorded a great number of achievements over the review period as indicated herein below.

2.3.1 Achievements

Table 43: Key Achievements of the Department of Environment and Natural Resources

S/No.	Sub-sector	Achievements
1.	Land administration and Management	<ul style="list-style-type: none"> Public land inventory review and protection Land surveying, mapping and adjudication of settlement schemes Procurement of land for development of public facilities Titling of Mwavumbo group ranch Survey of Kaya forests for conservation. Verification of public utilities.
2.	Urban and Rural Planning	<ul style="list-style-type: none"> Preparation of the County Spatial Plan Preparation of over ten urban plans for towns and trading centers including: Lungalunga, Ndavaya University, Kinarini, Taru etc Equipping of a state of art GIS Centre Digitized map records within Kwale Undertook resource mapping for the entire county
3.	Natural Resources and Climate Change	<ul style="list-style-type: none"> Enhanced environmental awareness through sustained partnerships with various stakeholders Establishment and operationalization of the Kwale County Environmental Committee. Developed The Kwale County Quarrying Act, 2016, The Kwale County Air pollution, Noise Pollution and Nuisance Act, 2016 , The Kwale County Forests Conservation and Management Act,2017 and subsequent regulations

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		<ul style="list-style-type: none"> • Attainment of 14% tree cover at the County • Development of Kwale County Climate Change Policy 2021, Land and Environment Policy 2021, Integrated Solid Waste Management Policy 2021, Kwale Climate Change Act 2022, County Environment Action Plan 2022-2027, County State of Environment Report 2021-2022, Climate Change Action Plan 2022-2027, Climate Change Adaptation Plan 2021-2030 • Construction of 389 Energy saving jikos and two kilns
4.	Municipalities	<ul style="list-style-type: none"> • Conferment of municipality status to Kwale, Diani, Kinango and Lungalunga • Establishment of Municipality Boards for Diani and Kwale • Qualification for Kenya Urban Support Program by Kwale Municipality • Cabro-paving of roads in the Municipalities, Posta – Masjid Muadhi, Methodist – Judiciary-Posta(Kwale), Blue jay – Congo (Diani) • Beautification Diani beach road (Diani) Baraza Park (Kwale)

2.3.2 Challenges and Interventions

The key challenges faced during the 2013-2022 CIDP period and their proposed interventions are outlined in table 3.

Table 44: Key challenges of the Department of Environment and Natural Resources

S/No.	Challenges	Interventions
1.	<ul style="list-style-type: none"> • Inadequate funding 	<ul style="list-style-type: none"> • Budgetary negotiations for more fund allocation • Strategic partnerships with Development partners
2.	<ul style="list-style-type: none"> • Inadequate capacity to address some specific issues based on the scope of the problem for instance, mining is majorly a national government function and the county governance can only deliver under guidance of the line ministry 	<ul style="list-style-type: none"> • Policy interventions • Transition implementation plan • Lobbying through the Lead agencies through the Council of Governors
3.	<ul style="list-style-type: none"> • Inadequate staffing levels 	<ul style="list-style-type: none"> • Lobbying the County Assembly for additional budget support for recruitment of additional staff • Seek Government approval on implementation of the Staff establishment
4.	<ul style="list-style-type: none"> • Inadequate infrastructure, • equipment and office space 	<ul style="list-style-type: none"> • Phasing procurement of the required infrastructure and equipment • Lobbying the County executive for additional office space requirement
5.	<ul style="list-style-type: none"> • Enforcement challenges on land planning and compliance 	<ul style="list-style-type: none"> • Recruitment and deployment of planning enforcement officers
6.	<ul style="list-style-type: none"> • Historical land disputes, weak institutional linkages (poor coordination) and the existing hybrid land administration framework 	<ul style="list-style-type: none"> • Policy interventions • Intergovernmental forum
7	<ul style="list-style-type: none"> • Low uptake of upcoming technologies 	<ul style="list-style-type: none"> • Encourage transfer of technology from various consultants and contractors. • Re-training of staff to get them updated on upcoming technologies. • Purchase of up to date equipment.

2.3.3 Lessons learnt

Key lessons learnt from the CIDP, 2013-2022 include;

1. The Department’s mandate presents a unique opportunity to tap into various donor funding programmes e.g. Mwache Dam project, NARIGP project, KEMSFED and other projects being implemented in Kwale.
2. There is need to enhance engagement with the public and other stakeholders in order for them to understand the Department’s mandate and obligations on land and environmental issues;
3. There exist capacity gaps in the Department that could be filled through leveraging on the existing National Government institutions and Private sector.
4. There exist potential funding sources such as proposal development to Development partners to argue the County allocation.

2.4 Sectoral Development Issues

This section presents the development issues and their causes. The section further highlight available opportunities and the possible challenges that hinder achievement of the development objective as seen in the table below.

Table 45 Sectoral development issues, causes, opportunities and challenges

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Physical Planning	Plans implementation and enforcement in relation to emerging developments.	Lack of a clear procedure of operation. Inadequate transportation. Inadequate administrative infrastructure for Implementation and enforcement of existing plans	Rapid development within the county due to: Dongo Kundu, Kinango-Samburu, Shimoni Port expansion, Diani airport and decongestion of Ferry cross way with the Likoni floating bridge.	Inadequate funding towards development control and development control instruments
	Training	Inadequate progressive training. -No clear structure of identification of training needs etc	There is a Kenya School of Government campus in Kwale County and another in Mombasa. A lot of young staff who are willing to progress skill wise. Include specific training courses in the budget.	Skill stagnation.
	Political Climate and community willingness	Negative attitude of the society towards Physical Planning.	Low population density in most parts of the county allows for easier planning.	Urban blight.
Natural resources management and climate change	Degradation of forest and forest resources	Unsustainable use of forest resources. Dependence on cook stoves that are not energy efficient. Limited livelihood options	Reforestation and afforestation programs Regulation of wood fuel Climate finance Corporate Social Responsibilities in Commercial Tree nurseries establishment Green spaces and recreation areas development by the Municipalities Adoption of energy saving <i>jikos</i> .	Inadequate funding for the program Land ownership rights Unfavorable weather patterns Pest and diseases
	Climate change	Low sensitization on Climate Change	Climate finance schemes	Vulnerability to climate change

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		Inadequate climate change action Lack of climate finance mechanism	Public Partnerships Private	Low resilience to adverse weather events
Waste management		No structured mechanism for separation of waste at source No sustainable modern sanitary landfills	Waste to energy programs School Environmental programs Waste Recycling programs Establishment of material recovery facility Public Partnerships. Private Investment opportunity for private entities.	Inadequate funding Low capacity of technical staff in implementing waste management strategies
Access to clean, safe and affordable energy		Inadequate energy alternatives Poor grid connectivity Low purchasing power	Availability of Cheaper renewable energy options for community use Public Partnerships Private Mapped out energy resources	Inadequate funding for the program
Artisanal mining		Lack of policy guidelines	Enforcement of the Mining Act of 2016	Low Technical Capacity
Air and noise pollution		Low awareness of existing legal framework on pollution control Low enforcement of legal framework Inadequate equipment for monitoring pollution	Existence of the County Environmental committee Supportive Enforcement agencies NEMA and administration police Zonation planning	Inadequate funding Low capacity of technical staff in implementing air and noise pollution Inadequate personnel
Environmental and social safeguard compliance		Lack of policy framework on environmental and social safeguards Low awareness on Environmental and Social Safeguard compliance	Donor requirements for funded projects Existence of international legal frameworks	Inadequate funding Low capacity of technical staff in implementing environmental and social safeguards function Inadequate personnel
Human wildlife conflicts		Low awareness on human wildlife conflict mitigation strategies	Existence of the County Compensation Committee	Inadequate funding Inadequate personnel
Hazard roofing material in county facilities		Low awareness on hazard nature of the asbestos roofing material Expensive nature of disposal of asbestos material	Existence of asbestos disposal sites in the region	Unmapped asbestos roofing material across county facilities Inadequate funding

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Municipalities	Waste Management	Inadequate resources Lack of policy and by-laws	Existing national legislation Goodwill from donors and development partners	Lack of political goodwill
	Roads and related infrastructure	Lack of harmonization of land survey plans Encroachment Inadequate capacity in plan approval and enforcement	Existence of national plans and maps Existence of county spatial plan	Budgetary constraints Inadequate technical capacity
	Undeveloped green spaces and recreational amenities	Grabbing of public land No specific land set aside for green spaces	Goodwill from development partners	Budgetary constraints
	Poor animal welfare practises	Lack of municipal policies and by – laws	Existence of national policies and by – laws on animal welfare Availability of best practises for benchmarking	Inadequate technical capacity Budgetary constraints
	Urban planning and housing	Lack of approved spatial and zoning plan	Existence of national spatial plan Availability of national affordable housing program Availability of technical support	Inadequate technical capacity Inadequate enforcement mechanisms
	Disaster management	Lack of disaster management policy Lack of adequate facilities	Existence of national and international policies Supportive development partners	Lack of work ethos Weak supervision and follow up
	Water and sanitation	Uncoordinated project implementation	Supportive development partners	Lack of support from leadership

2.5 Crosscutting Issues

An analysis of the sector’s cross – cutting issues have been highlighted below.

Table 46: Cross – Cutting Issues

S. No	Current Situation	Effects to the Sector	Mainstreaming Measures	Gaps (Policy, Institutional, Legal)
1.	Green Economy	Environmental protection in line with our mandate	Inculcate green economy in most or all of the sector programs (CSP/PC)	No County Legislation on Green economy mainstreaming.
2.	Climate Change	-Ecological Restoration -Resources taken up for climate change programs -Climate finance	Mainstreaming Climate action across other sectors	Climate finance
3.	HIV/AIDS	-Impacts productivity	-Creation of awareness	No County legislation for HIV/AIDS
4.	Youth Affairs	-Very youthful workforce (almost	-Job creation to the youth (tree planting).	-No County legislation for youth.

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		80% of employees in this department are below the age of 35 years). -Dynamic	-Special tenders reserved for Youth e.g., cabro paving of Methodist road. -High uptake of interns.	
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2.6 Emerging issues

Technology

New technologies can be used in the sector of Environment and land management and administration. For example: Geographical Information Systems (GIS) and Land Information Management Systems (LIMS). Also, there are new modern equipment which are more accurate and user friendly like: RTK,

Exposure of the county to the investors because of the national government projects which makes Kwale County a very strategic place to invest: Dongo Kundu by-pass, Samburu-Diani road, Shimoni port expansion, expansion of Diani Airport, Likoni channel opening (proposed bridge, floating bridge, etc)

Land fragmentation along the costal belt, Because of the above mentioned factor, there has been a a high influx of investors in Kwale especially along the coastal strip. This has led to a lot of land fragmentation without proper Urban Planning guidelines.

2.7 Stakeholder analysis

This section outlines the roles played by different development partners and stake holders.

Table 47: Stakeholder analysis for the Department of Environment

Stakeholders	Role
Development Partners – World Bank, United Nations and GIZ	Provide financial, technical support and capacity development in land use planning, Climate Change, energy and environmental programs and plans.
Worldwide Fund for Nature Kenya	Provide financial and technical support in planning and natural resource management through participatory forest management and resource mobilization.
Ministry of Lands	Provide policy guidelines in Planning, Survey and registration of lands
Ministry of Mining	Provide policy guidelines on mining and resource mapping for mining
Ministry of Environment and Forests	Provide policy guidelines on environmental and natural resources management
National Land Commission	Provide technical support and advice Conflicts resolution
National Environment Management Authority	Coordinating the implementation of policies, regulations and standards relating to the environment
Kwale County Natural Resource Network	Participation in environmental conservation and management Resource Mobilization and provision of technical assistance
Kenya Wildlife Services	Support in wildlife conservation and human-wildlife conflicts resolution
Kenya Forest Service	Support in protection and conservation of forests and support in technical assistance in the development of policies and plans.
Kenya Forestry Research Institute	Undertake research on the challenges to terrestrial afforestation program Support extension services through dissemination of findings
Kenya Marine and Fisheries Research Institute	Undertake research on the challenges to marine afforestation program Technical assistance in Marine Spatial Planning and Blue economy
National Drought Management Authority	Undertake Food security assessments Support in technical assistance in the development of policies, programs and plans
Kenya Meteorological Department	Provision of Climate information for participatory scenario planning for seasonal forecast

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	Support in technical assistance in the development of policies, programs and plans
Private Sector Organization – Base titanium, KISCOL, Coast calcium, Bamburi Portland Cement, Kwale Plastics Plus, Komaza and Kutoka ardhini Ltd.	Support through corporate social responsibility in environmental programs. Support in technical assistance in the development of policies, programs and plans
Learning institutions and Academia	Support through research, knowledge management and sensitization Support implementation of the School Environmental Programs
Community Based Organisations	Participation in environmental conservation and management

HEALTH SERVICES SECTOR

2.1 Sector Context Analysis

This section provides information on the sector's operating environment in terms of the Strength, Weaknesses, Opportunities and Threats (SWOT). It also examines the Political, Economic, Social, Technological, Environmental and the Legal factors affecting the sector's operations.

2.1.1 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Qualified and competent human resource • Good network of health institutions • Good relationship with internal stakeholders • Availability of statistical data for planning • Monitoring and Evaluation systems • Clear organizational structure. • Well documented processes and procedures 	<p>Opportunities</p> <ul style="list-style-type: none"> • County Government has taken Health as priority. • Good relation with other county department • Existence Kenya Health policy 2014- 2030, WHO standard and guidelines • Good working relationship with external stakeholders. • Political stability – Stable political environment favors resource mobilization. • Political goodwill with the current National Government
<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate number staff • Specialized equipment; MRI, Laser Towers not available in the county • New equipment bought without service contract. • Poor maintenance of equipment • Political interference • Unclear organizational structure-roles • Lack of communication strategy • Inadequate internal framework on county policy formulation and dissemination. • Inadequate county policy framework for resource mobilization. 	<p>Threats</p> <ul style="list-style-type: none"> • Perceived negative image of public health service • Social and cultural beliefs which affects utilization of health services

2.1.2 PESTEL Analysis

Factor	How it influences the sector's mandate
Policy	<ul style="list-style-type: none"> • Presence of policy guidelines to guide the sector' operations. • Kenya Health Policy 2014-2030. • Kenya Universal Health Coverage Policy 2020-2030. • Kenya Mental Health Policy 2015-2030, • Kenya National e-Health Policy

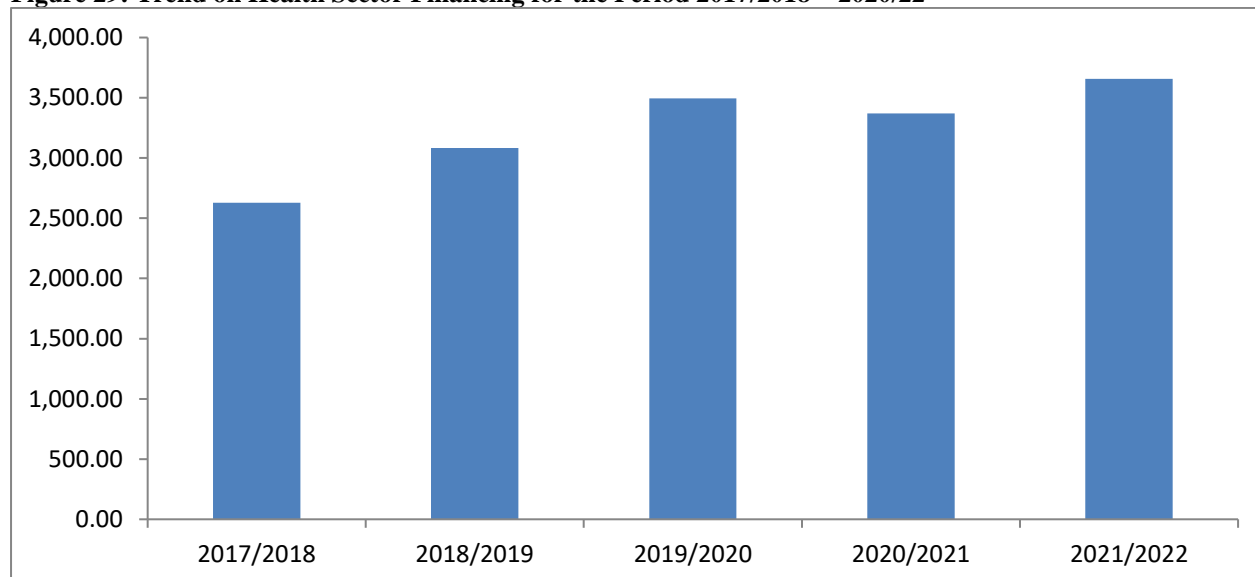
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	<ul style="list-style-type: none"> • Global commitments, Partnership to end Malaria. • Kenya National Infection Prevention and Control Policy for Health Care Services 2021 • A change in National Health Policy affects implementation of the health sector's operations.
Political	<ul style="list-style-type: none"> • The Governor has Health Services high up in her agenda for the county. • Budget allocation and approvals • Endorsement of health policies, laws and regulations. • Interference in implementation of health services • Waivers of hospital bill for patient politically connected reduce the funds collected in the hospitals. • The County administration work closely with the health system at all levels.
Economic	<ul style="list-style-type: none"> • 29% of County budget (CRF) is allocated to health department • The sector relies heavily on human resource to offer services to the community. The wage bill for health is high yet staff shortage is still high. • Resources for health mainly used for salaries and development. Resources for operations and maintenance are minimal. • Prioritization of resources in the sector is more inclined to curative services as opposed to preventive and Promotive services. • Unemployment, Inflation influence health seeking behaviour of the patients; Delay in seeking treatment for lack of money to pay for transport to the facilities and specialised services. • Adherence to treatment is poor due to lack of money to pay for investigations, services and drugs for chronic conditions and diseases.
Social	<ul style="list-style-type: none"> • Household decision making delays health seeking in some instances-Mwenye syndrome. • Low literacy levels especially amongst women. • Availability of alternative medicine, herbal medicine • Myths and misconceptions still prominent in the community delay in seeking appropriate health care. • Preference of specific gender for health service delivery, sometimes delay in seeking care. • Provider bias, attitude and preferences • Self-medication and sharing of drugs. • Cultural and social events contribute to teenage pregnancies and early marriages. • Stigma and discrimination. • Competition from traditional birth attendants (TBA) to offer reproductive health services delay acute management of services.
Technological	<ul style="list-style-type: none"> • Technology in the health care system is fast changing. • National government has initiated technologies in health as drivers to the realization of vision 2030 and sustainable Development Goals (SDGs) • The integration of eHealth systems like telemedicine, health information systems, mHealth and eLearning into the healthcare system need to be developed in the county to ensure better health services. • The need to establish infrastructure to optimise telemedicine especially for diagnostic services. New sophisticated equipment available in the market but expensive and capacity of the county to maintain them is low. • Change in technology may render some of the systems redundant • Self diagnosis and treatment especially in young people through technology. • Media influence
Environmental	<ul style="list-style-type: none"> • The threat of diseases due to environmental pollution • Dry conditions resulting in malnutrition, deficiency of water- diarrhoea and poor infection prevention • Upper respiratory diseases high due to indoor air pollution • Waste management inadequate- only one functioning incinerator in county • There are opportunities for mounting environmental programmes such as waste management and climate change
Legal	<ul style="list-style-type: none"> • Fast tracking of health bills –Primary health care bill, Kwale Health Bill, FIF bill • Free Health Care service in the county: Patients not responsible for their health. • NHIF not covering level 3 and level 2

2.2 Review of Sector Financing

This section provides the sector's financing trends for the last plan period. This information as provided below.

Figure 29: Trend on Health Sector Financing for the Period 2017/2018 – 2020/22



Source: Kwale County Treasury

The health sector has been receiving funding from the equitable share that has been increasing over the years. In 20/21 the health sector received KSH 3,657,670,000 for the year which was 28.6 % of the total county equitable share. The curative sector which included medical and medical supplies, constructing of specialized services and dispensaries consuming a big percentage of the resources, the preventive and promotive services which included the stipend for the community health volunteers, vaccines, Tuberculosis, HIV and malaria heavily depended on donor funding. The wedge bill has also been increasing and --% of the equitable share funding the wedge bill.

Table 48: Source of Financing for the period 2017/2018 – 2020/2021(Amount in Ksh Million)

Source of Financing	2017/18	2018/19	2019/20	2020/21	2021/22
County Revenue Fund (Equitable share & Own Source Revenue	2,629.20	3,082.86	3,495.45	3370.29	3,657.67
National Government(Conditional Grants		98.18	270.14	182.91	75.55
Development partners(Conditional grant)					
Total	2,629.20	3,181.04	3,765.59	3,553.20	3,733.22

Source: Kwale County Treasury

Table 49: Analysis of sector budget by sub- sector (Amount in Ksh Million)

Sub sector Name	2017/18	2018/19	2019/20	2020/21	2021/22
General Administration	297.88	2,353.75	2,953.23	2,745.20	2,901.49
Msambweni Hospital	275.3	103.21	179.43	60.31	75.70
Kinango Hospital	573.18	118.69	21.50	27.83	37.30
Kwale Hospital		26.30	31.32	56.31	38.36
Environmental Health and Sanitation		9.90	16.95	2.00	2.40
Lungalunga Hospital		26.68	15.20	18.84	26.38
Samburu Hospital		26.80	0.94	17.32	32.10

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Tiwi Rural Health Facility		3.48	4.62	4.95	16.95
Diani Health Centre		0.98	0.6	21.12	2.09
Rural Health Facilities		413.08	271.66	436.82	524.91
Total County Funding	9,711	11,518	13,246	12,261.3	12,765.6
% of Total Allocation	13.05	26.77	26.39	27.65	28.65

2.3 Sector Performance Trends and Achievements

Key achievements recorded by the sector during the last ten years include the following:-

- Many facilities were build and operationalized than had been envisaged (65)
- More maternity facilities were constructed and equipped (41)
- Staff houses constructed in the far to reach facilities (25)
- 74% of skilled deliveries conducted.
- All facilities have reproductive health and family planning services
- Increase in number of planned community households visits conducted due to improved Community health units' coverage and CHVs remuneration.
- Fold increase in number of Health technical and non-technical staff.
- Improved access to Health Care Waste Management (HCWM) in the county due to the Operationalization of the Msambweni Referral Hospital Incinerator
- The number of villages achieving Open Defecation Free (ODF) status increased from 5% to 20 % in the reporting period

2.4 Sectoral Development Issues

This section provides an analysis of the sector's development issues with their corresponding causes, opportunities and challenges in addressing them.

Table 50: Sectoral Development Issues

Sub sector	Development issues	Causes	Opportunities	Challenges
Curative and Rehabilitative health services	Weak multi-sectoral linkage and coordination	Mindset: assumption that sectoral problems would always have intra-sectoral solutions	Existing interagency committees at both county and sub county group Availability of multi-sectoral Technical working groups	Lack of priority alignment across different sectors
	Inadequate specialized equipment, ambulances and their maintenance	Financial limitation hindering procurement of all necessary equipment Lack of service contracts for some of the procured equipment Limited number and technical capacity among biomedical engineers Unavailability of trained technical staff to offer some specialized services; specialized equipment often	A consultative budgetary (and supplementary budgeting) process at county level	Inefficient communication between health workers and supporting departments e.g. finance, procurement and maintenance

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Sub sector	Development issues	Causes	Opportunities	Challenges
		need specialized staff.		
	Inadequate human resource for health across all cadres	Disproportionate increase of health facilities in comparison to human resource numbers and technical capacity. Persistent low prioritization of certain services e.g. lab, pharmacy, nutrition, orthopedics and eye services.	Availability of the national norms and standards guide. Availability of a an electronic integrated human resource information system (iHRIS)	Fragmented assessment and forecasting of staffing needs. Concerns over the rising wage bill. Delayed replacement of retired staff.
	Erratic availability of essential health commodities	Inadequate financial allocation to health commodities Manual inventory management systems that introduce inefficiencies in prompt forecasting and quantification. Some donor funded commodities e.g. ARVs are often in limited supply and other procurement options are not available.	Availability of Kenya essential medicines lists. Availability of free and open software in the market that can be adopted to suit the county's commodity management needs. Presence of medicines and therapeutics committees (MTCs) in all the hospitals	Unavailability of appropriate technical staff in many of the pharmacies greatly contributes to poor commodity management and unforeseen stock outs.
	Inadequate funding for the health department	Competing priorities across many government sectors. Limited capacity for resource mobilization within the health department.	Presence of non-state actors/ implementing partners/ donors.	Parallel programs by implementing partners; this overlap of resources should be avoided. Limited capacity among CHMT to identify potential funding source and submit proposals for funding. Monitoring program based allocation and expenditure is difficult as budgets are done by item and not programs. This further affects proper evaluation and redistribution of resources to

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Sub sector	Development issues	Causes	Opportunities	Challenges
				areas of greater need.
	Slow health procurement process	A centralized procurement system	A previously implemented decentralized procurement system from which lessons can be learnt.	Unclear reporting channels for the procurement officer
	Poor uptake of health insurance	Ignorance among community members	Availability of a relatively affordable national hospital insurance fund (NHIF).	Poverty levels that may discourage monthly insurance remittance.
	Inadequate cleaning services	Laxity among (cleaning) support staff	Availability of independent and accountable companies that offer cleaning services	Uncooperative support staff; disciplinary action or reallocation of duties?
	Inadequate functional ambulances	Ambulances available but not equipped with necessary lifesaving equipment.	Availability of the unequipped ambulances.	Frequent break down of ambulances A weak county referral strategy Poor reporting and replenishing of consumables within the ambulance.
	Inadequate mortuary services	Infrastructural limitations in Lungalunga and Samburu sub counties.	Space availability for the construction of mortuaries.	No mortuary services in Lungalunga and Samburu sub counties.
	Manual and incomplete health service delivery, information and management system	Inadequate infrastructure, equipment and internet connectivity Power inadequacies Limited technical capacity among some staff to use electronic systems	The MoH is working on a free and open source software, the DHP that will be recommended for roll out nationally. Existing EMRs for certain programs, albeit fragmented.	High initial costs to implement a fully-fledged EMR in all service delivery points,
Preventive and Promotive health services	Inadequate contingency and emergency preparedness strategies	Limited resources hence focus on current problems and not the “future”.	Availability emergency preparedness teams at different levels.	Lack of coordination between the emergency preparedness teams.
	Sub optimal utilization of community health structures/CHUs	Weak linkages between community & health institutions	Availability of a national community health policy Stipend provision to CHVs by the county government	Ad hoc incentives for CHVs from implementing partners Parallel implementation of programs at the community

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Sub sector	Development issues	Causes	Opportunities	Challenges
				Weak performance appraisal for CHS Low literacy level among CHVs
	Low implementation of WASH interventions	Retrogressive cultural beliefs Inadequate water and water storage	Ongoing implementation of community-led total sanitation (CLTS)	Community ignorance Poor inter-sectoral collaboration between water and health department Low open defecation free (ODF) coverage Weak CLTS initiatives Inadequate cleaning services within health facilities
	High burden of infectious and other emerging diseases	Emerging drug resistant infections Myths & misconceptions Inadequate preparedness to handle emerging and re-emerging diseases	Mass net distribution for malaria Mass drug administration for NTDs High advocacy specifically for TB, HIV and Malaria	Inadequate adherence to treatment Inadequate capacity to conduct drug sensitivity testing Inadequate IPC measures within health facilities Erratic supply of health commodities for TB, HIV & Malaria. Incorrect perception of malaria among the community Increasing new HIV infections especially among adolescents and young persons. Late and under reporting of GBV cases, especially among the youth Low index of suspicion for TB, leprosy and other NTDs Increasing mosquito breeding sites due to irrigation, poor water storage and sand harvesting

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Sub sector	Development issues	Causes	Opportunities	Challenges
				Sub optimal uptake of immunization services
	High burden of Cancers, diabetes, HTN and other NCDs	Lifestyle i.e. sedentary lifestyle & drug misuse/abuse Lack of adherence to treatment/high defaulter rate	National and international drive on NCDs Availability of policy documents i.e. national cancer policy, mental health policy etc. Good uptake of other health services Existing community health structures Newly developed tools to capture some NCD data	Low prioritization of NCDs by implementing partners Low prioritization of mental health Inadequate screening services for NCDs Inadequate drugs for diabetes, hypertension, mental health, sickle cell disease etc. Lack of cancer chemotherapy services Limited technical capacity to handle NCDs Lack of inpatient services for mental health cases Low community awareness on NCDs Weak data capture systems for all NCD data
	Inadequate public cemeteries			Inadequate land and limited sites for cemetery

2.5 Analysis of Sector Cross-Cutting Issues

An analysis of the sector's cross – cutting issues is given in the table below.

Table 51: Analysis of Sector Cross – Cutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Youth affairs	Youth are disproportionately affected by certain conditions like new infections for HIV/AIDS High rates of teenage pregnancy within the county	Youth contribute more than 40% of all new HIV infections in the county. Thus the youth fuel the burden of HIV/AIDS Teenage mothers are less likely to	Weak programming for adolescents and young persons within the health sector	Improve collaboration with the Ministry of youth affairs, sports and arts as well as other allied services.	Institutionalizing of youth friendly health services within all health facilities.

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Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
	Limited access to health services for adolescents and young persons	cater to the needs of their children; vicious cycle of poor health status, poverty and illiteracy.			
Sexual, gender based violence	SGBV persists within Kwale county, characterized by high stigma.	SGBV stigma delays access to health services and fuels the fear of pursuit for legal justice. The negative effects of SGBV thus persist, including but not limited to physical injuries, sexually transmitted diseases, unwanted pregnancies and deterioration of mental health.	Witnesses refusing to appear in court makes court cases futile. Ad hoc documentation of SGBV cases in most sectors makes it difficult to quantify and take necessary action.	Improve collaboration with the Ministry of public service and gender affairs as well as other allied services.	The SGBV TWG to actively and regularly review and advice on appropriate interventions to be implemented. This linkage would also ensure that SGBV clients receive the full scope of services i.e. health, legal, psychosocial etc.
Literacy/ education status	The literacy level is relatively low. Further worsened by poverty.	Low literacy levels may affect community perception on the seriousness of disease conditions and subsequent management. This negatively affects health seeking behavior in the community.	Availability of free primary education but secondary and tertiary education not free.	Sustain the ongoing education sponsorships. Sustain community dialogues on matters health. Fully equip the community health volunteers with health messages that are easy to digest and relay to the lay community.	Improving access to both formal and informal education.
Alcohol and drug abuse	Kwale county has approximately 2307 people who use drugs (PWUID), 75% (1736) of whom are people who inject drugs (PWID). Alcohol use/misuse has not been quantified.	Drug addiction affects both the physical and mental health of the users. Injecting drugs coupled with impaired judgment further fuels infectious disease transmission and physical violence. Management of drug abuse is long term and adds the	Weak drug rehabilitation structures within the county; poor linkage between medically assisted therapy and social rehabilitation.	Improve the scope of the rehabilitative services offered.	Better engagement between the departments of health and social services.

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Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
		burden upon the health sector			
Poverty and drought	Poverty and drought contribute to malnutrition in the county.	High rates of wasting and stunted growth, especially in Kinango and Samburu sub counties. Mostly affects children below the age of 5 years, pregnant and lactating women and immune-compromised persons.	Sub optimal land use for agriculture, coupled with inadequate water for irrigation. Erratic food distribution and school feeding programmes. Erratic and donor dependent supplementary foods in health facilities.	Addressing the water shortage within the county. Streamlined feeding programmes. Contingency plan for the county to provide supplementary foods in the absence of donor support.	Focusing on local food production and supplementation.

2.6 Emerging Issues

Cases of Communicable diseases such as HIV/AIDS, Malaria, Pneumonia, TB and Reproductive Health have been a major concern. Similarly high reported cases of non-communicable diseases like cancer, hypertension, heart diseases and diabetes are increasingly becoming a major health problem. In addition, road traffic injuries are also significant causes of death. The contribution of injuries and non-communicable diseases to total morbidity and mortality is projected to increase, placing new challenges on the health system. This high disease burden is complicated by the high cost of medical care and poverty levels in the county. Leprosy cases are also increasing in the County.

Emerging diseases like Covid-19 diseases Ebola, and Monkey pox have posed a threat to the health system and development in the county.

2.7 Stakeholder Analysis

Stakeholders are necessary for successful implementation of this plan. This section provides an overview of the sector's stakeholders, their roles and the possible areas of collaboration for effective implementation of the plan.

Table 52: Stakeholders Analysis

Stakeholder	Roles	Possible areas of collaboration
USAID Stawisha Pwani (Consortium comprising Amref, Ciheb, LVCT health & PRB)	TB/HIV/RMNCAH/Nutrition and general health system strengthening	Implementation of TB/HIV/RMNCAH and nutrition programs
Afya Ugavi	Support Malaria ,HIV & TB and commodity management	Commodity management
Base titanium	Community health interventions, prevention of mother to child transmission of HIV.	Community health interventions
ICAP	Child health and Immunization	Vaccine logistics
BOMU	TB/HIV and Fistula Mitigation	TB/HIV management and Fistula mitigation
CHAI	Support Immunization supply chain/ Service delivery	Support Immunization supply chain/ Service delivery

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Stakeholder	Roles	Possible areas of collaboration
FANIKISHA	FP, Reproductive cancer, Teenage pregnancy, MHM	FP, Reproductive cancer, Teenage pregnancy, MHM
Kenya Redcross Society <i>(sub recipients: CONPHAK, HAPA Kenya, Reach Out Centre Trust, Teens watch Centre, Kwale support group, Tumaini FSW support group)</i>	Disaster management, TB/HIV/STI management; special focus on PLHIV networks and key populations that include female sex workers, men having sex with men and drug users.	Disaster management and TB/HIV/STI management.
Kinondo Kwetu	Clinical service delivery partner.	Clinical service delivery
KwaNPUD Kenya	Improving access to services for drug users.	Drug use mitigation and rehabilitation
Plan international	Adolescent RH, MHM	Adolescent RH, MHM
Repacted	HIV prevention	HIV prevention, specifically condom distribution and HIV testing services
UNICEF	Immunization and nutrition	Immunization and nutrition
UNODC	Technical assistance on medically assisted therapy	Medically assisted therapy for opioid drug users
WHO	Health system strengthening	Health system strengthening
PS Kenya -Accelerate	Reproductive Health	Family planning Access
STRECHERS ORGANIZATION	YOUTH	Youth empowerment
NACC	Prevention /treatment of HIV/Triple threat	HIV
Reach out Trust	Support to people living with HIV/drug addicts	IDUs, HIV
Radio Kaya	Provide health message communication	Advocacy
Radio Ranet	Provide health message communication	Advocacy
Department of Youth	Youth empowerment	Youth programs/WASH/MHM
Department of Gender	Empowerment	GBV, ASRH
TSC Director	Empowerment to the learners	ASRH, GBV, WASH
Director Education	Empowerment to the learners	ASRH, GBV, WASH
Moving the goalpost	Provide support to ASRH, Life skills support for girls and young women through football	ASRH, Life skills support for girls and young women through football
Vision Impact Project/Kwale Eye Centre	Provide Primary Eye Care support	Primary Eye Care
Department of water	Provide Water Services, sanitation and sewerage system support	Water Services, sanitation and sewerage system
KMTC- Msambweni,Kwale	Training of Health workers	Training
Hellen Keller	Nutrition	Nutrition
Aids Healthcare Foundation (AHF)	HIV prevention and treatment	HIV
Kesho Kenya	Tracking CSEC	Tracking CSEC
Matuga Arts	Advocacy	Health programs

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Stakeholder	Roles	Possible areas of collaboration
KANCO	Maternal and Newborn Health, Defaulter tracing, TB active case finding	Maternal and Newborn Health, Defaulter tracing, TB active case finding
Probation Office	Advocacy	GBV/ASRH
Centre for Health Solutions Kenya (TB ARC 2)	TB Prevention and Control	TB prevention and control
National Council of People with disability	Advocacy and empowerment of PWDs	PWD Empowerment
Kwale Human Rights Network	Gender based violence	Prevention and response
Sauti Ya Wanawake Pwani	Gender based violence	Prevention and response
Coalition On Violence Against Women(Covaw)	Gender based violence	Prevention and response
Tuwajali Wajane Kwale Initiative	Gender based violence	Prevention and response
Collaborative Centre For Gender And Development(Ccgd)	Gender based violence	Prevention and response
Msambweni Human Right Watch(Msamwatch)	Gender based violence	Prevention and response
Network For Adolescents And Youths Of Africa-Naya	Gender based violence, AYP	Prevention and response. Youth empowerment
County Network Of PLHIV In Kwale(Conphak)	Gender based violence	Prevention and response
Lamukani Justice Centre	Gender Based Violence	Legal support and referral
The Outstanding Abilities Kenya	Gender based violence	Prevention and response
Teenswatch	Gender based violence	Prevention and response
Hapa Kenya	Gender based violence	Prevention and response
Samba Sports	Gender based violence	Prevention and response
Jamii Action Centre	Gender based violence	Prevention and response
Human Development Agenda	Gender based violence	Prevention and response
Human Rights Agenda	Gender based violence	Prevention and response
Kenya Community Support Centre	Gender based violence	Prevention and response
Trace Kenya	Gender based violence	Prevention and response
Universal Disability Action Centre(Uda)	Gender based violence	Prevention and response
International Justice Mission	Gender based violence	Prevention and response
Kenya Redcross	Gender based violence	Prevention and response
Internation Organisation Of Immigration	Gender based violence	Prevention and response
Kenya Human Rights Commission	Gender based violence	Prevention and response
Kwale Social Justice Centre	Gender based violence	Prevention and response
Kwale Women Of Faith	Gender based violence	Prevention and response

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Stakeholder	Roles	Possible areas of collaboration
Kwale Women Focus Initiative	Gender based violence	Prevention and response
Kwale Community Development Programme	Gender based violence	Prevention and response
DSW: German World Population Organization	Gender based violence	Prevention and response
Marie Stops	Gender based violence	Prevention and response
Kenya Counsellors And Psychological Association	Mental health and psychosocial support	Prevention and response

TOURISM AND ENTERPRISE DEVELOPMENT SECTOR

2.1. Sector Context Analysis

This section discusses the environment in which the sector operates highlighting key factors influencing performance of the sector including existing policy and legal framework. The chapter also reviews sector financing since the commencement of devolution. Further, this section highlights performance trends and achievements, sectoral development issues, crosscutting issues, emerging issues, and stakeholder analysis.

This is a crucial sector for creation of wealth, increasing employment opportunities, reducing poverty, and fostering economic growth within the county. Kwale County has great opportunities and extensive potential for industrial development owing to its vast natural resources' base and its strategic position. However, this immense trade potential has been under-exploited owing to a myriad of challenges.

Kwale County ranks among top leading beach tourism destinations in Africa, as subsequently rated by World Travel Awards, hosting some of Africa's finest hotels and resorts. The tourism industry has particularly been a key driver to trade and investment among major towns and villages along the County's Main Coastline, while the trade industry has led to Promotion of Small Medium Enterprises and other interest groups through; training, counselling, consultancy, and Research, promote retail and wholesale trade and enforce fair trade practices and consumer protection within the county. ICT on the other hand has been an enabler to trade, commerce and industry and it therefore remains a key pillar for the County's investment strategy. Accelerated development and diversification of the sector therefore would create more income generating opportunities among both the rural and urban poor in the County.

2.1.1 S.W.O.T. Analysis

S.W.O.T analysis is the identification of an organisation's internal strengths and weaknesses as well as its external opportunities and threats. It helps us identify what we do best now and device a successful strategy for the future.

Table 53: SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Knowledgeable and skilled workforce • Youthful population. • Good inter-departmental linkages. • Good working relationships within and amongst sectors. 	<ul style="list-style-type: none"> • Availability of NoFBI • Political good will. • Investment attractiveness. • Spectacular diverse tourism products. • Investors' goodwill.

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WEAKNESS	THREATS
<ul style="list-style-type: none"> • Limited office space for staff. • Lean staffing level. • Partially Automated service delivery systems. • Poor communication and county branding strategies. • Lean budgetary allocation 	<ul style="list-style-type: none"> • Cybercrime. • ICT Doping. • Insecurity, banditry and negative publicity. • Cheap destination alternatives. • Market dominance by multi-national agencies • Political Instability.

2.1.2 PESTLE Analysis

PESTLE Analysis is an analytical tool for strategic organization planning. PESTLE is a strategic framework for understanding external influences/forces facing an organization. It stands for "Political, Economic, Social, Technological, Legal and Environmental".

Table 54: PESTEL Analysis

Political	Political stability of the County hence it's able to execute its mandate in a peaceful environment. The department is guided by the Constitution 2010, The County Governments Act 2012, policies and regulations, in its operations. However, in some instances it also faces Political interference when performing its duties
Economic	The Sector budget depends on the overall County budget allocation. A low budgetary allocation affects its operations by restricting execution of key planned activities. High rate of unemployment leading to high crime rate and insecurity.
Social	High level of citizenry with a belief that the sector is of less priority. High number of online critics.
Technological	Rapid technological advancement that requires rapid transition. Need for end-to-end service delivery system.
Legal	The sector is guided by the Constitution of Kenya 2010, the County Government Act 2012 and various policies. ICT and Communication Policies still needed for smooth operations.
Environmental	Increased ICT doping from developed countries leading to accumulation of e-waste.

2.1.3 Existing Sector Policies and Legal frameworks

Vide the Constitution of Kenya, fourth schedule the following devolved functions constitute the sector. Trade development and regulation, including—

- a) Markets.
- b) Trade licenses (excluding regulation of professions);
- c) Fair trading practices.
- d) Local tourism; and
- e) Cooperative societies.

2.2 Review of Sector Financing

Since the FY 2014/2015, this sector was allocated Kshs 1.38 billion for development which accounted for about 3.03 percent of the overall county development budget. Over the six years, annual budgets up to the end of the FY 2019/2020, the sector spent a total of Kshs 578.88 million of the allocated development funds which translated to 41.78% absorption rate.

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Table 55: Analysis of Sector budget by sub-sector

Sub-Sector Name	Sub-Sector Financing –Kshs Millions												TOTAL		
	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		BUDGET	EXPENDITURE	ABSORPTION %
	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE	BUDGET	EXPENDITURE			
Trade & Investments	101.15	27.37	52.45	52.45	5.00	-	2.98	-	16.10	0.26	10.00	-	187.68	80.08	42.67
Markets	70.23	21.38	92.51	17.33	59.65	18.51	52.81	7.40	113.21	18.86	115.12	61.09	503.55	144.58	28.71
Weights & Measures	0.00	0.00	5.00	5.00	4.00	0.63	0.00	0.00	0.00	0.00	6.74	6.74	15.74	12.38	78.62
Cooperative Development	0.00	0.00	1.06	1.06	0.00	0.00	5.50	0.00	10.40	1.18	0.33	0.31	17.29	2.55	14.76
Industry & Enterprise development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	82.39	12.53	82.39	12.53	15.21
Tourism Development	127.34	81.96	48.76	31.50	28.00	9.29	20.90	15.87	20.90	5.42	26.03	25.64	271.93	169.68	62.40
ICT Development	28.36	3.74	104.29	60.07	38.30	16.22	50.30	16.36	41.80	25.95	38.75	33.04	301.80	155.38	51.48
Investment	0.00	0.00	2.15	1.08	0.00	0.61	0.00	0.00	0.00	0.00	0.00	0.00	2.15	1.69	78.59
Total Sector Budget Financing	327.08	134.45	306.23	168.50	134.95	45.26	132.49	39.62	202.41	51.68	279.37	139.37	1,382.53	578.88	41.87
Absorption Rate %	41.11		55.02		33.54		29.90		25.53		49.89		41.87		
Total County Budget Financing	5,040.00		5,760.00		6,480.00		8,260		9,300		10,762		45,601.73		
Sector Budget as a percentage of county Budget	6.49		5.32		2.08		1.60		2.18		2.60		3.03		

Source: Kwale County Treasury

Of all the sub-sectors during the period under review, as illustrated in the figure below, the Markets Development was allocated the highest amount of **Kshs. 503.55 million** translating to **36.42 %** of the total development budget for the sector, whereas the investments sub-sector recorded the lowest allocation of **Kshs. 2.15 million** which was **0.16 %** of the overall development budget for the sector.

Figure 30: Overall Sub-Sector Financial Performance, FY 2014-2015 to FY 2019/2020



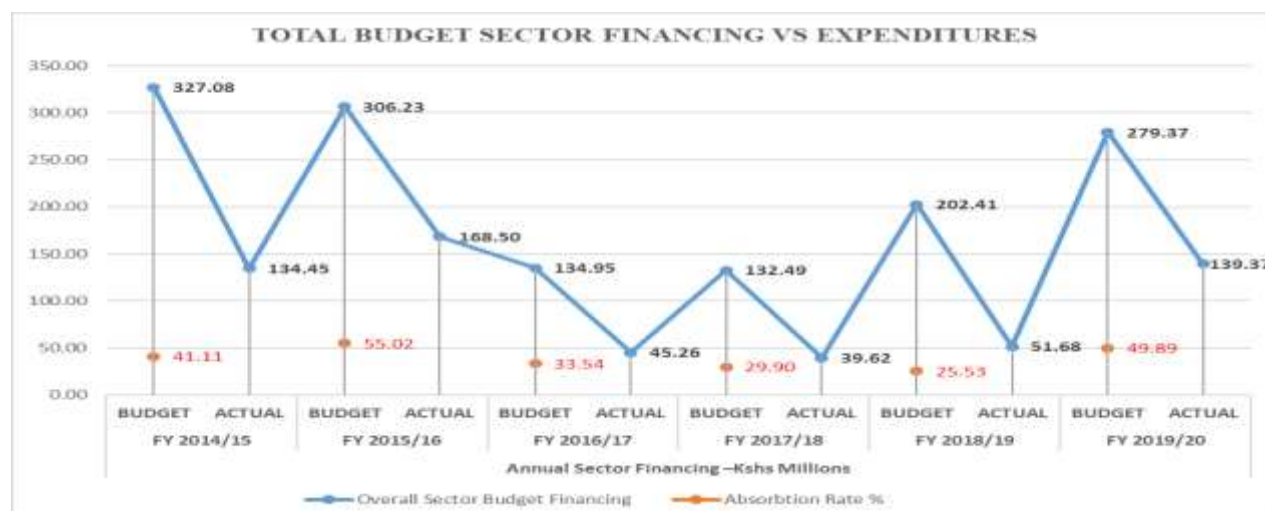
Source: Budget and Economic Planning, Kwale County

Tourism development programme recorded the highest expenditure of **Kshs 169.68 million** which represented **29.31 %** of the total expenditure for the entire sector for the past six years, conversely the investments programme spent the least amount of **Kshs. 1.69 million** representing **0.29 %** of the overall sectoral expenditure.

Weights and measures sub-sector recorded the **highest absorption rate of 78.62%**, followed by ICT Development at **78.59%** and Tourism Development in the third place at **62.4%**, whereas the cooperative development sub-sector experienced the **lowest absorption rate of 14.76%**.

Figure 31: Annual Sector Financial Performance, FY 2014-2015 to FY 2019/2020

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Source: Budget and Economic Planning, Kwale County

In summary, the Sector budget financing showed a negative growth rate by an average of **-21.38 %** up to the third year since the FY 2014/2015 and increased at an average of **45.40 %** towards the final year under review i.e., FY 2019/2020. Figure 2 above shows the total budget financing and actual expenditures across the six years (2014-2020) as the review period. The trend of the sector financing growth rate provides evidence of a planning strategy based on past performance i.e there exists a direct relationship between the sector performance and budget financing, thereby confirming that the past explains the present and may sufficiently predict the future depending on the sector financial practices.

2.3 Sector Performance Trends and Achievements

Since devolution, the sector has made considerable steps towards achieving its mandate in the county. The Table below summarizes the major interventions/programs the sector has indulged in and the notable achievements realized so far.

Table 56: Sector Performance Trends and Achievements

Planned intervention/activity	Key performance indicator/s	Major achievements
Trade and Enterprise Development		
Revival and formation of cooperative societies	Number of revived and new cooperatives formed.	Five (5) dormant cooperatives revived. 76 new cooperatives formed and registered 100 Pre-cooperative /sensitization meetings held Formulated a county co-operative register.
Enforcement of the cooperative societies Act Enhance good corporate governance in Co-operatives	Number of cooperatives adhering to the Cooperative Societies Act in principle and practice	Successful enactment of the County Cooperative Societies Act and regulations 40 Cooperatives up to date in Audit annually/ in total 400 audit years done 80 Cooperative committee members filled wealth declaration forms by-annually 412 Annual General Meetings attended to guide and supervise elections 2,180 Committee meetings attended to guide cooperative officials Successfully Celebrated 7 international cooperative days to popularize the Co-operative movement Formation of the Kwale County Co-operative Development Committee

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Planned intervention/activity	Key performance indicator/s	Major achievements
		which meets 10 times annually to discuss and push for the Cooperative issues.
	Number of capacity building fora done. And number of technical support given to cooperatives	100 newly elected officials induction seminars done. 20 management committee seminars held 30 Member education forums held 20 County Co-operative development committee meetings held 7 cooperative leaders' forums held 6 committee members sponsored for certified value chain training 1 society official sponsored for international exhibition 3 cooperatives officials sponsored for national cooperative forums Procurement of 2 bio gas for 2 Aloe producers cooperatives Procurement of 2 Rice Milling Machine for 2 Rice farmers Cooperatives Purchased of 1 Maize Milling Machine for One Maize farmers' Cooperative Installed quick books software for societies bookkeeping at the Biashara Centers 6 marketing cooperatives managing produce collection centers constructed by the County Govt.
Verification of weighing and measuring equipment.	Number of weighing and measuring equipment verified.	1200 weighing equipment verified and stamped. 120 measuring equipment verified and stamped.
Business premises inspection for statutory compliance.	Number of business premises inspected.	600 business premises inspected. Several pre – packed goods sampled and inspected
Training, licensing and monitoring of weights and measures technicians.	Number of technicians trained and licensed.	4 technicians trained and licensed for overhaul and repair of weighing equipment.
Investigation and prosecution of offenders of the Weights and Measures Act.	Number of cases investigated and prosecuted.	2 cases successfully investigated and prosecuted.
Calibration of weights and measures standards	Number of times calibrated	Standards calibrated twice per year at the Nairobi National laboratory.
Public sensitization on Weights and Measures rules and regulations.	Number of forums conducted	20 forums conducted one in each ward.
Procurement of weights and measures standards	Number of standards procured	Standards of mass, volume and length procured.
Availing of affordable credit to entrepreneurs for wealth creation	Revolving fund policy established Amount of money issued as business loans Number of businesses supported the by fund	Kwale Trade Revolving Fund established through the Kwale Trade Revolving Fund ACT 2014. 2014 ACT was repealed and replaced with 2020 ACT. 124 million issued since Jan 2015 to Dec 2017 to 1298 businesses.
Linking traders to local and international markets through exposure to our local SMEs and other traders.	Number of trade fairs and exhibitions held Number of traders linked to both local and external markets	Fifteen (15) trade fairs/exhibitions and forums locally and outside the county and the country, linked county traders and stakeholders to markets

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Planned intervention/activity	Key performance indicator/s	Major achievements
		<p>Cross-border trade associations (CBTA) and savings and credit societies (SACCO) formed</p> <p>Market survey done to study market potential and economic viability</p> <p>86 livestock traders and 4 societies linked to Tanga livestock market</p>
Product development initiatives (produce differentiated products for diverse markets with a quality focus and that respond to market demand)	<p>Number of products and availed to the market for testing and uptake.</p> <p>Number of products values added and number of respective reports or documentation on value addition typology.</p>	<p>Three (3) studies commissioned to inform the feasibility of commercialization of the coconut subsector, operationalization of a wholesale market in the county and the viability of an establishment of a fruit processing plant.</p>
Establishment of business incubation centres	Number of businesses incubated to maturity.	<p>Actualization of the “Biashara Concept” was realized.</p> <p>Business incubation services were taken over and provided by Kwale Biashara centre that provide business skills development, one stop centre for most business solutions, market linkages for Kwale businesses to facilitative service providers and clients, ICT skills that promote business and grow leadership of young talent.</p>
Training of small and medium enterprises (SMEs)	<p>Number of training sessions conducted.</p> <p>Number of people trained (male and/or female)</p>	<p>3-year strategic plans developed for the Kwale Biashara centres;</p> <p>Centre partners and collaborators brought on board including DOT, KYBT, IOM and Sote Hub</p> <p>Four (4) strategic trainings for SMEs done that include;</p> <p>Product development Training for light manufacturers in collaboration with EPC</p> <p>Continuous SME training in BDS</p> <p>Loan Management training for beneficiaries of the Kwale County Revolving Fund</p> <p>Women in Business in conjunction with the Directorate of KIBT</p> <p>25 youth trained at a training for trainers (ToT) level to cascade the entrepreneurial skills through the Biashara centres.</p> <p>Digital training for 40 youths</p>
Mechanization of SMEs	Number of SMEs provided with mechanization.	<p>Budget was set aside to support micro-industrialization in soap moulding and stone-cutting/smiting.</p> <p>Four (4) Stone-cutting machines acquired and distributed to beneficiaries.</p>
Trade policy formulation	<p>Number of policies formulated, discussed and approved and number of policy papers/documents completed and available for use or implementation.</p>	<p>Nine (9) policy framework instruments done.</p> <p>Four (4) bills initiated and taken through the legal framework.</p> <p>Participated in four (4) County and National Government policy formulation</p>

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Planned intervention/activity	Key performance indicator/s	Major achievements
	Participation in policy development for a (number of meetings attended)	
Improving market infrastructure to enhance a conducive business Environment for stakeholders/traders	Number of markets renovated. Number of markets constructed. Number of community trainings and/or engagements achieved. Number of markets inspection visits accomplished.	Market construction/renovation status for the review period: i. Open air markets done =22 ii. Market stalls = 219 iii. Commodity collection centres =9 iv. Market sheds=27 v. Jua-kali sheds =6 60 market committees formed and trained on marketing management. 280 public participations across all wards done to stimulate communities towards economic participation. 180 (180) market inspections done over the review period.
Development of county investment policy	Number of policies developed	One (1) investment policy drafted.
Tourism Promotion		
Beach Management	Number of trained and licensed beach operators. Number of lifesavers/divers deployed. Number of tourism enforcers deployed. Number of Beach Roads opened. Number of beach stall constructed	Two hundred (200) Beach operators trained. Twenty-two (22) lifesavers/Divers trained. 10 enforcement officer trained 5,096 people assisted/saved eighteen (18) bodies retrieved. 4 beach access cabro roads constructed. 4 beach stalls and 2 washroom units constructed
Intensive local, regional and international Tourism promotional activities	Number of tourism marketing events participated. Number of tourists arrival	Successfully conducted two (2) Miss Tourism Events under hexagonal pillars: peace, unity, as a way of promoting domestic tourism. Conducted regional Tourism and Investment Expo and Exhibitions. Branded Kwale as a unique tourist and investment destination under "explore Kwale" and "Destination Kwale Initiative". Participated in two (2) International Tourism Expo at Brussels (German) and USA. Hotel Bed occupancy increased by 5%. Participated in thirty (30) National and 4 regional expos
Development of other forms of tourism attractions	Number of new products developed and/or improved	Two (2) Ecotourism sites developed to 80% completion. One tourism baseline survey on community-based tourism attractions completed.
Information Communication Technology		
Establishment of County Network Infrastructure	No. of LANs and MANs implemented. Number of offices with corporate broadband connection.	Developed and implemented the County Metropolitan Area Network interconnecting all departments within Kwale Town.

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Planned intervention/activity	Key performance indicator/s	Major achievements
		Implemented Fibre Optic inter-departmental connection. Interconnected 3 Sub-Counties, 4 Ward Offices and 2 hospitals with a WAN.
Automation of Key Services	No. of services automated. Number of automated systems implemented.	Rolled-out IFMIS in all County's Department accounts offices. 1 NO. Revenue management system. Successfully rolled –out e-procurement. Designed an automation framework.
Establishment of the County Unified Communication	No. of staff sensitized and using corporate email. No. of offices with corporate telephone. Operational county multi-media website	200 staff with official mail in use. All offices in Kwale HQ with Corporate telephones. 2 ISDN Lines registered. 1 telephone system established in Msambweni hospital. Multi-media website implemented
Recovery and Business Continuity Plan	No. of recovery sites constructed. No. of systems with recovery procedures. No. of disaster prevention systems implemented. No. of backup systems operationalized	1NO disaster recovery site constructed. 2NO systems with standard recovery procedure. 2NO Disaster prevention system implemented. 1NO Power Back-up system implemented.
Development of ICT Policy	No. of policies developed and operationalized	1NO. at draft validation stage.

2.4 Sectoral Development Issues

The sector's development issues are analysed herein below.

Table 57: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub sector	Development issue	Causes	Opportunities	Challenges
Trade and Enterprise Development	Weak capital-based Co-operatives	Low incomes Lack of trust among members Low commitment by members	Training and sensitization programmes by Govt	Bad history of poor performance in Cooperatives
	Governance in Co-operatives	Lack of Cooperative Knowledge Poor enforcement of the law high levels of illiteracy corruption/theft Misappropriation Low commitment by members	Availability of Training programmes Cooperative officers to enforce law and guidance. Enforcement of the Public officers Act Annual Audits and frequent inspections	Low funding on cooperative training Low budgets by cooperatives for training activities Low attendance during training activities Few extension officers to enforce the law Costly litigations on theft/

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Sub sector	Development issue	Causes	Opportunities	Challenges
				misappropriations of funds
	Incorporation of ICT in Cooperatives	Low capital for purchase of hardware Lack of ICT knowledge	Support from County Government Installation of Bookkeeping software at Biashara Centers by Govt Availability of Fintech private firms for cloud ICT Trainings on ICT available	
	Value addition in Co-operatives	Lack of Capital Expensive Equipment Lack of Knowhow Low volumes of production	Support from Government Agricultural Projects/programmes Support from County Government Sensitization programs Training programs	
	Low capacity in value and unprocessed products due to low value addition	Lack of proper machinery for product development and knowledge in value addition	Availability of raw material and ready market for products. Partnership with other stakeholders	Capacity gap on value addition by officers and no formal partnership agreements with other stakeholders Lack of modern technology
	Few opportunities for training in value addition, Business Development Services (BDS) and SME management	Inadequate entrepreneurial culture and business management skills among the community	Inadequate entrepreneurial culture and business management skills among the community	Capacity gap on value addition by officers, lean budgets, and facilitation
	Inadequate trained personnel	Inadequate trainings and resources at the national government	Recruitment and training of more staff	Inadequate resources
	Poor governance in markets	Lack of knowledge in management of markets Lack of experience and exposure Non enforcement of the market by laws and policies	Capacity building of market management committees Enforcement of relevant market policies and regulations	Inadequate technical staff Inadequate resources
	Lack of land to implement market	Encroachment of county public lands	Sensitization of public on all public	Inadequate resources

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Sub sector	Development issue	Causes	Opportunities	Challenges
	infrastructural projects		lands set aside for development	
	Inadequate investment in industrial research including limited uptake of appropriate industrial technology.	Low/ no budgetary allocations for research and technology Poor/ untimely communication to intended beneficiaries	Deepening collaboration with research institutions for innovation and support the uptake of appropriate industrial technology. Setting up of a scheme/ program that would provide affordable machinery and equipment for value addition. Fostering local community inclusivity	Inadequate technical staff Inadequate resources
	Unfavourable land tenure systems	Lack of a sound investment policy Lack of an active Investment Management committee	Developing an investment policy Establishing an active Investment Management Committee	Inadequate resources
	Absence of an inclusive/participatory investment policy and framework.	Lack of a sound investment policy Lack of an active Investment Management committee	Developing an investment policy Establishing an active Investment Management Committee	Inadequate technical staff Inadequate resources
	Inadequate trained personnel	Lack of adequate resources	Recruitment and training of more staff	Inadequate resources
Tourism Promotion	Low tourism product marketing and promotion	Lean budget allocation for tourism marketing. Poor stakeholder linkages.	Existing event calendars/activities by Tourism marketing organization/entities- e.g Kenya Tourism board, Sarit Expos, Kenya Association of Tour Operators. Diverse Tourism products (Award winning Beach, World-class hotels, rich culture and diverse flora and fauna). Potential for E-Marketing. Organized stakeholders.	Negative publicity Downgrading of Diani at National Urban centre standards. Unpredictable travel ban and advisories. Radicalization and threat of terrorism.

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Sub sector	Development issue	Causes	Opportunities	Challenges
	Tourism product development and diversification	<p>changing clientele expectations.</p> <p>Under-utilized and or under-developed tourism attractions.</p>	<p>Developed Beach product.</p> <p>Developed world class hotels and facilities.</p> <p>Attractive marine parks, game park/reserve, Kayas and Sanctuaries.</p> <p>Existing road infrastructure, rail and airport.</p> <p>A receptive community.</p> <p>Existence of various undeveloped attraction sites.</p> <p>Potential for development of niche tourism products- MICE, water sports.</p> <p>Tourism attraction sites baseline survey report.</p>	<p>Inadequate funding for development of various tourism sites</p> <p>Inadequate funds for organizing Tourism events/fairs.</p> <p>Uncontrolled constructions along the beach.</p> <p>inadequate amenities (washrooms) along the beach.</p> <p>Land ownership conflicts.</p> <p>Inadequate information on water/beach safety, waste management and water quality.</p> <p>Insufficient water rescue equipment.</p> <p>Insecurity (vandalism of solar lights);</p>
	Tourism policy	Low understanding of importance of a policy	<p>Draft Beach Management Bill in place.</p> <p>Supportive stakeholders.</p>	<p>Lack of political goodwill.</p> <p>Inadequate resource allocation.</p>
Information Communication Technology	Poor connectivity	<p>Delayed implementation of key Nationwide Infrastructural Projects; NOFBI.</p> <p>Lean resource allocation on connectivity solution.</p>	<p>Presence of Internet Service Providers and Mobile Service Subscribers to partner with.</p> <p>Various connectivity solutions.</p>	<p>Uneven Topology causes high cost of solution development.</p> <p>Lean budget allocation.</p> <p>Lack of public priorities on connectivity projects.</p>
	Aging, sub-standards/Obsolete ICT Equipment	<p>Lack of ICT Policy to leverage acquisition.</p> <p>Inherited obsolete ICT equipment and system from devolved agencies.</p>	<p>Competent ICT Staffing to recommend required upgrade.</p>	<p>Poor service delivery.</p> <p>High cost of maintenance.</p> <p>Inefficiency in service delivery.</p>
	Partially automated key service delivery processes.	Low priority from the public.	High political goodwill to develop ICT Service Delivery Systems.	<p>High cost of operations.</p> <p>Wastage and losses</p>
	Lack of Communication and ICT Policies.	<p>Lean budget allocation.</p> <p>Low priority of ICTs</p>	<p>High political goodwill to develop ICT policy and ICT SOPs.</p>	<p>Accumulation of e-Waste</p> <p>Acquisition of sub-standard ICT Equipment.</p>

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Sub sector	Development issue	Causes	Opportunities	Challenges
	Inadequate ICT personnel	Low priority from the public. Lean resource allocation.	Available ICT competencies within the community.	Low pace of development. Delayed service provision.

2.5 Cross-cutting Issues

This section provides an analysis of the cross – cutting issues and their effects on the sector. This information is provided in the table below.

Table 58: Analysis of Sector Crosscutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (Policy, legal and institutional)	Measures for addressing the gaps	Recommendations
HIV & AIDS (Finance & Planning Sector)	Prevalence rate is 8.1%. High prevalence among youth	Reduce budgetary allocation to productive sectors	HIV & AIDS policy does not cover all sub-sectors	National Policy on HIV & AIDS	Domestic action of the National Policy to county specific Awareness creation
Semi/ unskilled youthful population	High number of semi-skilled youths	Increase unemployment and crime rate	Unitary approach to issues of human resource development	TVETs Institutions	Increased involvement of other sectors in curriculum formulation.
Slow deployment of National Fibre Optic Backbone Infrastructure Network (NoFBI)	Only urbanized counties connected to NoFBI	High cost of broadband connectivity	Critical Infrastructure Bill	Review implementation strategies and strengthen linkages with National ICT ministry	Review implementation strategies and strengthen linkages with National ICT ministry
Inefficiency Service Delivery	None of the key government services can be offered online on a self-service mode	High cost of service delivery and increased losses	Management goodwill to invest in automation	Automation of key government services	Implementation of Enterprise-wide system to enhance efficiency in service delivery.

2.6 Emerging issues

2.6.1 Corona Virus Pandemic

Covid-19 has had a greater impact on tourism and travel behaviour than any disease outbreak in living memory. Outside the public health sphere tourism has become one of the main public faces of Covid-19 in the international media. The nature of the tourism system means that tourism has both contributed to the spread of the disease and experienced the repercussions of the disease along all parts of the tourism value and supply chains. The disease's global reach and the application of classic disease controls in the form of quarantine, reduced mobility and isolation have had a dramatic effect on international and domestic tourism alike along with a range of sector specific impacts, including transport, travel and booking agencies, hospitality, restaurants, conventions and events, and attractions.

An opportunity for tourism innovation

The Covid-19 crisis raises the question of the direction of globalised tourism and is an opportunity to rethink the tourism and investment from a critical perspective. There are several areas for potential transformation. The general idea would be to move towards responsible, sustainable, and socially innovative tourism, structured around the (non-transferable) identity of the areas and giving them a boost while respecting the quality of life of residents and the memorable experience of the trip.

Creative and more inclusive tourism should be developed to avoid a concentration of activity on the hotspots and to involve residents in the activity. Visitors can participate in cultural and creative experiences that reflect the identity of the area and create something jointly between residents and tourists.

The trend for staycations and slow tourism should be encouraged. Travellers see local tourism as a good way to maximise holiday time by reducing travel time which also benefits the environment and saves money.

E-tourism, which has been developing since the 2000s, has boomed since the start of the crisis in China with acceleration of digital heritage, online broadcasting of shows and events streamed live over the internet for example YouTube, Instagram, Facebook, Twitter, Web based etc. Operators are developing quality digital content to avoid crowds of travellers.

According to Deloitte, the effects of COVID-19 are having a significant impact on the technology sector, affecting raw materials supply, disrupting the electronics value chain, and causing an inflationary risk on products. More positively, the disruption has caused an acceleration of remote working, and a rapid focus on evaluating and de-risking the end-to-end value chain. In addition, potential carbon emission reductions could result in renewed focus on sustainability practices.

2.6.2 Rising Regional Competition

Though the destination offers a unique tourist experience, a number of regions including Zanzibar are on a high notch to create cheap products that offer similar experiences.

2.6.3 Changing Tourists Expectations

A great number of tourists' expectations have changed in recent times. From beach tourism to experiences of cultural tourism and homestays.

2.6.4 Continued Threats of Insecurity and Radicalization.

The region is still facing rising insecurity threats compounded by radicalization and negative publicity. Multi-sectoral approach and synergies have not worked as per expectations to solve this problem.

2.6.5 Franchising

Developed tourism products like Tsavo National Park and Multinational Beach Hotels and restaurants have for a long time be the hero song making local-based establishments to suffer. The situation has contributed to slow trickling of tourism gains to the public.

2.6.6 Intellectual Property Theft and Counterfeiting.

SME's innovation and technology are not patented hence fondly stolen as multinational organizations thrive to manufacture/produce similar products.

2.6.7 Low-Research and Development of Key Products

Both the county and National Government are not interested in doing extensive research on SME products, proposed financing models and marketing.

2.6.8 Cyber Threats

The continued financial theft through online and internet enabled financial systems to have resulted not only into losses but more so fear to investors.

2.6.9 Broadband Connectivity Solution Transition

National Fibre Optic Backbone Infrastructure (NoFBI) and IPV6 transitional projects which have been delayed in implementation at National level possess a great deal of challenge to the County Connectivity Solution.

2.7 Stakeholder analysis

This section provides information on the sector's stakeholders for effective implementation of this plan. Further the analysis provides the stakeholders' roles and the possible areas of collaboration.

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Table 59: Stakeholder Analysis

Stakeholder	Roles	Possible areas of collaboration
County government departments	Provision of Advisory Support and inter-linkages of Key Programmes	ICT Advisory services. Implementation of key service delivery systems. Projects implementation.
County Assembly	Provision of oversight and legislation	Plan and Budget approvals. Projects implementation oversight.
National Government MDAs	Policy and Legal framework Avail timely allocation of funds. Avail economic enablers e.g., infrastructure, fiscal environment, security, monetary policies, facilitate access to international market	Market Linkages SME Financing. ICT Infrastructure Development
The public	Provision of labour market	SME research and development. Provision of employment. Protection of critical infrastructure.

SOCIAL SERVICES AND TALENT MANAGEMENT SECTOR

2.1 Sector Context Analysis

This section provides an overview of the sector working environment and provides an analysis of the internal and external factors affecting the sector.

2.1.1 SWOT Analysis

This gives an analysis of the Sector's strengths, weaknesses, opportunities and threats which are critical in understanding the factors that influence sector performance. The analysis has been carried out by assessing the areas of good performance in the sector which will give a competitive advantage, the internal disadvantages which can be controlled, the external possibilities for success of the sector and factors which cannot be controlled.

Table 60: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Political goodwill • Committed leadership • Enabling working environment • Timely release of sector budget • Collaborations in programme implementation • Competent personnel • Enabling working environment • Inter-sectorial support 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Willing citizens on participation and engagements • Goodwill from donor agencies • Active stakeholder engagement • Pool of qualified and competent personnel to choose from. • Support from partners • Active participation of stakeholders • Community goodwill
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Poor succession management • Insufficient budgetary allocations • Lack of clear guidelines in programme implementation • Over-reliance on partner support • Inadequate staffing • Inadequate career progression guidelines • Poor succession plan • Political interference • Budgetary constraints 	<p>THREATS</p> <ul style="list-style-type: none"> • Leadership change • Higher stakeholder expectations • Unsustainable partnership • High unemployment • Conflicting programs (fund) • Natural calamities

COUNTY SECTORAL PLAN

2.1.2 PESTEL Analysis

It is not only internal matters that decide a sector's fate, but many external factors also make an equal impact. The political situation in the County's, technological developments, environmental factors, the legality of actions, economics, social factors, all play an important role. The department is well-aware of this fact, so the sector leverages an economic tool-PESTLE analysis.

Analysis of Political, Economic, Social, Technological, Environmental and Legal (PESTEL); environment under which the County operates highlighting strengths and potential threats are summarized in table below.

Table 61: PESTEL Analysis

Context	Issue	Effects
Political	Leadership structure changes	Restructuring of departments Delay in programme implementation Transfer of mandate and functions
	Fixed/ Contractual appointment of top executive	Budgetary implications Resource misappropriation and misuse
Socio-cultural	Values and beliefs	Hinder programme implementation Hinders attitude change
	Gender issues	Affects women participation in developmental programme Hinders equity and equality of resource allocation and opportunities
	Violence and Extremism	Hinders progressive development Accelerates insecurity Creates fear within the community set-up Loss of youthful generation
Demographics	Population size and growth	Inadequate resources Increased vandalism on projects and amenities Economic stress Disease spread/ outbreak Unemployment
	Majority of youthful population	Insecurity Lack of willingness to engage development Unemployment Resistance to developmental programmes
Environment	Climate Change	Prolonged drought Erratic weather pattern
	Environmental Degradation	Unsustainable land use Food insecurity
	Household Distribution/ Planning	Flooding Poor planning
Technological	Advanced technological change	Cyber insecurity/ crime Affects employment creation
	Technology capacity/ Competence	Hinder progressive development
	Price Fluctuation-economic	Economic instability Accelerates poverty situations
	Low income levels	High demands and expectations low citizen participation on sector forums
	Inflation rate	Disrupts programme implementation Change in Sector priorities
Legal	Pending Bills and policies	Disrupts programme implementation Delays programme implementation Delays service delivery

COUNTY SECTORAL PLAN

	Centralization of Policies/ Acts	Delays service delivery Affects budget allocation
	Not fully devolved policies	Conflicting roles/ responsibilities Self-interests

2.2 Review of Sector Financing

An overview of the sector's financing trend by source is given below for the last ten years.

Table 62: Source of Sector Budget Financing

Source of Financing	Financing in Kshs. Millions									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Government (equitable share, and own source revenue)	14.3	368.3	389.6	359.5	403.5	394.7	577.7	403.5	337.8	227.0
National Government (conditional grants)	-	-	-	-	-	-	-	-	-	-
Development Partners (conditional grants)	-	-	-	-	-	-	-	-	-	-
A.I.A (CSOs)	-	-	-	-	-	-	-	-	-	-
TOTAL	14.3	368.3	389.6	359.5	403.5	394.7	577.7	403.5	337.8	227.0

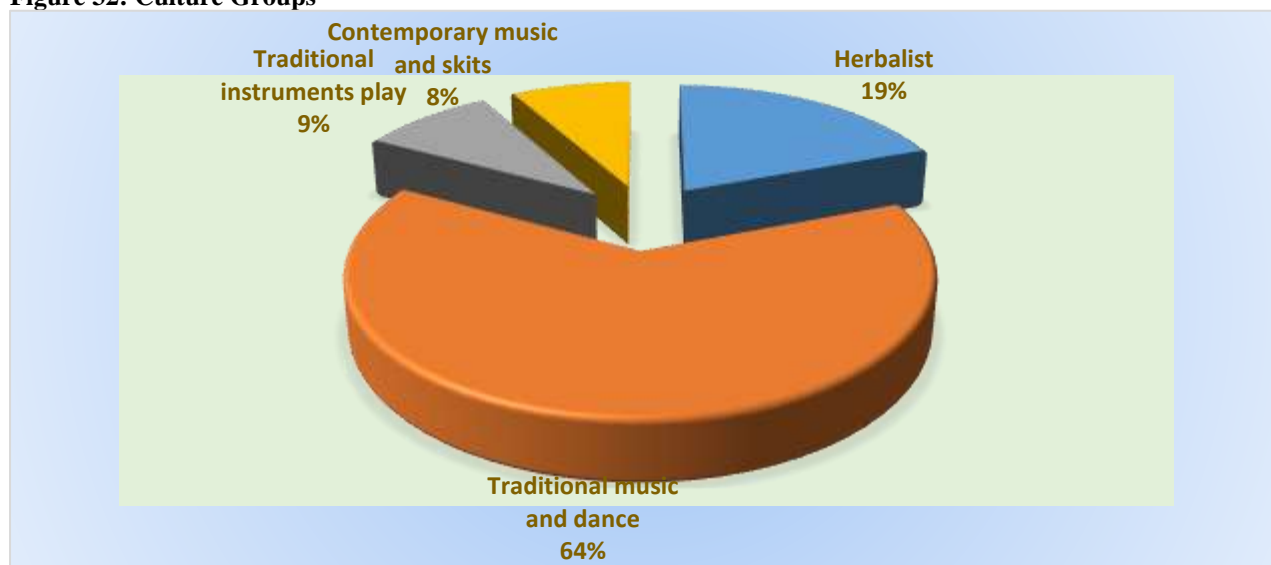
Table 63: Analysis of Sector budget by sub-sector

Source of Financing	Financing in Kshs. Millions									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Administration	-	-	187.50	49.40	118.40	137.50	217.60	149.30	155.60	51.70
Community development	-	206.90	60.90	50.20	50.00	16.30	102.10	70.50	54.70	70.30
Culture and Heritage	-	72.10	33.50	46.00	93.80	28.90	62.60	18.50	22.10	16.40
Sports and Art	-	89.40	107.70	82.40	69.10	212.10	195.30	165.20	105.40	88.50
Total Sector Budget	-	368.40	389.60	228.00	331.30	394.80	577.60	403.50	337.80	226.90

2.3. Sector Performance Trends and Achievements

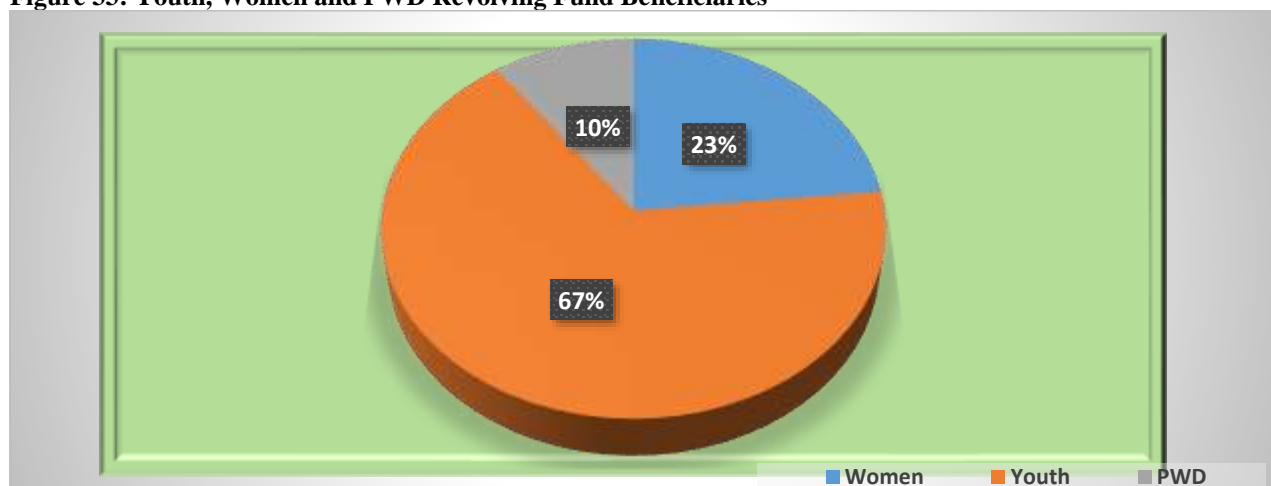
The sector is a core component for the socio-development and management of economic growth of communities; by promoting culture and heritage, availing social amenities, development and placement of talents in sports, performance arts, music and dance, protection of women and vulnerable groups. The sector has engaged 1600 culture groups, 67 have transitioned post-county and actively earn from the performances. 350 herbalists have been registered, equipped and certified to offer traditional medicine.

Figure 32: Culture Groups



The sector has aspired to provide a social welfare fund access to vulnerable groups. A total of Kshs 52, 000,000 has been disbursed. Both women youth and PWDS have benefited

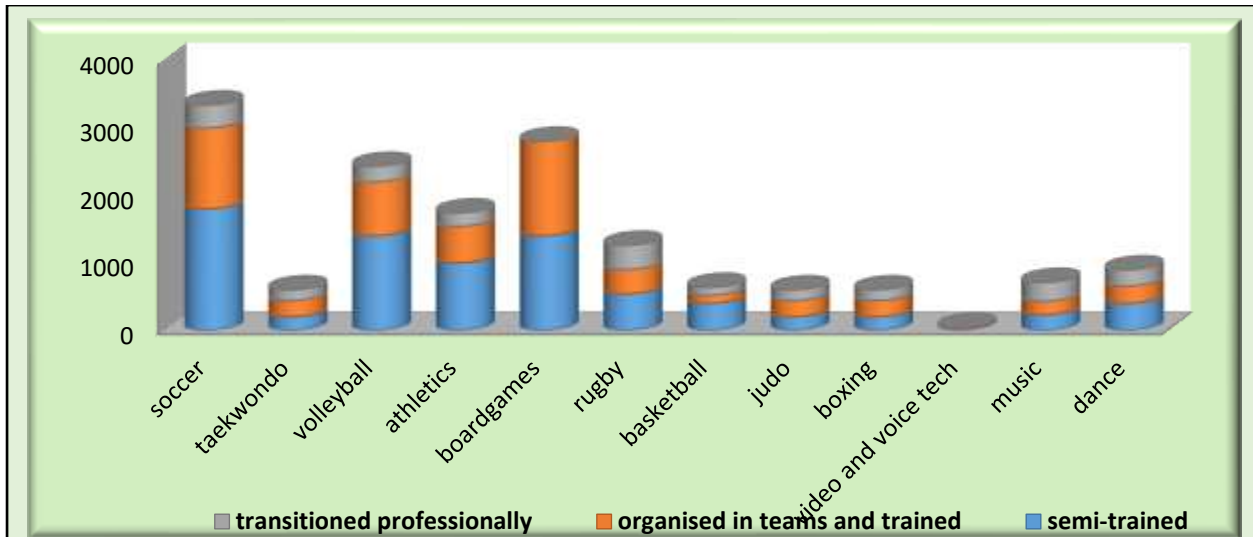
Figure 33: Youth, Women and PWD Revolving Fund Beneficiaries



Sports, music and dance talents have been recruited, trained and placed. The 2400 teams engaged has a total population of 16420 youths actively tapped, 48% of whom are ladies. Favourite disciplines include soccer, volleyball, martial arts, boxing, track and field, rugby, aquatics games and board games. 112students have been trained in music and dance. 12 were specifically trained in video and voice recording. They transitioned into professional bands and are currently engaged commercially.

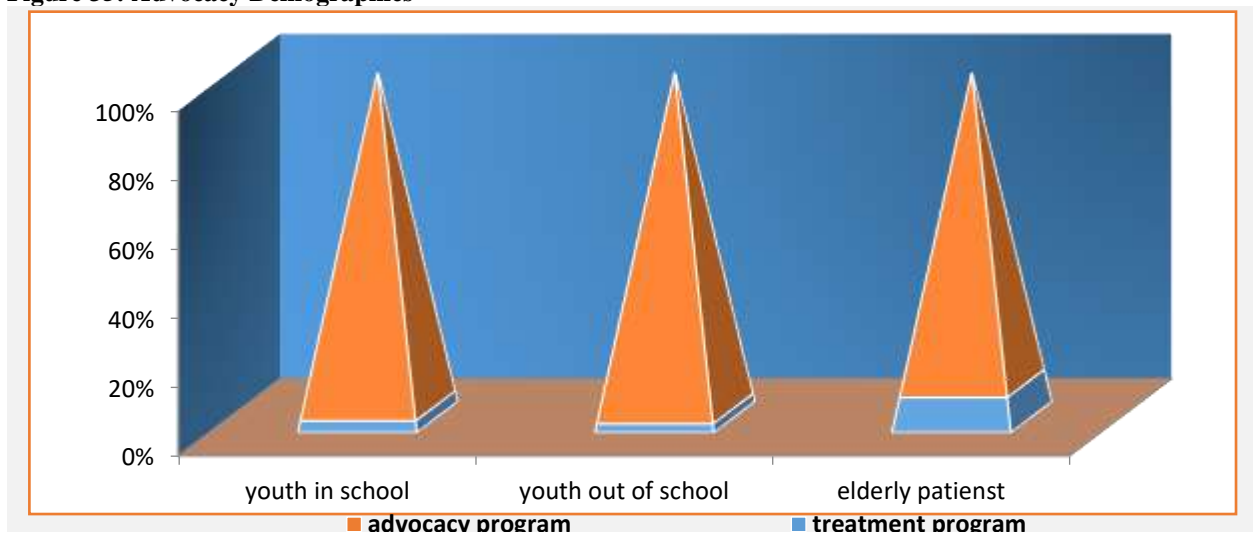
Figure 34: Participation by Discipline

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Drug abuse is a prevalent issue in Kwale County. The Rehab center at Kombani was set up to mitigate this pandemic, patients reached with treatment & rehab services through facility were 220. Youths (in School) 60, Youths (out of School) 74, Elderly Patients reached 86. Through Advocacy Program: Community Prevention Awareness Interventions Youths - 3000, Women Reached 1800, School Based prevention awareness (teenagers) 800.

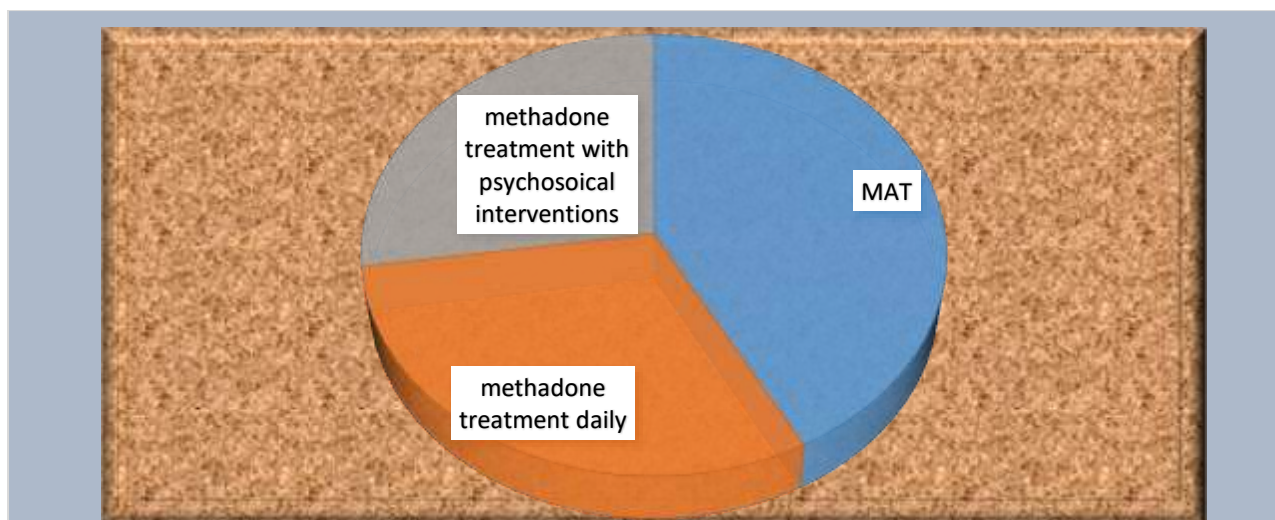
Figure 35: Advocacy Demographics



PWDs reached with treatment -1, Enrolled On MAT- 972, Average Reached with Methadone treatment daily 700, clients on Methadone reached with psycho social interventions (joint with rehab) 631.

Figure 36: Drug and Substance Abuse Clients Treatment

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Sector specific intervention are tabled below

Planned intervention/ activity	Targets	Key performance indicator/s	Key performance outcome	Major achievements (Output)
Community Development Sub-Sector (objectives)				
Women, youth and people with disabilities (PWD) empowerment:		Number of Youth, women and PWDs trainings conducted Number of VSLA/ SHGs groups trained Number of CBTs trained	Informed community	Youth, women and PWD groups trained on group dynamics, governance Six hundred and fifty (650) community based groups trained on VSLA methodology 70 CBTs trained on VSLA methodology
Establishment of youth, women and PWD enterprise development fund		Number of groups that accessed loans	Socially and economically empowered community	509 groups accessed loans
Enhance citizen participation and engagement		Number of Forums conducted Number of staff trained on Civic Education Type of equipment support received	Informed citizens for better decision making	35 Civic education forums/ sensitization meetings conducted 40 staffs trained on Civic education concept 5 staffs trained as ToTs on Civic Education 500 facemasks; IEC materials; sanitizers; photocopiers; cameras; projectors; Public Address Systems;

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Planned intervention/ activity	Targets	Key performance indicator/s	Key performance outcome	Major achievements (Output)
<p>Establishment of a Rehabilitation Centre</p> <p>Operationalization of Drugs Rehabilitation Programme</p>		<p>Number of centers established</p> <p>Number of Clients reached with services</p> <p>Type of support received</p> <p>Number of staff trained</p>	<p>A drug free community</p> <p>Reduced crime and drug-related violence</p> <p>Healthy and vibrant workforce/ community</p> <p>Improved community awareness and resilience against impact of drug and alcohol-abuse</p>	<p>One Rehabilitation Centre established</p> <p>700 clients reached with Rehabilitation services</p> <p>9Million worth of equipment support received</p> <p>30staffs trained on Basic Universal Treatment Curriculum (UTC-1) on Addiction</p>
Culture, Arts and Heritage				
Promotion of talent in music and dance amongst youths		<p>Number of youths engaged</p> <p>Type in initiative developed by youths</p>	<p>Socially and economically Empowered community</p> <p>Engaged youths through various music/ talent initiatives for sustainable livelihood</p>	<p>850 talented youths annually engaged in Music and Dance to enable them make a living out of their talent</p> <p>“Talanta Band” established and supported with band equipment</p> <p>A music recording studio established to develop talents in Audio-recording and filming</p>
Promotion of Cultural festivals		Number and type of festivals conducted	<p>Promote rich cultural values and enhanced peace and cohesion amongst diverse communities</p>	<p>140 community festivals held at the County levels and 5 at National Level</p> <p>Hosted one Kenya national Music and cultural festival in Kwale County</p> <p>Participated in Jumuiya ya Africa Mashariki festival (JAMA FEST- in Kampala)</p> <p>Kwale County won overall position one(1) for one year and 2 in three consecutive years in the National Festivals</p>

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Planned intervention/ activity	Targets	Key performance indicator/s	Key performance outcome	Major achievements (Output)
				Participated in UNESCO Cultural festivals and National public holidays
Preservation and promotion of Heritage		Identification of heritage and cultural sites	Well documented and easy transition to younger generational cultural heritage Wealth creation as tourist attraction sites for prosperity and posterity	Establishment and equipping of a County Museum with Artifacts Mapped World heritage sites with UNESCO (KAYA SACRED FORESTS Established Kilibasi Cultural site in conjunction with KCDP
Library services: Established community library Promotion of community literacy		Number of community libraries established Category of Library users reached out Number of literacy outreaches conducted	Informed & literate community	One community library established (Kinango) and one ongoing (Matuga) College Students, High schools learners, Community provided with books; journals; publications 10 outreaches conducted
Sports and Talent Management				
Construction of County Stadia		Completion and hand over of a functional County Stadia	Completed and handed over	One completed County Stadia with VIP Pavilion and FIFA Standard Football field
Construction of ward sports field		Number of completed Sports fields with changing rooms and dais	Fenced levelled and handed over	20 ward sports field completed
Levelling of sports field		Number of sports fields levelled	Levelled and handed over	63 sports fields levelled
Provision of sports equipment		Number and type of sports equipment distributed to wards	Procured and distributed it teams in ward	Supply of sports equipment to 20 ward sports committees
Support to football clubs		Number of teams supported	20 equipped and supported teams to honour their fixtures	4 teams supported to honour their fixtures
Organizing ballgames within the County		Number of teams participating Number of players trained Number of coaches trained	240 teams engaged from ward level to post county level in soccer, volleyball and martial arts	20 ward ballgames 5 Sub-county games County team prepared for inter-county games

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Planned intervention/ activity	Targets	Key performance indicator/s	Key performance outcome	Major achievements (Output)
Social Infrastructural Development				
Provision of Social Amenities		Number and type of social amenity	Positively enhanced society, with social good such as trust, sociability, neighbourliness and improved quality of life A Community with availed support services to create viable, sustainable, healthy and cohesive communities overcoming social barriers and raising achievement	24 Social halls in 19 Wards; 2 Barraza/ Recreation parks; 1 “boda-boda” Shed; 2 Libraries; 30 public toilets; One open Amphitheatre; Closed cultural Centre Rehabilitation Centre Recording studio established
Cross-Cuttings issues				
Prevent Alcohol and Substance abuse		Number of Community Awareness forums conducted Number of Community Dialogues conducted Number of household supported Number of Clients (active drug-users) reached Number of Stakeholders’ engaged	A treated, rehabilitated and well advocated youth population Enhanced community resilience towards drug and substance abuse.	20 awareness forums conducted 16 Community Dialogues conducted 100 referred to drug treatment facilities for support services 300 clients reached with outreach services 7 stakeholders engaged
Gender Mainstreaming: Build capacity of Community on SGBV issues Formulation of Gender technical/ sector working Groups		Number of staff trained on gender-based budgeting Number of ToTs trained Number of Community awareness forums conducted	An informed , empowered marginalized and vulnerable population A peaceful and cohesive community at family level	40 staff trained on Gender based budgeting 100 ToTs trained on Sexual and Gender Based Violence 80 community awareness forums conducted on SGBV issues Gender technical working group

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Planned intervention/ activity	Targets	Key performance indicator/s	Key performance outcome	Major achievements (Output)
		Number of Gender Technical working groups developed		constituted, 4 in each sub-county and 1 in the County
Formulation and adoption of relevant SGBV policies and Bills		Gender policy developed SGBV Bill 2018 developed	An organized and structured approach on management of SGBV issues.	Gender policy development in progress SGBV Bill 2018 in progress
Disability Mainstreaming: Provision of Support to PWDs Mapping of PWDs group		Number of PWDs units reached with equipment support Number of PWD groups identified	A valued and integrated PWD population in the community To ensure PWDs live normal life	10 PWDs units received assistive devices and equipment 47 groups identified

Lessons learnt:

Adequate budgeting is necessary for effective implementation of programmes with Strong collaboration between partners and stakeholders promotes effective service delivery. Continuous staff mentoring and capacity building boost overall staff performance and continuous and consistent Monitoring and evaluation of projects is vital. Public participation/ Civic education play a crucial role in projects design hence community ownership of the projects.

2.4. Sectoral Development Issues:

This section presents the development issues and their causes. It further highlights available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue.

Table 64: Sectoral Development Issues

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Community Development and Liquor Control	Drugs and Substance Abuse	Unemployment/ idleness Peer pressure Readily available drugs and substance of abuse	Existence of Rehabilitation facilities Support on IGAs	High rate of drug users burdening available support Adherence to treatment support Community attitude towards drug-use failing supply reduction
	Project/ Programme implementation delays	Insufficient budget Lack of policy/ legal framework	Support from development partners	Long delays in enacting Bills
	Access to government procurement opportunity	Lack of compliance and other pre-requisites	Existence of laws to support implementation	Few opportunities lack information on procedures Youth, women and PWDs lack financial capacity undertake procurement opportunities
	Low Citizen participation in development	Reallocation of agreed budget to other budget lines Lack of political goodwill	Stakeholders support Trained staff	Lack of civic education Political interference Poor participation in decision making meetings

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Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Monitoring and Evaluation	Weak standardized reporting tools	Existence of partner support on Monitoring and Evaluation	Lack of staff capacity building on Monitoring and Evaluation
	Poor Loan repayment for women, youths and PWDs	Attitude towards public funds Higher expectations	Interest free Loans Availability of grants	Poor enforcement measures on repayment of loan by beneficiaries
Culture and Social services	Lack of Culture and Heritage Policy for promotion of county cultural expressions & creative cultural industries for economic empowerment and development.	County assembly to discuss the bill and policy	Vibrant community expressions, Availability of raw materials for creative industries Availability of talents	Lack of legislative and institutional framework to promote the cultural and creative cultural industries
	Limited finances to support documentation, data, record of tangible and intangible cultural heritage for posterity and prosperity	Non-appreciation on the role of culture in development by key policy makers.	Existence of rich cultural heritage and community talents and expressions Existence of cultural organizations such as UNESCO	Inadequate funding to support activity
	Process of acquiring for infrastructure & expressions (cultural dances, exhibitions, poetic expressions, etc.)	Inadequate finances to develop cultural infrastructure & activities	Greater participation of cultural actors Existence of the diversity of cultural expressions Available market cultural expressions e.g. tourists hotels Establishment of Cultural Villages and galleries for cultural industries	Inadequate knowledge on importance of culture in promotion of economic development.
	Market development of cultural products, marketing and promotion	Poor marketing strategies Lack of cultural villages and exhibition centers	Linkages with existing Tourist Hotels Available cultural products and rich heritage sites	Inadequate knowledge on Value and importance of cultural products strengthening of cultural organizations and associations, partnerships and networking of organizations dealing with culture for support

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Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Un willingness by community to offer land for establishment of e.g. library facility & services e.g. Msambweni sub-county Poor access to Information and promotion of reading habits for knowledge enhancement and enjoyment	Budgetary constraints Weak reading culture	Availability of students/ learners and schools from students and scholars	Budgetary and space constraints for establishment of library facilities
Sports and Talent Management	Inadequate support to sports teams	Inadequate resources	Availability of additional Development Partner Support	Lack of sustainable Resource Mobilization Strategy

2.5. Crosscutting Issues

Cross-cutting issues are relevant and cut across most or all aspects of development, therefore be integrated and mainstreamed throughout all stages of development from policy design to implementation, evaluation and learning. Find cross-cutting issues that are critical in the sector.

Table 65: Analysis of Sector Crosscutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Gender Mainstreaming	Gender issues have not been mainstreamed in most sub-sectors	Inequality in service delivery and employment	Lack of legal framework to support gender mainstreaming Insufficient budgetary allocations	Gender policy and Bill 2020 in progress	Advocate for quick processing of Gender policy and SGBV Bill More budget allocation
Disability Mainstreaming	Low implementation of PWDs programme	No budgetary allocation No PWDs programmes	Centralized PWDs policy Not a devolved function	Develop PWDs policy at County level	Lobbying for devolving of PWDs functions Devolve PWDs function Allocate budget for PWDs programme
HIV/AIDS	Youths are more susceptible to contracting HIV	Affects sector programme objectives	The Policy is specific health sector	Use national policy in sector programming	The policy should incorporate all sectors

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Drug and Substance Abuse	High prevalence among youth	low youth participation in development issues and drug abuse -insecurity	Lack of County specific policy Enforcement of National policy is low	Customize National policy at County level	Enhance staff training to cascade the information.
Environmental sustainability	Adherence to environmental mainstreaming issues	Probability of diseases	Inadequate waste management mechanisms. Inadequate capacity to enforce environmental laws	capacity building on environmental laws Develop waste disposal mechanism	Awareness creation on environmental sustainability promote recycling, reducing and re-using of waste strategy Adherence to waste disposal and management Act.
Corruption Prevention	Compliant to EACC code of ethics	Mistrust among staff and community loss of public resources	Low understanding of the code of ethics. Weak policy enforcement	Enhance compliance to EACC code of ethics	undertake corruption risk assessment implement low key recommendations emanating from the assessment
National Cohesion and Values	political leadership led to community divisions	low morale in community participation poor accountability and transparency	low understanding of the national values and cohesion	Adherence to the principles of national cohesion and values	staff capacity building on national values and principles of governance

2.6. Emerging issues

Emerging issues are potential problems or opportunities in the discharge of development goals that affect the performance of this sector. The following were the major sector emerging issues;

Diseases and pandemics; emergence of diseases/ pandemic such as COVID 19 interfered with the implementation of sector programs and projects. Pandemic control measures deterred community gathering, meetings and other community based intervention. There was also limited contact between program responsible persons and the beneficiaries of the sector projects/ programs. The sector intervened by reducing risks arising thereby, and cushioning the staffs and community from the impacts through: creating awareness on the disease through forums, participating and supporting in screening and vaccination campaigns, and lastly enhancing advocacy on adherence to MOH guidelines.

Disaster and/ natural calamity; disrupted community participation and engagement. For instance; onset of drought dictated on the nature of programming and projects. Communities shifted their priorities and efforts towards response to the afflicting drought foregoing planned project/ programs that had no connection with the presenting problems.

As a result; the sector priorities were re-adjusted to suit the community needs. These adjustments include but not limited to budgetary adjustment in order to contribute to drought/ hunger response.

Other presenting problems include: flooding that affected access to some areas where either roads were impassable or bridges damaged. The sector sensitized the community on the early warning signs in order to lessen the impact/ effects of the calamities. The sector worked with readily available resources to meet some of its planned programs including meeting target of activities with no budgetary implication.

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Human /wildlife conflicts; hindered program implementation due to community displacement and tension. Safety became a priority over development in affected areas such as Kinango and Lunga Lunga. Conflict arising from competition for water and animal pastures were largely the cause of Human Conflict.

The Sector worked with other stakeholders on Sensitization programs on peace building. It also empowered the community with information to promote community conflict resolution mechanisms.

The Kenya Wildlife Organization was challenged to Fence wildlife parks/ reserves to avoid wildlife interruptions on human settlements.

Community protesting against project/ programs; lack of projects acceptance by some community members, their desire to resist and also incitement by anti-government/ anti-development activists led to rejection of proposed projects and vandalism .The latter led to loss of invested Government resources, and loss of interest/ motivation in community participation.

2.7. Stakeholder Analysis

These analyses the partners and interested parties that collaborate with the sector to achievement of sector development goals

Table 66: Stakeholders Analysis

Stakeholder	Roles	Areas of collaboration
Community Development and Liquor Control:		
Department of Health	Provision of health services Awareness	HIV/AIDS awareness Drugs and Substance abuse treatment/ Rehabilitation Supports Rehabilitation Centre
NACADA	National supervision and coordination of response towards alcohol and drug abuse	Awareness creation Equipment and Technical Support Trainings
UNODC	International Coordination of Policy and support towards Drugs and Crime response	Funding/ Financial Support Training/ Capacity building Equipment and facility support Programme support
World Bank	Financial support	Support on livelihood programme Capacity building Equipment support Technical support
COVAW	Championing and advocacy on policy and human rights	Capacity building/ training Financial support Joint activity implementation
Kenya Red Cross Society	Humanitarian work	Support to livelihood programme Financial support Training/ Capacity building
Base Titanium	Mining/ Social corporate responsibility	Supports livelihood programme In promotion of sustainable development

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APDK	Technical, equipment and rehabilitation of PWDs	Support towards mapping and registration of PWDs Assessment of PWDs
Samaritan's Purse	Disaster response and mitigation measures	Training/Capacity building
NCPDK	Policy formulation PWDs registration and assessment Cash transfer for PWDs Provision of support to PWDs	Support for PWDs Registration and assessment Training/Capacity building
Community	Participation in decision making Project/program ownership	Monitoring and evaluation implementation of projects and programmes
CSOs	Oversight Enhancing transparency and good governance	Activity implementation Assist in identifying development priorities
State Department for Gender	Policy formulation and implementation	Activity implementation
Sauti ya Wanawake	Gender mainstreaming Advocacy	Assist in policy formulation Financial support Training/Capacity building
Equality now	Gender mainstreaming Advocacy Fight discrimination and violence against women and girls	Assist in policy formulation Financial support Training/Capacity building
NGEK	Gender mainstreaming Advocacy Fight discrimination and violence against women and girls	Assist in policy formulation Financial support Training/Capacity building
Plan International	Child protection Youth employment and economic opportunities	Financial /material support
NDMA	Drought management	Trainings Grants support for groups
Department of Agriculture	Provision of food security	Trainings
Department Trade, Tourism and ICT	Promotion of small scale business enterprises	Capacity building Provision of LAN
Department of Water	Provision of safe and clean water	Capacity building Awareness creation
Culture and Social Services		
UNESCO	Promotion of Cultural Heritage Coordinate and Safeguard tangible and intangible cultural heritage	Capacity building in preservation of cultural heritage Support in identification and mapping of heritage site Exchange and exhibition of cultural artifacts

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State Department of Culture, Sports and Arts	<p>promote cultural integration</p> <p>Formulation of policy and standards that guide all aspects of culture</p> <p>Coordinate Kenya National Cultural and Music Festival</p>	<p>Coordinate group/ individual cultural exchange programmes</p> <p>Register cultural groups and association set policy standards to guide formulation of cultural programs</p> <p>Capacity building of Sector on Music and Cultural issues</p>
Permanent Presidential Music Commission	<p>Coordinate music and dance activities</p> <p>Spearhead development of music and dance Organize entertainment during National function</p>	<p>Capacity building in music and dance</p> <p>Equipment support (band)</p> <p>Partnership in promotion of youth talent</p>
Kenya Film School	<p>Provision of opportunities for talented youths from disadvantaged background to venture to film industry</p>	<p>Support youth in film course training</p> <p>Partnership</p>
National Museums of Kenya	<p>Promote conservation and sustainable utilization of national heritage through; Collection, preservation, research, documentation, dissemination and present Kenya's past and present cultural and Natural heritage</p>	<p>Management of museums</p> <p>preservation/ conservation of cultural collections</p> <p>Promotion of Cultural heritage</p> <p>Training and consultancy</p>
State Department of Social Development	<p>Policy formulation for vulnerable persons</p> <p>Provision of social assistance programs for elderly and orphans (cash transfer) – Inua Jamii Programme</p>	<p>Identification of intended beneficiaries of “Inua Jamii” Programme</p> <p>On issues of child rights and protection</p> <p>Registration of cultural and self-help group</p>
Music copyright society of Kenya	<p>To collect royalties in public performance and broadcasting, on behalf of its members and to distribute the same to its members based on the professional rules of Copyright Collective Management Organizations.</p>	<p>Supporting the musical fraternity within County, integrating, sustaining and enhancing their earning of their works.</p>
<u>Kenyatta University School of Creative and Performing Arts, Film and Media Studies.</u>	<p>To equip trainees with various skills in the different branches of Fine Art and Design, Music and Dance, Fashion Design and Marketing and Communication, Media, Film and Theatre studies.</p> <p>To develop skills in arts and design, music and dance, fashion design and marketing, writing, vocal, acting, directing,</p>	<p>Capacity building & training of Kwale county artists in Fine Art and Design, Music and Dance, Fashion Design and Marketing and Communication, Media, Film and Theatre studies.</p> <p>Provision of technical support in adjudication during cultural competitions</p>

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	photography, and management skills especially for practitioners	
Kenya National Archives	Provide and preserve government department archives Facilitate availability of documents and materials	Identification and availing of any required document and materials Provision of advisory services in record management
Kenya National Library Services	Develop, promote, establish, equip, manage and maintain national and public library services in Kenya Promote information literacy and reading among Kenyans. Advise the Government, Counties and other public bodies in all matters related to library, documentation and related services.	Partnership in equipping library with updated and relevant materials. establishing electronic and print format Setting up catalogue, classy database, software & networking through library consortium.
Kenya Cultural Centre	Provide space for performances (music, drama) and meetings for local and international artists	Support local artist in performances Exchange visits Capacity building in theatre and arts
Sports and Talent Management		
National and international Federations	Management of sports discipline programs	Support training of coaches and referees Provide sports equipments Provide linkages for placement of professional talents Organize tournaments and championships
State departments and agencies in the area of sports	Support and complement County sports programs	Provide national platform for athletes and teams to engage Provide resources for recruitment and training of grassroots talent
Professional sports teams	Provide opportunity for athletes to professionally showcase their talents	Provide a platform for professional engagement and training of armature talents

EDUCATION SECTOR

2.1 Sector context Analysis

This section provides an overview of the environment under which the sector operates. This entails both the internal and external environment affecting the operation of the sector.

2.1.1 SWOT Analysis

This will give an analysis of the department's strengths, weaknesses, opportunities and threats which are critical in understanding the factors that influence performance of the department. The analysis has been carried out by assessing the areas of good performance in the department which will give a competitive advantage, the internal disadvantages which can be controlled, the external possibilities for success of the department and factors which cannot be controlled.

Table 67: Analysis of Strengths, Weaknesses, Opportunities and Threats

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<p>STRENGTHS</p> <ul style="list-style-type: none"> • Qualified personnel • Competent Boards of Management (BOMs) • Availability of policy and legislative frameworks • Availability of short-term and medium-term development plans (ADP, three-year strategic plan and CIDP) • Improved Infrastructure for ECDEs and VTCs • Committed and supportive leadership • Availability of an elaborate bursary program • Good working relationships among staff • Clear organizational structure • Existence of suitable internal legislative framework 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Goodwill from development partners and other stakeholders • Availability of social amenities • High number of qualified ECDE teachers ready for employment • Political stability • Trend of increasing enrolment • Existence of clear National legal framework on education
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Shortage of staff • Inadequate safety and security measures in learning institutions • Inadequate office space and storage facilities • Inadequate modern tools and equipment for teaching and learning • Budget constraints • Weak monitoring and evaluation system 	<p>THREATS</p> <ul style="list-style-type: none"> • Large number of youth vulnerable to radicalization • Inadequate land and unresolved land disputes • Rampant land dispute • High poverty level • Political interference in implementation of programs • Frequent drought and flood • Changing life style • Child labour, Gender based violence and Early unwanted pregnancies • HIV/AIDS pandemic, Alcohol, drug and substance abuse • Emerging pandemics e.g. COVID-19 • Negative attitudes, retrogressive cultural practices.

2.1.2 P-PESTEL Analysis

The external environment of an organization plays a bigger role in defining its operations. There are factors in the external environment which in one way or the other influence the activities and the programs of the department of Education. These factors can be grouped as Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL). Therefore, an analysis of the external environment is crucial to determine the factors which will influence operations of the department of education. An analysis of these P-PESTEL factors is presented below.

Table 68: Environmental Scanning-P-PESTEL Analysis

Factor	How it influences the department's operations
Policy	The existence of policies will guide operations of the department. The policies in the department include Basic Education Act 2013, TVET Act 2013, ECDE National Policy 2017. Changes in these policies will affect implementation of programs in the department.
Political	Supportive political leadership in the county enables the department to deliver quality services. However, political interference in policy documents approval, formulation and implementation of programs affects departmental operations.

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Economic	The department relies on funding from the national exchequer. So, any disturbance in revenue collection at the national level will affect operations of the department manifested in either reduced funding or delayed disbursement. Other factors which affect revenue collection nationally include macroeconomic instability, emergency of national calamities and reduced funding from development partners.
Social	Existence of insecurity as a result of radicalization, violent extremism, drug and substance abuse and prevalence of diseases such as HIV and retrogressive cultural practices.
Technological	Adoption of information systems such as the bursary software and the integrated financial management information system (ifmis) has hastened and streamlined service delivery in the department. However, challenges in systems operations have affected performance of the department.
Environmental	The existence of conducive climatic conditions in the county creates a good environment for timely implementation and completion of departmental programs and projects. Nevertheless, climate change features such as prolonged drought and famine, disease prevalence and floods will affect departmental operations.
Legal	Implementation of legal frameworks such as Bursary ACT 2014, VTI ACT 2017 and ECDE ACT 2016 have eased operations of the department and hence resulting into effective service delivery.

2.2 Review of Sector Financing

The sector financing has been increasing steadily ensuring there is adequate funding for the priority programs in bursary and scholarships to support needy students, infrastructural development in ECDE and VTCs and personnel emoluments to attract qualified human resources to facilitate the education transformation agenda. The sector started from a low financing of Kshs 260 Million in 2013 but increased over the years to Kshs 1.6 Billion in the financial year 2022/2023.

Table 69: Source of sector budget financing

Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Government (Equitable share, and own source revenue)	260.8	734.6	989.7	1,208.1	1,342.2	1,410.2	1,485.1	1,406.5	998.5	1,409.6
National Government (Conditional grants)	-	-	-	-	43.8	43.8	41.9	56.3	54.8	-
Development partners (Conditional grants)	-	-	-	-	-	-	-	-	-	-
Total	260.8	734.6	989.7	1,208.1	1,386.0	1,454.0	1,527.0	1,462.8	1,053.3	1,409.6

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In terms of sub sector financing, Administration subsector where bursary and scholarship and personnel are domiciled takes the lead followed by ECDE and Vocational training.

Table 70: Analysis of sector budget by sub sector

Source of Financing	Sector Budget in Kshs. Millions									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Administration	260.8	91.5	164.0	194.8	272.5	424.4	433.5	447.3	260.8	91.5
ECDE	-	272.7	379.3	442.1	493.3	439.6	512.2	421.7	416.8	464.7
VTCs	-	90.3	46.3	141.1	201.1	190.0	141.2	189.3	89.8	99.5
Bursary Fund	-	280.0	400.0	430.0	419.0	400.0	440.0	405.0	450.0	400.0
Totals	260.8	734.5	989.6	1,208.0	1,385.9	1,454.0	1,526.9	1,463.3	1,217.4	1,055.7

2.3 Sectoral Performance Trends and Achievements

The sector performance trends have been analysed for each sub sector.

2.3.1 Early Childhood Development and Education achievements

The number of ECDE centres constructed by the County Government rose from 40 in 2013 to 534 in 2020 while the number of ECDE teachers increased from 451 to 949 during the same period.

Table 71: Analysis of Achievements made in Early Childhood Development and Education 2013-2020

Activity/ FY	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
ECDE Infrastructure development (No. of ECDE Centres constructed)	40	60	67	70	73	64	65	30	35	534
ECDE Teachers (Number)	-	451	100	-	218	-	-	-	180	949
Boards of Management (Number of Centres)	-	-	-	872	889	914	914	908	913	913
Feeding program (Number of centres)	-	-	732	814	820	914	914	908	913	913
Art and Play Equipment	-	-	30	35	35	37	31	45	28	241
Furnishing of ECDEs (Number of Centres)	-	-	-	50	46	57	90	-	70	313
Energy saving Jikos (Number of Centres)	-	-	-	-	60	60	50	80	57	307
Provision of Instructional materials (No. of centres)	620	847	869	872	889	914	914	908	913	913

The enrolment of children in ECDE has been increasing since the start of devolution across all the sub counties albeit for changes introduced by the Ministry of Education on the curriculum and the age for pre-primary school going children. The table below shows the enrolment of children from 2013- 2022.

Table 72: Enrollment of Children in ECDE centres by Sub County and calendar years 2013-2020

Sub County	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
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Kinango	22610	24926	25618	28861	30613	29172	31636	29135	28503	25605
Matuga	13674	13197	13770	12222	14216	11719	20151	12008	14215	12960
Msambweni	18985	19400	13770	20774	10095	8089	11875	8074	10957	10456
Lungalunga	9013	10625	12675	13787	15996	16241	18960	15223	15839	12640
Total	64282	68148	65833	75644	70920	65221	82622	64440	69514	61661

Source: Education Sector

The introduction of Competency Based Curriculum in 2017 resulted to a drop in enrolment since children due to the fact that enrolment is now done at only two levels, that is, Pre-primary 1 and 2. Initially, enrolment for ECDE was in three levels, Kindergarten (KG) 1, 2 and 3 with no restrictions on age. Hence, the ECDE enrolment data has gone down from 2017 onwards.

2.3.2 Vocational Training

The following shows the achievements made in implementation of projects under this program.

Table 73: Achievements made in Vocational Training

Activity/Period	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number of Operational VTCs	13	26	30	30	30	34	38	40	40	40
Vocational training Infrastructure development (No. of VT Projects constructed)	4	11	6	18	20	16	4	6	1	86
Vocational Training Instructors (Number)	-	60	42	12	-	7	-	-	-	121
Boards of Management (Number of Centres)	13	26	30	30	30	34	38	40	40	40
Tools and equipment (No of centres)	13	26	30	30	0	34	38	40	40	40
Grant (Number of beneficiaries)	-	-	-	-	2,918	2,791	3,986	3,753	-	13,448
Trainees Enrolment	1,678	2,193	2,636	3,057	3,084	3,039	3,427	5,599	5,890	5,890

2.3.3 Bursary and scholarship program

This is the main program which drives the “Elimu ni Sasa” initiative. The County government took a deliberate move to transform education in Kwale by offering support to needy families to ensure their children acquire education and skills. This affirmative action was necessary due to the poverty situation in the county. Starting from a lower figure of Ksh 110Million in 2013, the county gradually increased the sponsorship to a budget of Ksh 400 Million annually.

Table 74: Bursaries and Scholarships 2014-2022

Years	Driving Schools	High School	Special Needs Schools	Youth Polytechnics	Colleges/ Universities	TOTAL
2014/2015	-	205,820,760	-	-	73,929,916	279,750,676
2015/2016	14,056,900	248,674,559	1,766,880	11,099,550	115,931,955	391,529,844
2016/2017	6,289,000	292,196,273	1,721,215	6,960,542	109,238,565	416,405,595
2017/2018	275,000	246,480,801	1,596,140	3,821,120	96,261,335	348,434,396
2018/2019	10,791,500	281,411,071	2,818,432	2,601,500	116,322,250	413,944,753
2019/2020	3,438,000	285,339,120	2,217,235	2,511,500	108,598,801	402,104,656
2020/2021	7,675,500	164,863,963	1,694,450	4,395,000	145,961,901	324,590,814
2021/2022	245,800	378,443,277	2,776,581	3,519,554	19,318,833	404,304,045
TOTAL	42,771,700	2,103,229,824	14,590,933	34,908,766	785,563,556	2,981,064,779

Source: Education Sector

NB: Appendix I provide details on number of bursary beneficiaries per category.

2.4 Sectoral development Issues

Kwale County has had poor education standards resulting in weak human capital. Cognizant of this and upon inauguration of the County Government, the leadership undertook a deliberate effort to uplift education standards in the county. Following the mandate in Education bestowed to the county by the Constitution 2010, priority and impactful programmes were developed. These programs were aligned to the development aspirations of the Kwale citizens. An analysis of the development issues was done through the public participation programmes undertaken in various sectors. The public participation meetings brought in development needs of the people of Kwale in the sector of Education. These have been analysed below.

Table 75: Analysis of Development issues, causes, opportunities and challenges per sub sector

Sub Sector	Development Issues	Causes	Opportunities	Challenges
ECDE	Access to early childhood education	Inadequate ECDE infrastructure	Existing Primary schools Availability of school going children	Inadequate land for constructing new ECDE centres, budget constraints
	Retention of children in schools	High poverty levels, negative attitude towards education, retrogressive cultural practices	School feeding program, Improved learning environment, functional BOMs to create awareness	Inadequate financial resources
	Transition to next level	High poverty levels, negative attitude towards education, long home-school distances and retrogressive cultural practices	School feeding program, Improved learning environment, functional BOMs to create awareness, Existing Primary schools	Inadequate financial resources, limited access to primary education facilities
Vocational Training	Access to quality vocational training	Inadequate appropriate tools and equipment Inconsistent VTC support programs e.g. subsidized VTC grant Limited variety of trades in some centres Inadequate infrastructure Inadequate learning materials Negative attitude towards vocational training	Government capitation, existence of supportive development institutions (e.g. KYEOP) County bursary Availability of trained instructors	Understaffing (instructors and support staff) Budget constraints
Administration	Human resource gaps in key sectors in the county.	High poverty index leading to inability by households to pay secondary and universities fees for	Existence of development partners	Constrained financial resources

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Sub Sector	Development Issues	Causes	Opportunities	Challenges
		bright and needy children		

2.5 Crosscutting issues

These are important issues that affect the ability by the department to deliver its mandate. The table below shows analysis of the issues, their effects and intended measures and recommendations to address existing gaps.

Table 76: Analysis of crosscutting issues

Cross-cutting issue	Effect of the issue	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
Climate change	Reduced school enrolment, destruction of infrastructure and disease outbreak	Lack of a disaster management policy	Policy development is ongoing; development of climate smart infrastructure	Fast tracking of the policy and awareness on climate change. Establish climate smart infrastructure
HIV and AIDs	Reduced school enrolment and retention	Lack of a county HIV and AIDs policy	Domestication of the national HIV and AIDs Policy	Develop a county policy on HIV and AIDs, Awareness and sensitization
Children affairs	Reduced school enrolment, retention and transition rates	Lack of a county policy on children affairs	Domestication of the Children's Act	Develop a county policy on children affairs, awareness and sensitization
Youth affairs	Reduced vocational training enrolment, retention and transition rates	Lack of a Youth affairs Policy	Domestication of the National policy on Youth Affairs	Develop a county policy on Youth affairs, awareness and sensitization
Drug and substance abuse	Low grades by students in national exams. Reduced vocational training enrolment, retention and transition rates.	Enforcement of the county policy on alcohol and drug abuse	Strengthening operations of rehabilitation centers	Awareness and sensitization
Persons with disabilities (PWDs)	Limited access to opportunities	Lack of conducive infrastructure and a county policy on PWDs	Invest in disability friendly infrastructure, development of a county policy for PWDs	Awareness and sensitization
Gender parity	Reduced vocational training enrolment,	Lack of a county gender policy	Domestication of the National gender policy	Awareness and sensitization

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Cross-cutting issue	Effect of the issue	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
	retention and transition rates			

2.6 Emerging issues

2.6.1 Migration of youth to the Arab countries for domestic work

The Arab countries have created opportunities for domestic work which does not require any specialized or certified vocational skills. Therefore, youth who are potential vocational training students move to Arab countries for domestic work leading to low enrolment in the vocational training centres. Consequently, the movement of youth to these countries poses a challenge in developing local human resource capital.

2.6.2 Climate change

The global climate change has immense impact on the normal weather conditions in the country leading to long dry seasons and poor rainfall distribution. Persistent drought restricts access to water making it difficult to run school feeding programs in ECDE and VTCs. Scarcity of water due to dried up water pans because of persistent drought especially in Kinango and parts of Lungalunga sub counties has worsened the situation. Climate change has also led to poor food production hence affecting the nutritional status of pre-school children leading to stunted growth. Food insecurity leads to absenteeism which results to poor transition and retention in the ECDE and VTC centres.

2.6.3 Hyper-inflation

Inflation is general increase in prices and fall in the purchasing value of money. The current inflation experienced in the county directly affects the sub-sectors of ECDE and Vocational training. This inflation is caused by a number of issues like global climate change, famine, Russia-Ukraine war; all leading to the current global recession. This hyper-inflation has resulted to high costs of delivering education services. For instance, implementation of education related projects, provision of instructional materials and support for bright and needy students in payment of school fees has been a challenge.

2.6.4 Curriculum Change

The appointment of 49-member Committee task force to review the Competency Based Curriculum will likely affect the implementation of some programs in the department. The procurement of curriculum support materials will have to wait so as to align it with anticipated recommendations of the task force. As currently structured, CBC provides more room for VTC trainees to proceed to higher education levels. However, there are several uncertainties regarding the sub-sequent review and its effect on the VTC curriculum and management of the centres.

2.7 Stakeholder analysis

Stakeholders are individuals or organizations who are influenced by or can influence operations of the department. Stakeholder analysis is important as it will give insights to what stakeholders expect from the organization and the role they play in meeting these expectations. The table below highlights the relevant stakeholders, their roles and possible areas of collaboration.

Table 77: Analysis of stakeholders, their roles and areas of collaboration

Stakeholder	Roles	Possible areas of collaboration
National Government	Provide policy guidelines, technical support, funding, security	Curriculum support, capitation
Non-governmental organizations	Capacity building of staff and BOMs, Infrastructural development, provision of learning materials, supporting needy trainees and children, creating awareness on education	Funding ECDE feeding program, capacity building of teachers and instructors
Financial institutions	Offering financial services	Implementation of bursaries and scholarships

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Stakeholder	Roles	Possible areas of collaboration
Colleges and Universities	Research on education matters, consultancy services, training of staff	Capacity building and staff professional development
Media	Creates awareness on education matters, information dissemination	Community sensitization programs
Professional bodies	Accreditation of professionals conformity to professional standards	Registration of teachers and instructors, quality assurance and standards
Service providers (suppliers and contractors)	Delivery of quality goods and services	Implementation of projects and programs
Industries	Attachment and job placement	Implementation of projects and programs, capacity building, supporting needy students, infrastructural development
Civil society	Monitoring performance of the department, transparency, accountability	Community sensitization programs
County Departments	Implementation of programs	Service delivery
County Assembly	Oversight, legislation, compliance and performance	Formulation and approval of county policies and legislations

WATER SERVICES SECTOR

2.1 Sector Context Analysis

This section discusses the environment in which the sector operates highlighting key factors influencing performance of the sector including existing policy and legal framework. The chapter also reviews sector financing since the commencement of devolution. Further, this section highlights performance trends and achievements, sectoral development issues, crosscutting issues, emerging issues and stakeholder analysis.

2.1.1 SWOT Analysis

This will give an analysis of the Sector's strengths, weaknesses, opportunities and threats which are critical in understanding the factors that influence Sector performance. The analysis has been carried out by assessing the areas of good performance in the department which will give a competitive advantage, the internal disadvantages which can be controlled, the external possibilities for success of the department and factors which cannot be controlled.

Table 78: Analysis of Strengths, Weaknesses, Opportunities and Threats

STRENGTH	OPPORTUNITIES
<ul style="list-style-type: none"> • Vast array of surface and ground water sources • Strong institutional and legal framework set up by the Water Act 2016 & Kwale Water & Sanitation Act 2020 • Empowered Water User Associations that are able to manage community water supply systems • A large number of state and non-state actors involved in the WASH sector in the County • Rainfall exceeding 1000mm per annum in parts of the county • Indigenous Knowledge that has revered water catchment protection tenets by way of the <i>kaya</i> systems over time 	<ul style="list-style-type: none"> • Water supply now a devolved function, which enables communities facing challenges an avenue to plan and execute relevant and timely solutions • Many untapped water sources exist within the County • Trans-boundary water sources will become available for exploitation/export/import once necessary treaties are signed under the East Africa Community (EAC) • Most bilateral, state and non-state development agencies active in the County have a water development component • There is a reduced operation cost on water pumping when renewable energy is fully utilized.
WEAKNESS	THREATS

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<ul style="list-style-type: none"> • Water sector players acting in a discordant manner, often leading to duplication of roles and projects • Communities resident in the County suffering high poverty levels which militates against water projects' sustainability • Ground water in the livestock zones highly mineralized and unsuitable for most common uses • Surface water sources in the livestock zones exposed to high evapotranspiration rates, occasioning short utility periods in times of drought • Wildlife compete with humans and livestock for the same scarce water sources during times of severe drought • Inadequate qualified professionals and personnel in the Water Services Sector. • A high failure rate in sustainability of community water supply systems requiring more capacity for sustainability. 	<ul style="list-style-type: none"> • Increasingly brazen destruction of water catchment areas • Communities overdependence on external actors to sustain their water supply systems • Erratic rainfall and consequent effects on surface and groundwater recharge resulting from Climate Change phenomenon • Overdependence on expensive electricity as energy source for water supply systems.
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Source: *Kwale County Water Supply Strategic Plan*

2.1.2 PESTEL Analysis

Analysis of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) environment under which the County operates highlighting strengths and potential threats are summarized in table below.

Table 79: PESTEL Analysis table

Factor	How it influences the sector's operations
Policy	The existence of the National Water Policy is an enabler for most policy discourses in the County. However, insufficient expertise on policy making among County level legislators hampers its domestication and generation of statute.
Political	Divergent political views are often the cause of spurious conflicts in community managed water supply systems. Political leadership and support is required from the County Government Executive to spur faster achievement of stated Sector goals and objectives
Economic	County suffers high poverty levels which lead to pilferage of revenues from community managed Water Supply systems. This, coupled with inability to set good tariffs, often runs counter to the need for those units to attain desired cost recovery.
Social	Water facilities under communally owned land tenure systems rarely prosper due to lack of defined ownership. Women and youth often excluded from major decision-making organs regarding the operation and maintenance of water supply schemes. Vandalism of water infrastructure is the most socially irresponsible phenomenon facing the sector.
Technological	Old and dilapidated water infrastructure requires upgrading and modernization. Technology options towards cleaner, more sustainable and cost effective energy are not taken up with necessary zeal.
Environmental	Sea water intrusion of fresh water aquifers and water catchment degradation are the key environmental issues.
Legal	The Water Act 2016 portions water services function to County Governments, and its domestication in the form of Kwale Water & Sanitation Services Act

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Factor	How it influences the sector's operations
	2020 enhances County Governments legal mandate for most water services and limited Water Resources Management.

Source: Kwale County Water Supply Strategic Plan 2018-2022

2.2 Review of Sector Financing

The sector started from a low financing of Kshs 149 Million in financial year 2013/2014 but increased over the years to Kshs 1.8 Billion in the financial year 2019/2020. However the current allocation for the FY 2021/2022 is 1.4 Billion.

Table 80: Source of sector budget financing

Source of Financing	Financing in Kshs Millions								
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
County Government (Equitable share, and own source revenue)	149.7	416.7	558.9	713.8	864.6	1,130.20	1,145.70	764.9	841.9
National Government (Conditional grants)		15				400	729.5	410	620
Total	149.7	431.7	558.9	713.7	864.6	1,530.20	1,875.20	1,174.90	1,461.4

Source: Water Sector

In terms of sub sector financing, Administration subsector takes the lead followed by water pipeline supply systems and Surface water supply systems-Dams.

Table 81: Analysis of Sector Budget by Sub Sector

Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Personnel Services	2.08	13.6	16	21.4	27.3	20.1	27.2	28.2	31.1
Administration	17.6	418.1	271	320.9	279.8	909.1	1,404.2	806.2	973.7
Assessment & Survey			5.8	23	61.1				5
water pipeline supply systems			131.4	212.2	224.8	212.6	110.3	101.9	96.4
Borehole water supply system			42.7	56.1	131.9	103.5	109.7	77.8	132.6
Surface water supply systems-Dams	130		87.8	75.6	129.6	212.2	173.9	111.3	144.7
Rain Water Harvest systems			3.8	4.4	10	72.4			
Community Water Project							49.4	48.9	77.7
Totals	149.7	431.7	558.9	713.7	864.6	1,530.2	1,875.2	1,174.9	1,461.4
Total County Allocations	4,391.3	5,661.8	7,611.4	6,477.5	9,300.5	11,518	10,766.4	12,261.4	12,765.2
% Allocations	3	8	7	11	9	13	17	10	11

2.3 Sectoral Performance Trends and Achievements

The Water Sector drives economic growth by providing water required for industrial and commercial use while in the agriculture and livestock sub sectors the focus is on watering animals, disease control and supporting irrigation fed production. Clean water on the other hand ensures water supply for domestic use and reducing the incidences of hygiene related disease outbreak. In the last 9 years Ksh. 8,760,776,574 B has been invested for the development of water supply systems for three key purposes; Industrial, commercial, domestic, irrigation and livestock demand. . 144 pipelines running to 563.08 kms with a capacity to provide domestic water supply for 64,700 household, 350 boreholes of which 323 are operational 72 dams and 107 pans with the capacity to hold 3,386,500m³ of water and supply domestic water for 47,262 Households and 457, 160 livestock.

The National Drought Management has also supported the county to construct and develop 2 water pans in Chanzou Samburu and Kwa Diki in Puma Ward. This means that the pipelines, dams and pans, supply water to 93,515 HH or 542,388 people, almost 54% of our population. Through Kwale Water & Sewerage Company Limited (KAWASCO), maintenance of traditional water supply systems which include the Tiwi Boreholes that supplies the commercial hub of Diani Municipality, the Marere Water Supply supplying Kwale Town, Kinango town, Samburu Town all the way to

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Mazeras and Marikani while Mzima springs supplies water to Makinnon area. From the Mzima springs mains, projects rehabilitated and developed include Mgalani-Busho and Busho-Kilibasi as well as the Taru-Fuleye pipelines. The Busho-Kilibasi pipeline is almost complete and soon the people along the pipeline will have water for domestic use.

Table 82: Sectoral Performance achievements

Type	Cost [Ksh. Millions]	Quantity	HH Served	Livestock Served
Pipelines	979.5	144No, 563.08 km	64,700	
Boreholes [New & Rehabilitated]	654.67	350		
Pans	1.065 B	107	47,262	457,160
Dams		72		

Source: County Water Services Department

The Sector has encountered challenges in Lunga Lunga where the natural aquifer has not yielded, resulting into people in this area, especially along the Malewa- Ngathini pipeline and Mwalewa- Mgombezi pipeline not receiving water. The Mzima spring source is for example overloaded and this affects water supply on the Busho-Mgalani pipeline. There are also many cases of vandalism especially along the Busho –Mgalani and Kinango-Mwangoni pipelines. This has affected the water flow in these areas. The other challenge has been the unstable power energy especially where our water networks are driven by electric energy from Kenya Power, which often disrupts supply, especially in Kwale town.

Table 83: Flagship Dams

Name	Ward	Dam Capacity [M ³]	Livestock Served	Land Under Irrigation [Acres]
Mwakalanga	Mwereni	696,000	45,000	75
Kizingo	Mackinnon Rd	532,740	15,000	75
Dziweni	Ndavaya	105,000	9,000	0

Source: County Water Services Department

To cushion the Kwale residents from the impact of climate change on agricultural production and productivity, dam projects have been designed to support irrigation fed agriculture. These projects which fall under flagship category in our current CIDP 2018-2022 include Mwakalanga Dam with a discharge capacity of 696,000m³ designed to irrigate 75 acres and provide water to 45,000 livestock, Kizingo Dam with a discharge capacity of 532,740 designed to irrigate 75 acres and provide water to 15,000 livestock and Dziweni Dam with a discharge capacity of 105,000m³ designed to provide water to 9,000 livestock. Phase 1 of all the 3 projects is now complete.

In partnership with the World Bank Kshs 2.5 billion has been allocated to implement Kwale County Development under four sub components namely water supply investments, sanitation investments, sustainable livelihood investments and irrigation demonstration.

2.4 Sectoral Development Issues

This section provides an analysis of the sector's development issues, their cause, opportunities and challenges in addressing them. This information is given in the table below.

Table 84: Analysis of Development issues, causes, opportunities and challenges

Development Issues	Causes	Opportunities	Challenges
Destruction of water catchment areas	Deforestation and destruction of wetlands	Reforestation and livelihood restoration.	Charcoal burning
Communities overdependence on external actors to sustain their water supply systems	Influx of uncoordinated external donors	Harmonization of efforts.	Willingness to coalesce
Erratic rainfall and consequent effects on surface and groundwater recharge	Climate Change phenomenon	Adaptation & mitigation interventions	Lack of awareness

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Overdependence on expensive electricity as energy source for water supply systems.	Slow uptake of clean energy alternatives	Renewable energy alternatives	High capital costs
Inadequate qualified professionals and personnel in the Water Services department.	Unattractive remuneration	Many young professionals entering the job market	Rigidity in customization of remuneration in Public Service
Surface water sources in the livestock zones exposed to high evapotranspiration rates, occasioning short utility periods in times of drought	Arid conditions	Adoption of Climate Smart construction technology	Slow uptake and high capital costs
Ground water in the livestock zones highly mineralized and unsuitable for most common uses	Highly mineralized aquifers		Limited surface water sources in those localities
Communities resident in the County suffering high poverty levels which militates against water projects' sustainability	Poor governance, lack of transparency in managing water revenues	Large groundswell of community groups ready for capacity building	Minimal fund allocations for community groups capacity building
Water sector players acting in a discordant manner, often leading to duplication of roles and projects	Lack of openness/transparency & effective coordination	Strengthening of the WASH Forum	Sector players agreeing to harmonize operations & budgets

2.5 Crosscutting Issues

An analysis of the sector's cross – cutting issues is provided herein below.

Table 85: Analysis of Cross cutting issues

Cross-cutting issue	Current situation	Effects of the issue on the sector	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
Climate change	Most virulent water resource management issue	Depletion & pollution of water sources	Lack of information of the existence of the relevant policies in place.	Climate change policy and Disaster Management Policy already in place	Full implementation of the climate change and disaster management policy.
HIV and AIDs	On the rise amongst sector players	Robbing Sector of most productive personnel	Lack of a county HIV and AIDs policy	Domestication of the national HIV and AIDs Policy	Develop a county policy on HIV and AIDs, Awareness and sensitization
Alcohol and drug abuse	On the rise amongst sector players	Lost man-hours	Enforcement of the county policy on alcohol and drug abuse	Strengthening operations of rehabilitation centres.	Awareness and sensitization

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Persons with disabilities (PWDs)	Stigma and fear of PWDs	PWDs have less access to water resources & services	Lack of conducive infrastructure and a county policy on PWDs	Invest in disability friendly infrastructure, development of a county policy for PWDs	Awareness and sensitization
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2.6 Emerging Issues

Emerging challenges in the Water sector include;

- i) Climate Change scenarios unfolding at a rate not matched by mitigation and adaptation efforts – destruction of water catchments and sea water intrusion have become big Water Resource Management issues
- ii) Rapid urbanization of County population not matched with investments to improve centralized water supply systems – Rural urban migration has led to flocking of persons to urban centres in search of economic opportunities. This migration has not been met with requisite augmentation of water supply systems, leading to large demand: supply inequities.
- iii) Inadequate capitalization of new water infrastructure projects and low operations and maintenance funding levels – The former serves to increase the demand: supply ratio while the latter works against the sustainable operation and maintenance of existing water supply systems.
- iv) Under-staffing particularly for technical staff – the sector is heavily under staffed in the technical departments, with staff variances in almost all critical functions.
- v) Inadequate transport for technical supervision – the nature of water supply development requires close and frequent technical supervision of both projects under construction and those under operation. The mobility of officers to attend to these duties is critical to the success of the Sector.
- vi) High cost of electricity – The County utilizes mainly pumping systems (as opposed to gravity). Energy costs, especially electricity, are getting increasingly prohibitive.
- vii) High operations and maintenance costs – Cost of water treatment chemicals, labour, energy and other incidentals have been on the rise, without commensurate increases in water tariffs to recoup those costs.
- viii) Proliferation of water-inefficient farming practices, particularly along river banks and surrounding dams and pans – Farming in riparian areas has far-reaching implications for water sources. The effects include deteriorating quality and quantity of water available for utilization.

2.7 Stakeholder Analysis

By its very nature, the Water Sector cannot thrive without the close interaction with a wide array of stakeholders. These could vary from regulatory bodies, complementary service organizations and ordinary water users. The following Table lists key Sector stakeholders and their roles in complementing the Sector's Strategic Objectives.

Table 86: Stakeholder Analysis

Stakeholder	Role	Possible Areas of Collaboration
Ministry of Water, Irrigation & Sanitation	Developing and implementing policies & regulations to ensure water resources availability	Water resource allocation, enforcement of standards
Water Resources Authority [WRA]	Regulating the management of water resources at national & regional level	Water resource allocation, creation & monitoring of CAACs & WRUAs
Catchment Area Advisory Committee	Acts as Water Resources regional advisers for WRA	Water resource allocation, catchment protection at Ward/village level
Water Resource Users' Associations [WRUAs]	Grassroots management of water resources, registered by WRA	Water resource allocation, catchment protection at Sub County level
Water Services Regulatory Board	Overall Responsibility For Planning & Development of Water Supply & Sewerage services at regional level. The	Enforcement of water services guidelines and standards

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Stakeholder	Role	Possible Areas of Collaboration
	Boards appoint & contract Water Service Providers [WSPs]	
Water Service Providers [WSPs]	Registered medium and small providers of Water & Sewerage services	Enhancement of quality and quantity of water services delivery
Civil Society & Community Based Organizations [CSOs & CBOs]	Key players in advocacy and service providers especially in rural areas	Useful linkages with grassroots institutions like CAACs, WUAs & WRUAs

ROADS AND PUBLIC WORKS SECTOR

2.1 Sector Context Analysis

This is the analysis of the environment in which an organisation operates. In this section, both S.W.O.T and PESTEL Analysis is used to analyse the environment in which the County Public Service Board operates.

2.1.1 SWOT Analysis

This will give an analysis of the sector's strengths, weaknesses opportunities and threats, which are critical in understanding the factors that influence performance of the sector. The analysis has been carried out by assessing the areas of good performance in the sector, which will give a competitive advantage, the internal disadvantages, which can be controlled, the external possibilities for success of the sector and factors, which cannot be controlled.

Table 87: SWOT Analysis sector of Roads and public works

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Qualified personnel • County Machinery for roads maintenance • Bucket truck for streetlight maintenance • Availability of CIDP and other legislative documents • Improved Infrastructure • Committed and supportive leadership • Availability of KRB funds. • Clear organizational structure 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Goodwill from citizens, development partners and other stakeholders • Political stability • Existence of clear National legal framework on Energy, Infrastructure and ICT. • Rapid technological advancements in infrastructures • Existence of National building inspectorate
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Inadequate personnel • Inadequate safety tools for staff • Lack of a materials testing laboratory • Lack of a well-defined Quality control programme • Lack of a capacity building plan for staff • Lack of a clear document management plan • Lack of a knowledge transfer plan • Budget constraints • Weak inter-sectoral coordination 	<p>THREATS</p> <ul style="list-style-type: none"> • Rampant land dispute • Political interference in implementation of programs • Frequent rainfall and floods. • HIV/AIDS pandemic, Alcohol, drug and substance abuse • Negative attitudes, retrogressive cultural practices.

Source: *Roads and Public Works Sector*

2.1.2 P-PESTEL Analysis

The external environment of an organization plays a bigger role in defining its operations. There are factors in the external environment, which in one way or the other influence the activities and the programs of the sector.

These factors can be grouped as Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL). Therefore, an analysis of the external environment is crucial to determine the factors which will influence operations of the sector of Roads and Public Works. An analysis of these P-PESTEL factors is presented in table below.

Table 88 P-PESTEL analysis Sector of Roads and Public works

Factor	How it influences the sector's operations
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Policy	The existence of policies will guide operations of the sector. The policies in the sector include The Kenya National Quality Infrastructure policy 2019 aims at strengthening legal and Institutional frameworks conducive to economic, social, and ecological development within the sector.
Political	The general objective of the sector is to transform infrastructure in the county. This involves coordination and support from other institutions. Therefore, the sector is exposed to organization politics. Areas, which can affect the sector performance, will include political interference in policy, documents approval, in formulation and implementation of programs. Others include political instability during early campaigns towards general election.
Economic	The sector relies on funding from the national exchequer. So any disturbance in revenue collection at the national and county level will affect operations of the sector manifested in either reduced funding or delayed disbursement. Other factors, which affect revenue collection nationally, include macroeconomic instability, emergency of national calamities and reduced funding from development partners.
Social	Existence of insecurity, violent extremism, drug and substance abuse, prevalence of diseases such as HIV and retrogressive cultural practices delays works, causes vandalism and reduces productivity in the sector.
Technological	Challenges in systems operations have affected performance of the sector. These systems include e-procurement, IFMIS and design software.
Environmental	Climate change features such as prolonged drought and famine and floods will affect sectoral operations. Adverse weather conditions affect project implementation.
Legal	Implementation of policy and legal framework guiding operations of the sector have had challenges. Delays in the passing of bills to guide operations in the sector affects performance.

2.2 Review of Sector Financing

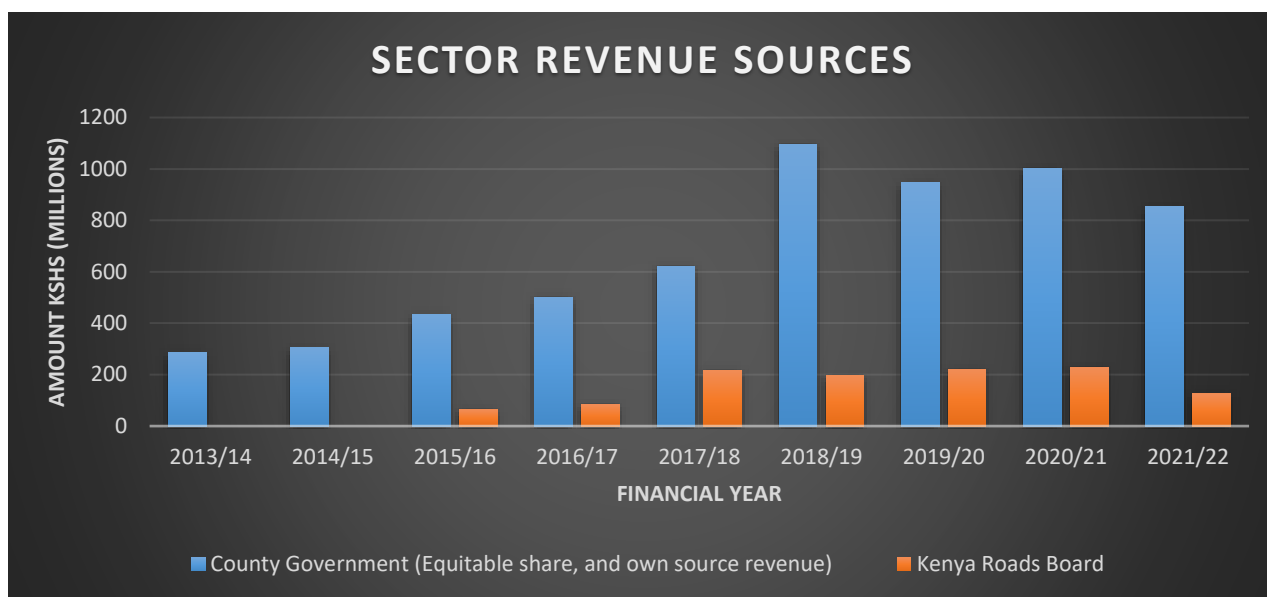
The sector of roads and Public works has been receiving her funding from both the national treasury and other development partners. Table below shows the amount of money the sector has received from her various sources since FY 2013/2014.

Table 89 Source of sector budget financing

Source of Financing(in Millions)	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
County Government (Equitable share, and own source revenue)	285	305	434	502	622	1,097	947	1,002	853
Kenya Roads Board	0	0	65	85	218	198	221	228	125
Totals	285	305	499	587	840	1,295	1,168	1,230	978

Source: Roads and Public Works Sector

Figure 37: Analysis of Sector Revenue Financing



Source: Roads and Public Works Sector

The table below shows the allocation by sub sector for the sector of Roads and Public works since FY 2013/2014.

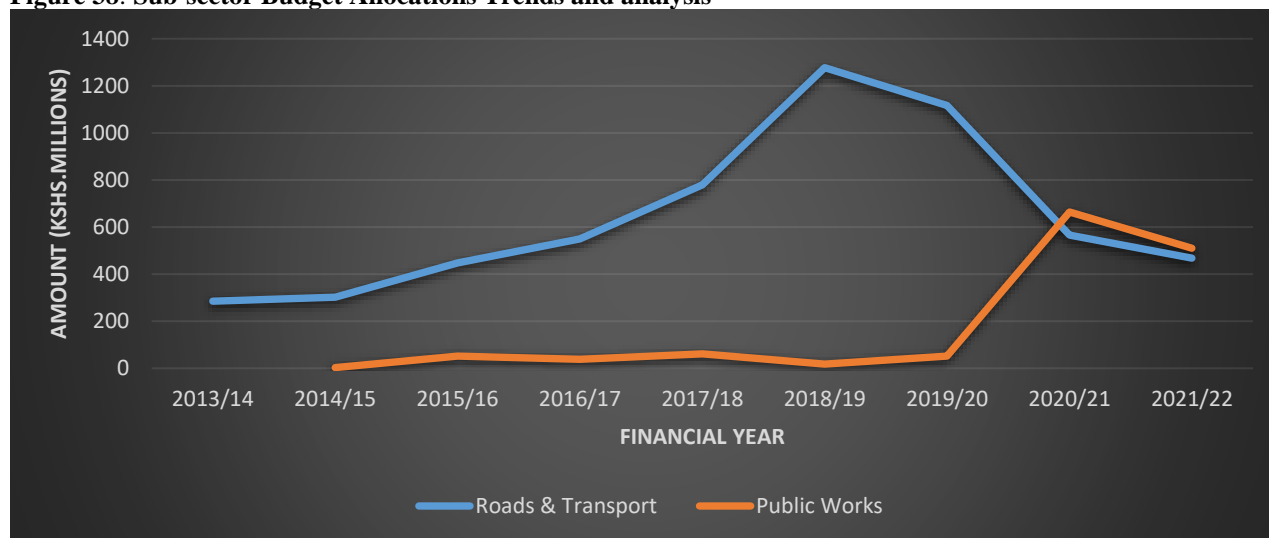
Table 90 Analysis of sector budget by sub sector

Source of Financing(in Millions)	2013/14	2014/15	2015/16	2016/17	2017/18/	2018/19	2019/20	2020/21	2021/22
Roads & Transport	285	302	447	549	779	1277	1116	566	468
Public Works		3	52	38	61	18	52	664	510
Totals	285	305	499	587	840	1295	1168	1230	978

Source: Roads and Public Works Sector

The sector budget allocations above can be illustrated by use of a graph as below;

Figure 38: Sub-sector Budget Allocations Trends and analysis



Source: Roads and Public Works Sector

2.3 Sectoral Performance Trends and Achievements

The sector performance trends have been analysed for each sub sector.

2.3.1 Roads and Transport Sub sector Achievements

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2.3.1.1 Roads

The table below shows the major achievements made by Roads and transport sub sector:

Table 91: Roads Achievements

	2013/14	2014/15	2015/16	2016/17	2017/18/	2018/19	2019/20	2020/21	2021/22	TOTAL
Roads Tarmacking (Number of Kilometres)	0	0	0	2.5	0	0	0	7.67	0	11.37
Roads Grading and Graveling (number of Kilometres)	0	220.8	49.6	412.1	728.8	250.4	585.4	483.3	155.7	2886
Road Opening (Number of Kilometres)	0	722.1	523.6	237	131.4	46.7	76.9	166	42.5	1946.2
Cabro (Number of Kilometres)	0	0	0	1.2	0.13	1.07	1.6	1.88	1.54	7.416
Bridges, Culverts and Drifts (Number)	0	4	5	122	416	176	423	470	131	1747
Storm water Drainage system (number of KM)	0	0	0	9.3	0	1	1	0	0	11.3

Source: Roads and Public Works Sector

It is clear from the above table that the county government of Kwale did quality spot improvement of tarmac roads for a span of 2.5Km and tarmacked a new road of 7.67Km. This initiative led to opening up of remote areas to development and increased the value of land in these areas. Additionally, the government opened new roads with an approximate span of 1946.2Km, thereby facilitating ease of movement of agricultural produce from remote farms to various agricultural markets. The county improved roads, which were initially impassable through grading, graveling and construction of bridges, culverts and drifts as at 2022.

2.3.1.2 Public Works Achievement

The following shows the achievements made in implementation of projects under this Sub-Section.

Table 92: Public Works Division

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
Government buildings (Number of county and staff buildings rehabilitated)	0	0	8	2	1	5	2	5	0	23
Fire stations constructed (Fire stations constructed)	0	0	0	0	0	0	1	0	0	1
Fuel Bay/ Workshop construction (Number)	0	0	0	0	0	0	1	0	0	1
Floodlights/Streetlights schemes (Number)	0	3	13	17	18	4	8	14	25	102

Source: Roads and Public Works Sector

The County government of Kwale has been able to rehabilitate 23 government buildings. This program has led to improved service delivery through creation of conducive environment for staff and other public servants. The county government started constructing a fire station and a workshop in the financial year 2019/2020. The county government

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has also improved public lighting through the installation of 88 floodlights and 14 streetlights schemes. The erection of floodlights has boosted security in many rural areas where small scale traders display their goods for sale in the evening hours while streetlights has improved security in the urban areas of the County.

2.4 Sectoral development Issues

The table below shows the various development issues highlighted by the sector of Roads and Public works, the causes and opportunities which exist in the sector classified by sub-sector.

Table 93: Sector Development Issues

Sub-Sector	Development Issues	Cause	Opportunities	Challenges
Roads and Transport	Road connectivity	Lack of drainage structures, Poor road terrain, Slippery soils	Financial and Technical support from Stakeholders e.g. KRB. Conducive national government development plans. Existence of marram roads technology.	Poor planning in many areas, Budget constraints Inadequate county machinery
Public Works	Housing	Lack of specific policies safeguarding county government houses.	Availability of affordable national housing program. Availability of unused government land.	Budget constraints. Inadequate government houses
	Business Hours	Inadequate illumination on trading centres	Presence of the national government Rural Electrification Programme. Other street lighting programmes from KPLC. Availability of development partners such as the World Bank. Availability of other cheap sources of energy i.e. solar energy.	Vandalism Budget constraints High maintenance cost Inadequate floodlights and streetlights
	Fire breakouts.	Uncertified electrical installations Mishandling of gas cookers.	Existence of training programs for fire personnel, Presence of partner organizations i.e. Red Cross foundation.	Budget constraints. Inadequate Fire engines. Construction of building without proper planning Lack of sensitization in uncertified electrical installations and usage of gas cookers.
	Compliance to construction standards and regulations	Lack of county building inspectorate	Existence of National Building Inspectorate	Inadequate training and availability of building inspection tools. Lack of sensitization

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Sub-Sector	Development Issues	Cause	Opportunities	Challenges
	Administrative	Lack of coordination within County departments, institutions and other agencies in planning, budgeting, design and implementation of projects	Availability of well-structured sectoral organograms	Poor communication strategies

Source: *Roads and Public Works Sector*

2.5 Crosscutting issues

Various issues that directly affect the implementation of programmes in the sector of Roads and Public Works are shown in table below.

Table 94: Crosscutting issues

Cross-cutting issue	Effect of the issue	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
Climate change	Destruction of roads and drainage structures, delayed Work progress, increased cost of construction and maintenance	Lack of a disaster management and climate change policies	Policy development is ongoing, climate change policy	Fast tracking of the policies and awareness on climate change
HIV and AIDs	Reduced skilled & unskilled work force	Lack of a county HIV and AIDs policy	Domestication of the national HIV and AIDs Policy	Develop a county policy on HIV and AIDs, Awareness and sensitization
Alcohol and drug abuse	Reduced work forces, Cause accidents.	Enforcement of the national policy on alcohol and drug abuse	Strengthening operations of rehabilitation Centers.	Raise awareness and sensitization.
Persons with disabilities (PWDs)	Limited access to opportunities	Lack of conducive infrastructure and a county policy on PWDs	Invest in disability friendly infrastructure, development of a county policy for PWDs	Enforcement of building regulations on PWDs.

Source: *Sector of Roads and Public Works*

2.6 Emerging issues

This section outline any new emerging trend and technological advancement related to the sector of Roads and Public work.

2.6.1 Encroachment of road reserves & government development land

Encroachment of road reserves and government land contributes to delays and stalls road projects. This is due to lack of policies to curb encroachment of land thus there is need to demarcate road reserves and secure government land.

2.6.2 Digitization of Annual Roads Inventories and Conditions survey (ARICS)

The digitization of annual roads inventories and conditions survey will aid in prioritization, planning and monitoring progress of road projects.

2.7 Stakeholder analysis

Different stakeholders from Sector of Roads and Public Works in Kwale County Government were identified through the power of influence analysis. The stakeholders that the sector must maintain and manage closely were identified including their roles in Roads & Public Works.

These are summarized in table 2.10 below:

Table 95: Stakeholder Analysis, Roads and Public Works Sector

Stakeholder	Roles	Possible areas of collaboration
Kenya Roads Board (KRB)	Provide policy guidelines, Technical support, Funding. Oversee the road network in the County. Coordinating road network development, rehabilitation and maintenance Principal adviser to the County Government	Prudence in utilization of allocated funds; timely and accurate reporting
Kenya National Highway Authority (KeNHA)	Management, development, rehabilitation, and maintenance of Class A, B and S roads.	Partnerships in design, construction of roads; technical exchanges and information sharing
Kenya Rural Roads Authority (KeRRA)	Making rural roads passable by its users. Some of the strategic duties and tasks performed by KeRRA include Constructing, rehabilitating, upgrading, and maintenance of roads in rural areas Controlling rural roads reserves and roadside access developments Making sure there is a smooth implementation of road policies in rural areas	Offer guidance in the construction, maintenance and management of the rural road network in the country.
Kenya Urban Roads Authority (KURA)	Constructing, upgrading, rehabilitating and maintaining roads under its control Controlling urban roads reserves and access to roadside developments Implementing road policies in relation to urban roads Ensuring adherence by motorists to the rules and guidelines on axle load control	Partnerships in management of urban roads. Capacity building.
Professional bodies (EBK & IEK)	Regulates standards in the engineering profession and building capacity for individual engineers and engineering firms. The Boards also registers engineers and engineering firms and regulates their conduct for improved performance of the engineering industry.	Adherence to standards of professional practice
Service providers (suppliers and contractors)	Making sure that a given project adheres to all local regulations, including safety and building codes. Provision of Quality goods and services.	Timely facilitation during execution of road contracts; capacity building; adequate supervision

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County sectors	Need for cooperation and synergy in implementation of programs	Service delivery
Ministry of Lands	Policies on Land Use; Issuance of titles to land owners including road reserves	Partnerships in securing the road corridors. Identification of roads during land demarcation and subdivision.
County Assembly	Oversight, compliance and performance	Service delivery, formulation and approval of county policies and legislations
Public	Participates in identifying the development projects.	Assist in monitoring of development projects.

Source: *Sector of Roads and Public Works*

COUNTY PUBLIC SERVICE BOARD SECTOR

2.1 Sector Context Analysis

This is the analysis of the environment in which an organisation operates. In this section, both S.W.O.T and PESTEL Analysis is used to analyse the environment in which the County Public Service Board operates.

2.1.1 S.W.O.T. Analysis

S.W.O.T analysis is the identification of an organization's internal strengths and weaknesses as well as its external opportunities and threats. It helps us identify what we do best now and device a successful strategy for the future.

Table 96: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Legal basis:- The Public Service Board is a constitutional body protected by the Constitution and the County Government Act 2012. It is an Independent body with the ability to sue and be sued • Knowledgeable and skilled workforce • Availability of recruitment and selection guidelines • Good working relationships within and amongst sectors 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Availability of technology i.e HRIS, Automated records systems. • Implementation of a business continuity plan(BCP) • Existence of the constitutional requirements on employment of 5% for PWDs and 30% for non-dominant ethnic group • Political good will
<p>WEAKNESS</p> <ul style="list-style-type: none"> • Limited office space for staff & storage • Lean secretariat • Lack of HRIS and Automated records systems.. • Inadequate publicity mechanism • Limited budgetary allocation • Lack of security i.e lack of CCTV and enforcement officers 	<p>THREATS</p> <ul style="list-style-type: none"> • Unattractive terms and conditions of service likely to lead to loss of County personnel to the private sector • Low ICT uptake • Unavailability of qualified job seekers for some specialized cadres in some parts of the county • Retrogressive politics • High expectations on devolution • Lack of disaster management mechanism. • Lack of approved staff establishment and organograms

2.1.2 PESTLE Analysis

PESTLE Analysis is an analytical tool for strategic organization planning. PESTLE is a strategic framework for understanding external influences/forces facing an organization. It stands for "Political, Economic, Social, Technological, Legal and Environmental".

Table 97: PESTEL Analysis

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Political	Political stability of the County hence it's able to execute its mandate in a peaceful environment. The Board is guided by the Constitution 2010, The County Governments Act 2012, various labor laws, policies and regulations, in its operations. However, in some instances the Board also faces Political interference when performing its duties
Economic	The County Public Service Board budget depends on the overall County budget allocation. A low budgetary ceiling affects the Board by restricting execution of its work plan in a financial year. High rate of unemployment leading to high cost in recruitment process
Social	Ethnicity High levels of unemployment vices the few numbers of available job opportunities
Technological	Use of online job application Human Resource Information System Digital Records Management systems Creates unemployment issue
Legal	The Board is guided by the Constitution of Kenya 2010, the County Government Act 2012 and various employment and labor laws
Environmental	The Board is sometimes affected by the prevailing weather conditions i.e. instances of heavy rainfall

2.2 Review of Sector Financing

This section provides an overview of the sector's funding disaggregated by funding sources. As shown herein below, the sector has so far received a total funding of Kshs.429.7 Million since the inception of the County Government to implement its policies and programmes. Table 5 below provides an analysis of the sector funding by source.

Table 98: Source of Sector Budget Financing

Source of Financing	AMOUNT (KSHS. MILLIONS)										Total
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
County Government (equitable share, and own source revenue)		44.8	44.5	35.9	43.7	38.4	52.6	60.0	54.7	55.2	429.7
National Government (conditional grants)		-	-	-	-	-	-	-	-	-	-
Development Partners (conditional grants)		-	-	-	-	-	-	-	-	-	-
Total		44.8	44.5	35.9	43.7	38.4	52.6	60.0	54.7	55.2	429.7

Source: County Public Service Board Sector

Over the years, the Board has experienced a very lean and fluctuating trend in its budget allocation, hence greatly straining its operations. Delayed disbursement of funds also hinders expenditure. In some financial years, e.g 2016/17 the allocation was too low such that the Board could not fully undertake its work plan. The Board does not have any other source of funding except from the County Government.

Table 99: Analysis of sector budget by sub-sector

SUB – SECTOR	AMOUNT IN MILLIONS										Total
	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Year 2017/18	Year 2018/19	Year 2019/20	Year 2020/21	Year 2021/22	Year 2022/23	

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Total Sector Budget Financing		44.8	44.5	35.9	43.7	38.4	52.6	60.0	54.7	55.2	429.7
Total county Financing		5,000	5,765	6,297	9,710	9,103	9,220	9,597	9,759	8,580	54,695
Sector Budget against Total County Budget (%)		0.9	0.77	0.57	0.45	0.42	0.57	0.63	0.56	0.64	0.58

Source: County Public Service Board Sector

Table 100: Analysis of sector budget against Sector Expenditure

	FINANCING (KSHS. MILLIONS)										Total
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Total Sector Expenditure		44.50	44.20	32.20	32.80	38.30	30.70	47.09	44.20	15.2	329.19
Total Sector Budget Financing		44.80	44.50	35.90	43.70	38.40	52.60	60.00	54.7	55.2	429.7
% Sector Expenditure against Budget		99.33	99.33	89.69	75.06	99.74	58.37	78.4	80.8	27.5	75.37

Source: County Public Service Board Sector

2.3 Sector Performance Trends and Achievements

The County Public Service Board is bestowed with the responsibility of ensuring the establishment, regulation and management of Public Service. The Board fulfils its mandate by providing human resource leadership and support services through advice and assistance in all issues related to human resource. A positive performance trend has been achieved over the years by the Board fully fulfilling its mandate.

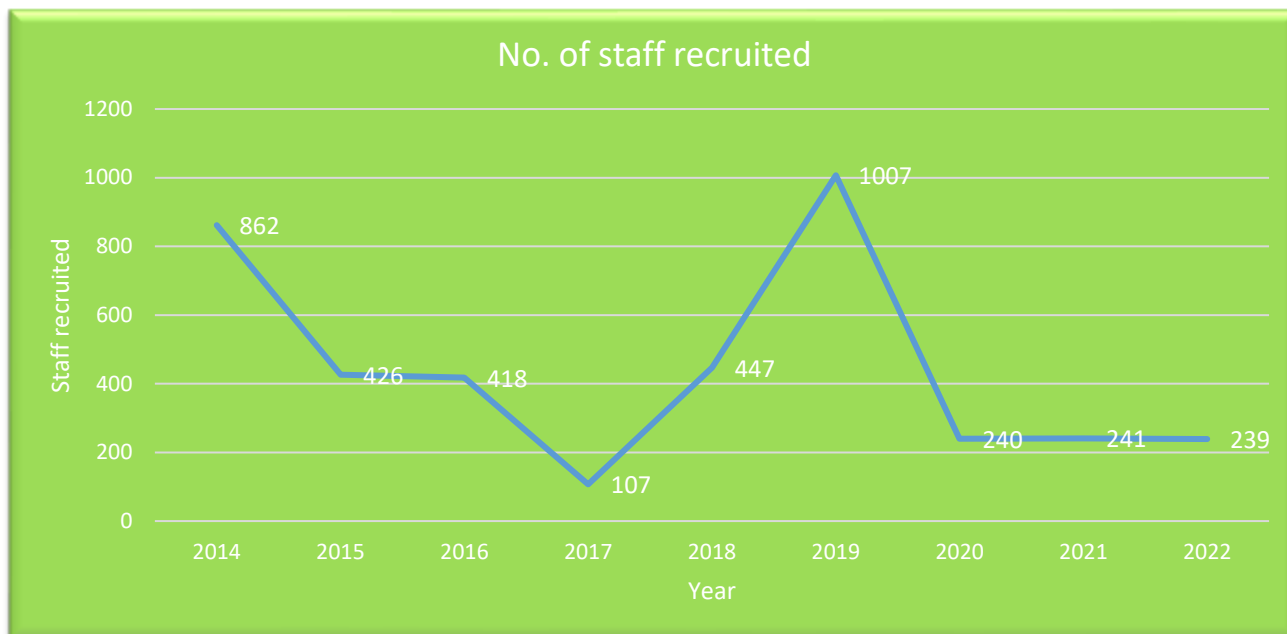
Table 101: Sector Performance Trends and Achievements

Department	Number of Staff Recruited									Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Finance & Economic Planning	3	66	27	0	25	0	4	10	68	203
Agriculture, livestock & Fisheries	2	43	12	7	0	0	1	3	0	68
Health Services	184	147	86	43	68	247	106	7	124	1012
Roads & Public Works	0	25	19	0	0	9	0	0	0	53
Water Services	40	0	0	4	11	0	1	0	1	57
Lands, Environment & Natural Resources	0	4	3	14	0	0	0	0	0	21
Tourism, Trade & ICT	4	21	1	16	4	0	3	8	0	57
Public Service & Administration	117	102	118	15	63	4	3	10	18	450
County Public Service Board	0	0	0	0	5	0	0	0	0	5
Education	506	9	145	6	259	732	119	203	8	1987
County Executive Services	6	0	0	0	0	15	0	0	20	41
Social Services & talent Management	0	9	7	2	12	0	3	0	0	33
TOTAL	862	426	418	107	447	1007	240	241	239	3987

Source: County Public Service Board Sector

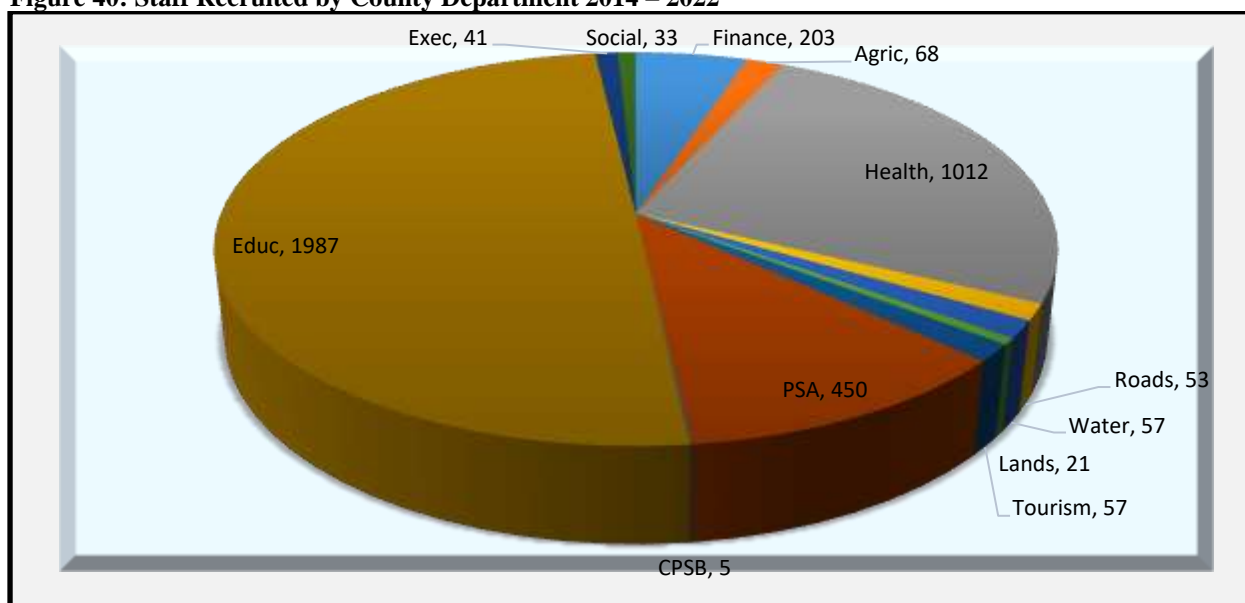
Figure 39: Graphical representation of sector performance trends – staff recruited 2014-2022

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Source: County Public Service Board Sector

Figure 40: Staff Recruited by County Department 2014 – 2022



Source: County Public Service Board Sector

During the period 2014 – 2022, the board has recruited 3,987 staff with the department of Education with the highest staffs recruited at 1,987. Most of the staffs were recruited in 2019 at 1,007. A graphical representation of staff recruited is shown above.

Table 102: Sector Performance Trends and Achievements

Department	Number of Staff Promoted									Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Finance & Economic Planning	0	0	0	11	1	120	34	5	49	220
Agriculture, livestock & Fisheries	0	0	44	29	1	0	60	5	48	187

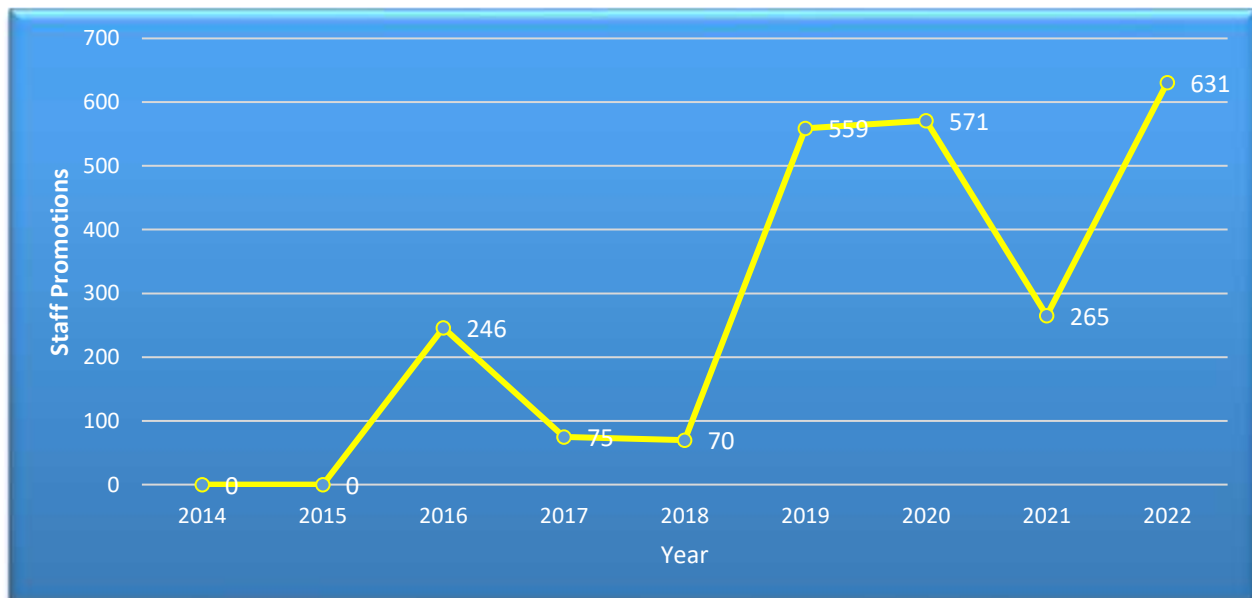
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Health Services	0	0	202	0	7	312	329	179	226	1255
Roads & Public Works	0	0	0	0	0	9	9	0	25	43
Water Services	0	0	0	1	3	16	12	0	4	36
Lands, Environment & Natural Resources	0	0	0	7	1	0	10	0	17	35
Tourism, Trade & ICT	0	0	0	4	3	0	19	6	26	58
Public Service & Administration	0	0	0	2	46	15	94	60	200	417
County Public Service Board	0	0	0	0	3	0	1	2	6	12
Education	0	0	0	9	5	80	2	2	0	98
County Executive Services	0	0	0	0	0	0	0	0	0	0
Social Services & talent Management	0	0	0	12	0	7	1	6	15	41
TOTAL	0	0	246	75	70	559	571	265	631	2417

Source: County Public Service Board Sector

From table 4 above, a total of 2,417 staff have been promoted, majority of them from the department of medical and health services at 1,255 accounting for 51.9 percent of the total promotions. The highest number of promotions was done in 2022 with 631 promotions and the least in 2018 with 70 promotions. Figure 4 below provides the graphical representation on staff promotions from 2014 – 2022.

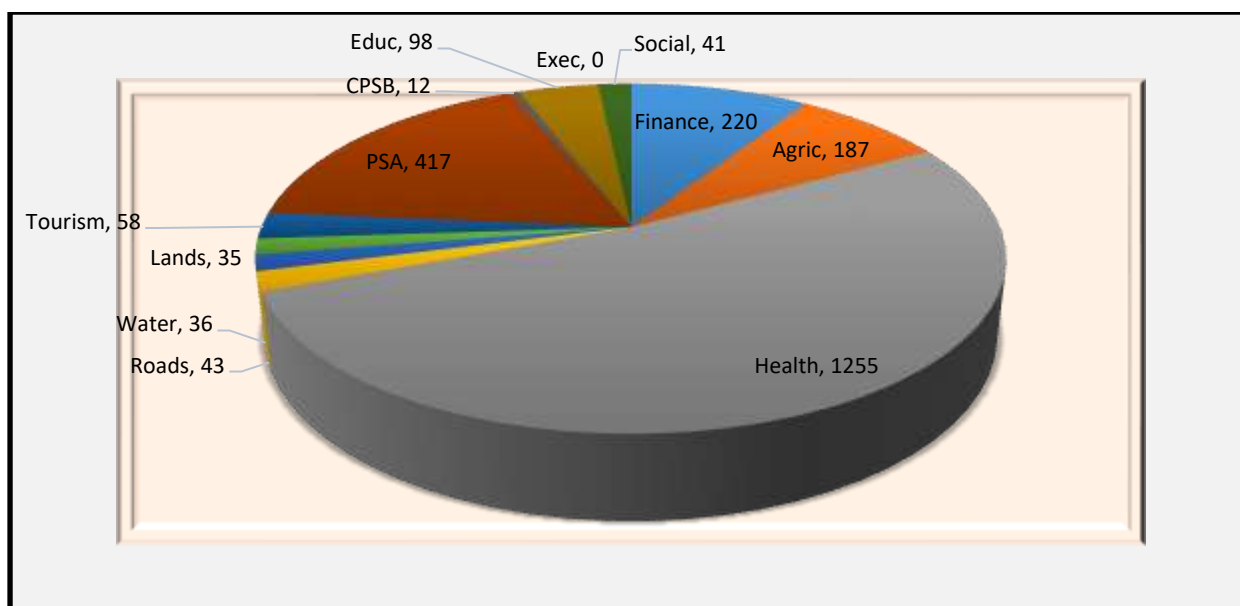
Figure 41: Graphical representation of sector performance trends – staff promotions



Source: County Public Service Board Sector

Figure 42: Staff Promotion by County Department 2014 – 2022

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Source: County Public Service Board Sector

2.4 Sectoral Development Issues

This section presents the development issues and their causes. It further highlights the available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue.

Table 103: Sectoral Development issues, causes, Opportunities and Challenges

Sub- Sector	Development issues	Causes	Opportunities	Challenges
County Public Service Board	Rising and unsustainable wage bill	Lack of approved staff establishment and Organogram. Lack of approved recruitment and selection policy.	Approval of draft staff establishment and organograms by the Executive Approval of Recruitment and selection policy by the Executive	Optimal staffing numbers Non -compliance to regulations (35% wage bill)
	Attraction and retention of qualified staff	Delayed promotions and OR re-designation requests by departments Stagnation of employees in one job group. Delayed request for contract extension and periodic review of contract documents. Lack of induction for newly appointed staff Lean training and capacity building for staff	Existing schemes of services for almost all cadres. Existence of workers unions Presence of the public service board. Conducive working environment	Inadequate funds to effect promotions and re-designation. Existence of ceiling levels after the common cadre. Delay in submission of request for contract extension or regularization by chief officers. Budget constraints for capacity building

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Sub- Sector	Development issues	Causes	Opportunities	Challenges
	Need to promote compliance and cohesion in the Public Service	Inadequate awareness Weak working ethics	Existence of article 10 and 232 of the constitution Presence of National Cohesion and integration Commission	Weak corporate culture

2.5 Cross Cutting Issues

This section provides a brief overview of the cross – cutting issues in terms of the current situation and how they affect the performance of the sector. It also highlights measures and recommendations for mainstreaming them and the existing policy, legal and institutional gaps.

Table 104: Analysis of Sector Crosscutting Issues

Cross-cutting issue	Current Situation	Effects of the issue on the Sector	Gaps (policy, legal and instrumental)	Measures for addressing the gaps	Recommendations
Ethnic Balance	Low prevalence rate	Diversification of workforce	No gap as the sector is in conformity with the Constitution	Strict adherence to the constitution during recruitment	Implementation of the Constitution
Gender Mainstreaming	Low prevalence rate	Team work and high productivity	No gap as the sector is in conformity with the Constitution	Strict adherence to the constitution during recruitment	Implementation of the Constitution
Persons Living with Disabilities	Low prevalence rate	Reduced productivity	Low number of applications from PWDs	Mobilization through awareness in their organizations	Implementation of the policy on people living with disabilities
Alcohol, Drug and Substance Abuse	Low prevalence rate	Reduced productivity	No customized policy	Customization of the policy on Alcohol, Drug and Substance abuse	Implementation of the policy on Alcohol, Drug and Substance abuse
Staff Indiscipline	Low prevalence rate	Reduced productivity	No policy to guide and address the matter	Customization of disciplinary policy and Human Resource Manual	Implementation of the disciplinary policy and Human Resource Manual

2.6 Emerging Issues

2.6.1 Blue Economy

The blue economy is the "sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of ocean ecosystem. The Board is tasked with ensuring a proper workforce is in place to handle the Blue economy sector.

2.6.2 Technological issues

At its most basic level, technology allows employees to be more productive and efficient while being prompt to ultimatums and deadlines. Embracing and investing in Human Resource Systems can really help in curbing recruitment and archiving problems.

Vulnerability is not only experienced through the lack of material resources, but also through the absence of the knowledge to protect oneself in an advanced technological environment. Industrial and technological policies today are redefining relationships between governments and the people they serve, both inside and outside their territory. As County Governments around the Country vigorously embrace technologies to generate higher economic growth and compete nationally, this growing digital supremacy may stealthily entrench inequalities and power structures in unintended and unexpected ways.

2.7 Stakeholder Analysis

This section provides a highlight of the different stakeholders relevant to the sector, their roles and possible areas of collaboration.

Table 105: Stakeholder Analysis

Stakeholder	Roles	Possible areas of collaboration
County government departments	Provision of policy guidelines and technical support, as well as support supervision of the employees.	Forwarding names of employees due for promotion or re -designation.
County Assembly	Provision of oversight and legislation	Budget approvals, consultations on labor issues
National Government MDAs	Provision of advisory services	Consultations on HR issues
The public	Provision of labor market	Consultations on service delivery issues
Learning and Training Institutions	Provision of training services	Consultancy and training

PUBLIC SERVICE AND ADMINISTRATION SECTOR

2.1 Sector Context Analysis

This section discusses the environment in which the sector operates highlighting key factors influencing performance of the sector including existing policy and legal framework. The chapter also reviews sector financing since the commencement of devolution. Further, this section highlights performance trends and achievements, sectoral development issues, crosscutting issues, emerging issues and stakeholder analysis.

2.1.1 SWOT Analysis

This will give an analysis of the department’s strengths, weaknesses, opportunities and threats which are critical in understanding the factors that influence performance of the department. The analysis has been carried out by assessing the areas of good performance in the department which will give a competitive advantage, the internal disadvantages which can be controlled, the external possibilities for success of the department and factors which cannot be controlled.

Table 106: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> Committed and supportive leadership Qualified and committed personnel Established devolved governance structure Effective inter sector relation 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Goodwill from development partners and other stakeholders Political stability in the county Good Intergovernmental relations (National and County) Institutionalized public participation framework
<p>WEAKNESSES</p> <ul style="list-style-type: none"> Inadequate personnel in all the sub-sectors Inadequate safety and security measures in the offices 	<p>THREATS</p> <ul style="list-style-type: none"> Rampant land disputes affect development initiatives by causing delays, relocation and/or stalling in implementation of projects

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<ul style="list-style-type: none"> • Inadequate operation resources • Unapproved organizational structure and staff Establishment 	<ul style="list-style-type: none"> • Frequent drought and floods due to climate change. • HIV/AIDS pandemic, Alcohol, drug and substance abuse • Emerging pandemics e.g. COVID-19 • Negative attitude and retrogressive cultural practices.
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2.1.2 P-PESTEL Analysis

The external environment of an organization plays a bigger role in defining its operations. There are factors in the external environment which in one way or the other influences the activities and the programs of this sector. These factors can be grouped as Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL). Therefore, an analysis of the external environment is crucial to determine the factors which will influence operations of the sector. An analysis of these P-PESTEL factors is as presented below.

Table 107: P-PESTEL Analysis

Factor	How it influences the department's operations
Policy	The existence of policies, regulations and guidelines shape the operations of the sector and that changes in these policies affect implementation of programmes. For example; the division of Human Resource Management in the sector utilizes the Public Service Commission Human Resource Policy and Procedures Manual, May 2016; Public Service Commission Regulations 2020; and Career Progression Guidelines approved by the County Public Service Board.
Political	The general objective of the sector to coordinate all activities being undertaken by the county with a view to ensure equitable resource allocation and service delivery. The political factors affect the way the sector performs its mandate. Some of the issues that arise from the political environment that affect the sector include: - Political differences in policy formulation and implementation; conflict of interest in resource distribution; Interference of sector budgets for development projects and political instability during early campaigns towards general election.
Economic	The county relies on funding from the national exchequer. So any disturbance in revenue collection at the national level will affect operations of the sector manifested in either reduced funding or delayed disbursement. Other factors which affect revenue collection both nationally and in the county include macroeconomic instability, emergence of national calamities; lack of entrepreneurial culture within our community affects the economy of the county.
Social	Existence of insecurity as a result of radicalization; violent extremism; drug and substance abuse; retrogressive cultural practices; prevalence of diseases such as HIV/AIDS, Tuberculosis (TB) and Cholera; high population growth rate especially in peri-urban areas; Negative attitude towards public participation and lack of attendance in such forums by elite and learned stakeholders; Conflicts arising from scarce resources such as water and pastures in some areas within the county.
Technological	Lack of an alternative Human Resource Information System (HRIS) other than the Integrated Personnel Payroll Database (IPPD) affects the Human Resource Management operations; Inadequate Early Warning Systems (EWS) and information dissemination affects mitigation for disasters before they happen; and Poor connectivity in some of the offices which affects efficiency in service delivery.

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Environmental	Climate changes such as prolonged drought, famine and floods as a result of global warming and charcoal burning affect sector operations; The threat of diseases as a result of environmental pollution and improper waste management.
Legal	Kenya is a signatory to international treaties such as Sustainable Development Goals (SDGs) and Human Rights Laws. Some of the Acts which govern the sector are as follows:- The Constitution of Kenya 2010; The Public Service Commission Act 2017; The Pensions Act (Cap 189); Employment Act, 2007(Cap 226); Labor Relations Act, 2007; Labor Institutions Act, 2007; The Work Injury Benefits Act, 2007; The Occupational Safety and Health Act,2007; Fair Administrative Action Act, 2015; Public Officer Ethics Act, 2003; Anti-corruption and Economic Crimes Act, 2003; Public Service (Values and Principles) Act, 2015; Widows and Children’s Pension Scheme (Cap.195); National Social Security Fund Act, 2013 among other national and County Legislations.

2.2 Review of Sector Financing

In the last ten years of implementation, the sector received a funding of Kshs. 2,823.8 Million. The table below provides a summary of the sector financing during the same period.

Table 108: Source of sector budget financing

AMOUNT (KSHS. MILLIONS)										
Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Government (Equitable share, and own source revenue)		145	232	312	351	245.7	544.6	322.4	387.4	283.7
National Government (Conditional grants)										
Development partners (Conditional grants)										
Total		145	232	312	351	245.7	544.6	322.4	387.4	283.7

Table 109: Analysis of Sector Budget by Sub Sector

AMOUNT (KSHS. MILLIONS)										
Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Administration		145	200	292	318	211	487	276	356	250
Waste Management			13	4	11	18	37	14	13	16
Enforcement			4.8		17	7	13	22	12	6.7
Human Resource Management			13.8	16.2	5.7	10.5	7.7	10.6	6.8	10.6
Total		145	232	312	351	245.7	544.6	322.4	387.4	283.7

2.3 Sectoral Performance Trends and Achievements

The sector has achieved the following since 2013;-

Infrastructure

1. Constructed three (3) Sub-county offices.

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2. Constructed nineteen (19) ward offices.

Equipment

3. Purchase 4 vehicles for use by sub county administrators
4. Purchased 97 motorcycles for use by ward and village administrators
5. Purchased motorcycles for use of sub county enforcement officers
6. Fenced and rehabilitated the Kinondo dumping site.
7. Purchased and placed 42 refuse in various towns
8. Purchased 2 garbage skip loaders
9. Purchased 1 garbage compactor lorry
10. Purchased 1 garbage collection lorry.

Policy and Legal Frameworks

11. Public Participation Act 2016
12. Village Administration Act 2016
13. Draft Waste Management Policy

Table 110: Sectoral performance Trends and achievements

Sub-Sectors	Number of Projects to Achieve Sector Objectives									Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
County Administration Infrastructure	10	7	0	3	0	0	0	1	0	21
Waste Management equipment & machinery	0	0	7	17	15	1	11	10	0	61
Disaster Management Policy Framework	0	0	0	0	0	0	0	0	1	1
Disaster Management Law	0	0	0	0	0	0	0	0	1	1
Enforcement & Compliance	0	0	0	0	0	0	1	0	0	1
TOTAL	10	7	7	20	15	1	11	11	2	85

2.4 Sectoral Development Issues

This section presents the development issues and their causes. It further highlights the available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue. This sector has five sub sectors; County Administration, Human Resource Mgt, Waste Management, Enforcement and Disaster Management.

Table 111: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub sector	Development Issues	Causes	Opportunities	Challenges
County Administration	1. Inadequate Citizen participation	Insufficient civic education.	Staff in place to provide Civic Education. Political goodwill.	Competing interests amongst players and actors. Low and varied literacy levels in the county. Budgetary constraints.
		Reluctance in attending public meetings	Staff in place to provide Civic Education. Availability of facilitation to the participants.	Low and varied literacy levels in the county. Unfulfilled expectations based on previous public participation forums. Language barrier.

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Sub sector	Development Issues	Causes	Opportunities	Challenges
		Centralization of Public Participation Activities	Availability of village units and administrators.	Limited access to public Participation forums due to distance.
		Restricted timeliness	County Staff in place for proper mobilization. Availability of work plans.	Rigid work plan timelines
		Influence of Elites and opinion leaders.	Presence of Civil Society Organizations (CSO's) and NGO's County Staff available to guide the communities	Competing interest by CSO's in the county CSO's dominated by the elites groups and opinion leaders.
	2. Ineffectiveness and inefficiency in implementation of county projects and programs.	Lack of project and programmes implementation policy framework/guidelines	Political goodwill. Adequate experience in project and programmes implementation	Interdepartmental coordination and information sharing.
	3. Competing interest between the two levels of government.	Failure to implement the intergovernmental relations act at the county level.	Established institutional structures at both levels.	Non-structured coordination of intergovernmental engagement.
4. Lack of regular capacity building of County Administrators	No clear guidelines on staff capacity building and training needs assessment.	Budgetary allocation for County Administrators' trainings. Availability of DHRAC and CHRAC to approve trainings.	No training Needs Assessment and training projections for County Administrators	
Human Resource Management	1. Partial Compliance with Public Service HR laws and regulations	Laws and regulations reviewed overtime by the Public Service Commission	Existing Public Service HR laws and regulations. County Executive Committee; County Public Service Board; County Assembly; and HR personnel in place.	Poor adherence to existing laws in various aspects of Public service i.e. some Schemes of service are not as per the PSC HR Manual and the circular touching on common establishment posts
		Delays in domesticating Public Service laws and regulations as well as adoption by the County Public Service Board/Cabinet.		
	2. Absence of a County Human Resource Information System(HRIS)	Budgetary provisions	Provide for procurement of the system in the budget	System maintenance overtime
3. Poor Performance Management	Inadequate performance management skills	Existence of the Staff Performance Appraisal System(SPAS) forms and guidelines	Inadequate sensitization on performance management system in the county	

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Sub sector	Development Issues	Causes	Opportunities	Challenges
		Poor support by the management in Performance management operationalization	Existing Performance Management committee. County Public Service Board and HR personnel in place. Draft Reward and Sanction Policy.	Cascading of performance contracts to the lowest levels. No approved reward and sanction policy.
	4. Inadequate training and capacity building opportunities for the HR Division personnel	Lean budgetary provision on matters training and capacity building.	Involvement of the HR team in the budget making process for the department	Reallocation of funds to other priority areas.
		Lack of Training Needs Assessment tool hence no training projections for HR Staff.	Draft training and capacity building policy. Staff Performance Appraisal forms with individual training needs identification. Continuous Professional Development (CPD) programme calendars available annually.	Delays in Training and Capacity building policy approval. Delayed payments of courses attended from time to time hence staff are not issued with their certificate at the end of the course. Professional membership renewal delayed because of lack of certificates at the beginning of the year.
	5. Lack of an approved Staff Establishment and organogram for the department	No workload analysis done to inform numbers to the drafted staff establishment.	Consultancy on workload analysis. Draft staff Establishment and organogram. County Executive Committee and County Public Service Board in place for approval.	No workload analysis experts in the county. Draft staff establishment numbers not informed by a workload analysis exercise but estimated. Inadequate HR personnel
	6. Inadequate HR personnel	Budgetary constraints	A draft staff establishment; and the Good will of the county Secretary and the County Public Service Board.	Delays in the approval of the staff establishment.
Enforcement	Absence of County Enforcement and Inspectorate policy and legal framework	Lack of strategic attention to the division.	Availability of skilled personnel. Available support system.	Prioritization of needs.

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Sub sector	Development Issues	Causes	Opportunities	Challenges
	Inadequate Security Infrastructure and personnel	Budgetary constraints. Structural gaps (no proper chain of command)	Involvement of the enforcement team in the budget making process for the department	No proper involvement of the enforcement team in budget making process. Budget ceilings.
	Inadequate knowledge of the county laws and operations	Lack of proper inductions.	Recruitment of a principal head with a security management background.	Delays in domesticating existing Public Service laws and regulations in the county. Lack of repository for county laws.
Disaster Management	Lack of Disaster Risk Management Policy and legal framework.	Assumption that Kwale County Emergency management fund Act, 2016 would cover all disaster risk management issues.	Existing Climate change policy framework (Policy, Act and regulations). Availability of a Kwale County Disaster management fund Act, 2016. Existence of Draft Disaster Risk Management Policy and Bill	Lack of operational framework and budget Delays by cabinet to approve Disaster Risk Management Draft policy and Bill
	Unstructured coordination of partners involved in Disaster Risk Management (DRM)	Different stakeholder priorities in their funding, implementation and M& E.	Existing stakeholders i.e. NGO's, CSO's, National Government Agencies and private sector.	Lack of a common plan for stakeholders to implement disaster related coordinated responses
	Inadequate Disaster Management infrastructure and personnel in the County	Lack of policy and legal framework	Existing of informal Disaster management structures Committees in the county.	No policy in place for operationalization of the disaster management committees.
	Lack of mainstreaming climate change actions in CIDP and other county plans as per the Kenya National Adaptation plans 2015-2030.	Poor prioritization on climate issues.	Existing Climate change policy framework (Policy, Act and regulations).	Delayed implementation of Climate Change Policy and legal framework

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Sub sector	Development Issues	Causes	Opportunities	Challenges
	Lack of General awareness on the effects of disaster risk of staff and the community	Retrogressive Cultural Practice and Non-compliance to existing Disaster Risk Management guidelines and procedures Poor urban planning	Existing Disaster Steering Committees in the county Existing stakeholders i.e. Red cross, NGO's, CSO's, National Government Agencies and private sector.	Inadequate funding; Lack of adherence to County physical planning and building requirements; and Delayed implementation of County Spatial Plan Poor enforcement of the existing laws and regulations
Waste Management	Non- sustainable waste management practices	Non-compliance to integrated solid waste management	Available solid and organic waste; and Existing stakeholders i.e. NGO's, CSO's, National Government Agencies and private sector.	No incentives for investments in sustainable waste management.
	Absence of a waste management policy	No designated head/professional to spearhead the waste management division. Sub-Sector misplacement.	Availability of a drafted Waste management policy	Delays in approval of the drafted policy. Lack of political will.
	Inadequate infrastructure, personnel and equipment	Budget Constraints	Draft staff establishment in place. Involvement of the Waste Management team in the budget making process for the department.	Inadequate skills of the current personnel on waste management
	Poor public support in waste management issues	Low public awareness on waste management matters.	Gazetted dumping sites in place. Procured waste management equipment's i.e. compactor lorry for separation of liquids & solids	Weak institutional framework

2.5 Crosscutting issues

This section provides an overview of the cross – cutting issues and their effects on the sector. It further provides measures for addressing the gaps in addressing the issues.

Table 112: Analysis of Sector Crosscutting Issues

Cross-cutting issue	Current situation	Effect of the issue on the sector	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
1. Climate change	Food and water shortages because of drought and deforestation	Administrators (Response and coordination of relief programmes)	Draft Disaster Management Policy awaiting approval from the County Executive	Fast tracking the disaster management policy approval process	Assessing, monitoring and reporting the situation.

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Cross-cutting issue	Current situation	Effect of the issue on the sector	Gaps (Policy, legal and institutional)	Measures to address the gaps	Recommendations
			Committee before transmission to the County Assembly.		
2.HIV and AIDs	Rate of infection standing at 3.8% of the Population	Officers affected and those infected may not be efficient in service delivery due to stigma	Lack of a county HIV and AIDs policy	Domestication of the national HIV and AIDs Policy	Develop a county policy on HIV and AIDs, Create awareness and sensitization on HIV/AIDs at all levels within the sector
3. Alcohol and drug abuse	Current prevalence rate is 26.0% of population	Officers who are addicted are not efficient in service delivery in the sector.	Lack of county policy on alcohol and drug abuse	Fast-track drafting of the alcohol and drug abuse policy.	Counselling of addicted staff in the sector. Close supervision to the addicted officers.
4.Persons with disabilities (PWDs)	The rate is reported at 0.018% of total sector Staffing.	Budgetary implications. (Kshs.20,000 paid to some PWDs to pay their aiders; and Tri-cycle motors bought to village administrators)	Lack of conducive infrastructure and a county policy on PWDs	Invest in disability friendly infrastructure, development of a county policy for PWDs	Encourage PWDs to acquire life skills and high levels of academic qualifications for their economic growth and self-reliance.

2.6 Emerging issues

The Sector found that there are several emerging issues that affect the sector operations. They are as per the table below;-

Table 113: Analysis of Emerging Issues

S/No.	Emerging issue	Effects to the performance of the Sector	Interventions/Mitigation measures
1.	Rapidly advancing technology	No Human Resource Information System (HRIS) for the HR division, a lot of paperwork; No office communication telephones; inefficient internet connectivity; and no two way radio for the enforcement division.	Budget allocation to equip the department. Digitization of the registry.
2.	Grassroots Advocacy	The rise of hostile communities due to inappropriate grassroots advocacy. Communities make informed decisions during public participation.	County Administrators provide grassroots advocacy campaigns to avoid hostile communities and make informed decisions.
3.	Forced evictions	County Administrators are usually the first respondents and coordinate with relevant stakeholders.	Land resettlement; Eviction notices; and compliance with the relevant laws of the land.
4.	Drought and Famine	Sector programs/work plans are usually disrupted during the period	Disaster preparedness; and Budget provision(Emergency fund)

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2.7 Stakeholder Analysis

Stakeholders are individuals or organizations who are influenced by or can influence operations of the sector. Stakeholder analysis is important as it will give insights to what stakeholders expect from the organization and the role they play in meeting these expectations. The table below highlights the relevant stakeholders, their roles and possible areas of collaboration.

Table 114: Stakeholder Analysis

S/No.	Stakeholder	Roles	Possible areas of collaboration
1.	National government (Ministry of Interior & Coordination of National Government)	Provide policy guidelines, technical support and security.	Provision of linkages to international partners such as United Nations Institutions and World Bank. Working through appointed committees i.e. Assumption of office committee
2.	Non-governmental organizations	Capacity building of staff and funding for projects.	Capacity building at community level and provision of services to the community such as community water projects, rural electrification, provision of agribusiness skills such as bee keeping, micro-irrigation, fish ponds e.t.c.
3.	Financial institutions	Offering financial services	Salary disbursement, staff loans, community loans and grants.
4.	Colleges and Universities	Training of staff and other government officials	Training Needs Assessment, Capacity building and staff professional development.
5.	Media	Information dissemination	Job advertisement, Procurement opportunities, general dissemination of county programmes and Community sensitization programme
6.	Professional bodies	Accreditation of professionals in conformity to professional standards	Registration and Renewal of professional membership; and Facilitation in conferences/forums/ symposiums for continuous development of professionals.
7.	Service providers (suppliers and contractors)	Delivery of quality goods and services	Implementation of projects and programs
8.	Constitutional Commissions	Harmonization of county government programmes; and provides advisory services through circulars and guidelines.	Compliance with the advisories from the commissions from time to time.
9.	Industries	Support in the area of disaster management such as fires, drought, famine, disease and rescue operations	Community Social Responsibility (CSR) such provision of scholarships and direct infrastructural development.
10.	Civil society	Monitoring performance of the department, transparency and accountability.	Community sensitization programs/Grassroots advocacy.

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S/No.	Stakeholder	Roles	Possible areas of collaboration
11.	County Assembly	Oversight, Representation and Legislation	Formulation and approval of county policies and legislations.
12.	Community	To initiate and participate in all the development activities.	Budget making, Policy formulation and supervision of projects.
13.	County Public Service Board	Establish and abolish offices; Appoint persons to hold or act in the County Public Service; Exercise Disciplinary control; Promote values and principles of public service; Advise on the Human Resource & Development; Advise the County on Performance management system; and make recommendations to SRC on remuneration, pensions and gratuities	Participation in HR policy formulation; Recruitment and selection; Promotion and re-designation; Transfer of service to officers; and Operationalization of the Performance Management System.

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMS

3.0 Overview

This chapter forms the main body of the plan. In addition to highlighting the sector vision, mission and goal, it gives the sectors' development programs and strategies. It also provides the sectors' cross-sectoral linkages, sector flagship projects and the implementation matrix over the plan period.

EXECUTIVE SERVICES, FINANCE AND ECONOMIC PLANNING SECTOR

3.1 Vision, Mission and Goal

This section highlights and the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation.

3.1.1 Sector Vision

A leading County in public finance management in Kenya

3.1.2 Sector Mission

To provide efficient and effective services through good governance in procurement, planning, financial management, and resource mobilization that will enhance the socioeconomic development/welfare of our citizens

3.1.3 Sector Goal

To finance and report on all the operations of County Government

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3.2 Sector Development Objectives and Strategies

This section presents the sector development objectives and strategies in relation to the development issues identified in the previous chapter.

Table 115: Sector Development Objectives and Strategies

Sub-sector	Development Issue	Development Objective	Strategies
Finance and Economic Planning	Inadequate and inelastic revenue sources	To increase the total annual county revenue from the current KES 9Billion to KES 25Billion by 2032.	<ul style="list-style-type: none"> • Develop revenue mobilization coordination framework • Operationalize revenue collection in all devolved sources as the constitution • Develop and establish revenue enforcement framework • Tax education / sensitization to all stakeholders • Collaboration with other government agencies on revenue management and collection
	Inadequate internal framework for county policy formulation	Quality and timely policy papers	<ul style="list-style-type: none"> • Streamlining of county planning process (from feasibility design and costing, planning and budgeting) • Develop an M&E framework • Strengthen coordination and collaboration among stakeholders in the county planning process
	Need for sourcing of goods and services in an efficient, effective and economic manner	To increase budget implementation from the current 55 percent to 85 percent by 2032	<ul style="list-style-type: none"> • Market surveys • Strengthening supervision
	Dynamic accounting and financial management framework in the public sector	<ul style="list-style-type: none"> • Achieve an unqualified audit opinion on the financial statements. • Reduce the value of audit queries to less than 5% 	<ul style="list-style-type: none"> • Capacity building of stakeholders on financial management and reporting • Capacity building of staff on changes to the accounting reporting frameworks • Coordination and collaboration with internal stakeholders on financial reporting • Develop accounting and financial reporting manual • Develop systems to enhance accountability in financial management • Staffing and equipping the accounting and financial functional division • Improve on documentation
	Increased demand for good governance	Contributing to the County Executive's overall framework on governance, risk management and internal control All Internal Audit Activities Automated by the end of the Year 2032 Enhanced Risk Based Audits by 2027	<ul style="list-style-type: none"> • Establish robust risk assessment and annual planning process to focus on existing and emerging high risk areas such as strategic, technology and business risks • Strengthen the capacity of the Internal Audit unit. • Empower Audit committee.
Executive Services	Inefficient communication strategy	Formation of a central point mandated to release all official government communication	<ul style="list-style-type: none"> • Strengthen Government communication unit • Develop and operationalize communication strategy

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Source: Executive Services, Finance and Economic Planning Sector

3.3 Sector Programmes and Interventions

This section highlights the sector programmes, objectives and the strategic interventions to be carried out over the next ten – year planning period. It also provides the estimated programme funding requirements and the funding sources.

Table 116: Implementation Matrix

Program	Objectives	Strategic intervention	Implementing Agency	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
Sub Sector: Finance and Economic Planning						
Revenue Mobilization and Management	To increase the total annual county revenue from the current KES 9Billion to KES 25Billion by 2032.	<ul style="list-style-type: none"> • Develop revenue mobilization coordination framework • Operationalize revenue collection in all devolved sources as the constitution • Develop and establish revenue enforcement framework • Tax education / sensitization to all stakeholders • Collaboration with other government agencies on revenue management and collection • Revenue raising Infrastructural Development 	Chief Officer Executive Services, Finance and Economic Planning	2023-2032	1,500	Consolidated Fund
Economic Policy formulation and Management	Quality and timely policy papers	<ul style="list-style-type: none"> • Streamlining of county planning and budgeting process (from feasibility design and costing, planning and budgeting) • Develop an M&E framework • Strengthen coordination and collaboration among stakeholders in the county planning process 	County Director Budget and Economic Planning	2023-2032	600	Consolidated Fund
Procurement & Supply	To increase budget	<ul style="list-style-type: none"> • Market surveys 	Procurement Division	2023-2032	250	Consolidated Fund

COUNTY SECTORAL PLAN

Program	Objectives	Strategic intervention	Implementing Agency	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
Chain Management	implementation from the current 55 percent to 85 percent by 2032	<ul style="list-style-type: none"> • Strengthening supervision • Managing the County procurement processes-from advertising, evaluation, awarding etc 				
Financial Reporting and Accounting Services	<p>Achieve an unqualified audit opinion on the financial statements.</p> <p>Reduce the value of audit queries to less than 5%</p>	<ul style="list-style-type: none"> • Capacity building of stakeholders on financial management and reporting • Capacity building of staff on changes to the accounting reporting frameworks • Coordination and collaboration with internal stakeholders on financial reporting • Develop accounting and financial reporting manual • Develop systems to enhance accountability in financial management • Staffing and equipping the accounting and financial functional division • Improve on documentation 	Accounting Services Division	2023-2032	250	Consolidated Fund
Internal Audit		<ul style="list-style-type: none"> • Establish robust risk assessment and annual planning process to focus on existing and emerging high risk areas such as strategic, technology and business risks 	Internal Audit Division	2023-2032	200	Consolidated Fund

COUNTY SECTORAL PLAN

Program	Objectives	Strategic intervention	Implementing Agency	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		<ul style="list-style-type: none"> Strengthen the capacity of the Internal Audit unit. Empower Audit committee. 				
SUB TOTAL					2,800	
Sub Sector: Executive Services						
Media and Communication Services	Formation of a central point mandated to release all official government communication	<ul style="list-style-type: none"> Strengthen Government communication unit Develop and operationalize communication strategy 	Communication Division	2023-2032	500	Consolidated Fund
SUB TOTAL					500	
General Administration, Planning and Support Services	Promote staff capacity development	Regular trainings, continuous mentoring and capacity building	Administration	2022 to 2032	5,102	CG-GOK
	Conduct staff career progression	Performance appraisals	Administration	2022 to 2032	3,000	CG-GOK
	Basic Salaries	Timely payment of staff salaries	Administration	2022 to 2032	3,000	CG-GOK
SUB TOTAL					8,102	
GRAND TOTAL BUDGET					11,402	

Source: Executive services, Finance and Economic Planning sector

3.4 Cross-sectoral linkages

The Executive services, Finance and Economic Planning sector interacts with other sectors in the course of public service delivery and implementation of its programmes. The sector provides guidance, leadership and facilitation of other sectors in the implementation of their programmes and the delivery of services. Therefore, it is necessary to build synergies and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages.

Table 117: Cross Sectoral Linkages

Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Economic policy formulation and management	All County sectors	Preparation of county plans and budgets	Inadequate funding	Funds to be provided as per work plan
		Monitoring and Evaluation of programmes and projects	Poor service delivery	

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Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
	County Assembly	Guidance, advisory and consultation in the formulation and approval of plans and budgets	Contravening the law which may lead to sanctions	Compliance to the law
			Untimely approval of plans and budgets	Sensitization and lobbying for timely approval of plans and budgets
Resource Mobilization	County sectors	Collection of fees and charges to enhance revenue envelope	Inefficiency results in loss of revenue and lower revenue collection	Develop synergies and collaboration in revenue collection
	County Assembly	Reporting and enactment of laws for enhancing revenue collection	Untimely and inaccurate reporting affects decision making	Lobbying and collaboration for enactment of relevant revenue enhancement laws
Financial Reporting and Accounting Services	All County sectors	Provision of accounting services Processing of payments Disbursements	Inaccurate reporting affects accountability and transparency in financial matters	Timely submission of data and information for
Procurement and Supply Chain Management	County sectors	Procuring services management	Inadequate funding, Poor workmanship and low quality goods and services	Comply with the Public Procurement and Assets Disposal Act 2016
	County Assembly	Compliance and Oversight in procurement and supplies services	Slow programme and project implementation process	Teamwork and collaboration
Internal Audit	County sectors	Internal audit services to ensure compliance and risk free implementation of programmes and delivery of public services	Inadequate support in implementing some of the recommendations of the Internal Audit	Strengthen collaboration for effective internal audit services
	County Assembly	Reporting on audit issues	Continued audit queries and non-resolution of audit issues impact on accountability, transparency and good governance	Support the audit division through enforcement of audit recommendations and exercising sanctions for repeated actions
Executive Services	County sectors	Strategic leadership and direction	Political interference	Establishment of communication strategy
		Approval of policies, plans and budgets	Delays in approval process	Adherence to the county budget calendar

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Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Administration	County sectors	Leadership and direction in financial and economic matters	Weak communication strategy	Strengthening communication and coordination channels

Source: Executive services, Finance and Economic Planning sector

OFFICE OF THE COUNTY ATTORNEY

Sector/Department	Objective	Strategies/Intervention	Budget (Kshs. Million)
Litigation	To internally conduct Cases in Courts and Tribunal on behalf and against the County Government	a) To defend the County Government in Court. b) To file cases on behalf of the County Government in Court, Tribunals and or Commissions	300
Public Interest Litigation	To protect public property and public interest issue within the county	a) Ensure all public property within the county is acquired by the Government through legal process. b) Ensure public concerns of the public are litigated to salvage the concerns be it property, social or political issue.	200
Legislation	To draft necessary laws to be tabled to the County Assembly for purposes of enactment and amendment.	a) Preparing necessary Bills for enactment b) Amending Existing Laws to satisfy the need of the changing society c) Revision of all county Laws d) Drafting of Municipality By-Laws e) Drafting of County Regulations	200
Policy Making	Making policies intended to solve specific societal problems	a) Research b) Drafting of policies	200
Compliance	Ensuring each County Department has complied with the National and County laws	a) Liaise and co-ordinating with all county Departments on matters compliance	300

COUNTY SECTORAL PLAN

Legal Advice to Government & its Departments	The office to be the principal legal advisor of matters law on behalf of the County Government and any of its department	<p>a) Departments to seek legal interpretation, advice or way forward from the office in any matter legal.</p> <p>b) Legal aid/clinics may be organized by the office to sensitize departments on matters legal</p>	100
Drafting of Contracts, Agreements and any legal Documents	Ensuring legal documents are drafted within the tenets of the law	<p>a) All contracts on behalf of the County Government and or its departments be drafted and or revised by the office of County Attorney.</p> <p>b) All agreements or any other legal documentation be perused and authored from the office of County Attorney.</p>	50
General Administration & Support Services	Operations and maintenance and staff welfare	<p>a) Regular trainings, mentoring and capacity building</p> <p>b) Timely Payment of salaries, allowances and office expenses</p> <p>c) Development of an elaborate communication framework</p>	100
TOTAL BUDGET			1,450

AGRICULTURE, LIVESTOCK AND FISHERIES SECTOR

3.1 Sector vision, mission & goal

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation.

3.1.1 Sector Vision

To be the leading agent towards achievement of food and nutrition security and improved livelihood in the region.

3.1.2 Sector Mission

Improve food and nutrition security and livelihoods of the people of Kwale through promotion of diverse innovative, competitive and commercially oriented agriculture in a sustainable manner.

3.1.3 Sector Goal

To improve crop livestock and marine production and productivity and create an enabling environment through development of legal and policy framework

3.2 Sector Developmental Objectives & Strategies

Each sub sector i.e. crops, livestock and fisheries has specific development issues requiring particular strategies to address them. However some issues cut across the sector. Table indicates a summary of issues, guiding objectives and strategies to achieve them.

Table 118: Summary of sector development objectives and strategies

Sub-sector	Development Issue	Development Objectives	Strategies
Crops	Low crops production and productivity	To enhance crop production and productivity	Encourage adoption of good agricultural practices use of farmyard manure and organic fertilizers soil sampling and analysis to establish the soil fertility status use of certified seeds Pest and disease control
	Rise in diet related nutrition disorders in farm families	To increase nutrition sensitive agriculture interventions from 10%-60% by 2032	To empower the community and staff on safe diverse and nutritious foods To establish kitchen gardens and other interventions To encourage crop diversification mainly traditional high nutritious foods Train and hold demonstrations on food storage, preparation, cooking, processing and preservation
	Gender mainstreaming and inclusivity	to increase performance of the youth women and other vulnerable along the crops value chains from 20-50% by 2032	To create awareness and advocacy on gender mainstreaming among the stakeholders To use gender disaggregate data to make decisions Use the gender disaggregate data in beneficiary identification
	High post-harvest losses	To reduce post-harvest losses from current 40% to less than 10% through capacity building and provision of handling equipment by 2032	Training farmers on post-harvest handling and storage of crops skills. Accurate and timely harvesting of crops. Linking farmers to markets. Improving on-farm storages for grains. Upgrading crops produce drying equipment. Enabling cold storage for fresh produce. Construction of commercial storage. Conduct market assessment.
	Inadequate crop legal and policy frameworks	Create enabling environment through development of legal and policy framework	Develop County Crop related policies and regulations. Customize national crop policies. Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and county policies.
	Dependency on rain fed agriculture (Limited irrigation 7%)	To increase area under micro-irrigation by 200 acres annually.	Surface irrigation in which entire or most crop area is flooded. Use of sprinkler irrigation which imitates rainfall. Drip irrigation in which water is dripped onto the root zone.

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	Limited access to affordable quality inputs	To promote subsidy programmes for farm inputs in collaboration with key developments partners.	Training farmers and extension officers on farm inputs subsidy programmes. Mass registration of farmers to subsidy programmes. Linking registered farmers to financial service providers.
Livestock	Low livestock production and productivity	To enhance livestock production and productivity	use of improved livestock breed use of certified semen for artificial insemination Rehabilitation of rangelands
	- High post- harvest losses	To reduce post- harvest losses from current 40% to less than 10% through capacity building and provision of handling equipment by 2032	Training of farmers on value addition technologies to reduce losses. Linkage to markets Enabling cold storage for milk and meat. Conduct market assessment.
	Inadequate livestock legal and policy frameworks	Create enabling environment through development of legal and policy framework	Develop County Livestock related policies and regulations. Customize national livestock policies. Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and county policies.
	Dependency on natural pastures	To increase area under pasture production	Use of certified pasture seeds. Promote the improvement of pasture production.
	Recurrent livestock disease outbreak	-to establish the common disease outbreak epicenters -to enhance control of livestock disease vectors -to enhance county livestock vaccination coverage to 70% annually.	Enhance routine livestock disease surveillance at the ward level Increase awareness and upscale use of county dips for vector control Increase annual livestock vaccination cycles
Fisheries	Low fisheries production and productivity	To enhance fisheries production and productivity	Increase adoption of modern fishing technologies to increase production. Encourage sustainable fishing methods and effort Increase effective fish farming ventures
	High fish post- harvest losses	To reduce post- harvest losses from current 40% to less than 10% through capacity building and provision of handling equipment by 2032	Training of fisher folks on value addition technologies to reduce losses. Linkage to markets Enabling cold storage for fish. Enforcement of fish handling rules and regulation.
	Inadequate fisheries legal and policy frameworks	Create enabling environment through development of legal and policy framework	Develop County fisheries related policies and regulations. Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and county policies.
	Raising illegal, unregulated and unreported (IUUs) fishery	-to curb illegal, unregulated and unreported fishery	Conduct routine patrols Increase patrol vessels and monitoring systems Enhance appropriate data collection and reporting
	access to local and high end market for fish and other marine products	-to facilitate access to reliable fish and marine products markets - to improve fish and marine products quality	sensitization and adoption of hygienic post-harvest handling capacity building institutions on adoption of HACCP (hazard analysis critical control point) targeting international markets

COUNTY SECTORAL PLAN

			upscale marketing for fish products through branding, shelving in local supermarkets, appropriate packaging
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Source: *Agriculture, Livestock and Fisheries Sector*

3.3 Sector Programmes and Interventions

In order to improve production and productivity for sustainable food and nutrition security the sector has planned to carryout various programs activities in the divisions that are categorised below.

Table119 Sector Programmes and Interventions

COUNTY SECTORAL PLAN

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
Crop development	To enhance crop production and productivity	<p>Food crops <i>Enhance accessibility of affordable inputs and credit to farmers</i> Encourage adoption of good agricultural practices Provision of 100 tons of pulses annually Provision of farm pesticides, fungicides, insecticides, application equipment and PPEs Provision of subsidized fertilizer Promoting use of farmyard manure Establish 4 soil sampling and testing units annually.</p> <p>Cash Crops <i>To increase production of raw material for existing processing plants, the department endeavors to undertake the following;</i> Carry out 5 fruit trees and plants survey in the county for each i.e. -mango, -citrus -cashew -passion fruits and -coconut trees Establish registered and functional fruit nursery at least 1 per ward Establish fruit farmer demo centers at least 2 per ward Provision of 100,000 improved hybrid coconut seedlings annually Provision of 100,000 grafted mango seedlings annually Provision of 100,000 budded citrus seedlings annually</p>	Crops Sub Sector	2022 To 2032	1,500	County government, National government, world bank, EU, Swedish embassy (SIDA)

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
		Provision of 100,000 cashew nuts seedlings annually Provision of 200,000 bixa seedlings annually Provision of 24 kg of passion seeds annually Promote emerging cash crops (Chilies, mushroom) Rehabilitation of existing cash crop orchards Carry out routine farm surveillance for pests and diseases Carry out routine spraying of crops using appropriate pesticides Decentralize agriculture mechanization service center				
	To increase area under micro irrigation by 200 acres annually.	Promote water harvesting technologies (zai pits, mulching, terracing, road runoff harvesting) on 400 acres annually. Promotion of micro-irrigations scheme on 200 acres annually.	Crop sub sector			
	Create enabling environment through development legal and policy framework	Develop 4 County Crop related policies and regulations. Customize 4 national crop policies. Customize the value chains and the projects with the gender policy in agriculture to ensure inclusivity and equity	Crops Sub Sector			County government, National government, world bank, EU, Swedish embassy (SIDA)

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
		Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and County policies.				
	To reduce post- harvest losses from current 40% to less than 10% through capacity building and provision of handling equipment by 2032	Training 72000 farmers on post-harvest handling and storage of crops skills annually. Linking farmers to 10 new markets annually. Upgrading 10 crops produce drying equipment annually. Enabling 5 cold storage facilities for fresh produce. Construction of 5 commercial storage annually. Conduct annual market survey and assessment.				
	To promote subsidy programmes for farm inputs in collaboration with key developments partners.	Training farmers and extension officers on farm inputs subsidy programmes. Mass registration of farmers to subsidy programmes. Linking registered farmers to financial service providers.	Crop sub sector			
	to increase performance of the youth women and other vulnerable along the crops value chains from 20-50%	Conduct 4 stakeholder sensitization and advocacy meetings on gender mainstreaming annually Conduct 4 TOT gender mainstreaming and inclusivity trainings annually 20 Farmer trainings on gender mainstreaming in the crops value chains annually 100% Use the gender disaggregate data in beneficiary identification and selection				County government Collaboration with NGOs

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
	To increase nutrition sensitive agriculture interventions from 10-60%	<p>10-TOT training on nutrition sensitive agriculture annually</p> <p>200-farmer trainings on safe diverse and nutritious foods annually</p> <p>Reach 100 -4k clubs with nutrition sensitive interventions</p> <p>Establish 80 cone kitchen gardens and (100 other types of kitchen gardens</p> <p>Establish 80 demonstration plots of diverse traditional food crops</p> <p>Enhance production and productivity of tuber crops</p> <p>Provide annually</p> <p><i>400,000 orange fleshed Sweet potato vines</i></p> <p><i>200,000 improved Cassava cuttings</i></p> <p>Enhance production and productivity of oil crops</p> <p>Provide 100 kg Simsim production</p> <p><i>100 kg Bambara nuts (Njugu Mawe)</i></p> <p><i>100 kg groundnuts,</i></p> <p>Carry out 10 TOT & 20-farmer training on food storage, preparation, cooking processing and preservation annually</p>	Crops sector			
Livestock Development	To promote the productivity of livestock and livestock products	<p>Improvement of livestock breeds</p> <p>Provision of 50 breeding beef bulls (boran/Sahiwal) annually</p> <p>Provision of 80 dairy in-calf heifers</p> <p>Provision of 1000 breeding bucks (gala) annually</p> <p>Provision of 100 dairy goats annually</p>	Livestock development sub sector	2023 To 2032	1,200	County government, National government, world bank, EU, Swedish embassy (SIDA)

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
		Provision of 1000 improved kienyeji chicken <i>Promotion of Apiculture</i> Provision of assorted bee-keeping tools and equipment for 10 apiaries. Establishment of 10 apiaries annually <i>Promote Establishment of pasture for livestock feeding</i> Purchase of 2 Hay baller machine Purchase of 2Hay Vaporizer machine Provision of assorted grass seed 1000kg annually <i>Promotion of livestock markets.</i> Provision of 4 weighing scales in the markets. Provision of 6 tablets for livestock data collection. Construction of quarantine facilities in the market.				
	To reduce postharvest losses from 40% to less than 10%	Training of 72,000 farmers on value addition technologies to reduce losses annually. Linkage to 3 Livestock Products markets (Milk, Honey and Poultry) Enabling for fresh crop products cold storage for milk Conduct 3 market surveys for Poultry, Apiculture and Milk products	Livestock Sub Sector			County government, National government, world bank, EU, Swedish embassy (SIDA)
	Create enabling environment through development of legal and policy framework	Develop 1 County Livestock related policies and regulations. (Livestock Market Operation/Management) Customize 2 national livestock policies.				

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
		Lobby County Assembly to pass the developed policies and regulation. Enforcement of existing national and county policies.				
Animal health (Veterinary services)	To Improve animal health and productivity	<p>Vector control Construction 10 cattle dips annually Rehabilitation of 5 cattle dips annually Provision of vector control chemicals Provision of Personal Protective Equipment Construction of 10 animal crushes annually</p> <p>Diseases control Provision of vaccines (Foot and Mouth Disease-100,000 doses, Contagious Caprine Pluero Pneumonia-150,000 doses, LSD-100,000 doses, Sheep Goat Pox- 150,000 doses, Rabies- 50,000 doses, New castle-500,000 doses) Undertake routine vaccination program Provision of treatment drugs and services Establish 4 Quarantine facilities in our 4 Livestock markets</p> <p>Improve disease diagnostic services Establish and equip 6 laboratories (1 per sub county)</p> <p>Improvement of livestock breeds Provision of artificial insemination services and estrus-synchronization (dairy, beef and goats)</p>	Livestock development sub sector	2023 To 2032	1,200	
Fisheries Development	To Increase fish production	Increase fish production	Fisheries Sub sector	2023 To 2032	1,200	County government, National

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
	and productivity	Provision of 23,000 assorted gears targeting 23 BMus annually Provision of 3,000 assorted fishing accessories to enhance capture fish production (fish finders, navigation equipment) Provision of 4 fishing fiber boats annually Establish 5 sites of fish cages annually Establish 2 Mari culture fish ponds annually Provision of cold chain facilities (ice-flake production and cooler boxes) for fishing voyages Promote Seaweed production Provision of seaweed farming inputs (5000 rolls of tie ties, 5000 ropes, 1000mullet) annually Provision of 4 plastic boats for seaweed ferrying annually Establishment of 2 seaweed farming sites annually Expansion of the 8 existing seaweed farms (2 acres per site)				government, world bank, EU
Administration	Promote staff capacity development	Operations and maintenance	Administration	2023 to 2032	517	CG-GOK
	Conduct staff career progression					
	Basic Salaries				Timely payment of staff salaries	2,000
					2,517	
GRAND TOTAL					8,317	
Sector Flagship Projects (Agriculture, Livestock & Fisheries)						

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Budget	Source(s)
Project Name	Objective	Outcome	Description of key activities	Time frame	Beneficiaries (No.)	Estimated Cost (Million)
Establishment of a County Tannery in Samburu Kwale Sub County	To reduce the wastage of Hides and skins in the slaughter houses from 70% to 20% by 2032.	Increased income from hides and skins.	Conduct Feasibility studies	10 Years	200,000	40000
			-Purchase of land -Construction of the Tannery -Purchase of equipment			
Establishment of a Feed Lot at -Lunga Lunga	To access international markets for livestock	Increased household income for Livestock farmers	Conduct Feasibility studies	10 years	150,000	50000
			-Purchase of land			
			-Preparation of Design and BQ -Construction of the Feed Lot -Purchase of equipment operationalization of the feed lot			
						90000
					8,317	88

ENVIRONMENT AND NATURAL RESOURCES SECTOR

3.1 Sector Vision, Mission and Goal

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation.

3.1.1 Sector Vision

A self-sufficient and industrialized economy in a clean and healthy environment

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3.1.2 Sector Mission

To promote sustainable utilization and management of environment and natural resources for socio- economic development.

3.1.3 Sector Goal

To ensure sustainable management of Kwale's natural resources for wealth creation in a clean and healthy environment.

3.2 Sector Development Objectives and Strategies

This section presents the sector objectives and strategies in relation to development issues identified in the previous chapter.

Table 120: Sector Development Objectives and Strategies

Sub-Sector	Developmental Issue	Developmental Objectives	Strategies
Natural Resource Management and Climate Change	Degradation of forest and forest resources	To increase the County's tree cover from 14% to 30% by 2030	Community and county forest conservation and management Farm forestry Sustainable Rangeland Management School Environmental Education Program Cook stoves energy conservation and management Water catchment conservation
	Climate change	To enhance resilience of communities and natural systems to climate change	Climate Change Fund Mechanism
	Access to clean, safe and affordable energy	To improve access of clean energy from 45% to 85% by 2032	Sustainable energy development
	Artisanal mining	To promote sustainable artisanal mining	Value addition Restoration of degraded quarries
	Air and noise pollution	To minimize air and noise pollution in Kwale County	Air pollution and Noise control
	Environmental and social safeguard compliance	To mainstream environmental and social safeguards compliance in county planning, programmes implementation and reporting.	Environment and Social Safeguards Management System
	Wildlife Management	To promote biodiversity conservation and minimize human wildlife conflicts	Human Wildlife Conflict Mitigation County Wildlife Park
	Hazard roofing material in county facilities	To eradicate asbestos roofing material from county facilities and disposing it safely by 2025	Hazard waste Management
	Municipality	Waste Management	To achieve sustainable solid waste management by 2032
Poor roads and related infrastructure		To increase road network and other related infrastructure to 60 percent by 2032	Development of a policy on roads and related infrastructure

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Sub-Sector	Developmental Issue	Developmental Objectives	Strategies
			Town planning and identification of all roads and related infrastructure Engage development partners
	Lack or undeveloped green spaces and recreational amenities	To acquire and develop minimum of 10 green spaces and recreational amenities in each Municipality	Development and operationalization of green spaces and recreational amenities framework/ policy Designate and develop green spaces for public use Engage development partners in improvement and maintenance Sensitization of stakeholders
	Poor animal welfare practises	To create an animal friendly environment in our towns	Promote compliance with animal health requirements and regulations Establish animal rescue centres
	Urban planning and housing	To create an organized and integrated urban planning and housing in the municipality	Enforcement of the physical planning act and regulations Coordinating with other agencies in planning for instance NEMA, NCA and NLC Partnering with the National Government on affordable housing and other facilities
	Disaster management	To establish disaster risk governance at the municipalities.	Creating disaster management unit Development of risk management frame work Capacity building the disaster management unit Sensitization of stakeholders
	Water and sanitation	To ensure adequate access to clean safe water and sanitation	Conserve and protect water sources Increase access to improved sanitation Increase access to safe and clean water to municipality residents

Source: Environment and natural Resources Sector

3.3 Sector Programmes and Interventions

This section highlights the sector programmes, objectives and the strategic interventions to be carried out over the next ten – year planning period. It also provides the estimated programme funding requirements and the funding sources.

Table 121: Sector Programmes and Interventions

Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
Sustainable Forest Management	To increase the County's tree cover from 14% to 30% by 2030	Community and county forest conservation and management	Department of Environment, Kenya Forest Service	2032	30	Consolidated fund
		Farm forestry	Department of	2032	50	Consolidated

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
			Environment, Kenya Forest Service, World Wide Fund for Nature Kenya			fund and grant
		Sustainable Rangeland Management	Department of Environment, Kenya Forest Service, World Wide Fund for Nature Kenya	2032	20	Consolidated fund and grant
		School Environmental Education Program	Department of Environment, Base Titanium	2032	20	Consolidated fund and grant
		Cooking stoves for energy conservation and environmental management	Department of Environment, Clean Cooking Association of Kenya	2032	100	Consolidated fund and grant
		Water catchment conservation	Department of Environment, Department of Water	2032	30	Consolidated fund and grant
Climate Change	To enhance resilience of communities and natural systems to climate change	Climate Change Fund Mechanism	Department of Environment, National Drought Management Authority and Kenya Meteorological Department	2032	600	Consolidated fund and grant
Renewable Energy	To improve access of clean energy from 45% to 85% by 2032	County Energy Plan Development	Department of Environment and Rural Electrification Authority	2023- 2032	20	Consolidated fund
		County Energy Centres Establishment		2023- 2032	100	Consolidated fund
		Energy Efficient Cooking stoves promotion		2023- 2032	100	Consolidated fund
		Biogas promotion		2023- 2032	20	Consolidated fund
		Solar energy access promotion		2023- 2032	30	Consolidated fund
Artisanal Mining	To promote sustainable artisanal mining	Operationaliza tion and implementatio n of Quarrying Act	Department of Environment, Ministry of Geology and Mines	2023- 2032	20	Consolidated fund and grant

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		Establishment of Minerals Value Addition Centre		2023-2032	150	Consolidated fund
		Restoration of Degraded quarries		2023-2032	150	Consolidated fund
Air and Noise pollution	To minimize air and noise pollution in Kwale County	Procurement of Noise metres	Department of Environment and National Environment Management Authority	2032	5	Consolidated fund
		Procurement of Air quality equipment		2023-2032	5	Consolidated fund
Environment and Social Safeguards	To mainstream environmental and social safeguards compliance in county planning, programmes implementation and reporting.	Environment and Social Safeguards Management System	Department of Environment	2032	10	Consolidated fund
		Operationalization of the Environment and Social Safeguards Management System including Grievance Redress Mechanism, Project Screening Environmental Impact Assessments Environmental and Social Audits			100	Consolidated fund
Wildlife Management	To promote biodiversity conservation and minimize human wildlife conflicts	Strengthening governance of Diani-Chale Marine Park and improvement of wildlife	Department of Environment and Kenya Wildlife Services	2032	40	Consolidated fund

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		corridors in Lungalunga – Mwereni ward				
		Capacity building and supporting establishment of wildlife enterprises development	Department of Environment, Department of Trade and Kenya Wildlife Services	2027	40	Consolidated fund
Hazardous waste Management	To eradicate asbestos roofing material from county facilities and disposing it safely by 2026	Mapping out, removal and disposal of asbestos roofing material from all county facilities	Department of Environment, Department of Health and National Environment Management Authority	2026	100	Consolidated fund
Sustainable Waste Management	To promote sustainable waste management practices towards zero waste by 2032	Operationalize the Kwale County Sustainable Waste Management Policy Framework	Department of Environment	2023-2032	20	Consolidated fund
		Community exhibitions on sustainable waste management			20	Consolidated fund
		Establish segregated waste transfer stations			150	Consolidated fund
		Acquire modernized garbage collection trucks and equipment			100	Consolidated fund
		Establish Material Recovery Facility			150	Consolidated fund
Urban and rural planning and development. -Action plans. -Regional plans. -Layout plans.	To promote sustainable urbanization and rural development through planning and urban infrastructure provision	Preparation, approval and implementation of urban plans Undertake urban infrastructure development & upgrading	Department of Environment & Natural Resources Department of Roads & Infrastructure	2032	500	Consolidated fund

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		Undertake urban greening, design and beautification programs Formulate relevant legislation and policies Undertake village planning and mapping in all county villages				
Development control	To promote orderly development and control of the use of land To enhance adherence of development to planning standards and regulations set out in approved plans and legislation	Sensitize public on the importance of planning & ramifications of illegal development Automation of development permitting system Document enforcement procedures and institutionalize enforcement for compliance. Issuance of Bonds and taking of legal measures for non compliance. Develop relevant legislative instruments for development control Establish an Alternative Justice System for remedying non compliance Decentralise physical planning services to the ward level Enhance	Department of Environment & Natural Resources Legal Department Judiciary Department of Public Administration National Government Non state partners	2027	300	Consolidated Fund

COUNTY SECTORAL PLAN

Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		human resource capacity and staff				
Sustainable subdivision of land	To discourage land fragmentation through regulation of sub division of private land	Facilitate tenure conversion of 3 Group ranche Land use zoning Formulation of land subdivision policies Public awareness creation and sensitization	Department of Environment & Natural Resources Ministry of Lands, Physical Planning, Housing & Urban Development NLC Judiciary Civil Society Organisations	2032	500	Consolidated Fund
Strategic Land Banking	To secure sufficient and appropriate public land for a county land bank for future use and development	Identify suitable land for land banking Secure land that has reverted to County government upon expiry of lease Encourage and enforce of surrender of land during large scale subdivision	Department of Environment & Natural Resources Ministry of Lands, Physical Planning, Housing & Urban Development NLC National Government Administration	2032	500	Consolidated Fund
Digitization and digitalisation of spatial data and land management systems	To digitize and digitalise land information management and planning systems To develop GIS database and spatial data systems	Develop a County Land Information Management System Formulate supportive legislation for implementation of GIS as a tool for decision making Develop a current GIS database Institute street addressing systems within municipalities	Department of Environment & Natural Resources Department of Finance & Economic Planning Ministry of Lands, Physical Planning, Housing & Urban Development	2032	500	Consolidated Fund

COUNTY SECTORAL PLAN

Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
		Prepare a GIS based valuation roll Undertake Aerial Mapping of County and urban Centres GIS Human resource development and capacity enhancement Establish a County Mapping Centre				
Land Administration and management	To ensure accessibility, equity and sustainable management of Land resource for social economic development	To increase security of land tenure by: Land survey and allocation of trading centres and towns. Survey of Adjudication sections Development of accountability list Production of survey plans	Ministry of land National land commission Environment and natural resources	2032	300	Budgetary allocation and grants
		Improve work output and efficiency by purchasing and use of modern equipment (RTK, Total station) etc	Environment and natural resources	2032	300	Budgetary allocation and grants
		To enhance professional ethics by acquiring knowledge from instate of higher learning kenya school of government, regional center for mapping, kenya institute of surveying and mapping	Environment and natural resources Kenya School of Government	2032	100	Budgetary allocation and grants

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
Waste Management	To achieve sustainable solid waste management by 2032	Development of a policy framework	CECM	2024	4	Consolidated fund
		Enhance solid waste infrastructure	Municipality Board	2032	160	Consolidated fund
		Capacity building on solid waste management	Municipality Board	2032	40	Consolidated fund
		Sensitization of stakeholders on waste management	Municipality Board	2032	40	Consolidated fund
Infrastructure Development	To increase road network and other related infrastructure to 60 percent by 2032	Development of a policy on roads and related infrastructure	CECM	2024	10	Consolidated Fund
		Development of an integrated storm water drainage and flood control master plan			40	
		Construction of Bus terminus and taxi stands	Municipality Board	2032	100	Consolidated Fund
		Development of master plans for all urban roads, walkways and non-motorized transport and street lighting	Municipality Board		20	Consolidated Fund
		Installation of streetlights in selected towns	Municipality Board	2032	200	Consolidated Fund
		Provide cabro paving and walkways for Non-motorized traffic and lanes for PWD to ensure safety and smooth flow of traffic	Municipality Board		720	Consolidated Fund

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Programme	Objectives	Strategies/ Actions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh Million)	Source
Green spaces and recreational amenities	To acquire and develop minimum of 10 green spaces and recreational amenities in each Municipality	Development and operationalization of green spaces and recreational amenities framework/ policy	CECM	2025	10	Consolidated Fund
		Designate and develop green spaces for public use	Municipality Board	2032	300	Consolidated Fund
		Engage development partners in improvement and maintenance	Municipality Board	2032	20	Consolidated Fund
		Sensitization of stakeholders	Municipality Board	2032	20	Consolidated Fund
Animal Control and Welfare	To create an animal friendly environment in our towns	Promote compliance with animal health requirements and regulations	Municipality Board	2032	40	Consolidated Fund
		Establish animal rescue centres	Municipality Board	2032	80	Consolidated Fund
qAdministration, Planning and Support Services	Effective and Efficient Service delivery	Staff performance management and staff welfare	Department of Environment and Natural Resources Management	2023-2032	3,145	Consolidated Fund
TOTAL					7,745	

Source: Environment and Natural Resources Sector

3.4 Sector Flagship Projects

The table below show the major flagship projects which the sector intends to implement during the plan period 2023-2032.

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Table 122: Sector flagship Projects

Project Name	Objective	Outcome	Description of key activities	Time frame	Beneficiaries (No.)	Estimated Cost (Million)	Source of Funds	Implementing agency
County Wildlife Park-Kuranze	To secure the biodiversity in the Nkomazi - Tsavo wildlife corridor	Reduced human wildlife conflicts and conservation of key biodiversity	Fencing of wildlife corridor	4 Years	200,000	400	Consolidated funds, grant and public private partnerships	Department of Trade, Tourism and investments, Kenya wildlife, World Wide Fund for Nature Kenya
			Establishment of Park facilities and infrastructure					
County Hazard Waste Management -Lungalunga	To eradicate hazardous asbestos waste from county facilities	Safe working environment for county employees	Mapping out of asbestos roofing across the county	3 years	150,000	300	Consolidated funds and public private partnerships	Department of Environment
			Establishment of an asbestos disposal facility					Department of Health
			Removal and disposal of asbestos material from county facilities					National Environment Management Authority
TOTAL						700		

Source: Environment and Natural resources Sector

3.5 Cross-Sectoral Linkages

The Environment and Natural Resources sector interacts with other sectors in the course of service delivery and implementation of its activities. Therefore, it is necessary to enhance cooperation and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages

Table 123: Cross sectoral Linkages

Programme Name	Linked Sector	Cross-sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Water Supply Services	Water	Water catchment conservation	Siltation of dams	Sustainable land management on water catchment areas
Road infrastructure	Roads and Public infrastructure	Beautification and green spaces	Road surface runoff	Road water harvesting
			Pollution	Comply with NEMA guidelines

COUNTY SECTORAL PLAN

			Quarry pits	Comply with NEMA guidelines in sourcing road materials
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HEALTH SERVICES SECTOR

3.1 Sector Vision, Mission and Objectives

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation

3.1.1 Sector Vision

“A Healthy and Productive Community”

3.1.2 Sector Mission

To provide affordable, high quality, and accessible, healthcare services that are responsive to the needs of the residents of Kwale County and beyond.

3.1.3 Sector Goal

To improve quality of life for Kwale residents through provision of affordable, sustainable and equitable healthcare

3.2 Sector Development Objectives and strategies

This section provides the sector development issues, objectives and strategies in each sub sector.

Table 124: Sector development objectives and strategies

Sub Sector	Development issues	Development objectives	Strategies
Curative and Rehabilitative health services	Inadequate access to specialized services	To increase the scope of specialized services available in the county	<ul style="list-style-type: none"> • Procure equipment required to implement a wider range of specialized services: Laparoscopy tower, orthopedic procedures, Neurosurgery, Maxillofacial surgery, Pediatric surgeries. Investigative services-MRI, endoscopy, laparoscopy, laparoscopic tower, specialized lab services. • Recruit and deploy specialized staff
	Inpatient wards not adequate.	To establish additional inpatient wards in the existing hospitals.	<ul style="list-style-type: none"> • Construct new inpatient wards – Msambweni, Samburu, Lungalunga, Mkongani, Mnyenzi, Kikoneni, Ndavaya
	Number of operating theatres inadequate	To establish additional theatres in the existing hospitals	<ul style="list-style-type: none"> • Construct and equip 3 new theatres in Msambweni, and at least 1 extra theatre in every hospital –Kwale, Kinango, Samburu and Lungalunga
	Many health facilities do not offer basic laboratory services	To increase number of health facilities offering basic laboratory services	<ul style="list-style-type: none"> • Establish lab services in the existing health facilities
	Health facilities not able to undertake basic obstetric ultrasound services	To increase the number of facilities offering basic obstetric ultrasound services	<ul style="list-style-type: none"> • Train and equip lower level facilities with basic obstetric ultrasound services

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Sub Sector	Development issues	Development objectives	Strategies
	Limited X-ray services in the county	To increase X-Ray services in the county	<ul style="list-style-type: none"> • Construct and equip X-ray facilities – Tiwi, Mkongani, Vanga, Mnyenzi, Samburu
	Hospitals with functional dental and eye care services inadequate	To increase hospitals with functional dental services	<ul style="list-style-type: none"> • Equip and recruit dentists
		Increase number of dialysis	<ul style="list-style-type: none"> • Procure dialysis machines
		Basic eye services established	<ul style="list-style-type: none"> • Establish facilities offering basic with eye care services
	Limited GBV units in the county	To scale up GBV services in the county	<ul style="list-style-type: none"> • Establish Gender Based Violence recovery Units –Kinango. Samburu, Lungalunga
	Frequent breakdown of medical equipment	To minimize equipment downtime and ensure continuity of service	<ul style="list-style-type: none"> • To develop and functionalize Service contracts and insurance for the sensitive medical equipment • To develop preventive maintenance plan • Hiring and regular in service trainings of biomedical engineers and technicians.
	Inadequate human resource for health across all cadres	To reduce the proportion of understaffed facilities by 50%.	<ul style="list-style-type: none"> • Recruit general technical staff to fill the gap in the existing health facilities • Contract specialized services that the county cannot offer. – Neurosurgeon, Maxillofacial, cardiothoracic and pediatric surgeon
		To increase the scope of specialized healthcare services	
	Erratic availability of essential health commodities	To ensure minimal stock out of essential health commodities in the health facilities	<ul style="list-style-type: none"> • Increase financial allocation to health commodities. • Initiate drug and commodity auditing section in the hospitals and dispensaries • To Ensure Medicine therapeutic committees are active in all the hospitals • Formulate and disseminate a drug formulary for the county • Construct drug store for Lungalunga, Samburu, Kiconeni, Mkongani, Mnyenzi, Ndavaya, Vanga • Deploy and use of electronic inventory management approach.

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Sub Sector	Development issues	Development objectives	Strategies
	Inadequate funding for the health department	To advocate for more allocation of funds for Health department operations and maintenance	<ul style="list-style-type: none"> Develop and operationalize a county health bill i.e. Enact FIF Develop and enact a Resource mobilization framework Develop a robust stakeholder matrix to tap on the available resource Train Health Managers on proposal writing to apply for grants and alternative funding.
	Slow health procurement process	Functionalizing an agile and accountable procurement system	<ul style="list-style-type: none"> To decentralize procurement to major hospitals/sub county. Establish proper reporting mechanism for the procurement officer.
	Low coverage of health insurance	At least 70% of the population to be insured.	<ul style="list-style-type: none"> To upscale Community sensitization on need for insurance. To establish mechanism of tapping from the NHIF insurance and other health insurances. Operationalize the insurance aspect under UHC.
	Poorly managed and coordinated cleaning and health care waste management services	Ensure all health facilities are clean at all times. Provide an improved health care waste management system in all sub-counties	<ul style="list-style-type: none"> Consider outsourcing cleaning services within the hospitals Construct incinerators strategically at every sub county
	Inadequate functional ambulances	To have a functional and efficient ambulance and referral system.	<ul style="list-style-type: none"> Formulate an ambulance maintenance and replacement strategy Finalize the county referral strategy
	Lack of well-established rehabilitative services	To have well-established rehabilitative services	<ul style="list-style-type: none"> Recruit staff for the rehabilitative services Procure rehabilitation service equipment
	Inadequate mortuary services	Ensure availability of a mortuary in each hospital.	<ul style="list-style-type: none"> Construction of mortuaries in Lungalunga and Samburu sub county hospitals.
	Manual and incomplete medical health information system	To have an integrated electronic medical records information system usable at all levels	<ul style="list-style-type: none"> Establish a reliable electronic medical record system Establish a health information system repository

Source: Health Services Sector

3.3 Sector Programs and Interventions

This section provides the programs, their objectives and the key interventions. The programs are in line with the strategies identified in section 3.2.

Table 125: Sector Programmes and Interventions

Programme	Objectives				Funding

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		Strategies/ Interventions	Implementing agency(s)	Time frame	Budget KSh Million	Source(s)
Curative and Rehabilitative health services	To establish additional inpatient wards in the existing hospitals.	Construct 6 new inpatient wards	CGK	10 years	150	CGK
	To establish additional theatres in the existing hospitals	Construct and equip 3 new theatres in Msambweni, and at least 1 extra theatre in every Sub county(Level 4) hospital	CGK, MOH	10 years	200	CGK
	To increase number of health facilities offering basic laboratory services from 57 to 100	Establish lab services in the existing health facilities	CGK, IPs	10 years	400	CGK
	To increase the number of facilities offering basic obstetric ultrasound services	Train and equip lower level facilities with basic obstetric ultrasound services	CGK, IPs	10 years	600	CGK
	To increase X-Ray services in the county	Construct and equip 5 X-ray facilities	CGK	5 years	750	CGK
	To increase hospitals with functional dental services	Equip 4 Dental units and recruit dentists in all the Sub County hospitals	CGK	5 years	100	CGK

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	Increase number of dialysis	Procure more (6) dialysis machines	CGK/MOH	10 years	30	CGK
	To increase access to eye care	Establish facilities offering basic with eye care services	VIP IMPACT PROJECT/CGK	5 years	100	CGK/ VIP IMPACT PROJECT
	To scale up GBV services in the county	Establish Gender Based Violence recovery Units –Kinango, Samburu, Lungalunga	CGK,IPs	5 years	15	CGK
	To minimize equipment downtime and ensure continuity of service	To develop and functionalize Service contracts and insurance for the sensitive medical equipment	CGK,SUPPLIERS	5 years	20	CGK
		To develop preventive maintenance plan	CGK	5 years	20	CGK
		Hiring and regular in service trainings of biomedical engineers and technicians.	CGK	5 years	20	CGK
	To reduce the proportion of understaffed facilities by 50%.	Recruit general technical staff to fill the gap in the existing health facilities	CGK, MOH,	10 years	250	CGK

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		Train staff in specialized services that the county does not offer. – Neurosurgeon, Maxillofacial, cardiothoracic and pediatric surgeon	CGK/MOH	5 years	50	CGK
	To increase the scope of specialized healthcare services	Establish updated integrated human resource information system (iHRIS) which should be regularly updated.	CGK	5 years	50	CGK
		Put a budget for training and establish a revolving fund for training staff as per departmental needs			50	
		Conducting continuous capacity building ,update ,OJT /mentorship and supervision			50	
		To ensure minimal stock out of essential health commodities in the health facilities	Increase financial allocation to health commodities.	CGK, County Assembly, IPs	5 years	4,000
		Initiate drug and commodity auditing section in the hospitals	CGK	5 years	50	CGK

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		and dispensaries				
		To Ensure Medicine therapeutic committees are active in all the hospitals	CGK	2 years	50	CGK
		Formulate and disseminate a drug formular for the county	CGK	3 years	10	CGK
		Construct 5 new drug stores in the hospitals	CGK	10 years	100	CGK
		Deploy and use of electronic inventory management approach.	CGK	5 years	60	CGK
	To advocate for more allocation of funds for Health department operations and maintenance	Develop and operationalize a county health bill i.e. Enact FIF	CGK, County Assembly, IPs	1 year	10	CGK/ STAWISHA PWANI
		Develop a robust stakeholder matrix to tap on the available resource	CGK	1 year	10	CGK
	Functionalizing an agile and accountable procurement system	To decentralize procurement to major hospitals/sub county.	CGK	1 year	5	CGK
	At least 70% of the	To upscale Community sensitization on	CGK, NHIF, Other Insurance providers	2 years	5	CGK/STA WISHA PWANI

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	population to be insured.	need for insurance.				
		To establish mechanism of tapping from the NHIF insurance and other health insurances.	CGK	2 years	10	CGK
		Operationalize the insurance aspect under UHC.	CGK/MOH	5 years	20	MOH
	Ensure all health facilities are clean at all times.	Consider outsourcing cleaning services	CGK, CBOs, IPs	1 year	100	CGK
	Provide an improved health care waste management system	Construct incinerators strategically at every sub county	CGK	5 years	50	CGK
	To have a functional and efficient ambulance and referral system.	Formulate an ambulance maintenance and replacement strategy	CGK, IPs, Red Cross		200	CGK
		Finalize the county referral strategy	CGK/STAWIS HA PWANI	3 years	10	CGK/STAWISHA PWANI
	To have well-established rehabilitative services	Recruit staff for the rehabilitative services	CGK	5 years	10	CGK
Procure rehabilitation service equipment						

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	Ensure availability of a mortuary in each hospital.	Construction of 2 mortuaries in Lungalunga and Samburu sub county hospitals.	CGK	5 years	100	CGK
	To have an integrated electronic medical records information system usable at all levels	Establish a reliable electronic medical record system	CGK, MOH, IPs	1 year	150	CGK
		Establish a health information system repository	CGK, MOH, IPs	1 year	150	CGK
Programme	Objectives	Strategies/ Interventions	Implementing agency(s)	Time frame	Funding	
					Budget KSh Million	Source(s)
Preventive and Promotive	To have a strong community health linkage	Develop a performance monitoring, appraisal and awarding system for CHS Strengthen on job training for CHVs. Streamline the remuneration process for CHVs Enact the CHS Bill	CGK, IPs, County Assembly		1,200	
	To improve availability of safe and clean water.	Advocacy & awareness creation on WASH in the community Resource mobilization to	CGK, IPs		25	

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	<p>Increase latrine coverage.</p> <p>To streamline waste disposal processes</p>	<p>revamp CLTS initiatives</p> <p>Strengthen multisectoral engagement on WASH</p> <p>Development of a county waste disposal protocol</p>				
	<p>Reduce the burden of infectious diseases</p>	<p>Invest in client tracking system and counseling services to improve adherence to treatment.</p> <p>Ensure immunization services are available</p> <p>Conduct annual Mass Drug Administration targeting Soil transmitted Helminths and Schistosomiasis</p> <hr/> <p>Distribution of Long Lasting Insecticides Treated Nets</p> <hr/> <p>Empower the CHVs to ensure households implement proper health behaviors and communication</p> <p>Joint review and planning with the Ministry of</p>	<p>CGK,IPs, MOH</p>		<p>150</p>	

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		<p>water, irrigation and sanitation</p> <p>Routine supervision to ensure IPC measures is fully implemented.</p> <p>Awareness creation at community level on the burden of infectious diseases.</p> <p>Regular sensitization of HCWs on emerging and re-emerging diseases to help improve the index of suspicion.</p> <p>Provide technical support to HCWs to develop and implement sound immunization micro plans.</p> <p>Entrench the triple threat burden in the county</p>				
	Increase awareness, access to diagnosis, treatment and management of Cancers,	<p>Lobby for additional resource allocation to NCDs</p> <p>Complete and operationalize</p>	CGK,IPs,MOH		50	

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	diabetes, HTN and other NCDs	<p>the cancer chemotherapy center.</p> <p>Improve documentation and reporting for NCDs</p> <p>Identify and equip health facilities with inpatient mental health services.</p> <p>Scale up mental health outpatient services</p> <p>Sustain advocacy, communication and social mobilization for NCDs</p>				
	To reduce the number of teenage pregnancies	<p>Multi sectoral collaboration</p> <p>Strengthen AYP programming and follow up of SGBV cases</p>	CGK, Other relevant departments, IPs		30	
	To reduce facility maternal and neonatal mortality	<p>Increase family planning uptake among women of reproductive age</p> <p>Increase the proportion of facilities providing BmONC services</p> <p>Mobilization of the community for early and</p>	CGK, IPs		50	

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		complete ANC attendance Improve communications and linkage between TBAs and health facilities				
	To reduce facility maternal and neonatal mortality	Increase family planning uptake among women of reproductive age Increase the proportion of facilities providing BmONC services Mobilization of the community for early and complete ANC attendance Improve communications and linkage between TBAs and health facilities	CGK, IPs		50	
	To reduce facility maternal and neonatal mortality	Increase family planning uptake among women of reproductive age Increase the proportion of facilities providing BmONC services Mobilization of the community	CGK, IPs		50	

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		for early and complete ANC attendance Improve communication s and linkage between TBAs and health facilities				
	To reduce facility maternal and neonatal mortality	Increase family planning uptake among women of reproductive age Increase the proportion of facilities providing BmONC services Mobilization of the community for early and complete ANC attendance Improve communication s and linkage between TBAs and health facilities	CGK, IPs		50	
General Administration, Planning and Support Services	Operations and maintenance	Efficient and Effective Service Delivery	Administration	2022 to 2032	5,000	CG-GOK
	Basic Salaries	Timely payment of staff salaries	Administration	2022 to 2032	24,488	CG-GOK
TOTAL BUDGET					37,298	

Source: Health Services Sector

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3.4 Sector Flagship Projects

Specific programs and projects include:

Table 126: Sectoral Flagship Projects

Project Name (Location)	Objective	Outcome	Description of key activities	Time frame	Beneficiaries (No.)	Estimated Cost	Source of Funds	Implementing agency
Kwale Hospital	Establish a Cancer Referral Centre	Well managed cancer patients	Construction and equipping of the oncology center	2yrs	Kwale community and beyond.	100	CGK	CGK
Msambweni CRH	Offer Specialized Services	Effective clinical services	Purchase, installation and commissioning of a Magnetic Resonance Imaging (MRI) machine in Msambweni county referral Hospital	10 years	Kwale community and beyond	80	CGK	CGK
Msambweni CRH	Offer Specialized Services	Effective clinical services	Purchase and commissioning of endoscopy and laparoscopy equipment in Msambweni county referral Hospital and Kinango Level IV hospital;		Kwale community and beyond	30	CGK	CGK
	Have fully pledged referral services	Coordinated, standardized referral services	Purchase of 10 extra fully equipped ambulances Establishment of a fully pledged ophthalmology/eye unit	5 yrs.	Kwale community and beyond Kwale community and beyond	140	CGK	CGK
TOTAL						350		

Source: *Health Services Sector*

3.5 Cross-Cutting Sectoral Linkages

In the implementation of its programs, Health services sector interacts with other sectors for service delivery. Therefore, it is necessary to build synergies and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages.

Table 127: Cross –Cutting Linkages

Programme name	Link sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse effects	
Health Services	Agriculture	Improved food production leads to proper nutrition and thus improved health of Kwale.	<ul style="list-style-type: none"> • Low food production. • Reduced productivity of the community • Poverty 	<ul style="list-style-type: none"> • Growing of drought resistant crops. • Use of available food sources instead of selling for money
	Water	Access to water is important for good hygiene and sanitation which contribute to good health	<ul style="list-style-type: none"> • Scarcity of clean, drinking water. • Outbreaks of waterborne diseases, diarrhoea, cholera. 	<ul style="list-style-type: none"> • Water trucking and rain water harvesting. • Provision of water treatment chemicals
	Education	School health programs help in public health programs, sanitation, deworming	<ul style="list-style-type: none"> • Poor health, diseases lead to school absenteeism 	<ul style="list-style-type: none"> • Train of school health teachers
	Finance & Economic Planning	Adequate financing supports provision of health services. Finance is one of the key pillars of health systems strengthening	<ul style="list-style-type: none"> • Inadequate provision of health services 	<ul style="list-style-type: none"> • Adherence to planning and budgeting cycles. • Alternative funding mechanisms. • Resource mobilization.
	Social services	Good linkages between the Patients from MAT clinic and the rehab from social services have a better outcome for the PLWID		<ul style="list-style-type: none"> • Linkages between for rehabilitative patients from MAT clinic and social services for the patients to be integrated in to the society.

Source: *Health Services Sector*

TOURISM, TRADE AND ENTERPRISE DEVELOPMENT SECTOR

3.1 Sector Vision, Mission, and Goal

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector’s interventions and programmes for implementation

3.1.1 Sector Vision

To be a globally competitive economy with sustainable and equitable socio-economic development.

3.1.2 Sector Mission

To promote, coordinate and implement integrated socio-economic policies and programs for a rapidly growing economy.

3.1.3 Sector Goal

To spur economic development, create wealth and reduce poverty in Kwale County.

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3.2 Sector Development Objectives and Strategies

This section presents the sector development objectives and strategies in relation to the development issues identified in the previous chapter.

Table 128: Sector Developmental Issues, Objectives and Strategies

Sub- Sector	Developmental issues	Developmental objectives	Strategies
Trade and Enterprise Development	<ul style="list-style-type: none"> Few marketing centres, marketing opportunities and market information. 	<ul style="list-style-type: none"> Increasing market centres by 50% 	<ul style="list-style-type: none"> Construction of new market centres and the rehabilitation and upgrading of the existing ones.
	<ul style="list-style-type: none"> Few opportunities for training in value addition, Business Development Services (BDS) and SME management. 	<ul style="list-style-type: none"> Develop entrepreneurship skills and encourage youth and women to engage in business. Increasing the number of sustainable businesses in the county by 20% 	<ul style="list-style-type: none"> SMEs business training on management, technical skills, internship, and business establishment. Increased access to affordable credit via the trade revolving fund. Promote financial inclusion measures (Government Trust Funds, Banks & Donors)
	<ul style="list-style-type: none"> Inadequate machinery and equipment for micro-processing and value addition. Inadequate investment in industrial research including limited uptake of appropriate industrial technology 	<ul style="list-style-type: none"> Promotion of the Jua Kali industry Establishment of fruits processing plant for value addition. Setting up of a scheme/ program that would provide affordable machinery and equipment for value addition. 	<ul style="list-style-type: none"> Development of infrastructure for Jua Kali artisans. Capacity building of the artisans. Supporting research and innovation. Establishing institutional policy and regulatory framework for establishment of industries. Skills & Knowledge transfer through industrial/vocational training.
	<ul style="list-style-type: none"> Inadequate investment in industrial research including limited uptake of appropriate industrial technology. Unfavourable land tenure systems Absence of an inclusive/participatory investment policy and framework. Inadequate trained personnel 	<ul style="list-style-type: none"> Investment promotion. Brand visibility and marketing. Investment conferences, trade fairs and exhibitions Deepen collaboration with research institutions for innovation and support the uptake of appropriate industrial technology. Setting up of a scheme/ program that would provide affordable machinery and equipment for value addition. Foster local community inclusivity. Employment of additional staff, 	<ul style="list-style-type: none"> Profiling of investment sites, investment leads, investments actualized and investment retention. Creation and enhancing the County identity, promotion of county positive image and building on the county image. Increasing investment leads, promote investors' confidence both local, regional and international, Equipment financing to entrepreneurs by the County Government. Promoting PPP. Realigning Investment priorities in line with CIDP Establish and Manage Investment Funds Promote investment culture amongst communities. Foster investment partnerships

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Sub- Sector	Developmental issues	Developmental objectives	Strategies
		capacity building and training.	<ul style="list-style-type: none"> • Create an enabling environment for investment in the county
	<ul style="list-style-type: none"> • Insufficient knowledge on required compliance standards for processed products including patenting, exports and imports 	<ul style="list-style-type: none"> • Promotion of fair-trade practices in the county through sensitization interactive forums • Initiate a trade and industry capacity building program to prospective entrepreneurs in collaboration with Kwale Chamber of Commerce, KBS, KRA, KIRDI, and KIA among others. 	<ul style="list-style-type: none"> • Verification of weights and calibration of equipment • Sensitizing and training traders on the need to use verified and stamped weights and measures. • Public sensitization on weights and measures and how to report non – compliance. • Capacity building on national and international quality standards on processed products for domestic use and for export
	<ul style="list-style-type: none"> • Poor cooperative governance • Inadequate market linkages and market access information • Inadequate finances and lack of financial linkages to financial institutions. 	<ul style="list-style-type: none"> • Strengthening the cooperative movement and cooperative governance • Set up a market information platform for producers and prospective buyers 	<ul style="list-style-type: none"> • Increasing the number of cooperative societies through community sensitization, support, and technical assistance. • Establishment of policy and legal framework • Training of societies and their management committees • Linking cooperatives to markets locally, regional and internationally. • Developing cooperative chain
Tourism Promotion	Low tourism product marketing and promotion	<ul style="list-style-type: none"> • Increase number of tourists' arrivals by 30%. • Increase the number of bed occupancy by 30%. 	<ul style="list-style-type: none"> • Preparation of quality marketing content and marketing materials. • Participation in Travel Expos and Trade Fairs. • Advertisement and positive publicity of destination Kwale in print media, radio and television. • Development of an interactive E-Marketing website
	Tourism product development and diversification	<ul style="list-style-type: none"> • To develop destination Kwale to be a clean, safe and secure destination that meets the expectations of the visitor 	<ul style="list-style-type: none"> • Capacity building for beach operators, tour guides and driver guides. • Enhancement of beach safety and security (focus on Lifeguards/Tourism enforcement officer). • Infrastructure development. • Undertake environmental Conservation projects- Beach clean. • Development of New Tourism Products (Niche products). • Development/ Improvement of Community Based Tourism Enterprises. • Undertake tourism events in the County.

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Sub- Sector	Developmental issues	Developmental objectives	Strategies
	Formulation of Tourism policy documents	Develop policies that enhance development of sustainable tourism	<ul style="list-style-type: none"> Mobilization of stakeholders to participate in formulation of policy documents.
Information Communication Technology	Poor Network connectivity	Enhance connectivity by 90%	<ul style="list-style-type: none"> Design standard Metropolitan Area Networks to interlink departments. Extend Fibre Optic Connectivity to all sub-counties. Extend Wide Area Network connectivity to County offices.
	Formulation of ICT Policy	Leverage ICT assets acquisition and utilization in all departments.	<ul style="list-style-type: none"> Design and implement ICT and Communication Policies for the County. Develop standard operational procedures (SOPs) for ICT.
	Unified Communication	Enhance inter-departmental communication and e-Governance	<ul style="list-style-type: none"> Revamp current website to offer e-governance services and information. Roll-out corporate email to all county staff. Develop county communication strategy. Establish the county helpdesk and exchange rooms. Re-activate County ISDN Lines and corporate telephone numbers.
	County Automation	Enhance efficiency in service delivery	<ul style="list-style-type: none"> Build ICT Capacity of key service delivery staff. Design, develop and operationalize the County ERP. Develop county information portal and dashboards. Establish Count-wide ICT Technical Advisory team.
	Disaster and business continuity.	<ul style="list-style-type: none"> Secure county ICT Assets and systems Ensure continuity of government operation/services. 	<ul style="list-style-type: none"> Operationalize a swap centre/recovery site. Install power backups. Install intrusion detection systems. Install fire-suppression system. Install and operationalize data and system back-ups.

Source: *Tourism and Enterprise development Sector*

3.3 Sector Programmes and Interventions

This section highlights the sector programmes, objectives and the strategic interventions to be carried out over the next ten – year planning period. It also provides the estimated programme funding requirements and the funding sources.

Table 129: Implementation Matrix

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
Trade development	To develop/dome	<ul style="list-style-type: none"> Review, publish and 	Department of Trade	2023-2032	54	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
services	sticate, publish, implement all trade related policies, regulations, acts, bylaws by 2032 translating to 100% policy adoption.	<p>sensitize on the Trade and Markets Policies, regulations, Acts & bylaws.</p> <ul style="list-style-type: none"> Review, publish, sensitize and implement cooperative development policies, acts, regulations and bylaws. Domesticate, review, develop the weights and measures act and regulations. Develop, review, publish, sensitize, & implement investment profile, policies, acts and regulations. Develop and review policies related to industrial & enterprise promotion and growth. Review, publish, sensitize and implement the Trade revolving act, policies, regulations and procedures. 				<i>Consolidated Fund</i>
	Promoting development and growth of cottage industries by developing and test-marketing at least 20 made in Kwale products.	<ul style="list-style-type: none"> Explore markets for trade within and outside the country: - Test marketing, Trade Fairs, Exhibitions, trade shows. SMEs business training on Business development Skills, 	Department of Trade	2023-2032	114	<i>Consolidated Fund</i>
			Department of Trade	2023-2032	63	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		Entrepreneurship, incubation.				
	Reviving and operationalisation of the Trade Revolving Fund	<ul style="list-style-type: none"> Increased access to affordable credit via the trade revolving fund - Trade Revolving Fund. 	Department of Trade	2023-2032	500	
		<ul style="list-style-type: none"> Trade revolving fund system upgrade. 	Department of Trade	2023-2032	15	
	To construct 2 additional and fully operationalise the Kwale Biashara Centre Concept.	<ul style="list-style-type: none"> Equip existing Biashara centres and construction and operationalisation of 2 additional Biashara centres 	Department of Trade	2023-2032	64	
		<ul style="list-style-type: none"> Supporting research and innovation in developing capacity for artisans/SMEs 	Department of Trade	2023-2032	30	
		<ul style="list-style-type: none"> Skills & Knowledge transfer through industrial/vocational training. 	Department of Trade	2023-2032	30	
Weights and Measures	To promote fair trade practices and protect consumers.	<ul style="list-style-type: none"> Verification and inspection of weighing and measuring equipment. 	Weights and Measures Division	2023-2032	21.6	CG-GoK
		<ul style="list-style-type: none"> Calibration of standards for traceability to international standards. 	Weights and Measures Division	2023-2032	7.2	CG-GoK
		<ul style="list-style-type: none"> Recruitment and training of Weights and Measures personnel. 	Weights and Measures Division	2023-2032	9.8	CG-GoK
		<ul style="list-style-type: none"> Public sensitization on Weights and Measures rules and regulations. 	Weights and Measures Division	2023-2032	9.6	CG-GoK
		<ul style="list-style-type: none"> Procurement of Weights and Measures standards and equipment. 	Weights and Measures Division	2023-2032	24	CG-GoK
		<ul style="list-style-type: none"> Policy formulation and review to capture 	Weights and Measures Division	2023-2032	4.8	CG-GoK

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding		
					Total Budget (Ksh in millions)	Source(s)	
		matters of county Government.					
		<ul style="list-style-type: none"> Training and licensing of Weights and Measures technicians. 	Weights and Measures Division	2023-2032	9.6	CG-GoK	
Co-operatives Development Services	Promoting Co-operatives as business model for economic and social empowerment.	<ul style="list-style-type: none"> Increasing the number of cooperative societies through community sensitization, support, and technical assistance. 	Co-operative Development Division	2023-2032	15	CG – GoK;	
	Enhance good corporate governance in Cooperatives	<ul style="list-style-type: none"> Formation of Co-operative development policy and legal framework. 	Co-operative Development Division	2023-2032	15	CG – GoK;	
		<ul style="list-style-type: none"> Merge small similar based Sacco's into viable and strong Sacco societies. 	Co-operative Development Division	2023-2032	5	CG – GoK;	
			<ul style="list-style-type: none"> Technical and material support for Value addition in Marketing Co-operatives 	Co-operative Development Division	2023-2032	15	CG – GoK;
			<ul style="list-style-type: none"> Establish a Co-operative research and Development fund to enhance competitiveness of Cooperatives in the respective sectors 	Co-operative Development Division	2023-2032	20	CG – GoK;
			<ul style="list-style-type: none"> Enhance mobility for field work and other operations by purchase of a vehicle. 	Co-operative Development Division	2023-2032	20	CG- GoK
			<ul style="list-style-type: none"> Capacity building the management committee Members, Staff and Members of Cooperative societies. 	Co-operative Development Division	2023-2032	30	CG – GoK;

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		<ul style="list-style-type: none"> Linking co-operatives to markets locally, regionally, and internationally. 	Co-operative Development Division	2023-2032	10	CG – GoK;
		<ul style="list-style-type: none"> Enhance effective supervision, inspections, and timely Audits in Co-operatives by frequent visits. 	Co-operative Development Division	2023-2032	10	CG – GoK;
		<ul style="list-style-type: none"> Sensitize and support ICT adoption in Co-operatives 	Co-operative Development Division	2023-2032	10	CG – GoK;
Investment	Package Kwale as a favourable and globally competitive investment destination attracting at least 10 major investors in the country	<ul style="list-style-type: none"> Profile investment sites, leads and other investment opportunities across the county. 	Investment Division	2023-2032	12	CG-GOK
		<ul style="list-style-type: none"> Formulate a county investment policy and sensitize on the policy. 	Investment Division	2023-2032	18	CG-GOK
		<ul style="list-style-type: none"> Establish a county Investment Monitoring Committee. 	Investment Division	2023-2032	10.6	CG-GOK
		<ul style="list-style-type: none"> Enhance ease of doing business through consolidated issuance of licenses on E-services platform. 	Investment Division/ ICT	2023-2032	14.4	CG-GOK
		<ul style="list-style-type: none"> Organize annual investment conference, trade fares, trade shows, round tables and other similar forums to promote Kwale as a favourable investment destination and partnership opportunities that will promote employment and wealth creation. 	Investment Division	2023-2032	112	CG-GOK
		Organize a biennial investment	Investment Division	2023-2032	100	CG-GOK

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		conference and other similar forums to promote investment partnership opportunities.				
		Formulate and sensitize on Public Private Partnership policy.	Investment Division	2023-2032	12	CG-GOK
		Link up manufacturing/value addition SMEs to value chains of large Multinational companies.	Investment Division	2023-2032	12	CG-GoK
	To support 100% implementation of the Public Private Partnership (PPP) Investments i.e., the Fruit process Plant, Industrial Park & market infrastructure (high value & flagship projects).	Establish a County Economic Development Consortium, an investment arm of the County Government operating as a SAGA	Investment Division	2023-2032	170	CG-GoK
		<ul style="list-style-type: none"> Link up manufacturing/value addition SMEs to value chains of large Multinational companies. 	Investment Division	2023-2032	12	
		<ul style="list-style-type: none"> Construction and operationalise of an industrial park. 	Investment Division	2023-2032	500	
	To promote industrial development, manufacturing, and value addition by setting up at least 1 industrial park.	<ul style="list-style-type: none"> Partnering with key stakeholders (KEBS, KIRDI, MSEA, KEPROBA), etc. in capacity building MSMEs, cooperatives, VSLAs and other entrepreneurs on standardization and 			36	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		regulations for ease access to external markets.				
		<ul style="list-style-type: none"> Partnership between the Biashara Centre, and the VTCs in enhancing skills and knowledge transfer on manufacturing, value addition, product development and transformation of the VSLAs and other associations into enterprises and cooperatives. 	Investment Division	2023-2032	52	Consolidated Fund
Market Infrastructural Development services	To create conducive environment for trade expansion and industrialization	Construction of new markets, rehabilitation and upgrading of the existing ones Fencing and expansion of markets Renovation and upgrading of quarry sheds. Construction of 3 modern retail markets at sub county level	Markets Division	2023-2032	500	
						Consolidated Fund
	To provide electricity power back up in major operating market infrastructure i.e., Samburu, Kombani, Diani Market & the FPP.	Power and electricity back up system (preferrable renewable energy) in Kombani, Diani and Samburu Market	Markets Division	2023-2032	50	Consolidated Fund
		<ul style="list-style-type: none"> Provision of alternative power source for the Fruit Processing Plant in Shimba Hills 				
	To operationalise 100% of all constructed market within the county.	<ul style="list-style-type: none"> Reviewing of the market bylaws, trade & markets act, policies and procedures to support smooth operation of markets. 	Markets Division	2023-2032	10	Consolidated Fund
		<ul style="list-style-type: none"> Capacity building of all 			15	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		market management committees.				
		<ul style="list-style-type: none"> • Conducting market research for new and potential markets i.e., carrying out feasibility studies, EIAs, Baseline surveys, customer satisfaction assessment surveys, etc. 			20	
Tourism Promotion	To increase the number of visitors by 10% annually	<ul style="list-style-type: none"> • Preparation of quality marketing content and marketing materials. 	Tourism Promotion	2023-2032	70	CGK
		<ul style="list-style-type: none"> • Participation in Travel Expos and Trade Fairs. 	Tourism Promotion	2023-2032	30	CGK
		<ul style="list-style-type: none"> • Advertisement and positive publicity of destination Kwale in print media, radio and Televisions. 	Tourism Promotion	2023-2032	50	CGK
	To develop and diversify tourism products	<ul style="list-style-type: none"> • Undertake tourism events in the County-One annual event 	Tourism Promotion	2023-2032	50	CGK
		<ul style="list-style-type: none"> • Capacity building for beach operators, tour guides and driver guides. 	Tourism Promotion	2023-2032	50	CGK
		<ul style="list-style-type: none"> • Enhancement of beach safety and security (focus on Lifeguards/Tourism enforcement officer). 	Tourism Promotion	2023-2032	20	CGK
		<ul style="list-style-type: none"> • Undertake environmental Conservation projects- Beach clean. 	Tourism Promotion	2023-2032	30	CGK
		<ul style="list-style-type: none"> • Development of New Tourism Products (Niche products –including Sports tourism,cuisine,cultural 	Tourism Promotion	2023-2032	50	CGK

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding		
					Total Budget (Ksh in millions)	Source(s)	
		tourism,Agricultural					
		<ul style="list-style-type: none"> Development/ Improvement of Community Based Tourism Enterprises-Gazi women Board walk,the Kyas,historical monuments,cultural sites 	Tourism Promotion	2023-2032	100	CGK	
		<ul style="list-style-type: none"> Infrastructure Development-Construction of Beach access roads,stalls ,wash rooms etc 	Tourism Promotion	2023-2032	200	CGK	
	Develop policies that enhance development of sustainable tourism	<ul style="list-style-type: none"> Mobilization of stakeholders to participate in formulation of policy documents. 	Tourism Promotion	2023-2032	10	CGK	
Policy formulation	Develop policies that will guide sustainable tourism development	Mobilize stakeholders to develop the relevant policies.	Division of Tourism	2023-2032	20	CGK	
County Broadband Connectivity Infrastructure	<p>-To connect remote offices and facilities (Remaining 2 Sub-county Offices, Remaining 18 Ward Admin Offices, 10 Level Health facilities) with high speed fibre based internet.</p> <p>-To enhance resource sharing and reduce operational cost</p> <p>-Increase efficiency in service delivery</p>	<ul style="list-style-type: none"> Design and implement Integrated Digital Infrastructure Plan and Extend last mile Fibre connection from Kwale-Kinango, administrative Offices and 10 Health Facilities. Enhance Bandwidth subscription to minimum 20mbps for County Referral, 10mbps for health facilities and 	Information Communication Technology	2023-2032	164	CGK	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		administrative offices.				
County Process Automation- Digital Information Systems and Enterprise Resource Planning Systems	-Enhance efficiency and access to the Public through use of ICT -To Enhance System interoperabilit y and availability.	Design and implement Integrated Enterprise-Wide Digital Health Platform. And Rollover to 14 Health Facilities. Establish one (1) Online County Project Management Dashboard and Score Card. Build Capacity of 1000 County Staff to offer Digital Services via ICT Tools.	Information Communicatio n Technology		96	Consolida ted Fund
Unified Communicatio n	-To revolutionize public participation to government services and increase public participation in governance. -To enhance information sharing.	Develop and implement Public Participation Portal to enhance Governance and Public Involvement via ICT. Develop and operationalize official email system for all County Staff. Revamp County website to e-service Poral to offer; bursary application, e-recruitment, and procurement records as key e-services. Roll-out digital telephone system to all administrative offices and 10 health facilities with County Official Integrated Line, County Hotlines (1 for health, 1 for emergency services) Implement County Short Messaging System to offer	Information Communicatio n Technology	2021- 2030	96	CGK

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		instant messages to public.				
Information System Redundancy and Security	-Enhance data and information security for key service delivery systems. -Increase system availability and enhance public confidence in Government Systems. -Enhance the National Cyber Security Capacity and Capability Building Raise the general level of cybersecurity Awareness in Kenya for individual users, communities, enterprises, and organisations.	Construct and Equip a Network Operation Centre (with computer garage, e-Waste store and staff digital skill development hall) Upgrade 10 rooms in County Health Facilities to standard server rooms. Develop and implement a County Business Continuity Procedures. Operationalize county redundancy centre to offers hot swap for Critical Systems. Install enterprise-wide firewall to monitor critical penetration and security breaches.	Information Communication Technology	2023-2032	50	CGK
Community Digital Skills Development	-To reduce digital gap by establishing 4 more free Wi-Fi Zones. -Create and promote a digital innovation and entrepreneurs hip culture in public.	Establish 4 Free-Wi-Fi Zones Build Capacity of 1 TVET to be a Model ICT Centre to offer emerging ICT Certifications (N+, A+). Build Capacity of 10 youth Groups sponsored by NARIGP on Computer Graphics to add graphic media to their cyber businesses.	Information Communication Technology	2023-2032	20	

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Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
ICT Policy Formulation	- To Provide a guideline for ICT usage, budgetary allocations, and Infrastructure implementation. - To leverage ICT investment, institutional strengthening, and Public Private Partnerships.	<ul style="list-style-type: none"> • Finalise ICT policy by August 2023 • Finalise the ICT Strategic plan by March 2024 • Develop an ICT resource sharing framework. • Develop County communication strategy. • Hold annual ICT Consumer Forum 	Information Communication Technology	2023-2032	10	CGK
General Administration, Planning and Support Services	To enhance service delivery	• Staff welfare	Administration	2023-2032	2,856	CGK
TOTAL					6,200	

Source: Tourism and Enterprise development Sector

3.4 Sector Flagship Projects

The table below show the major flagship projects which the sector intends to implement during the plan period 2023-2032.

Table 130: Sectoral flagship projects

Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (millions)	Source of Funds	Implementing Agency
Fruit Processing Plant (Shimba Hills)	Promotion of agro-processing	Job creation, improved incomes	Construction of Godown, purchase of fruit processing machinery.	5 years		600	GoK	Investment
Fibre Optic Network (Matuga, Kinango, Msambweni, Lunga-Lunga sub-counties)	Enhance access to key service delivery systems. Enhance information/resource sharing	Increased Access of key government services Smooth and operational cost	Design Fibre Route. Design PPP framework -Implement and operationalize Fibre Optic.	6 years	4 sub-counties	100	GoK	ICT

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Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (millions)	Source of Funds	Implementing Agency
Fruit Processing Plant (Shimba Hills)	Promotion of agro-processing	Job creation, improved incomes	Construction of Godown, purchase of fruit processing machinery.	5 years		600	GoK	Investment
Eco-Camp Development (Maji-Moto)	Increased domestic Tourism	Increase in number to tourists	Construct eatery site Develop a camping site Promote the Venture	8 years	9,000	100	GoK	Tourism
TOTAL						800		

Source: Tourism and Enterprise development Sector

3.5 Cross Sectoral Linkages

In the course of implementing its programs towards realization of the sector objectives, this sector tends to interact with other multi sectoral agencies in order to harness synergy.

Table 131: Cross Sectoral Linkages

Programme Name	Linked Sector	Cross-Sector		Measures to harness or mitigate the effects
		Synergies	Advance Effects	
County Connectivity	Roads and Public Works	Provision of Cable Routes	Constant Fibre cuts	Implement the National Critical Infrastructure Bill
Service Delivery Enhancement	Public Service and Administration	Enforce ICT usage/Change management	Resistance on usage of service delivery systems	Communicate and enforce the change
	Education	Provide training on identified skill gaps	Poor knowledge of ERPs	Develop TOTs for self-training.
	Social Services	Promote safe computing	Internet usage in promotion of social evils and crimes	Adopt County-Wide regulations for safe computing.
ICT Policy Formulation	Public Service and Administration	Develop County Communication Strategy	Uncoordinated approach to corporate communication	Operationalize county communication strategy.
Tourism Promotion	Roads and Public Works	Provide Access to Tourism Promotion Sites	Poor Road networks	Maintain County Roads to provide alternative passage
	Social Services	Promote aspects of safe tourism	Increase in aspects of unsafe tourism; sex tourism, pornography, etc.	Adopt County-Wide regulations for safe tourism.

Source: Tourism and Enterprise development Sector

SOCIAL SERVICES AND TALENT MANAGEMENT SECTOR

3.1 Sector vision, mission & goal

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector’s interventions and programmes for implementation.

3.1.1 Sector Vision

A transformed and empowered society through utilization of talents, social and cultural asset to achieve sustainable development by 2032.

3.1.2 Sector Mission

Provide and promote quality social and cultural services, community empowerment, and nurture and develop talents in sports and arts for improved livelihoods.

3.1.3 Sector Goal

To contribute to County’s development agenda through provision of appropriate social amenities, Harness talents through Culture & sports and provide revolving funds to vulnerable groups namely(Youth, women and people living with Disabilities) for sustainably growth and development by 2032.

3.2 Sector Development Objectives & Strategies

This section presents the sector objectives and strategies in relation to development issues identified in the previous chapter.

Table 132: Sectoral development issues, causes, opportunities and challenges

Sub-sector	Development Issue	Development Objective	Strategy
Community Development and Liquor Control	Reduction of Drugs and Substance Abuse Rehabilitation programme Advocacy programme on matters Alcohol and Drug-Abuse (ADA) Capacity building to community to enhance resilience towards ADA	Community advocacy and extension programs on drug and substance management at the County Rehab Center Hire health workers and provide continuous capacity building to the technical staff at rehab centers and rescue centers Consulted and market priced BQ by the works department and SSTM	<ul style="list-style-type: none"> • Conducting community outreaches • Running Rehabilitation Centre • Implementation of liquor Act
	Project/Programme implementation delays	Development and enforcement of practical work plan to implement projects/programs for sustainable growth by 2032.	<ul style="list-style-type: none"> • Close monitoring and supervision of projects • Through enhancement of KYC during procurement process
	Poor Citizen Engagement on planning and development	Uptake on civic education and public participation programs by SSTM for a better engaged society by 2032	<ul style="list-style-type: none"> • Conduct grass root community engagement forums i.e. civic education/ public participation • Promote civic education and public education
	Inadequate access to grants/ loans for women, youths and PWDs	Socio-economically empower youth , women and vulnerable groups in the County to access fund through establishment of YOWEPEF	<ul style="list-style-type: none"> • Issuance of interest free loans • Provision of grants

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Sub-sector	Development Issue	Development Objective	Strategy
		Allocate seed fund annually and roll out disbursement with an efficient and effective recovery program for a sustainable YOWEPEF	<ul style="list-style-type: none"> • Training of groups on prudent use of loans and grants
	Poor management of groups Low-literacy levels	Enhance capacity building of youth , women and pwd groups Strengthen VSLA groups	<ul style="list-style-type: none"> • Training of the groups • Mentorship programs
	Increased cases of sexual and gender Based violence	Strengthen the protection of vulnerable groups to lead an active normal life in society by 2032	<ul style="list-style-type: none"> • To enact the draft bill into an Act
Culture, Arts & Heritage	In-availability of space for establishment of social amenities	Develop, finance and implement a land use plan for SSTM programs by 2032 for sustainable growth	<ul style="list-style-type: none"> • Survey and identification of public land • Capacity building on land laws and policies
	Operationalization of existing social amenities	allocate resources for electrification, water connection, security, disability access and continuous maintenance kitty	<ul style="list-style-type: none"> • Lobby for sufficient budgetary allocation
	Lack of relevant materials to promote literacy in libraries	allocate resources for purchase of reading materials with supported infrastructure	<ul style="list-style-type: none"> • Linkage & partnership with likeminded organizations. • to support in equipment's and other resources • Lobbying for more funding
	Under-exploited culture and heritage asset and limited information on importance of culture and heritage promotion	Promote preserve, revitalize and develop Kwale's diverse culture and heritage so as to realize peaceful co-existence for sustainable development by 2032	<ul style="list-style-type: none"> • Conduct mapping and identification of cultural heritage • Creation of linkages with other stakeholders in development and inscription • Develop data on existing county heritage for community tourism
	In-availability of Culture and Heritage Policy for promotion of county cultural expressions & creative cultural industries for economic empowerment and development.	Lobby of existing bill to be enacted by the 3rd County Assembly as an ACT	<ul style="list-style-type: none"> • Prepares laws and regulations in the field of culture • Develop policy Frame works for implementation of activities to preserve and promote cultural heritage and the arts
	Inadequate budget to promote documentation, data, record of tangible and intangible cultural heritage for posterity and prosperity	Allocate resources for documentation, archiving and implement existing cultural handbook (curriculum) Allocate resources and space to model tangible and intangible at Bomas of Kwale.	<ul style="list-style-type: none"> • Advocate for more funding and partnerships with relevant stakeholders
	Market access of cultural products	develop a promotional strategy for model cultural sites and curated cultural artefact	<ul style="list-style-type: none"> • Awareness creation on cultural products and link to tourism promotion • Creation of linkages with relevant stake holders such

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Sub-sector	Development Issue	Development Objective	Strategy
			as tourist hotels, and other institution to offer market
Sports and Talent Management	Inadequate resources to conduct talent recruitment, training and placement in performance arts, dance, music and sports	allocate more sustainable resources to deploy and implement a working sports training curriculum in Kwale by 2032	<ul style="list-style-type: none"> Organizing tournaments Organizing coaching clinics Organizing scouting clinics
	Inadequate Provision of quality sports fields	Employ an enhanced strategy for improving and maintenance of sports fields for sustainable use by 2032	<ul style="list-style-type: none"> Level sports fields in the wards Construct county stadia
	Inadequate Provision of sports equipment to active sports users	allocate more resources to enable provision of quality sports fields to match ever increasing demand by teams	<ul style="list-style-type: none"> Procure and distribute sports equipment
	Insufficient quality support to professional teams	develop an extension support strategy that is well financed for professional teams in all wards	<ul style="list-style-type: none"> Provide a budget to support professional teams

Source: Social services Sector

3.3 Sector Programmes and Interventions

This section provides a description of the sector programmes and sub programmes. The description highlights the programmes, objectives and the key interventions to be undertaken.

Table 133: Sector Developmental issues, Objectives and strategies

Programme	Objectives	Strategies /Interventions	Budget
			Kshs Millions
Drug and Substance Abuse Prevention program	<ul style="list-style-type: none"> To reduce the prevalence rate of persons affected with Alcohol, drug and substance abuse 	-Conduct community based substance prevention and intervention outreaches and dialogues -Expansion of Kombani Rehabilitation centre (female wing)	40
	<ul style="list-style-type: none"> To rehabilitate already addicted persons in the community 	-Construction of skills /training room -Construction of a Community Rehabilitation centre in Kinango Sub-County	25
	<ul style="list-style-type: none"> To promote community advocacy and extension programs 	-Implement after-care interventions of persons recovering through County Rehabilitation Centres (social re-integration, vocational/ skills trainings support, IGAs, community support group meetings)	20
	<ul style="list-style-type: none"> Networking and Co-ordination and with other stakeholders 	- To provide referral and linkages with relevant stakeholders -Conduct routine (<i>Bi-Annual</i>) stakeholders' engagement forums	10

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		-Marking of international Days i.e. International Day for Drugs and Substance Abuse (IDADA)	
	<ul style="list-style-type: none"> Promote treatment and recovery of persons affected with active substance-use addiction 	-Operationalization of County Rehabilitation Centres	75
Liquor control	<ul style="list-style-type: none"> To institute measures that will ensure control in manufacturing, distribution, vending and consumption of liquor in Kwale County within the next 10years 	-Oversee implementation of the Liquor Management Act and any amendments	15
		-To fully Operationalize Liquor Management Board functions with an enforcement structure	10
		Linkages with relevant departments and stakeholders to ensure a comprehensive, implementable and sustainable program	5
<u>SOCIAL SERVICES:</u> Civic Education	<ul style="list-style-type: none"> To enhance community knowledge on County projects and programmes in Kwale County by 2032 for sustainable development 	-Conduct ward-based civic education and participation sensitization meetings/ forums	100
		-Establish and operationalize a <i>Civic Education Unit</i>	5
		-Develop a County Civic Education curriculum	5
		-Conduct TOT training for staff on budget cycle and County programs/Projects to facilitate ward sensitization meetings	10
		-Form ward-based Civic Education committees	10
Youth, Women and PWDs Empowerment	<ul style="list-style-type: none"> Enhance Community socio-economic empowerment and Financial inclusion 	-Train staffs and community groups on VSLA module and governance	100
		-Conduct CBTs (community based trainers) refresher training	30
		-Establish a data base for county groups	20
		-Support and coordinate village welfare groups to expand their village banking/ loaning programs to other VSLA groups in the County	100
	<ul style="list-style-type: none"> To network and coordinate with other stakeholders in the program (VSLA) 	-conduct stakeholder engagement forums -supportive linkages and referrals to VSLA groups for support from other relevant stakeholders	100
	<ul style="list-style-type: none"> Continuous socio-economic empowerment for youth, women and vulnerable groups in Kwale County through 	-Implement YOWEPEF seed fund	200
		-Supervision/ follow up of YOWEPEF fund beneficiaries -Conduct routine efficient and effective recovery program for sustainability	10

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	access to affordable YOWEPEF		
	<ul style="list-style-type: none"> Provide appropriate support to PWDs and/ people with caring responsibilities 	<ul style="list-style-type: none"> -Conduct staff training on sign language -Advocate for environmentally friendly County structures, projects and programs to be sensitive with persons with special abilities 	10
Gender mainstreaming	<ul style="list-style-type: none"> To ensure adoption of relevant policies, laws and regulations to guide Gender implementation 	-Develop and implement Gender policy	5
		-Advocacy meeting to influence enactment of SGBV BILL	5
		-Implementation of SGBV ACT	65
	<ul style="list-style-type: none"> Contribute to reduced cases of GBV 	-Supporting and operationalization of gender desks in the County	10
		-Allocate more resources to improve on implementation of SGBV rescue centres/ safe houses at the Sub-County level	100
	<ul style="list-style-type: none"> Strengthen the protection vulnerable groups 	-Establish and roll-out gender based violence situation rooms in problem (GBV) burdened areas	50
		-support vulnerable girls with sanitary towels	150
		-Conduct GBV sensitization meetings in all Wards	10
		-Support in marking of national/ international days i.e. women day, youth day, day of African child	10
		-Operate a County Gender Issues toll free number in Kwale	10
Disability Mainstreaming	<ul style="list-style-type: none"> To provide support to people living with disability in Kwale County 	-Participate in Marking of the international day for persons with disabilities Support PWS	10
		-Support PWDs with assistive devices in institutions and to individual	10
		-Support in registration of PWDs in the County	5
Social Amenities/ infrastructural development	<ul style="list-style-type: none"> Improve access to quality social amenities in Kwale County 	-Routine maintenance of existing Social Halls and Public toilets	150
		-Construction of public toilets in trading centres or public utility area	30
		-Construction of new social halls	100
Community Libraries (Kwale)	<ul style="list-style-type: none"> To promote community literacy and disseminate useful information to people through reading materials and resources 	-Propose construction of Sub-County Library in (Msambweni Sub-County)	20
		-Operationalize Sub-County libraries (Lunga-Lunga, Matuga and Samburu)	15
		-Continuous selection, evaluation and acquiring of library reading materials	5

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	<ul style="list-style-type: none"> Offer free-book reading facilities to all and preserve all documents having a research value and local importance <p>To maintain and preserve books, materials and resources with historical, cultural, social, economic and archival value, and other related materials in an organized collection to provide members of community these materials and enrich their personal and professional lives</p>	<p>and equipment to meet and respond to the needs of our diverse community</p> <p>-Acquire and operate a Mobile library</p> <p>-Automate library services</p> <p>-Acquire and offer community with e-learning books through the County Libraries</p>	<p>15</p> <p>35</p> <p>40</p>
Culture, Arts & Heritage	To promote and develop talents in fine arts/creative arts; manage and preserve heritage to build the County pride and improve livelihoods of Citizens of Kwale for sustainable livelihoods	<p>Recruit, train, incubate and industry attach talents in performance arts, poetry, music, dance, music instrument play</p> <p>Recruit, train, incubate and industry attach talents in sound, video and photography recording; script/song writing; audio-visual editing and archiving</p> <p>Establish a community radio with the purpose of promoting fine/creative arts and cultural heritage. Including setting aside more resources for hiring human capacities, licensing, purchase of equipment and annual maintenance of the radio station.</p>	400
	To promote data recording and presentation of tangible and intangible cultural heritage for posterity and prosperity	<p>Institute efficient rehabilitation and resources provision to traditional heritage sites like Maajabu ya Mto Luvundoni, Maji Moto, Uwayo wa Mungu, Gereza Kongwe, Liwazi Gazi, Bara la Africa Tiwi, Makao Makuu ya Mkoloni etc</p> <p>Develop documentation, archiving and cultural libraries that will be exhibited in museums</p> <p>Develop a model tangible and intangible at Bomas of Kwale</p> <p>Develop a promotional strategy for marketing model cultural sites and curated cultural artefact for revenue generation to sustain communities managing them</p>	400
Sports and Talent Management	To recruit, train and place talents in sports of individual athletes and team sports in Kwale by 2032 for sustainable development	<p>Strengthening the county annual ballgames that allows for recruitment, training, awarding and placement of amateur and professional talents</p> <p>Training of Coaches in all sports disciplines</p> <p>Training of referees in all sports disciplines</p>	400

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		Provision of efficient transport for officers and teams in County sports programs	
	To provide quality sports equipment to teams and individual players in Kwale for training and competition by 2032 for effective talent growth	Provision of sports equipment in all major sports Develop improved/modern sports equipment inventory that will ensure effective storage, smart leasing and maintenance of sports equipment's	300
Administration	To enhance efficient and effective service delivery	Operations and maintenance	350
	Basic Salaries	Timely payment of staff salaries	1200
TOTAL			4700

3.4 Sector Flagship Projects

This are major projects with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, ability to deliver services including promoting peace and co-existence across the county.

Table 134: Sectoral flagship projects

Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (Millions)	Source of Funds	Implementing Agency
Kwale County Stadium (Tsimba/Golini ward)	Promote sports as a career	Creation of employment opportunities for the youth	Infrastructure development and furnishing	2022 to 2032	1000	500	CG-GOK	Division of Sports
Kwale Arts, Performing and Conference Regional Centre (Bomas of Kwale)	Promote County's Cultural expression and regional integration	For County's posterity and prosperity for sustainable development	Infrastructure development, furnishing and equipping	2022 to 2032	1000	300	CG-GOK	Culture and Social Services
TOTAL						800		

Source: Social Services Sector

3.5 Cross-Sectorial Linkages

The sector collaborates with partner sectors and institutions in the implementation of its programs and projects for efficient and effective service delivery to the community.

Table 135: Cross-sectoral linkages

Programme Name	Linked Sector	Cross-sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Community Development and Liquor Control	Finance and Economic planning	<ul style="list-style-type: none"> Funding budgets for programme implementation 	<ul style="list-style-type: none"> Untimely disbursement of funds 	<ul style="list-style-type: none"> Funding to be provided as per scheduled work-plan
	Health	<ul style="list-style-type: none"> Technical support Staffing 	<ul style="list-style-type: none"> Inadequate staffing 	<ul style="list-style-type: none"> Operate on scheduled appointment
	Agriculture	<ul style="list-style-type: none"> Technical support Trainings 	<ul style="list-style-type: none"> Conflicting roles 	<ul style="list-style-type: none"> Clear division of roles

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	Roads and infrastructure	<ul style="list-style-type: none"> Supervision of infrastructural project Designing of Bill of Quantities 	<ul style="list-style-type: none"> Untimely supervision of projects Delays in provision of BQs 	<ul style="list-style-type: none"> Joint scheduling of project supervision work plan Timely provision of BQs
Culture and Social services	Finance and Economic planning	<ul style="list-style-type: none"> Funding budgets for programme implementation 	<ul style="list-style-type: none"> Untimely disbursement of funds 	<ul style="list-style-type: none"> Funding to be provided as per scheduled work-plan
	Trade , ICT, Tourism and Enterprise development	<ul style="list-style-type: none"> Marketing of heritage sites and other cultural products for tourism promotion and income earner 	<ul style="list-style-type: none"> Role conflict Inadequate budgeting from either sector 	<ul style="list-style-type: none"> Joint planning for festivals and products
	Roads and infrastructure	<ul style="list-style-type: none"> Supervision of infrastructural project Designing of Bill of Quantities 	<ul style="list-style-type: none"> Untimely supervision of projects Delays in provision of BQs 	<ul style="list-style-type: none"> Joint scheduling of project supervision work plan Timely provision of BQs
Sports and Talent Management	Finance and Economic planning	<ul style="list-style-type: none"> Funding budgets for programme implementation 	<ul style="list-style-type: none"> Untimely disbursement of funds 	<ul style="list-style-type: none"> Funding to be provided as per scheduled work-plan
	Roads and infrastructure	<ul style="list-style-type: none"> Supervision of infrastructural project Designing of Bill of Quantities 	<ul style="list-style-type: none"> Untimely supervision of projects Delays in provision of BQs 	<ul style="list-style-type: none"> Joint scheduling of project supervision work plan Timely provision of BQs
	Finance and Economic planning	<ul style="list-style-type: none"> Funding budgets for programme implementation 	<ul style="list-style-type: none"> Untimely disbursement of funds 	<ul style="list-style-type: none"> Funding to be provided as per scheduled work-plan
Administration	Finance and Economic planning	<ul style="list-style-type: none"> Funding budgets for programme implementation 	<ul style="list-style-type: none"> Untimely disbursement of funds 	<ul style="list-style-type: none"> Funding to be provided as per scheduled work-plan

Source: Social Services Sector

EDUCATION SECTOR

3.1 Sector Vision, Mission and Goal

This section highlights the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation.

3.1.1 Sector Vision

The best provider of human capital development services in Eastern Africa

3.1.2 Sector Mission

To provide, promote and coordinate accessible and quality vocational training and ECDE services for sustainable development in Kwale County

3.1.3 Sector Goal

To transform education in Kwale County for quality lives of the citizens.

3.2 Sector development objectives and strategies

This section provides the sector development issues, objectives and strategies in each sub sector.

Table 136: Analysis of Sector Development Issues, Objectives and Strategies by Sub Sector

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Sub Sector	Development Issue	Development Objectives	Strategies
Early Childhood Development and Education	Access to early childhood education	Enhance access to ECDE services	ECDE infrastructure development
	Retention of children in schools	Establishment of child-friendly ECDE centres	Recruitment of adequate and competent personnel
			Enhance the school feeding program
	Transition from pre-primary to primary school	100% transition of pupils from pre-primary to primary school level	Provision of teaching and learning materials
Strengthen quality assurance and standards programme			
Vocational Training	Access to quality vocational training	Attraction and retention of trainees	Facilitate development of core competencies among learners
			Introduce market driven courses
			Strengthen community sensitization programs on vocational training
			Improve infrastructure in vocational training centres
			Provision of modern vocational training tools and equipment including the use of system trainers and digital content
		Recruitment of adequate and competent staff	
Administration	<ul style="list-style-type: none"> High poverty index leading to inability by households to pay secondary and universities fees for bright and needy children Human resource gaps in key sectors in the county. 	<ul style="list-style-type: none"> To increase the development of human capital in Kwale 	<ul style="list-style-type: none"> Strengthen the bursary program and streamline it in order to reach more deserving students Mobilize more resources from other development partners to grow the bursary fund in order to reach more students

Source: Education Sector

3.3 Sector Programs and Interventions

This section provides the programs, their objectives and the key interventions. The programs are in line with the strategies identified in section 3.2. The key interventions to continue the county education transformation agenda will include continuation of the infrastructural development programme to improve access to both the ECDE and vocational training.

Others include the school feeding program, provision of teaching and learning materials, enhanced supervision for quality assurance, recruitment of more qualified and competent teachers and instructors and strengthening collaboration and partnership for resource mobilization of some of the programmes.

Table 137: Analysis of programmes, their objectives and strategies to achieve them

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Program	Objectives	Strategies	Implementing agency	Time frame	Funding	
					Budget (Kshs in millions)	Source
Early childhood Development and Education	Improve access through increasing number of ECDE centres from 535 to 645.	To construct 110 child-friendly ECDE centres with adequate Art and Play equipment and furniture.	Division of Early childhood Development and Education	2023-2032	1,600	CG-GOK
		Renovation of 400 ECDE centres	Division of Early childhood Development and Education	2023-2032	1,045	
	Increase enrolment and retention from 42,184 to 65,441 (5% increase annually)	Strengthening the school feeding program	Division of Early childhood Development and Education	2023-2032	500	
	Improve quality of teaching and learning in all ECDE centres	Capacity building of ECDE Personnel	Division of Early childhood Development and Education	2023-2032	500	CG-GOK
		Provision of teaching and learning materials	Division of Early childhood Development and Education	2023-2032	400	CG-GOK
		Quality assurance	Division of Early childhood Development and Education	2023-2032	50	CG-GOK
	Increase number of ECDE teachers from 908 to 1,908	Recruitment of 1000 qualified and competent ECDE teachers	Division of Early childhood Development and Education	2023-2032	200	CG-GOK
	Vocational Training	Increase enrolment and retention from 4,833 to 7,497. (5% increase annually)	Fee support to VTC students	Division of Vocational Training	2023-2032	36
Improve VTC infrastructure through:- Construction of 10 hostels – 100m Construction of 86 twin workshops – 860m Construction of 36 administration blocks - 360			Division of Vocational Training	2023-2032	300	CG-GOK

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		Construction of 10 computer labs – 70m Construction of 41 perimeter walls- 450m				
		Community sensitization programs	Division of Vocational Training	2023-2032	10	CG-GOK
	Improve quality of training in all VTCs	Provision of modern tools and equipment	Division of Vocational Training	2023-2032	300	CG-GOK
		Recruitment of 99 VTC instructors	Division of Vocational Training	2023-2032	72	CG-GOK
Bursary and Scholarship	To ensure sustainability of the program Increase human capital development in the county	Lobbying for support from development partners	Administration	2023-2032	6,000	CG/Donors
General Administration, planning and support services	To enhance and support service delivery	Personnel emoluments	Administration	2023-2032	6,655	CG-GoK
		Support services	Administration	2023-2032		CG-GoK
GRAND TOTAL					15383	

Source: Education Sector

3.4 Sector Flagship Project

The department of education will fast track the completion of the Kwale Teachers' Training College in Kinango Sub County. The college will serve as a centre of excellence for capacity building of teachers in the county, the region and the entire nation. This will assist in attaining our objective of transforming education in the county. The table gives a description of the flagship project.

Table 138: Education Sector Flagship project

Project Name	Objective	Outcome	Description of the Key activity	Time frame	Beneficiaries (No.)	Estimated cost (million)	Source of funds	Implementing Agency
Vocational Training centres of excellence Manda VTC Pungu VTC Kinango VTC Ukunda VTC Kamale VTC	To upgrade 5 VTCs centres to craft certificate courses	Improved quality of market-driven skills among youth	Infrastructure development and provision of modern tools and equipment	2023-2032	5000	300	Consolidated Fund	Division of Vocational Training

Source: Education Sector

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3.5 Cross-sectoral linkages

In the implementation of its programs, the education sector interacts with other sectors for service delivery. Therefore, it is necessary to build synergies and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages.

Table 139: Cross sectoral linkages

Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Early Childhood Development and Education	Finance and Economic Planning	Funding for implementation of Projects	Inadequate funding	Funds to be provided as per work plan
	Roads and public works	Supervision of infrastructural projects	Late completion of projects	Compliance with work plan
		Connectivity of all ECDEs to the road network	Poor workmanship	Strengthen supervision
	Health	Growth monitoring and Promotion (GMP) programs	Low coverage of ECDE children on GMP programs	Capacity building of ECDE teachers on GMP programs
		School feeding program	Inadequate nutritional support and supervision on quality of the program	Lobby for increased support from the Nutritionists
		Registration of centres	Low coverage of registered ECDE centres	Lobby for increased support from Public Health to improve on registration
	Environment and natural resources	Boundary identification in learning institutions	Untimely resolution of land disputes	Confirmation of land ownership and titles Prompt surveying of boundaries
		Tree planting	Low coverage of ECDE centres	Improve on tree planting coverage
	Public Service and Administration	Advocacy on ECDE programs	Weak communication strategy	Strengthening communication and coordination channels
	Vocational Training	Finance and Economic Planning	Funding for implementation of Projects	Inadequate funding
Roads and public works		Supervision of infrastructural projects	Late completion of projects	Compliance with work plan
			Poor workmanship	Strengthen supervision
Health		Registration of centres	Low coverage of Vocational Training Centres	Lobby for increased support from Public Health to improve on registration
Environment and Natural resources		Boundary identification in learning institutions	Untimely resolution of land disputes	Confirmation of land ownership and titles
				Prompt surveying of boundaries
Tree planting		Low coverage of VTC tree	Improve on tree planting coverage	

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			planting coverage	
	Public Service and Administration	Advocacy on VTC programs	Weak communication strategy	Strengthening communication and coordination channels
Administration	Finance and Economic Planning	Funding for the bursary and scholarship program	Constrained budget	Streamline disbursement of bursary funds
	Public Service and Administration	Advocacy and management of bursary and scholarship program	Weak communication strategy	Strengthening communication and coordination channels

Source: Education Sector

WATER SERVICES SECTOR

3.1 Sector Vision, Mission and Goal

This chapter forms the main body of the plan. In addition to highlighting the sector vision, mission and goal, it gives the sector development programs and strategies.

3.1.1 Sector Vision

Be the leading County in development and provision of sustainable water services to all its residents.

3.1.2 Sector Mission

Promoting safe and sustainable water services for all residents of Kwale County.

3.1.3 Sector Goal

Clean, safe, adequate water for all.

3.2 Sector Development Objectives and Strategies

The strategic focus of Kwale County Water Sector comprises its vision, mission, core values, key result areas, strategic objectives and their corresponding strategies.

Strategic Objectives

Strategies are programs and the means by which the county will achieve its objectives. The formulation of the objectives of the county for water sector current plan were informed by the results of the internal and external analysis of the operating environment, the challenges that the Kwale County is currently facing in executing its mandate, lessons learnt from the implementation of The County Integrated Development Plan II (CIDP-II) as well as realigning its mandate to the proposed institutional framework of Water Act 2016 as well as the Kwale County Water and Sanitation Service Act 2020.

Thus for the planning period 2023-2032, Kwale County Water Sector will implement six (6) clearly defined strategic objectives and respective implementation strategies which are illustrated in the table below.

Table 140: Sector development objectives and strategies

Development issue	Development objective	Strategies
Weak governance and planning frameworks	To ensure the sustainability of all water supply systems.	<ul style="list-style-type: none"> Provision of reliable water supply for coming generations to enhance economic, social and institutional wellbeing. This will be achieved through development and putting governance infrastructure in place, recruitment of qualified and competent staff and mobilization of resources to support the needs of the county.

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Development issue	Development objective	Strategies
		<ul style="list-style-type: none"> • Transparency – effective monitoring and follow-up in formats that are accessible and clear to stakeholders. • Inclusiveness – all stakeholders in a collaborative and participatory framework, based on mutual trust and respect
Limited access to clean, safe and affordable water	To increase access to clean, safe and affordable drinking water from 54% to 77% by 2032.	<ul style="list-style-type: none"> • Investment and Installation of modern technology to ensure wide coverage with minimal losses and also tapping the local resources. • Need to explore, enhance and manage water points that are being served by boreholes. • Comprehensiveness - all aspects of water development and utilization taken into context. • Result-orientation – emphasis on improved sector performance.
	To increase the current rainwater harvesting to 55% by 2030.	<ul style="list-style-type: none"> • Expanding rainwater harvesting from runoff, including roof catchment for domestic and institutions purposes and encouraging real estate developers to harvest water through incorporating house or structure designs with elements of rainwater harvesting. • County to encourage adoption of rainwater harvesting technologies by availing avenues to encourage traders to avail them as well as real estate investors (developers) to install them by offering local incentives like favorable approval process.
Degradation of water catchment areas	To protect water catchment areas.	<ul style="list-style-type: none"> • Reduced degradation of water catchment, siltation of dams and reservoirs and conflict issues that pose a threat to investments in water supplies and infrastructure. • All water catchment areas and wetlands need to be mapped and safeguarded by appropriate legislation and demarcations. • Engagement and facilitation of County Water Resources User Associations
Sector players acting in isolationist and discordant fashion	To Strengthen Partnership	<ul style="list-style-type: none"> • Activation of County WASH forum • Peer-to-peer experiential learning • Adoption of best practices, infrastructure and technology that meet and responds to the local conditions appropriately.
Poor water quality	To ensure the provision of good quality water	<ul style="list-style-type: none"> • Modernize and construct new water treatment infrastructure that is able to meet demands of the region and county. • Encourage water treatment and water re-use and put structures in place to augment the dwindling water supply with other sources. • Facilitate and encourage domestic water treatment for HHs without access to centralized water treatment systems
High Non – Revenue Water (NRW)	Reduction of Non – Revenue Water (NRW)	<ul style="list-style-type: none"> • Promotion of methods that reduce water losses in conveyance, distribution application (e.g. lining of canals, piping open furrows, imposition of water use fees (user pays), metering, control devices and community capacity building • Adopting methods to reduce Unaccounted for Water in water service provision • Actively combatting vandalism, including arrests and punishment as provided for in the Kwale County Water & Sanitation Act 2020

Source: Water Services Sector

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3.3 Sector Programs and Interventions

This section provides a description of the sector programmes and sub programmes. A detailed matrix highlighting the programmes, objectives and the key interventions to be undertaken is given below.

Table 141: Sector Programs and Interventions

Programme	Sub-Programme	Objective	Strategic interventions	Budget Million	Kshs
Water Sources Expansion.	Expansion & Rehabilitation of water infrastructure	To increase access to clean, safe and affordable drinking water coverage from 35% to 60% by 2032.	Construction of 500Km of water pipelines		1,000
			Drilling and installation of 300 boreholes		1,500
			Rehabilitation of 200 boreholes		600
	Development of new water sources		Construction/Rehabilitation of 200 Small water dams and pans (less than 100,000m ³)		2,000
			Construction/Rehabilitation of 10 new medium/large dams (above 100,000m ³)		3,000
	Enhance integrated development that incorporates rainwater harvesting for both institutions and households.		Formulation of policy and enforcement of legislation that demands developers to incorporate rain water harvesting		10
			Establishment and facilitation of 100 (include Djabias, model household systems) rain water harvesting systems		100
Reduction of water borne Diseases Prevalence.	Establishment of Water Treatment facilities (increase from current 25 to 750 facilities)	Reduce water borne disease from 25% to 8% by the Year 2030.	Development of 750 treatment facilities for all community supply systems		700
	Adoption of domestic water treatment technologies.		Facilitation of communities to adopt household water treatment technologies		20
Enhancement of governance and management of water services	Development of improved planning and governance frameworks for water services	To strengthen governance and management of water services	Organize and facilitate annual WASH forum for sharing program data within the sector		25
	Protection and conservation of water catchments		Domestication and Enforcement of National legislation and policy on protection of water catchments		110

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			Formation, registration and capacity building of 40 WRUAs	100
	Strengthening the Capacity of WSPs/WUAs		Formation, registration and capacity building of 500 WUAs	300
General Administration, planning and support services	Recruitment and development of Staff	To enhance and support service delivery	Recruitment of 16 technical staff	90
	Remuneration of staff		Payment of departmental staff	594
	Continuous staff training		Training on Management and Technical fields	25
	Maintenance and operations		Use of Goods and Services	900
SUB TOTAL				11,074

3.4 Sector Flagship Projects

This section captures major projects/large scale initiatives with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence across the county. The impact is intended to generate rapid and widely shared growth that is felt beyond the locality where it is being implemented. These include projects that are to be implemented together with national government and development partners.

Table 142: Sector flagship projects Sector

Project Name	Objective	Outcome	Description of key activities	Beneficiaries(No.)	Estimated Cost (Millions)
Proposed pipeline extension from Mwakalanga Dam-Kilimangodo Village Unit, Mwereni Ward	To increase access to clean, safe and affordable drinking water coverage from 35% to 60% by 2032.	A total of 20,000 people and about 45,000 livestock units will be served from Kilimangodo, Mteza, Petulani and Mtsunga villages	Pipeline extensions to Kilimangodo, Mteza, Petulani and Mtsunga villages	20,000	150
			Construction of storage tanks		
Construction of pipeline extension from Mwabayani-Mtumwa in Mwereni ward		A total of about 1000 people served	Storage and distribution tanks	1000	300

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Proposed pipeline Extension from Kizingo Dam-Malomani Village Unit, Makamini Village Unit Mackinon Ward	A total of 4,000 people and about 15,000 livestock units will be served from Donje, Malomani, Chigutu, Kizingo villages.	Storage and distribution tanks	4,000	500
		Distribution pipelines [estimated 17Km].		
Proposed pipeline Extension from Bofu Dam-Bofu Village Unit, Mtaa Kasemeni Ward	A total of 21,500 people and about 3,224 livestock units will be served from Bofu, Guro, Chidzuvini, Chikomani, Hanje, Chigato, Majengo, Minyenzeni, Kasemeni, Mkanyeni, Vyogato, Mabesheni villages	34Km Pipeline Distribution	21,500	350
		Storage and distribution tanks		
Proposed pipeline Extension from Shauri moyo Dam-Shauri moyo Village, Silaloni Village Unit Samburu/Chengoni Ward	A total of 4,680 people and about 7,000 livestock units will be served from Silaloni & Environs villages	20Km Pipeline distribution	4700	100
		Storage and distribution tanks		
Construction of Umoja Dam in Umoja village, Kasemeni Village Unit in Mwereni Ward	A total of 25,395 people and about 12,000 livestock units will be served from Umoja, Godo, Kasoko Raha, Pangani, Lungalunga, Kibaoni, Perani, Ngathini, Mwalewa & Kidomaya areas	Construction of the Dam	25395	550
		Storage and distribution tanks		
		53Km pipeline distribution		

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Construction of Kalwembe dam in Mwereni ward			Construction of the Dam Storage and distribution tanks		500
Construction of Gambani Dam in Mwangani village, Kinango Village Unit in Kinango Ward	A total of 40,664 people from Bishop Kalu, Amani, Kinango, Kifyonzo, Miatsani, Mazola, Chirima cha Uha, Kiziamonzo, Mwangani and Mwalukombe and environs	Construction of the dam		40,664	750
		Storage and distribution tanks			
		33Km pipeline distribution			
Construction of Mwandimu Dam in Namenwa village, Mwandimu Village Unit in Ndavaya Ward	A total of 6,688 people and about 25,000 livestock units will be served from Mwandimu, Namenwa, M'bwaleni, Chidzaya villages	Construction of the Dam		6688	350
		Storage and distribution tanks			
		45Km pipeline distribution			
Construction of Kilibasi Dam in Kararacha village, Busho Village Unit in Macknon Road Ward	A total of 6,937 people and about 15,000 livestock units will be served from Kilibasi, Busho, Maendeleo, Dzisuhuni, Vinyunduni,	Construction of the Dam		7000	600
		Storage and distribution tanks			

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		Sakake, Magale, Baha Kwenu, Malomani and environs	50Km pipeline distribution		
Construction of Tingani dam in Mwereni ward		A total of 18,485 people and about 14,000 livestock units will be served from Mwena, Mwangulu, Vanga, Mgombezi villages	Construction of the Dam	18500	950
			Storage and distribution tanks		
			56Km pipeline distribution		
Construction of Egu Dam in Egu village, Taru Village Unit in Macknon Road Ward		A total of 7,061 people and about 22,000 livestock units will be served from Egu, Gurujo, Dupharo villages	Construction of the Dam	7061	530
			Storage and distribution tanks		
			35Km pipeline distribution		
Construction of Kizibe Dam in Mirihini village, Mwaluphamba Village Unit in Mkongani Ward		A total of 17,519 people and about 5,000 livestock units will be served from Mirihini, Mlafyeni,	Construction of the Dam	17519	650
			Storage and distribution tanks		

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		Mwaluphamba, Kirewe, Bahakanda villages	57Km pipeline distribution		
Proposed Kwale Town Water Supply Project		A total of 30,000people and about 1,000livestock units will be served from Kwale town/Municipality villages	Hydrogeological Investigation		
			5No. Drilling of Boreholes		
			Detailed Design of the dam		
			Resettlement Action Plan Implementation (RAP)		
			Dam construction; dam, spillway & abstraction works & fencing		
			Treatment works		
			Pumping [solar energy] system – Multistage Pumping system		
			Collector lines	30000	500
Totals					5,980

Source: Water Services Sector

3.5 Cross Sector Linkages

The Water Sector is intimately linked to several others in a symbiotic relationship that often determines the success or failure of County programmes.

The Agriculture sector is wholly dependent on water either through rain-fed or irrigated agriculture. The Big Four agenda includes food security which can only be attained through the supply of adequate volumes of water for micro and large scale irrigation.

The environment and energy Sector is linked to water because the latter is an omnipresent natural resource whose potential is determined by Climate Change scenarios, the overall health of the environment and often causes flooding. Deforestation and logging depletes water catchment areas with devastating consequences to the availability and quality of the resource. Water quality and waste water management have a direct and consequential bearing on the Health sector, contributing a large percentage of water-borne and water related diseases.

Table 143: Cross sector linkages

Program Name	Linked Sector	Cross-Sector Linkages		Measure To harness Or Mitigate the effect
		Synergies	Adverse Effects	
To increase access to water for irrigation from 35% to 60% by 2032.	Agriculture	Attainment of food security	Inappropriate technology	Adoption of Climate Smart irrigation technologies
To protect water catchment areas	Environment	Protection of Water Catchment areas	Deforestation and logging	Reforestation
To reduce water-borne disease prevalence from the Current 25% to 8% by 2030.	Health	Combatting water-borne diseases	High mortality & morbidity	Water treatment, Hygiene & Sanitation improvement

Source: *Water Services Sector*

ROADS AND PUBLIC WORKS SECTOR

3.1 Sector vision, mission and goal

This section highlights and the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector’s interventions and programmes for implementation

3.1.1 Sector vision

A county with reliable infrastructure and public works.

3.1.2 Sector mission

To provide efficient, affordable and reliable physical infrastructure for sustainable socio-economic growth through construction, modernization, rehabilitation and effective management of county infrastructural facilities.

3.1.3 Sector goal

To provide better infrastructure for improve socio-economic growth.

3.2 Sector development objectives and strategies

This section provides the sector development issues, objectives and strategies in each sub sector.

Table 144: Sector development objectives and strategies

Sub-Sector	Development Issues	Development Objective	Strategies
Roads and Transport	Road connectivity	To Improve road connectivity in the county	<ul style="list-style-type: none"> • Tarmacking of roads. • Regular maintenance of the existing county road network

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Sub-Sector	Development Issues	Development Objective	Strategies
			<ul style="list-style-type: none"> • Provide cabro paving and paths for non-motorized traffic and lanes for PWDs to ensure safety and smooth flow of traffic. • Develop transport policies, regulations and guidelines to ensure accessibility and safety to the vulnerable groups in the county public transport system roads and road reserves. • Construction and rehabilitation of bridges and drifts through designing. • To acquire more construction machinery. • Establishment of partnerships with National Government and other stakeholders • To upgrade on drainage and sewer system in major towns • To open new roads network
Public Works	Housing	To provide quality and affordable housing.	<ul style="list-style-type: none"> • Construction of new government buildings and staff houses • Upgrading and rehabilitation of existing government buildings and staff houses.
	Business Hours	To improve on lighting in trading centres	<ul style="list-style-type: none"> • Provide adequate streetlights and floodlights along streets, trading centres and estates in the major urban areas. • Establishment of a maintenance policy for streetlights and floodlights. • Use renewable energy options on streetlights construction
	Fire breakouts	To optimize on response time during fire break-outs	<ul style="list-style-type: none"> • Bringing fire response services closer to the people • Sensitization on proper use of gas cookers. • Sensitization on the need to use certified electrical installers. • Enforce building policies for easy access during emergencies
	Compliance to construction standards and regulations	To safeguard the integrity of all infrastructure within the county	<ul style="list-style-type: none"> • Development of a well-structured county inspectorate division • Ensure compliance to standards and regulations for roads and building constructions. • Training of staffs on compliance procedures and guidelines • Acquisition of adequate tools, machines and equipment
	Administrative	To coordinate with County departments, institutions and other agencies in planning, budgeting, design and implementation of projects	<ul style="list-style-type: none"> • Development of an elaborate communication framework • Capacity building on the staffs

Source: Roads and Public Works Sector

COUNTY SECTORAL PLAN

3.3 Sector Programs and Interventions

This section provides the programs, their objectives and the key interventions. The programs are in line with the strategies identified in section 3.2.

Table 145: Sector programmes and interventions

Program	Objectives	Strategies	Budget
			Kshs Million
Roads and Transport	To Improve road connectivity in the county	Increase the number of kilometres of regular maintenance of the existing county road network from 2500kms to 4625kms	1000
		Increase the number of kilometres of concrete blocks paving (CABRO) from 5.83kms to 24kms to ensure safety and smooth flow of traffic.	720
		Develop 10no. infrastructure policies, regulations and guidelines to ensure safety and efficiency in the County	20
		Increase the number of bridges , drifts and culverts constructed and rehabilitated from:- <ul style="list-style-type: none"> • 115 drifts to 140 drifts;KES100M • 752 lines of culvert to 1430 lines; KES 100M • 1 footbridge to 3 footbridges; KES 100M • 1no. box culvert to 3no. box culverts: KES 100M 	400
		Increase number of county machinery from 19 to 35(1no.backhoe, 2no. generator, 2no. shovel, 1no. grader, 1no. roller, 1no. dozer, 4no. trucks, 1no. excavator, 1no. water bowser, 1no. low loader, 1no. bucket truck) .	300
		Stakeholder engagement and collaboration, including relocation of services, way leave and other approvals	50
		Survey and demarcation of County roads	20
		Increase number of kilometres of road opened from 469.19kms to 785kms	100
Public Works	To improve the quality of government buildings and staff houses.	Upgrading and rehabilitation of existing government buildings	50
		To Increase the number of government buildings and staff houses.	150
	To improve on lighting on trading centres	Provide adequate number of streetlights and floodlights along the streets, trading centres and estates within the County from 38no. streetlights schemes to 75no. streetlights schemes and 82no. floodlights to 144no. floodlights	500
		Increase rehabilitation and maintenance streetlights and floodlights	50
		Increase adoption of renewable energy options (solar energy) on infrastructure	50
General Administration,	To ensure there is efficient and	Capacity building of staff	100
		Personal emoluments	1,455

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Program	Objectives	Strategies	Budget
			Kshs Million
Planning and Support Services	effective service delivery	Acquisition of adequate tools, machines and equipment	35
			5,000

Source: Roads and Public Works Sector

3.4 Sector Flagship Project

The table below show the major flagship projects which the sector intends to implement during the plan period 2023-2032.

Table 146: Flagship Projects

Project Name (Location)	Objective	Outcome	Description of the Key activity	Time frame	Beneficiaries (No.)	Estimated cost (kshs in millions)	Source of funds	Implementing Agency
Tarmacking of Kona ya Musa-Mabokoni – Kona ya Maasai Road in Ukunda, Gombato / Bongwe wards(16km)	Development of high standard road network	To improve connectivity	Infrastructure development	2023 - 2027	30,000	945	CG-GOK	Department of Roads and Public Works
Tarmacking of Mkilo – Kalalani – Luweni Road in Mwavumbo Ward phase 2(6.5km)	Development of high standard road network	To improve connectivity	Infrastructure development	2023 - 2025	10,000	455	CG-GOK	Department of Roads and Public Works
Tarmacking of Tiwi-Sokoni-Vinuni road(6.5km)	Development of high standard road network	To improve connectivity	Infrastructure development	2023 - 2026	15,000	455	CG-GOK	Department of Roads and Public Works
Tarmacking of KSG-Ng’ombeni road(3.6 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2026 - 2027	15,000	255	CG-GOK	Department of Roads and Public Works
Tarmacking of Kona Polisi-Msambweni hospital road(3 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2027 - 2028	20,000	210	CG-GOK	Department of Roads and Public Works
Tarmacking of Samburu – Silaloni-Mnago wa Dola - Mwaruphesa road(5 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2028 - 2030	20,000	350	CG-GOK	Department of Roads and Public Works

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Project Name (Location)	Objective	Outcome	Description of the Key activity	Time frame	Beneficiaries (No.)	Estimated cost (kshs in millions)	Source of funds	Implementing Agency
Tarmacking of Shamu-ICIPE-A7 road(4 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2028 - 2030	40,000	273	CG-GOK	Department of Roads and Public Works
Tarmacking of Mwabungo polytechnic-Mwisho walami road(2.6 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2030 - 2031	20,000	182	CG-GOK	Department of Roads and Public Works
Tarmacking of Kona Masai to shimba hills road(9 km)	Development of high standard road network	To improve connectivity	Infrastructure development	2030 - 2032	20,000	630	CG-GOK	Department of Roads and Public Works
Tarmacking of Kwale-Mbuguni-Dongo Kundu road in Tsimba Golini ward(6km)	Development of high standard road network	To improve connectivity	Infrastructure development	2030 - 2032	20,000	400	CG-GOK	Department of Roads and Public Works
TOTAL						3,955		

Source: Roads and Public Works Sector

3.5 Cross-sectoral linkages

In the implementation of its programs, Roads and public works sector interacts with other sectors for service delivery. Therefore, it is necessary to build synergies and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages.

Table 147: Cross sectoral linkages

Sector	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Roads and public works	Finance Economic Planning and Executive services	Funding for implementation of Projects	Inadequate funding	Funds to be provided as per work plan
	Water Services	Provision of water for construction	Increase in construction cost	Improves on water supply
	Environment and natural resources	Demarcation of roads reserves Provision of topographical surveys. Setting out of buildings Provision of Physical plans	Delays in resolving disputes regarding encroachment of road reserves	Prompt surveying of boundaries
	Public Service and Administration	Monitoring of projects and Mobilization of community	Ineffective communication Delays in resolving disputes	Strengthening communication and coordination channels,

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Sector	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
			regarding projects	
	County Assembly	Formulation and approval of county policies and legislations	Non-performance of county programs	Improving working relationship between county assembly and county executive

Source: *Roads and Public Works Sector*

COUNTY PUBLIC SERVICE BOARD SECTOR

3.1 Sector Vision, Mission and Goal

This section highlights and the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation.

3.1.1 Sector Vision

A celebrated Board that achieves Public Service Excellence

3.1.2 Sector Mission

Establish and retain an efficient and effective County Public Service that is responsive through development of visionary Human Resource Policies and Practices.

3.1.3 Sector Goal

The overall objective of the County Public Service Board is to ensure that human resource requirements of the County Public Service are timely met.

3.2 Sector Development Objectives and Strategy

This section presents the sector objectives and strategies in relation to the development issues identified in chapter two.

Table 148: Sector Development Issues, Objectives and Strategies

Sub-Sector	Development Issue	Development Objective	Strategies
CPSB	Rising and unsustainable wage bill	To enhance staff rationalization through integrated human resource planning, budgeting and staff audit.	<ul style="list-style-type: none"> • Approval and implementation of staff establishment and organogram • Fast tracking of approval and implementation of Recruitment, Selection and Induction , Rewards and Sanctions, Sexual Harassment, Communication, Capacity Building, Leadership and Integrity policies • Sensitization of stakeholders on Staff planning • Automation of recruitment process and records management system • Staff Audit and headcount

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Sub-Sector	Development Issue	Development Objective	Strategies
	Attraction and retention of qualified staff	To reduce staff turn- over through transfer and resignation to a minimum level of 1%	<ul style="list-style-type: none"> • Harmonization of job grading and remuneration. • Recommend Job enhancement to SRC for approval and implementation • Adherence to the constitutional requirements • Sensitization on HR issues • Strengthen county public service in the management of county affairs by upholding the requirements of Chapter 6 of the Constitution • Fair and transparent disciplinary processes • Implementation of the code of conduct and ethics • Adherence to the constitutional requirements • Sensitization on HR issues
	Need to promote compliance and cohesion	To promote coherence, compliance with the National Values and Principles referred to in Articles 10 and 232 of the Constitution	<ul style="list-style-type: none"> • Monitoring, evaluation and reporting on compliance • Support government agencies in conducting surveys and other reports (EACC, NCIC PSC) • Compliance reporting to the County Assembly • Sensitization of stakeholders on coherence national values and principles

Source: County Public service Board Sector

3.3 Sector programs and interventions

This section gives a description of the sector programmes and sub programmes. It highlights the programmes, objectives and the key interventions to be undertaken over the plan period. The programmes are in line with the strategies identified in section 3.2.

Table 149: Implementation Matrix

Program	Objectives	Strategies/ interventions	Implementing agency	Time Frame	Funding	
					Total budget (Ksh Million)	Source
Human Resource capital planning and development	To enhance staff rationalization through integrated human resource planning, budgeting and staff audit.	Approval and implementation of staff establishment and organogram	CPSB	2023-2032	35	County Government
		Fast tracking of approval and implementation of Recruitment, Selection and Induction , Rewards and Sanctions, Sexual Harassment,	CPSB	2023-2032	30	County Government

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Program	Objectives	Strategies/ interventions	Implementing agency	Time Frame	Funding	
					Total budget (Ksh Million)	Source
		Communication, Capacity Building, Leadership and Integrity policies				
		Sensitization of stakeholders on Staff planning	CPSB	2023-2032	30	County Government
		Automation of recruitment process and records management system	CPSB	2023-2032	65	County Government
		Staff Audit and headcount	CPSB	2023-2032	70	County Government
	To reduce staff turn-over through transfer and resignation to a minimum level of 1%	Harmonization of job grading and remuneration.	CPSB	2023-2032	310	County Government
		Recommend Job enhancement to SRC for approval and implementation	CPSB	2023-2032	30	County Government
		Adherence to the constitutional requirements	CPSB	2023-2032	30	County Government
		Sensitization on HR issues	CPSB	2023-2032	40	County Government
		Strengthen county public service in the management of county affairs by upholding the requirements of Chapter 6 of the Constitution	CPSB	2023-2032	30	County Government
		Fair and transparent disciplinary processes	CPSB	2023-2032	40	County Government
		Implementation of the code of conduct and ethics	CPSB	2023-2032	40	County Government

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Program	Objectives	Strategies/ interventions	Implementing agency	Time Frame	Funding	
					Total budget (Ksh Million)	Source
	To promote coherence, compliance with the National Values and Principles referred to in Articles 10 and 232 of the Constitution	Monitoring, evaluation and reporting on compliance	CPSB	2023-2032	50	County Government
		Support government agencies in conducting surveys and other reports (EACC, NCIC, PSC)	CPSB	2023-2032	50	County Government
		Compliance reporting to the County Assembly	CPSB	2023-2032	30	County Government
		Sensitization of stakeholders on coherence national values and principles	CPSB	2023-2032	20	County Government
General Administration, Planning and Support Services	To enhance service delivery	Personnel emoluments and other operations and maintenance ³	County Public Service Board	2023-2032	1,000	CGK-GoK
Total					1,900	

Source: County Public service Board Sector

3.4 Sectoral Flagship Projects

Flagship projects are projects with a bigger impact on the sector and beyond. During the plan period, the sector seeks to construct the CPSB complex within Kwale town, a project that will have far reaching impact on service provision. The project is estimated to cost KES100 Million.

Table 150: Sectoral flagship projects

Project Name/ Location	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost	Source of Funds	Implementing Agency
Construction of CPSB Complex at Kwale Town	To accommodate CPSB staff	Fully furnished CPSB complex	Staff offices, records storage, boardrooms	3 years	CPSB staff and public	100 M	County Government	CPSB
TOTAL						100M		

Source: County Public Service Board Sector

3.5 Cross-Sectoral Linkages

This section provides mechanisms/actions on how various sectors will build synergies and address adverse effects that may arise from the implementation of the programmes. It also recommends measures that may be adopted to avoid or manage potential adverse cross-sector effects.

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Table 151: Cross-Sectoral Linkages

Programme Name	Linked Sector	Cross-sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Human Resource capital planning and development	National Government	Providing support on Human Resource management issues i.e. approval of budgets, passing of bills	Control over County Budgetary allocation and actual disbursement of funds to the County	Prompt compliance to the set conditionality and prompt disbursement of funds to the County by the National Treasury
	Department of Public Service and Administration	Provision of supportive services on human resource matters e.g. leave clearance, custodian of staff files, management of payroll system and salaries	Human resource data control	<ul style="list-style-type: none"> Payroll audit Synchronizing of staff data
	Public Service Commission	Providing guidelines, Policies and Advisories on Human Resource management issues	Delays on feedback over matters that have been raised by the Public Service Board	Frequent follow ups

Source: County Public service Board Sector

PUBLIC SERVICE AND ADMINISTRATION SECTOR

3.1 Sector vision, mission and goal

This section highlights and the vision and mission of the sector. It further provides the goal of the sector plan for the next plan period. This will guide the sector's interventions and programmes for implementation

3.1.1 Sector vision

To be a leading agency offering effective coordination of devolved governance for efficient service delivery in public service.

3.1.2 3.1.2 Sector mission

To provide equitable services, advise on mitigation measures, enforce compliance and coordinate all county functions for appropriate provision of services.

3.1.3 3.1.3 Sector goal

To facilitate effective service to internal and external stakeholders in the County

3.2 Sector development objectives and strategies

This section provides the sector development issues, objectives and strategies in each sub sector.

Table 152: Sector Developmental Issues, Objectives and Strategies

Sub Sector	Development Issues	Development Objectives	Strategies
1. County Administration	Inadequate Citizen participation	<ul style="list-style-type: none"> Strengthen public participation to enhance citizens understanding of the devolved functions and governance structure by 2025; 	<ul style="list-style-type: none"> Conduct Community barazas/forums; Collaborate with stakeholders to sensitize communities on the importance of public participation.

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Sub Sector	Development Issues	Development Objectives	Strategies
		<ul style="list-style-type: none"> To ensure effective coordination and involvement of administrators in all County functions and activities. 	<ul style="list-style-type: none"> Establish village councils; and Construct offices for Village Administrators
	Lack of project and programmes implementation policy framework to enforce effectiveness and efficiency in implementation of county projects and programs.	<ul style="list-style-type: none"> Formulate Project and Programmes implementation policy to strengthen the functions of coordination, supervision and monitoring and evaluation. To ensure timely and structured communication within the county project and program implementation units and stakeholders. 	<ul style="list-style-type: none"> Draft a Project and Programmes implementation policy; Inter -departmental engagement; and Engagement of external stakeholders.
	Competing interest between the two levels of government.	<ul style="list-style-type: none"> To strengthen coordination of intergovernmental relations. 	<ul style="list-style-type: none"> Hold regular inter-governmental meetings; and Collaborate in the implementation of both National government and County Governments.
	Lack of regular capacity building of County Administrators	<ul style="list-style-type: none"> To provide training and development opportunities for County Administrators annually 	<ul style="list-style-type: none"> Conduct a training/capacity needs Assessment for administrators; and annual training projections
2. Human Resource Management	Partial compliance with Public Service HR laws and regulations	<ul style="list-style-type: none"> To continuously update ourselves and fully comply with employment laws and other relevant acts and regulations in Public Service 	<ul style="list-style-type: none"> Continuous Sensitization of officers on HR related laws & regulations in public service; and conduct HR Compliance audits.
	Absence of a County Human Resource Information System(HRIS)	<ul style="list-style-type: none"> Procure and operationalize a Human Resource Information System(HRIS) in the County by 2027 	<ul style="list-style-type: none"> Procurement of the system and maintenance; Train the HR officers on the system; System roll-out to staff of the county.
	Performance Management system	<ul style="list-style-type: none"> Ensure Implementation of the Performance Management System within the County by 2025 	<ul style="list-style-type: none"> Management sensitization on Performance Contracting, Monitoring and evaluation as a tool for good governance; and Staff Performance management System (SPAs) sensitization
	Inadequate training opportunities for the HR Division personnel	<ul style="list-style-type: none"> To give training opportunities to the HR Division personnel to sharpen their skills annually 	<ul style="list-style-type: none"> Conduct a training/capacity needs Assessment for HR staff; and annual training projections.

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Sub Sector	Development Issues	Development Objectives	Strategies
	Lack of an approved Staff Establishment and organogram for the department	<ul style="list-style-type: none"> To review the drafted staff establishment and organogram for the department and ensure their approval by 2023. 	<ul style="list-style-type: none"> Identify staffing gaps in the department; and Initiate the review process until approval.
	Inadequate HR personnel	<ul style="list-style-type: none"> To procure more Human Resource Management Personnel(HR officers/Payroll Officers/Records officers) 	<ul style="list-style-type: none"> Identify the gaps in the division; and initiate recruitment requisition.
3.Enforcement	Absence of County Enforcement and Inspectorate policy and legal framework	<ul style="list-style-type: none"> Formulate a county enforcement and inspectorate policy and legal framework by 2023. 	<ul style="list-style-type: none"> Draft a county enforcement and inspectorate policy and legal framework; and Engaging relevant stakeholder.
	Inadequate Security Infrastructure and personnel	<ul style="list-style-type: none"> To procure personnel and provide offices, communication systems, transport, safety gears and establish County Courts by 2027 	<ul style="list-style-type: none"> Identify personnel and infrastructure gaps; initiate recruitment requisition; and Review the approved career progression guideline for enforcement personnel.
	Inadequate skills and understanding of the county laws and operations.	<ul style="list-style-type: none"> To provide training and development opportunities for enforcement officers annually. Facilitate easy access to county policies, laws and SOPs. 	<ul style="list-style-type: none"> Conduct a training/capacity needs Assessment for enforcement & inspectorate staff; Annual training projections; and Establish a repository center for county policies, laws and Standard operation procedures (SOPs).
4. Disaster Management	Lack of approved Disaster Risk Management Policy and legal framework.	<ul style="list-style-type: none"> To ensure that the draft county Disaster Risk Management Policy and bill is approved and enacted by 2023. 	<ul style="list-style-type: none"> Lobbying the County Executive Committee and the County assembly to approve policy and enact the bill into law
	Ineffective coordination of partners involved in Disaster Risk Management (DRM)	<ul style="list-style-type: none"> To ensure that emergency operations centers (EOC) are in place by 2024 to create harmony in responding to disasters. 	<ul style="list-style-type: none"> Strengthen technical and logistical capacities of partners and stakeholders to ensure better preparedness and response in emergencies, including stockpiling of necessary materials for rescue and relief activities
	Inadequate Disaster Management infrastructure and personnel in the County	<ul style="list-style-type: none"> To procure adequate infrastructure and personnel in the County for proper response. 	<ul style="list-style-type: none"> Purchase of Equipment for Firefighting for all sub-counties;

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Sub Sector	Development Issues	Development Objectives	Strategies
			<ul style="list-style-type: none"> • Procuring human resource to implement disaster operations • Ensure continuity of operations and planning, including social and economic recovery, and provision of basic services in the post-disaster phase
	Lack of mainstreaming climate change actions in CIDP and other county plans as per the Kenya National Adaptation plans 2015-2030.	<ul style="list-style-type: none"> • To mainstream climate change actions in all county plans 	<ul style="list-style-type: none"> • Climate- smart new and existing critical infrastructures, including water and transportation infrastructure, educational and health facilities, and other social amenities
	Lack of General awareness on the effects of disaster risk of staff and the community	<ul style="list-style-type: none"> • Build capacity of all stakeholders on Disaster risk management. 	<ul style="list-style-type: none"> • Strengthen technical and logistical capacities of partners and stakeholders to ensure better preparedness and response in emergencies, including stockpiling of necessary materials for rescue and relief activities
5. Waste Management	Non- sustainable waste management practices	<ul style="list-style-type: none"> • To initiate a sustainable waste management model 	<ul style="list-style-type: none"> • To adopt integrated waste management practices
	Absence of waste management policy.	<ul style="list-style-type: none"> • Formulate a county waste management policy. 	<ul style="list-style-type: none"> • Draft a county waste management policy and legal framework; and Engaging relevant stakeholder.
	Inadequate infrastructure, personnel and equipment	<ul style="list-style-type: none"> • Procure adequate infrastructure, personnel and equipment. 	<ul style="list-style-type: none"> • Identify personnel, infrastructure and equipment gaps; and initiate recruitment requisition.
	Poor public support in waste management matters.	<ul style="list-style-type: none"> • Enhance community awareness on waste management. 	<ul style="list-style-type: none"> • Sensitization of the community on waste management; Engagement of stakeholders; enforcement of laws governing waste management.

Source: *Public Service and Administration sector*

3.3 Sector Programmes and Interventions

This section provides the programmes, their objectives and the key interventions. The programmes are in line with the strategies identified in section 3.2. The following table below presents the implementation matrix.

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Programme	Objectives	Strategies/ Interventions	Budget Ksh Million
Administration	Strengthen service delivery through full implementation devolved governance structure by 2027	Establishment village councils	20
		Construct offices for Village Administrators and maintenance of infrastructure development	397
	To Ensure effective coordination of county government functions.	Monthly and Quarterly meetings with department heads at each level of governance	20
		Develop 77 village action plans	20
Institutional Capacity Development Programme	Formulate Project and Programmes implementation policy to strengthen the functions of coordination, supervision and monitoring and evaluation	Draft a Project and Programmes implementation policy	10
	To ensure timely and structured communication within the county project and program implementation units and stakeholders.	Inter -departmental engagement, and Engagement of external stakeholders, Monthly & Quarterly Meeting.	5
	To strengthen coordination of intergovernmental relations.	Hold regular inter-governmental meetings	10
		Collaborate in the implementation of both National government and County Governments.	6
	To provide training and development opportunities for County Administrators annually	Conduct a training/capacity needs Assessment for administrators	25
		Annual training projections	20
	To continuously update ourselves and fully comply with employment laws and other relevant acts and regulations in Public Service	Continuous Sensitization of officers on HR related laws & regulations in public service	10
		Conduct HR Compliance audits.	15
	To give training opportunities to the HR Division personnel to sharpen their skills annually	Conduct a training/capacity needs Assessment for HR staff	10
		Annual training projections	10
	To review the drafted staff establishment and organogram for the department and ensure their approval by 2023.	Identify staffing gaps in the department	3
		Initiate the review process until approval	2
	To procure more Human Resource Management Personnel(HR officers/Payroll Officers/Records officers)	Identify the gaps in the division	5
		Initiate recruitment requisition	4
	Formulate a county Enforcement and Inspectorate policy and legal framework by 2024.	Fast track the draft county enforcement and inspectorate policy and legal framework	9
		Engaging relevant stakeholder.	6
	To procure personnel and provide offices, communication systems, transport, safety gears and	Identify personnel and infrastructure gaps	5
Initiate recruitment requisition		5	
Review the approved career progression guideline for enforcement personnel		5	

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Programme	Objectives	Strategies/ Interventions	Budget Ksh Million
	establish County Courts by 2027	Construction of County court at Kwale	12
	To provide training and development opportunities for enforcement officers annually	Conduct a training/Capacity needs Assessment for enforcement & inspectorate staff	10
		Annual training projections	15
	Facilitate easy access to county policies, laws and SOPs.	Establish a repository centre for county policies, laws and Standard Operation procedures (SOPs).	5
Human Resource Management modernization programme	Procure and operationalize a Human Resource Information System(HRIS) in the County by 2027	Procurement of the system and maintenance	3
		Train the HR officers on the system	5
		System roll-out to staff of the county	25
Performance Management programme	Ensure Implementation of the Performance Management System within the County by 2025	Management sensitization on Performance Contracting, Monitoring and evaluation as a tool for good governance	3
		Staff Performance Management System (SPAs) Sensitization	2
Integrated Disaster Risk and Resilience Programme	To ensure that the draft county Disaster management policy and bill is approved and enacted by 2023.	Lobbying the County Executive Committee and relevant legislative bodies, such as the County assembly to pass the policy into an Act.	5
	To ensure that emergency operations centres (EOC) are in place by 2024 to create harmony in responding to disasters.	Strengthen technical and logistical capacities of partners and stakeholders to ensure better preparedness and response in emergencies, including stockpiling of necessary materials for rescue and relief activities	500
	To procure adequate infrastructure and personnel in the County for proper response.	Purchase of Equipment for Fire fighting for all sub-counties; Recruitment of staff to man this docket; and Ensure continuity of operations and planning, including social and economic recovery, and provision of basic services in the post-disaster phase	240
	To mainstream climate change actions in all county plans	Climate- smart new and existing critical infrastructures, including water and transportation infrastructure, educational and health facilities, and other social amenities	10
	Build capacity of all stakeholders on Disaster risk management.	Strengthen technical and logistical capacities of partners and stakeholders to ensure better preparedness and response in emergencies, including stockpiling of necessary materials for rescue and relief activities	10
	To ensure that financial, human, material and physical resource is established to implement Disaster Risk operations	Lobbying the County assembly to pass the policy into an Act.	3
General Administration, Planning and Support Services	Enhance Service delivery	Payment of salaries, staff welfare and use of goods	3,027

TOTAL..... 4,500

3.4 Sector Flagship Project

The sector has earmarked the construction of Emergency Operation centers in each of the five sub-counties in order to reduce the impact of emergent disasters in the county, as shown in the table below;

Table 153: Sectoral Flagship Project

Project Name	Objective	Outcome	Description of Key Activities	Time frame	Beneficiaries (No.)	Estimated cost	Source of funds	Implementing Agency
Emergency Operation Center (EOC), One EOC in each sub-county.	Mitigation the impact of Disasters in the county	Reduced impact of disasters in the County	Construction of center(s); Purchase of equipment; and Recruitment of Staff.	2022-2027	866,820 (KNBS, 2019)	500Million	CGK; National Government; and Development Partners.	Public Service & Administration

Source: *Public Service and Administration sector*

3.5 Cross-Sectoral linkages

In the implementation of its programs, the Public Service and Administration sector interacts with other sectors for service delivery. Therefore, it is necessary to build synergies and address adverse effects that may arise from the implementation of the programs. The table below analyses the cross-sector linkages.

Table 154: Cross- Sectoral linkages

Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Civic Education	Social Services & Talent Management	Sensitization on Public Participation by Community Development Officers; Provide facilitation i.e. transport reimbursement, refreshments and stationaries.	Inconsistencies in the delivery of civic education	Develop an integrated work plan
	Roads and public works	Preparation of Bill of Quantities; Supervision of infrastructural projects; and Certification of works for the department's projects; and Sensitization on Human Resource and Payroll management processes.	Untimely completion of projects; and Sub-standard works.	Compliance with work plans; Adequate supervision of projects; and Compliance with Bills of Quantities.
	County Public Service Board	Employee attraction & retention; Policy Formulation; Sensitization on HR	Policies taking long to be approved	Approve drafted policies for use.

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Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
		related laws and regulations; and advisories.		
	Executive Services Finance and Economic Planning	Sensitization of stakeholders on village level action plans	Village level action plans developed and approved	Approve village level development plans
Institutional Capacity Development Programme	Roads & Public Works	Coordination of all county projects and programmes; Preparation of Bill of Quantities; Supervision of infrastructural projects; and Certification of works for the department's projects.	Untimely completion of projects; and Sub-standard works.	Compliance with work plans; Adequate supervision of projects; and Compliance with Bills of Quantities.
	County Public Service Board	Approval of staff establishment and Organogram for the department/Sector; Employee attraction and retention; and approval of Career progression guideline.	Delays in approval of Career progression guideline	Review and approved the career progression guideline for enforcement team
	All Departments	Sensitization on Human Resource and Payroll management processes.	Poor Performance /Service delivery	Staff Induction; and Sensitization meeting
Human Resource management Modernization programme	Tourism ,Trade & Enterprise Development	ICT technical Support; and Software hosting via the server	Inefficiency in service delivery	Digitization of Human Resource Management
	Finance, Executive Services & Economic Planning	Procurement of Human Resource Information System	Loss/poor quality of data due to a lot of paperwork	Fast-track the procurement process
Performance Management Programme	County Public Service Board	Management sensitization on Performance Contracting, Monitoring and evaluation as a tool for good governance; and Staff Performance Management System (SPAs) Sensitization	Poor performance measurements	Comply with performance management framework for County Government, 2017
	All County Departments	Staff Performance Management System (SPAs) Sensitization	Poor performance evaluation	Institute quarterly performance evaluation
Integrated Disaster Risk and Resilience Programme	Finance, Executive Services & Economic Planning	Facilitation in terms of training of personnel and procurement of equipment	Inadequate preparedness in addressing disaster risk issues	Enhanced coordination with the linking department

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Program name	Linked sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
	Roads & Public Works	Provision of water ways; Access roads to help navigate through during disasters; Provision of personnel and Equipment.	Inadequate preparedness in addressing disaster risk issues; and Escalation of the disaster risks.	Enhanced coordination with the linking department
	Water Services	Water harvesting for future use	Intensification of the drought period	Enhanced coordination with the linking department
	Health Services	Early warnings systems for preparedness; and Community Sensitization on health matters	Inadequate preparedness in addressing disease outbreaks;	High mortality rates; and unhealthy communities
	Agriculture, Livestock & Fisheries	Assessment of crop damage; Loss of livestock ; and Distraction of fishponds	Famine/hunger due to increased crops and livestock loss; and Loss of lives/Livelihoods	Enhanced coordination with the linking department; and joint trainings of staff and communities to enhance preparedness
	Environment & Natural Resources	Community sensitization on Climate change actions	Deforestation; droughts and famine; and Loss of lives	Capacity building for both staff and communities; and Enhance climate change actions i.e. Tree planting
	Social Services & Talent Management	Collaborate in Community mobilization	Poor public participation/Civic education	Enhanced coordination with the linking department
	Integrated Waste Management Programme	Environment & Natural Resources	Formulate a sustainable waste management plan	Environmental degradation; and pollution
Health Services (Public Health)		Established best practices in waste management and disposal	Diseases outbreaks	Vaccinations; and awareness creation on waste management and disposal
Water Services		Enhancement of water treatment in the community	Diseases outbreaks: and water Pollution	Provision of water treatment facilities i.e. water treatment sachets

Source: *Public Service and Administration sector*

The County Assembly

The Kwale County Assembly is the legislative arm of the Kwale County Government and is situated in Kwale town, the headquarters of Kwale County. The Kwale County Assembly came into existence following the General Election held on 4th March 2013. The first Speaker and 33 Members of County Assembly were sworn in on 22nd March 2013 heralding a new governance dispensation. The current County Assembly was sworn in on 6th September 2022 and comprises of 30 Members. Of these, 20 Members were elected to represent the interests of the wards while 10 Members were nominated

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to represent special segments of the Kwale demographic - including the marginalized, youth, women and persons with disabilities.

Sector Vision

An exemplary Legislature for democratic governance.

a) Sector Mission

To facilitate Members to effectively and efficiently deliver their constitutional mandate of Legislation, representation and oversight.

b) Sector Goal

The goal of the County Assembly is to provide exemplary legislation, oversight and representation to address the needs of the people of Kwale.

c) Sector Programs and Interventions

The key interventions to continue the County Assembly transformation agenda will include recruitment of more qualified and competent staff and strengthening collaboration and partnership for resource mobilization of some of the programs.

Program	Objectives	Strategies	Budget (Kshs in millions)
Legislation, Representation & Oversight	<ul style="list-style-type: none"> • To increase number of bills passed • To improve on the quality bills 	<ul style="list-style-type: none"> • Capacity building of members and staff • Proper consultation with the general public and stakeholders 	4,300
	To ensure fully implementation and operationalization of resolutions	Close monitoring and evaluation by the relevant committees.	
Administration	<ul style="list-style-type: none"> ▪ To improve efficiency in service delivery 	<ul style="list-style-type: none"> ▪ Lobby with the Senate to allocate more resources to the County Assemblies. ▪ Establishment of a fully-fledged Budget office 	4,200
	To attract a high skilled and motivated manpower	<ul style="list-style-type: none"> ▪ To provide continuous training programs for staff ▪ To develop career path for staff 	

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	To have adequate human capital	<ul style="list-style-type: none"> ▪ To have staff planning frame work ▪ To have an attractive pay package 	
	To ensure effective utilization of funds	<ul style="list-style-type: none"> ▪ Timely disbursement of funds ▪ Monitoring and evaluation of the budget and implementation of projects 	
	Infrastructural development	<ul style="list-style-type: none"> ▪ To create conducive environment for efficient and effective public service delivery 	<ul style="list-style-type: none"> ▪ 1 500

CHAPTER FOUR: IMPLEMENTATION MECHANISM

4.0 Overview

This chapter highlights the institutional and coordination framework in the implementation of this plan. In addition, it indicates the resource and capacity requirements necessary to realize the development objectives highlighted in chapter three. Further, the chapter highlights the possible risks that may hinder implementation of this sectoral plan and the possible mitigation measures.

EXECUTIVE SERVICES, FINANCE AND ECONOMIC PLANNING SECTOR

4.1 Institutional and Coordination framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include county government sectors, county executive committee, county assembly, national government ministries, development partners, non-governmental organizations, the civil society and Kwale county citizens. The organization structure will guide and coordinate the implementing partners. This will harness the potential of every stakeholder in the implementation of programs to ensure efficiency and effectiveness in service delivery.

4.1.1 Institutional Arrangement

4.1.1.1 County Executive Committee (CEC)

The CEC exercises the executive authority of the county government. The committee implements national legislation and policies relevant to the county government. It gives strategic leadership and policy direction in implementing programs of the sector of education.

4.1.1.2 County Assembly

The County Assembly provides the legislative function for effective performance of the sector. The Assembly also plays an oversight role in implementation of the sector programs. Further, the Assembly approves plans and policies for the exploitation and utilization of funds for the sector.

4.1.1.3 National Government MDAS

National government ministries are involved in the financing of counties to undertake their programmes. The National Treasury, Office of the Controller of Budget, Office of the Auditor General, the Commission on Revenue Allocation, Salaries and Remuneration Commission are key players in the county operations and affairs. It is therefore crucial that systems and structures are put in place to enhance partnership, collaboration and synergies with the MDAS.

4.1.1.4 Development Partners and Donors

Development partners and donors assist in funding, capacity building, technical assistance, research and development. In the implementation of the program its vital that, the sector strengthens its relationship with development partners and donors.

4.1.1.5 Civil Society

The civil society plays a critical role in providing civic education to the citizen, providing watchdog role and supporting policy formulation process.

4.1.1.6 Kwale Citizens

The Kwale County citizens will be involved in the formulation, implementation, monitoring and evaluation of the programs. Through public participation, the citizens play an important role in the decision-making processes, in the monitoring and evaluation of the programs, and in transparency and accountability in the management of their affairs. It is therefore important that the sector fosters harmonious relationship with the citizens for efficient and effective service delivery and performance.

4.1.2 Coordination Framework

This section provides the mechanisms put in place for effective coordination of the implementation of the sectoral plan. It also highlights the key stakeholders, partnerships and collaborations necessary to realize the development objectives envisaged in this plan. This include both state and non – state stakeholders as depicted in the figure below.

Figure 43: Sector Coordination Framework

4.2 Financing Mechanism

This section indicate the total cost of funding the sectoral plan disaggregated by funding sources. It also indicates the estimated total cost of implementing the specific programmes over the plan period. The section further highlights the collaboration arrangements between the various agencies within the sector.

Table 161: Summary of Budget Allocations by Economic Classification and Sector (Amount in Kshs Million)

No	Sector Name	Recurrent Expenditure	Development Expenditure	Total Budget
1	Executive Services, Finance and Economic Planning	11,852	1,000	12,852
2	Agriculture, Livestock and Fisheries	2,317	6,000	8,317
3	Environment and Natural Resources	4,000	4,455	8,445
4	Health	32,943	4,705	37,648
5	Tourism, Trade and Enterprise Development	3,000	4,000	7,000
6	Social Services and Talent Management	3,000	2,500	5,500
7	Education	12,683	3,000	15,683
8	Water Services	3,000	6,400	9,400
9	Roads and Public Works	3,500	5,455	8,955
10	County Public Service Board	1,500	500	2,000
11	Public Service & Administration	4,500	500	5,000

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12	County Assembly	8,500	1,500	10,000
	TOTAL	90,795	39,205	130,800
	PERCENT	70	30	100

Table 1552: Summary of Programme Implementation Costs FY2022/2023-2032/2033 (Kshs. Million)

SECTOR NAME : EXECUTIVE SRVICES, FINANCE AND ECONOMIC PLANNING FUNDING REQUIREMENT FY 2022/2023-2032/2033												
SUB-SECTOR 1: FINANCE AND ECONOMIC PLANNING	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030	FY 2030-2031	FY 2031-2032	FY 2032-2033	TOTALS
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES	831	800	810	815	820	825	825	825	825	825	850	9051
PROGRAMME 2: BUDGET AND ECONOMIC PLANNING	99	55	56	58	58	60	60	62	62	65	65	700
PROGRAMME 3: REVENUE MOBILIZATION	32	36	39	43	47	52	57	63	69	76	84	600
PROGRAMME 4: TREASURY ACCOUNTING	20	22	25	27	30	33	36	40	44	48	53	378
PROGRAMME 5: PROCUREMENT	12	13	14	15	17	19	21	23	25	27	30	214
PROGRAMME 6: INTERNAL AUDIT	18	20	22	25	27	30	33	36	39	43	48	341
SUB TOTAL	1013	946	966	983	999	1018	1032	1048	1064	1085	1130	11285
SUB SECTOR 2: EXECUTIVE SERVICES												0
PROGRAMME 1 : ADMINISTRATION, PLANNING AND SUPPORT SERVICES	113	115	120	125	125	125	130	130	130	135	140	1388
PROGRAMME2 : COMMUNICATION SERVICES	6	7	7	8	9	10	11	12	13	14	15	110
PROGRAMME 3: LEGAL DIVISION	4	4	5	5	6	6	7	7	8	9	10	70
SUB TOTAL	122	126	132	138	139	141	147	149	151	158	165	1567
SECTOR TOTAL	1135	1072	1098	1121	1138	1159	1179	1197	1215	1243	1295	12852

Source: Kwale County Treasury

4.3 Capacity Development

This section highlights capacity gaps that may hinder efficient and effective implementation of the strategies identified in the sectoral plan. It also proposes measures for addressing the capacity gaps. These gaps include those related to skills and knowledge; systems and processes as well as tools and equipment.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures. The main risks that may hinder implementation of programs in the sector include low funding arising from the underperformance of revenues, erratic weather conditions and continuation of the containment measures of the Covid-19 pandemic. The sector will monitor these risks and institute mitigation measures.

Table 163: Analysis of Risks and their Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Mitigation Measures
Ineffective government structures	High	CEC Member	<ul style="list-style-type: none"> • Establish appropriate government structure • Decentralize service delivery units
Misappropriation of public resources	High	CEC Member	<ul style="list-style-type: none"> • Enforcement of legal and regulatory frameworks • Strengthen internal control systems
Ineffective Audit committee	Medium	CEC Member	<ul style="list-style-type: none"> • Capacity building of Audit committee members

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			<ul style="list-style-type: none"> • Adherence of professional code of conduct
Non-compliance with legal and regulation provisions	Medium	CEC Member	Adherence to laid statutory and legal provisions
Non-adherence to public service values and principles of governance	Medium	CEC Member	<ul style="list-style-type: none"> • Enforcement of Code of Conduct • Regular sensitization on Public Service Values and Principles
Lack of prudent ex chequer management practise	High	DAS	<ul style="list-style-type: none"> • Capacity building. • Adherence to the approved budget.
Loss of assets	High	DAS	Updating of asset register
Lack of proper implementation of plans and programmes	Medium	Chief Officer	Ensure proper coordination ,implementation and monitoring of county plans and programmes

AGRICULTURE, LIVESTOCK AND FISHERIES SECTOR

4.1 Institutional and Coordination Framework

This section provides information on the institutions, stakeholders and collaborators for the effective implementation of this plan. It also highlights their roles and contribution in realizing the objectives of the sector plan.

4.1.1 Institutional Arrangement

This section highlights the institutional structure for smooth implementation of this sector plan. The arrangement is composed of the major players and stakeholders responsible for the realization of the development aspirations presented in this sectoral plan. It will also present the organizational structure, functions, duty and responsibility of the various institutions.

Table 164: Institutional roles in implementing sector plan

Institution	Role in implementing the plan
Kwale County Assembly	Oversight and approval of sector related legislations
County Budget and Economic Forum	Collaborate with the sector
Kwale County Public Service Board	Selection and Recruitment of sector staff
Other departments in the county government; Finance and Economic planning, health, trade and tourism, ICT, gender and social services.	Processing and disbursement of sector budget Trainings Technical support
National Treasury	Trainings Fund disbursement to Counties
Ministry of Water	Improve community livelihood in ASAL areas Improved sanitation services
Kwale County Assembly	Oversight and approval of sector related legislations
County Budget and Economic Forum	Collaborate with the sector
Kwale County Public Service Board	Selection and Recruitment of sector staff
Other departments in the county government; Finance and Economic planning, health, trade and tourism, ICT, gender and social services.	Processing and disbursement of sector budget Trainings Technical support
National Treasury	Trainings Fund disbursement to Counties
Ministry of Water	Improve community livelihood in ASAL areas Improved sanitation services
Kwale County Assembly	Oversight and approval of sector related legislations
County Budget and Economic Forum	Collaborate with the sector

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Institution	Role in implementing the plan
Kwale County Public Service Board	Selection and Recruitment of sector staff
Other departments in the county government; Finance and Economic planning, health, trade and tourism, ICT, gender and social services.	Processing and disbursement of sector budget Trainings Technical support
National Treasury	Trainings Fund disbursement to Counties
Ministry of Water	Improve community livelihood in ASAL areas Improved sanitation services
Kenya Livestock & Marketing Council	To improve the livelihoods and resilience of pastoral communities and other livestock keepers/producers by providing services that effectively respond to their needs' Promotes livestock value addition, and marketing and co-management of livestock infrastructure. Collection and provision of Livestock market information through FM radios Link livestock producers and Traders to potential markets
FAO	Building resilience of vulnerable communities in ASALs through increased adaptive capacity increased access to productive assets and improved Natural resource management.
State dept. of Agriculture	To promote and facilitate the production of food and agricultural raw materials for food security and incomes; advance agro-based industries and agricultural exports, and enhance sustainable use of land resources as a basis for agricultural enterprises The sub sector implements the following three strategic programs, mainly from the county budget: Crops, productivity and output improvement Enhanced accessibility of affordable inputs and credit to farmers Promote sustainable land use and environmental conservation Capacity-building of staff and farmers Initiation of Agriculture Training Centre-ATC Initiation of agricultural mechanization services Increase volume and value of trade in markets Promote market access and product development Promote value addition Facilitate the upgrading of value chains Extension Administration, Planning and Support Services Create an enabling environment for agricultural development Enhance institutional efficiency and effectiveness in implementation and extension services. Policy development
WFP	Sustainable food system Capacity-building fish farmers Natural resources management
Joint Agricultural Secretariat (Comprised of national and county agricultural ministries)	Conduct priority setting for the agriculture sector
Kenya Plant Health Inspectorate Services (KEPHIS)	Plant variety evaluation, release, registration and protection; Seed Certification; Custodian on implementation of the Phyto sanitary regulations
Pest Control Products Board (PCPB)	Assessment of safety, efficacy, quality and economic value of pest control products for registration
National Environmental Management Agency (NEMA)	Oversees implementation of regulations on environmental management

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Institution	Role in implementing the plan
	<ul style="list-style-type: none"> Conducts environment audit in research fields and laboratories Conducts environmental impact assessment for projects
Agriculture and Food Authority (AFA)	<ul style="list-style-type: none"> Provision of regulatory services Registration and licensing Promotion of best practices in agricultural production Provision of extension services for specific crops
Kenya National Bureau of Statistics (KNBS)	<ul style="list-style-type: none"> Conduct population census, including collection agricultural data Collection of county level agricultural statistics
Kenya Veterinary Vaccines Production Institute (KEVEVAPI)	<ul style="list-style-type: none"> Evaluation and production of vaccines Commercialization of developed vaccines Market and distribute Veterinary vaccines locally and abroad.
Ministry responsible for Agriculture, Livestock and Fisheries and other sector ministries	<ul style="list-style-type: none"> Partnership in technology development Development of agricultural sector policies and regulations Provision of finances Linkage with development Partners
Kenya Animal Genetic Resources Centre (KAGRC)	<ul style="list-style-type: none"> Involved in animal genetic resources conservation and multiplication of germplasm
Kenya Bureau of Standards (KEBS)	<ul style="list-style-type: none"> Development of standards and quality control Testing and calibration of facilities Certification of products, services and systems
National Treasury	<ul style="list-style-type: none"> Resource allocation for research Custodian of Government property Linkage for bilateral grants Provide tax waiver for externally funded projects
Parliament (Senate and National Assembly)	<ul style="list-style-type: none"> Approves agricultural policies Enacts laws for agricultural sector Approves budgets for research
Kenya Veterinary Association (KVA)	<ul style="list-style-type: none"> Delivers quality veterinary services Supports growth in the animal resource industry
Community Based Organizations (CBOs); Non- Governmental Organizations (NGOs); Faith Based Organizations (FBOs)	<ul style="list-style-type: none"> Have good linkage with the farmers Market outlet for products and services Collaborate in the dissemination of information and technologies Facilitate in technology adoption and utilization
Local Financial Institutions	<ul style="list-style-type: none"> Provision of credit facilities to farmers Provision of insurance Provide economic evaluation and advisory services on investments
Media (print and electronic)	<ul style="list-style-type: none"> Dissemination of information Communication networks Awareness creation Advertisement Reporting news on Kwale county Activities
Agri-businesses (input dealers and merchants)	<ul style="list-style-type: none"> Provision of quality agricultural inputs Dissemination/awareness creation of current technologies Provision of extension Services
Kenya Marine and Fisheries Research Institute (KMFRI)	<ul style="list-style-type: none"> Conducts research to integrate aquaculture, crop and livestock farmers
Kenya coast guard services(KCGS)	<ul style="list-style-type: none"> To promote maritime security and safety
Kenya Maritain Authority	<ul style="list-style-type: none"> Provision of Regulatory oversight over Kenya maritime Industry
Kenya Fisheries service	<ul style="list-style-type: none"> Managing and developing Kenya fisheries and aquaculture
Kenya fish marketing authority	<ul style="list-style-type: none"> Promoting fish quality assurance and marketing of fisheries resources

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Institution	Role in implementing the plan
Kenya Medical Research Institute (KEMRI)	Undertakes in vaccine development, diagnostics, Genetic Engineering and Bioinformatics Conducts research on food safety nutrition and health Undertakes research on zoonotic diseases
Universities	Large pool of experts with diverse capacities and skills Provision of training expertise State of art laboratories and research equipment Training in many agricultural related disciplines
International Non-Government Organizations	Have large pool of international experts with diverse capacities and skills Mobilize funds to support research projects in many areas Established global networks for agricultural development
International Organizations, Regional Economic Communities/ Blocks and Research Networks	Develop common regional policies and strategies to promote agricultural development among partner states Provide trading opportunities across regions Finances agricultural research
Kwale County Assembly	Oversight and approval of sector related legislations
County Budget and Economic Forum	Collaborate with the sector
Kwale County Public Service Board	Selection and Recruitment of sector staff
Other departments in the county government; Finance and Economic planning, health, trade and tourism, ICT, gender and social services.	Processing and disbursement of sector budget Trainings Technical support
National Treasury	Trainings Fund disbursement to Counties
Ministry of Water	Improve community livelihood in ASAL areas Improved sanitation services

4.1.2 Coordination Framework

Based on the 2023-2032 ASP target reviews, the Sector has to mobilize national and county resources to achieve the ambitious targets set out in 2018-2027 plans. The sector works closely with various national and county government departments, national government agencies / Authorities, development partners, non-state actors and the private sector to actualize the plan. The sector also optimizes the Joint Agriculture Sector Consultations and Cooperation Mechanisms (JASCCOM) forum for better sector coordination of development activities and synergy among the stakeholders.

Figure 44: Sector Coordination Framework

4.2 Financing Mechanism

Implementation of this sector plan requires budgetary allocation both from public and private financiers. The table below indicates the funding sources for the sector plan.

Table 1565: Summary of Programme Implementation Costs FY2022/2023-2032/2033 (Kshs. Million)

Programme	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY2030/31	FY 2031/32	FY2032/33	TOTAL
Administration, Planning and Support Services	165	170	174	178	184	189	195	201	206	206	1866
Crop development	265	276	278	294	305	307	308	320	336	338	3027
Fisheries	24.6	26	27	28	30	31	33	35	36	38	309
Veterinary	82.4	83	85	88	88	88	93	93	99	99	897

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Livestock production	66.7	70	74	77	77	82	87	92	96	101	822
Livestock development and veterinary	124.1	129	129	135	140	140	145	146	151	156	1396
Total	727.40	753	766	800	824	837	861	885	924	938	8317

4.3 Capacity Development

Effective and efficient implementation of this sector plan that may be hindered by several internal capacity gaps in regards to skills and knowledge; systems and processes, as tools and equipment etc. Therefore, table 8 below outlines a summary of those gaps and possible measures to address them.

Table 157: Capacity development gaps and measures to address them

Sector gaps:	Measures to address capacity gaps:
Skills & Knowledge	
Lack clarity in roles and responsibilities	Adherence to Job Description
lack of knowledge on policy formulation and development	Training on supervisory course and senior management course
inadequate skills in leadership and management	Training in leadership and principles of management
Lack of knowledge in proposal/report writing and resource mobilization.	Training in project cycle ,proposal development and writing
Lack of skills in psycho-social counseling	Capacity building on guidance and counseling
lack of skills in conflict management and resolution	Capacity building in conflict management
Systems and processes	
Understaffing	Recruiting adequate staff for every sub-sector Implement the revised organogram
Sector Budgeting process	Should be participatory, clear and transparent
Accounting system	Individual staff be held responsible for their imprests
Work plan/ Programme implementation process	Strict adherence to work plan
Tools and equipment	
Inadequate transport logistics	Ensure efficiency in transport logistical arrangements
Insufficient working tools	Procure enough working tools Mobilize for more working tools
Lack of routine servicing of working tools/ equipment	Periodic servicing of available working tools for dispatch to field offices

4.4 Risk Management

Just like capacity gaps can hinder smooth implementation of the sectoral plan, some unforeseen issues may risk this implementation too. Table 6 below summarises those risks and possible mitigation measures.

Table 158: Measures for Risk Management

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Mitigation Measures
Outbreak of pandemics and natural disasters	Moderate	NDMA, Red cross, National and County Government.	Create awareness among staff on possible outbreaks Train staff on disaster preparedness Build capacity for quick response to disasters Liaise with Disaster Management Organizations to train staff on quick response and coping Strategies

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Prolonged drought	High	NDMA, National and County Government.	Sink boreholes Harvest water Conserve water Develop drought tolerant crop varieties and livestock.
Cash flow problems leading to high debts	High	National and County Treasury.	Avoid financial commitments without assurance for funding. Ensure timely settlement of payments of goods and services provided to the sector. Ensure sector enters into only into reasonable and legally binding contracts
Environmental health hazards	Moderate	NEMA	Establish safe waste disposal Hire/engage experts in waste disposal Sensitize the community Remove pollutants Conduct an environmental risk assessment
Negative reports which damage reputation	Moderate	Executive / Administration(Both national and county)	Strengthen media relations Develop and implement an effective social media strategy Ensure effective response is provided to stakeholders' concerns Respond effectively and convincingly to crises Ensure structures and operations/processes are "fit for purpose" Develop an effective feedback soliciting system to assess the perception on the sectors by stakeholders and make improvements as necessary.
Negative socio-cultural practices and mis-information	Moderate	Executive / Administration(Both national and county)	Create awareness campaigns among stakeholders and staff Demystify technologies and research products Consider and incorporate socio-cultural issues of target beneficiaries when developing Technologies. Engage opinion leaders (religious, political, community leaders and administrators) when dealing with communities
Inability to cope with rapid changing technological	Moderate	ICT and sector departments.	Upgrade existing technology Acquire modern technology Regularly train staff on new technologies

ENVIRONMENT AND NATURAL RESOURCES SECTOR

4.1 Institutional and Coordination Framework

This section provides the institutional and coordination framework for effective implementation of the sector plan. The section also highlights the financing mechanism to provide the resources necessary for realization of the development aspirations contained in this plan. Further, an analysis of the measures to enhance the implementation capacity and risk management is also provided.

4.1.1 Institutional Arrangement

The implementation of this sector plan will bring together the different institutions and stakeholders. This section therefore highlights the role of the various institutions necessary to facilitate smooth implementation.

4.1.1.1 Land administration and Management

The sub-sector is mandated to provide policy direction on matters related to land notably:

National lands policy implementation; land transaction; survey and mapping; land adjudication; settlement matters; land registration; land and property valuation services, administration and land information systems.

4.1.1.2 Urban and Rural Planning

The sub-sector is mandated to provide policy direction on matters related to rural and urban development notably; County Lands Policy Development, County spatial infrastructure, Physical planning, spatial planning, appropriate land use planning and Rural Settlement planning.

4.1.1.3 Natural Resources and Climate Change

The sub-sector's mandate is Environmental and Natural Resources Policy Development; coordination of environmental and social safeguards in all county projects and controlling of air pollution, noise pollution and other public nuisances; Conservation and Protection of County's Wildlife; Development of Forests, Re-forestation and Agro-forestry; Provision of consents for licensing operations and surface rights; Promotion of Artisanal mining; County Energy Planning, County Energy Regulation and County Energy Operations and Development; Integrating and mainstreaming Climate Change actions, intervention and duties into County planning.

4.1.2 Coordination Framework

This section provides the coordination framework of the various players and their relationship to the sector. This includes both the internal and external players.

Financing Mechanism

The funding sources include county government budgets, national budgets, Public-Private Partnerships, development partners, private sector, etc. To implement the aspirations outlined in this plan, the sector will require an estimated budget of **Kshs. 17,473 Million** over the plan period to implement the strategies outlined in 3.2.

4.2 Capacity Development

The Department will undertake capacity building of staff through courses offered by the Kenya School of Government

4.3 Risk Management

The table below displays the results of the risk analysis exercise undertaken for this sector plan. Risk analysis and mitigation efforts.

Table 159: Risk Management

Category	Risk	Level of Risk	Mitigation
Financial	Budgetary cuts	Medium	Lobby for additional allocation

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			Prioritization of projects
Operational	Aging workforce	low	Improve succession management
	High staff turnover	Medium	Develop Staff retention mechanism
	Data loss	High	Develop a policy on management of land records and data security
	Data loss during system migration	Medium	Safeguard the manual records
	Fire hazard	low	Public safety drills Fire extinguishers Emergency exit doors Smoke detectors
Technological	Fourth industrial revolution		Capacity building Investing on research Procure state of the art technology
	Cyber security	High	Strengthen information security
Environmental	Waste Management	High	Promote circular economy
	Climate change	High	Build resilience of communities and systems
Political	Change of focus and reorganization of government	Medium	Proper documentation of the Department's plans

HEALTH SERVICES SECTOR

4.1 Institutional and Coordination Framework

The Health Sector Position Paper on Implementation of the Constitution proposes a county structure with the requisite management capacity for administration of county health services. In proposing a structure for health at the county level, the sector is guided by the County Government Act (CGA), 2012. The County Executive Committee (CEC) member responsible for health will be responsible for overall coordination and management of County Health Services including monitoring planning processes, and formulation and adoption of policies and plans for county health services.

4.1.1 Institutional Arrangement

The sector acknowledges that the County Executive Committee shall determine the organization of the county and its various departments, and for that purpose may determine the number and nature of departments at the decentralized units (CGA 46(1) (b)). It is also acknowledged that a county government may, in order to promote efficient use of the county resources, adopt, subject to approval by the county assembly, a centralized county financial management service (PFMA, Art.148 (5)).

Nevertheless, the sector proposes the structure set out below. This structure is based on the County functions for health outlined in the Fourth Schedule of the Constitution, the health policy objectives and orientations, and the need for clearly demarcated areas of responsibilities. The proposal also takes into account the need to have a lean structure based on functionality and integration of services at the county level.

4.1.2 Coordination Framework

- Institutional arrangements and processes previously responsible for implementing strategic plans have been re-oriented to conform to a devolved health system.
- **Figure 45: Sector coordination framework**

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4.2 Financing Mechanism

This section provides details on the financing of the programmes highlighted in this sector plan. Over the plan, the sector will require an estimated budget of Kshs.19,269 Million to implement the initiatives and programmes outlined in this plan. This includes Kshs.350 Million for the implementation of the flagship projects as indicated in chapter three.

Table 160: Financing Mechanism

Programme	Activity	Funding	
		Budget (Kshs. Millions)	Source(s)
Curative and Rehabilitative health services	Construct new inpatient wards –Msambweni, Samburu, Lungalunga, Mkongani, Mnyenzi, Kikoneni, Ndavaya	140	CGK
	Construct and equip 3 new theatres in Msambweni, and at least 1 extra theatre in every hospital – Kwale, Kinango, Samburu and Lungalunga	105	CGK
	Establish lab services in the existing health facilities	43	CGK
	Train and equip lower level facilities with basic obstetric ultrasound services	60	CGK
	Construct and equip X-ray facilities –Tiwi, Mkongani, Vanga, Mnyenzi, Samburu	75	CGK
	Equip Dental units and recruit dentists in the hospitals (Kinango, Lungalunga, Samburu and Kwale)	40	CGK
	Procure more (6) dialysis machines	18	CGK
	Establish facilities offering basic with eye care services	20	CGK/ VIP IMPACT PROJECT
	Establish Gender Based Violence recovery Units – Kinango. Samburu, Lungalunga	15	CGK
	To develop and functionalize Service contracts and insurance for the sensitive medical equipment	20	CGK
	To develop preventive maintenance plan	20	CGK
	Hiring and regular in service trainings of biomedical engineers and technicians.	20	CGK
	Recruit general technical staff to fill the gap in the existing health facilities	250	CGK
	Train staff in specialized services that the county does not offer. – Neurosurgeon, Maxillofacial, cardiothoracic and pediatric surgeon	50	CGK
	Establish updated integrated human resource information system (iHRIS) which should be regularly updated.	5	CGK
	Increase financial allocation to health commodities.	5	CGK
	Initiate drug and commodity auditing section in the hospitals and dispensaries	5	CGK
To Ensure Medicine therapeutic committees are active in all the hospitals	1	CGK	
Formulate and disseminate a drug formulary for the county	2	CGK	

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	Construct drug store for Lungalunga, Samburu, Kikoneni, Mkongani, Mnyenzi,	100	CGK
	Deploy and use of electronic inventory management approach.	60	CGK
	Develop and operationalize a county health bill i.e. Enact FIF	5	CGK/ STAWISHA PWANI
	Develop and enact a Resource mobilization framework	5	CGK
	Develop a robust stakeholder matrix to tap on the available resource	5	CGK
	Train Health Managers on proposal writing to apply for grants and alternative funding	2	CGK/ STAWISHA PWANI
	Establish proper reporting mechanism for the procurement officer	1	CGK
	To upscale Community sensitization on need for insurance.	5	CGK/ STAWISHA PWANI
	To establish mechanism of tapping from the NHIF insurance and other health insurances.	5	CGK
	Operationalize the insurance aspect under UHC.	10	MOH
	Consider outsourcing cleaning services within the hospitals	100	CGK
	Construct incinerators strategically at every sub county	50	CGK
	Formulate an ambulance maintenance and replacement strategy	200	CGK
	Finalize the county referral strategy	5	CGK/ STAWISHA PWANI
	Recruit staff for the rehabilitative services	10	CGK
	Procure rehabilitation service equipment	50	CGK
	Construction of mortuaries in Lungalunga and Samburu sub county hospitals.	40	CGK
	Establish a reliable electronic medical record system	150	CGK
	Establish a health information system repository	10	CGK
	Health promotion education	50	CGK
Promotive and Preventive health services	Develop a performance monitoring, appraisal and awarding system for CHS	1,200	
	Strengthen on job training for CHVs.		
	Streamline the remuneration process for CHVs		
	Enact the CHS Bill		
	Advocacy & awareness creation on WASH in the community	25	
	Strengthen multi-sectoral engagement on WASH		
	Invest in client tracking system and counseling services to improve adherence to treatment.	150	

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	<p>Ensure immunization services are available</p> <p>Conduct annual Mass Drug Administration targeting Soil transmitted Helminthes and Schistosomiasis</p> <hr/> <p>Distribution of Long Lasting Insecticides Treated Nets</p> <hr/>		
	<p>Lobby for additional resource allocation to NCDs</p> <p>Complete and operationalize the cancer chemotherapy center.</p> <p>Improve documentation and reporting for NCDs</p> <p>Identify and equip health facilities with inpatient mental health services.</p> <p>Scale up mental health outpatient services</p> <p>Sustain advocacy, communication and social mobilization for NCDs</p>	50	
	<p>Multi sectoral collaboration Strengthen AYP programming and follow up of SGBV cases</p>	30	
	<p>Increase family planning uptake among women of reproductive age</p> <p>Increase the proportion of facilities providing BmONC services</p> <p>Mobilization of the community for early and complete ANC attendance</p> <p>Improve communications and linkage between TBAs and health facilities</p>	50	
	<p>Strengthen nutrition assessment and counselling services in the community and facilities through Malezi Bora</p>	100	
	<p>Through the interagency committee, lobby for cemetery land demarcation.</p>	70	
	<p>Strengthen coordination, communication and data sharing across sectors, through the interagency committees and technical working groups.</p>	30	
	<p>Develop a performance monitoring, appraisal and awarding system for CHS</p> <p>Strengthen on job training for CHVs.</p> <p>Streamline the remuneration process for CHVs</p> <p>Enact the CHS Bill</p>	1,200	
	<p>Advocacy & awareness creation on WASH in the community</p>	25	

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	Strengthen multi-sectoral engagement on WASH		
	Development of a county waste disposal protocol		
	Invest in client tracking system and counseling services to improve adherence to treatment.	150	
	Ensure immunization services are available		
	Conduct annual Mass Drug Administration targeting Soil transmitted Helminthes and Schistosomiasis		
	Distribution of Long Lasting Insecticides Treated Nets		
	Empower the CHVs to ensure households implement proper health behaviors and communication		
	Joint review and planning with the Ministry of water, irrigation and sanitation		
	Routine supervision to ensure IPC measures is fully implemented.		
	Awareness creation at community level on the burden of infectious diseases.		
	Regular sensitization of HCWs on emerging and re-emerging diseases to help improve the index of suspicion.		
	Provide technical support to HCWs to develop and implement sound immunization micro plans.		
	Entrench the triple threat burden in the county		
General Administration, Planning and Support Services	Personnel Emolument	22,000	CGK
	Planning and Support Services	10,943	CGK
TOTAL		37,648	

4.3 Capacity Development

This section provides information on capacity gaps in the implementation of this plan and the measures to address them. Below are some of the capacity gaps:-

Inadequate Staffing

- Recruitment of more technical staff
- Capacity building the existing personnel

Weak Project and Contract Management

- Building the capacity of the procurement office

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures. Some of the risks are associated with inadequate budgetary allocations, understaffing amongst others. The sector will monitor these risks and institute appropriate mitigation measures.

Table 161: Risk Management

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Budgetary Resources	Moderate	CGK	Lobbying for increased budgetary allocation
Understaffing	High	CGK	Request for recruitment of more staffs
Manual operations	Moderate	CGK	Digitization of health records
Emerging diseases	Low	CGK	Improve on disaster preparedness
Inadequate accessibility	Moderate	CGK	County department for roads to improve transport connectivity to health facilities

TOURISM, TRADE AND ENTERPRISE DEVELOPMENT SECTOR

4.1 Institutional and coordination framework

4.1.1 Institutional Arrangement

This section highlights the organization structure of the sector. The arrangement is composed of the major players and stakeholders responsible for the implementation of the plan. It will also present the organizational structure, functions, duty, and responsibility of each division in actualizing the plan.

The overall responsibility of implementing this sectoral plan rests with the County Executive Committee Member of Finance as part of performance contracting with the Governor. The County Executive Member for departments will provide leadership and policy direction in implementation of all the strategies outlined in this plan and facilitate the required resources.

Under the CECM, will be the Chief Officers who will oversee the actual operations in the implementation of the plan. They will be responsible for allocation of resources for implementation of the plan. The County Directors in each division will be responsible for discharging their technical expertise in the daily implementation and periodic reporting on the progress of the plan. The staff below the Directors will implement the plan on advice and supervision by the Directors. The figure below presents the organization structure of the sector.

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Figure 46: Organizational Structure

Staff establishment

The table below gives a summary of the staff in the sector. The authorized Establishment is comprising of 144 staff while the in-post staff are 45 staff. The difference describes the staff deficit in the sector which is 74.

Table 162: Staff establishment

Designation Name	Job Group	Authorised Establishment	In Post	Variance
County Executive Committee Member	T	1	1	0
Chief Officer Trade & Enterprise Development	S-CPSB02	1	1	0
Director Trade & Cooperative Development	R-CPSB03	1	1	0
Chief/Principal Trade Development Officer	M/N-CPSB07/06	1	0	1
Trade Development Officer II/I/Senior	J/K/L-CPSB10/09/08	7	7	0
Trade Development Officer III	H-CPSB11	4	4	0
Chief/Principal Cooperative Officer	M/N-CPSB07/06	3	2	1
Cooperative Officer II/I/Senior	J/K/L-CPSB10/09/08	4	4	0
Cooperative Auditor II/I/Senior	J/K/L-CPSB10/09/08	2	1	1
Chief/Principal Weights and Measures Officer	M/N-CPSB07/06	1	1	0
Weights and Measures Officer II/I/Senior	J/K/L-CPSB10/9/8	2	1	1
Weights and Measures Officer III	H-CPSB11	2	0	2
Chief/Principal Investment Officer	M/N-CPSB07/06	1	0	1
Investment Officer	K/L-CPSB09/08	1	1	0
Chief/Principal Markets Superintendent	M/N-CPSB07/06	0	0	0
Markets Superintendent II/I/Senior	J/K/L-CPSB07/06	7	5	2
Support Staff/Sanitary Cleaner III/II/I	A/B/C -CPSB18/17/16	13	6	7
Chief Administrative Officer	M-CPSB07	1	0	1
Copy Typist III/II/I/Senior	G/H/J/K-CPSB12/11/10/9	2	1	1
Clerical Officer	F/G/H/J-CPSB13/12/11/10	1	1	0
Support Staff/Sanitary Cleaner III/II/I	A/B/C-CPSB18/17/16	1	1	0
Support Staff/Cleaning Staff Supervisor III/IIB/IIA/I	D/E/F/G-CPSB15/14/13/12	8	7	1
Driver III/II/I/Senior/Chief/Principal	D/E/F/G/H/J-CPSB15/14/13/12/11/10	4	3	1
SUB TOTAL		68	48	20
Chief Officer Tourism and ICT	S	1	1	0
Director Tourism	R	1	1	0
Principal Tourism Promotion Officer	M/N/P	1	0	1
Tourism Promotion officer	J/K/L	4	0	4
Tourism Lifeguard Marshal	H	1	0	1
Tourism Lifeguard Supervisors	G	2	0	2

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Designation Name	Job Group	Authorised Establishment	In Post	Variance
Tourism Lifeguard	D/E	46	21	25
Director ICT	R	1	0	1
Assistant Director ICT	P/Q	1	0	1
Principal ICT Systems	M/N	1	1	0
Principal ICT Networks	M/N	1	1	0
Senior ICT Officer-Systems	K/L	1	1	0
Senior ICT Officer-Hardware Support	K/L	1	0	1
Senior ICT Officer-Networks	K/L	1	0	1
System Administrator	J	1	0	1
Network Administrator	J	1	0	1
Web Master	J	1	0	1
Network Technicians	G/H	2	0	2
System Technicians	G/H	3	0	3
Hardware Technicians	G/H	5	0	5
Total		76	26	50
Grand Total		144	74	70

4.1.2 Coordination framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include county government departments, county executive committee, county assembly, national government ministries, development partners, non-governmental organizations, the civil society and Kwale county citizens. The organization structure depicted above will guide and coordinate the implementing partners. This will harness the potential of every stakeholder in the implementation of programs to ensure efficiency and effectiveness in service delivery.

4.2 Financing Mechanism

The table below shows the financing mechanism for the Trade, Industry, Investment and Tourism sector for the plan period. The Sector will require about **Ksh. 3910.1 Million** to implement the programs stipulated in this plan.

Table 163: Financing Mechanism

Programme	Objectives	Implementing Agency(s)	Time Frame	Funding	
				Budget (Kshs. in millions)	Source(s)
Trade development services	<ul style="list-style-type: none"> To spur economic development, create wealth and reduce poverty 	Trade Division	2021-2030	975	CG – GoK;
Weights and measures	<ul style="list-style-type: none"> To promote fair trade practices and protect consumers. 	Weights and Measures Division	2021-2030	60	CG-GoK
Co-operatives Development Services	<ul style="list-style-type: none"> Promoting Co-operatives as business model for economic and social empowerment. Enhance good corporate governance in Cooperatives 	Co-operative Development Division	2021-2030	145	CG – GoK;

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Programme	Objectives	Implementing Agency(s)	Time Frame	Funding	
				Budget (Kshs. in millions)	Source(s)
Investment	<ul style="list-style-type: none"> Package Kwale as a favourable and globally competitive investment destination 	Investment Division	2021-2030	51	CG-GOK
Flagship Project - FPP	<ul style="list-style-type: none"> Promotion of Public Private Partnership (PPP) in Investments 	Investment Division	2021-2030	900	CG-GOK
Market Infrastructural Development services	<ul style="list-style-type: none"> To create conducive environment for trade expansion and industrialization 	Markets Division	2021–2030	600	CGK
Tourism product marketing and promotion	<ul style="list-style-type: none"> Increase number of tourists and bed night. Inform stakeholders of our product, new developments, and experiences. Increase number of tourists and bed night. Inform stakeholders/tourists of product, new developments, and experiences. Increase number of tourists and bed night. Inform stakeholders/ tourists of our product, new developments, and experiences. Increase number of tourists and bed nights in the County. 	Division of Tourism	2021-2030	193	CGK
Tourism product development and diversification	<ul style="list-style-type: none"> To develop destination Kwale to be a clean, safe and secure destination that meets the expectations of the visitor. 	Division of Tourism and ICT	2021-2030	180	CGK
		Division of Tourism	2021-2030	50	CGK
	<ul style="list-style-type: none"> Develop and link community-based tourism enterprises to the mainstream tourism. 	Division of Tourism	2021-2030	180	CGK
Policy formulation	<ul style="list-style-type: none"> Develop policies 	Division of	2021-2030	15	CGK

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Programme	Objectives	Implementing Agency(s)	Time Frame	Funding	
				Budget (Kshs. in millions)	Source(s)
	that will guide sustainable tourism development.	Tourism			
County Connectivity	<ul style="list-style-type: none"> To enhance resource sharing and reduce operational costs. Increase efficiency in service delivery 	Information Communication Technology	2021-2030	256.5	CGK
Unified Communication	<ul style="list-style-type: none"> To enhance information sharing. Increase public participation in governance. 	Information Communication Technology	2021-2030	66.7	CGK
Public Service Delivery	<ul style="list-style-type: none"> Enhance efficiency in service delivery. Increase access to service delivery. 	Information Communication Technology	2021-2030	107.4	CGK
Information System Redundancy and Security	<ul style="list-style-type: none"> Enhance data and information security. Increase system availability 	Information Communication Technology	2021-2030	80.5	CGK
Policy Environment and Legal Framework	<ul style="list-style-type: none"> To provide a guideline for ICT usage, budgetary allocations, and Infrastructure implementation. To leverage ICT investment, institutional strengthening, and Public Private Partnerships. 	Information Communication Technology	2021-2030	50	CGK
TOTAL				7,000	

Source: Trade, Industry, Investment and Tourism sector

4.3 Capacity Development

The capacity gaps which may hinder successful implementation of the initiatives for this plan may be addressed by adopting the following interventions:

- *Diversification of the tourism sector:* The county government will provide necessary policy environment for investors in tourism to diversify their products.
- *Promotion of Medium and Small Scale Enterprises:* Local entrepreneurs will be supported through interventions that shall improve the physical business infrastructure in collaboration with other actors like the Micro and Small Enterprise Authority (MSEA) and Kenya Industrial Estates (KIE); boost capital base of operators by linking them to financiers and organize them into producer and marketing entities and providing continuous specialized business trainings to meet the need of the business community amongst others.
- *Packaging Kwale as a favourable investment destination:* In order to attract investors, Kwale county shall take deliberate efforts to reduce the cost of doing business in the county through harmonization of licences

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so as to avoid multiple licensing; computerization of licensing processes to facilitate online and timely applications; and consolidate issuance of licences at a 'one stop' centre.

- *Promotion of Public Private Partnership (PPP) in Investments:* Kwale county will profile and market its investment potential to investors through holding of bi-annual investment conferences and other similar forums, virtual and otherwise, to promote opportunities for partnership between the county and other public institutions and the private sector.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures.

Table 164: Sector Risks and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Emerging diseases/Pandemic	High	County Government	<ul style="list-style-type: none"> • Compliance to disaster management policy and provide stimulus actions
Poor Financial Systems/Failures	Moderate	County Government	<ul style="list-style-type: none"> • Back up improvement • Improve system uptime
Adverse climate change	Low	County Government	<ul style="list-style-type: none"> • Improve on disaster preparedness
Political Instability	High	Public/GoK	<ul style="list-style-type: none"> • Increases public involvement in government programmes.
Attrition	Low	Sector-wide	<ul style="list-style-type: none"> • Foster on career progression and succession planning.
Negative Publicity	High	Public/Media	<ul style="list-style-type: none"> • Enhance and budget for media coverage. • Establish pre-active press services department. • Design clear communication strategy for the county. • Run County-Owned Brand with brand ambassadors.
Terrorism/Perceived Insecurity	High	Public	<ul style="list-style-type: none"> • Foster programmes that ensure tourism benefits trickle to the public. • Link with security agencies to enhance security on tourism destination.
Increase in cyber threats	High	Public	<ul style="list-style-type: none"> • Build capacity of staff on safe computing. • Implement standard security measures on all service delivery systems.
Financial Constraints: - Withdrawal of key infrastructure development partners/missed revenue collection targets	Moderate	GoK	<ul style="list-style-type: none"> • Thorough project planning. • Increase transparency to boost investors' confidence. • Enhance revenue collection and management. • Lobbying for increased budgetary allocation
Corruption/Fraud/ Embezzlements of Funds	Moderate	Staff	<ul style="list-style-type: none"> • Lay strategies for corruption prevention.

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Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
			<ul style="list-style-type: none"> Recruit staff with high level of integrity and implement commensurate rewards and sanctions system.

Source: Trade, Industry, Investment and Tourism Sector

SOCIAL SERVICES AND TALENT MANAGEMENT SECTOR

4.1 Institutional and Coordination Framework

3.5.1 Institutional arrangement

This section highlights institutions and their specific roles in the implementation of the sectoral plan. The institutions range from County Government Departments as well as other players such as the National Government Ministries, Departments and Agencies (MDAs), and Non-State Actors. County Government institutions include; County Executive Committee, County Assembly, County Planning Unit, County Sectoral Committees, County Budget and Economic Forum (CBEF), Intergovernmental Sectoral Committees under Intergovernmental Budget and Economic Council (IBEC), among others.

Table 165: Institutional Arrangement

Institution	Role in implementing sectorial
Kwale County Assembly	<ul style="list-style-type: none"> Oversight and approval of sector related legislations
County Budget and Economic Forum	<ul style="list-style-type: none"> Collaborate with the sector in sectoral planning & public participation
Kwale County Public Service Board	<ul style="list-style-type: none"> Selection and Recruitment of sector staff
Finance and Economic planning	<ul style="list-style-type: none"> Processing and disbursement of sector budget
Department of Agriculture	<ul style="list-style-type: none"> Trainings Technical support/advise
Department of Health	<ul style="list-style-type: none"> Trainings Technical support Offer health guidelines where necessary
Department of Trade, Tourism and ICT	<ul style="list-style-type: none"> Provision of access to internet Trainings Technical support
Department of Youths and Innovation	<ul style="list-style-type: none"> Trainings Provision of interest free loans
State Department of Culture, Arts and Sports	<ul style="list-style-type: none"> Registration of cultural groups Coordinate regional and national Music festivals Capacity building of staff, adjudicators and groups Coordinate exposure visits Coordinate sports activities Support sports
Department of Gender and Social development	<ul style="list-style-type: none"> Financial support to vulnerable groups In charge of welfare of vulnerable groups Registration of community groups (SHGs) Coordinate gender related activities
NCPD	<ul style="list-style-type: none"> Registration and assessment of PWDs Offering assistive devices
Ministry of Water	<ul style="list-style-type: none"> Improve community livelihood in ASAL areas Improved sanitation services

3.5.2 Coordination framework

Coordination of Social services sectorial plan will be spearheaded by the CECM and Chief Officer with assistance from heads of sub-sectors..

Figure 47: Coordination Framework

4.2 Capacity Development

This section identifies the capacity gaps and the measures to address them for effective implementation of the plan. They range from skills and knowledge, systems & processes and tools & equipment.

Table 166: Capacity Development

Sector gaps	Measures to address capacity gaps
Skills & Knowledge	
lack of knowledge on policy formulation and development	<ul style="list-style-type: none"> • Training the senior management staff.
lack of refresher trainings among staff	<ul style="list-style-type: none"> • Training on community involvement, cultural creative industries and talent management and UTC 2
inadequate skills in leadership and management	<ul style="list-style-type: none"> • Training in leadership and principles of management
Lack of knowledge in proposal/report writing and resource mobilization.	<ul style="list-style-type: none"> • Training in project cycle, proposal development and writing
Lack of skills in psycho-social counseling	<ul style="list-style-type: none"> • Capacity building on guidance and counseling
lack of skills in conflict management and resolution	<ul style="list-style-type: none"> • Capacity building in conflict management
Systems and processes	
Understaffing	<ul style="list-style-type: none"> • Recruiting adequate staff for every sub-sector • Implement the revised organogram
Sector Budgeting process	<ul style="list-style-type: none"> • Should be participatory, clear and transparent
Accounting system & procurement	<ul style="list-style-type: none"> • Individual staff be held responsible for their imprests
Work plan/ Programme implementation process	<ul style="list-style-type: none"> • Strict adherence to work plan
Tools and equipment	
Inadequate transport logistics	<ul style="list-style-type: none"> • Ensure efficiency in transport logistical arrangements
Insufficient working tools	<ul style="list-style-type: none"> • Procure enough working tools • Mobilize for more working tools
Lack of routine servicing of working tools/ equipment	<ul style="list-style-type: none"> • Periodic servicing of available working tools for dispatch to field offices

4.3 Risk Management

The proposed mitigation measure is to work with all relevant stakeholders in resource mobilization to bridge the funding insufficiency. Public-Private Partnerships, development partners and the private sector will play a key role in achievement of this objective.

Table 167: Risk Management

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Mitigation Measures
Political instability	Moderate	Executive	<ul style="list-style-type: none"> • Developing mechanisms to manage political climate change.
Natural calamities (floods, drought)	High	Kwale County disaster management committee, NDMA,	<ul style="list-style-type: none"> • Strengthening disaster preparedness plans

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		Red-cross	
Transition (leadership)	High	Administration	<ul style="list-style-type: none"> • Sensitization on policy on transition management • Participation and involvement
Emerging issues (Covid-19)	High	County Government National Government	<ul style="list-style-type: none"> • Follow Government directives
Violence extremism	High	CGK National Government CSOs	<ul style="list-style-type: none"> • Engaging the vulnerable members
Loan defaulters	High	Executive / Administration	<ul style="list-style-type: none"> • Strict adherence to guidelines on loan issuance.
Socio-cultural practices	High	Executive/Administration	<ul style="list-style-type: none"> • awareness creation to stakeholders • opinion leaders engagement
SGBV	High	CGK National Government	<ul style="list-style-type: none"> • Awareness creation to stakeholders • Train staff on prevention and response

EDUCATION SECTOR

4.1 Institutional and coordination framework

4.1.1 Institutional Arrangement

The arrangement is composed of the major players and stakeholders responsible for the implementation of the plan. It will also present the organizational structure, functions, duty and responsibility of each division in actualizing the plan.

The overall responsibility of implementing this sectoral plan rests with the County Executive Committee member of Education as part of performance contracting with the Governor. The County Executive Member for Education will provide leadership and policy direction in implementation of all the strategies outlined in this plan and facilitate the required resources. Under the CECM Education, will be the Chief Officer who will be in charge of the actual operations in the implementation of the plan. He or she will be responsible for allocation of resources for implementation of the plan. The County Directors in each division will be responsible for discharging their technical expertise in the daily implementation and periodic reporting on the progress of the plan. The staff below the Directors will implement the plan on advice and supervision by the Directors. Below is the organization structure.

Figure 48: Organization Structure

COUNTY SECTORAL PLAN

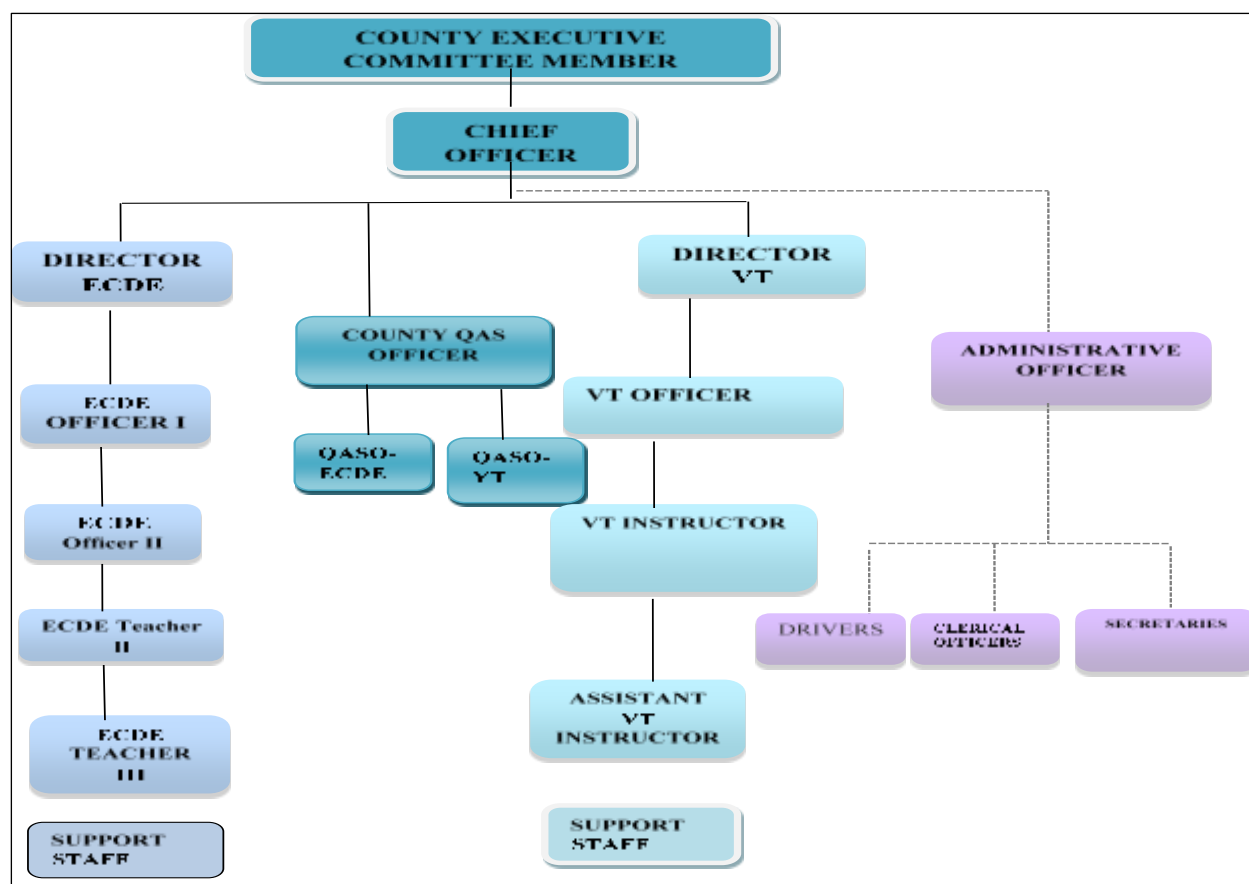


Table 168: Staff establishment

No.	Cadre	J/G	Establishment	In post	Variance
1	County Executive Committee Member	T	1	1	0
2	Chief officer	S	1	0	1
3	Director ECDE	R	1	1	0
4	Director Vocational Training	R	1	0	1
5	Director QAS	R	1	0	1
6	Deputy Director ECDE	Q	1	0	1
7	Deputy Director Vocational Training	Q	1	0	1
8	Deputy Director QAS	Q	1	0	1
9	Assistant Director ECDE	P	1	0	1
10	Assistant Director Vocational Training	P	1	0	1
11	Assistant Director QAS	P	1	0	1
12	Principal Ecde Officer	N	25	4	21
13	Principal Vocational Training Officer	N	10	0	10
14	Principal QAS	N	1	1	0
15	Chief ECDE Officer	M	25	2	23
16	Chief Vocational Training officer	M	10	0	10
17	Chief QAS officer	M	5	0	5

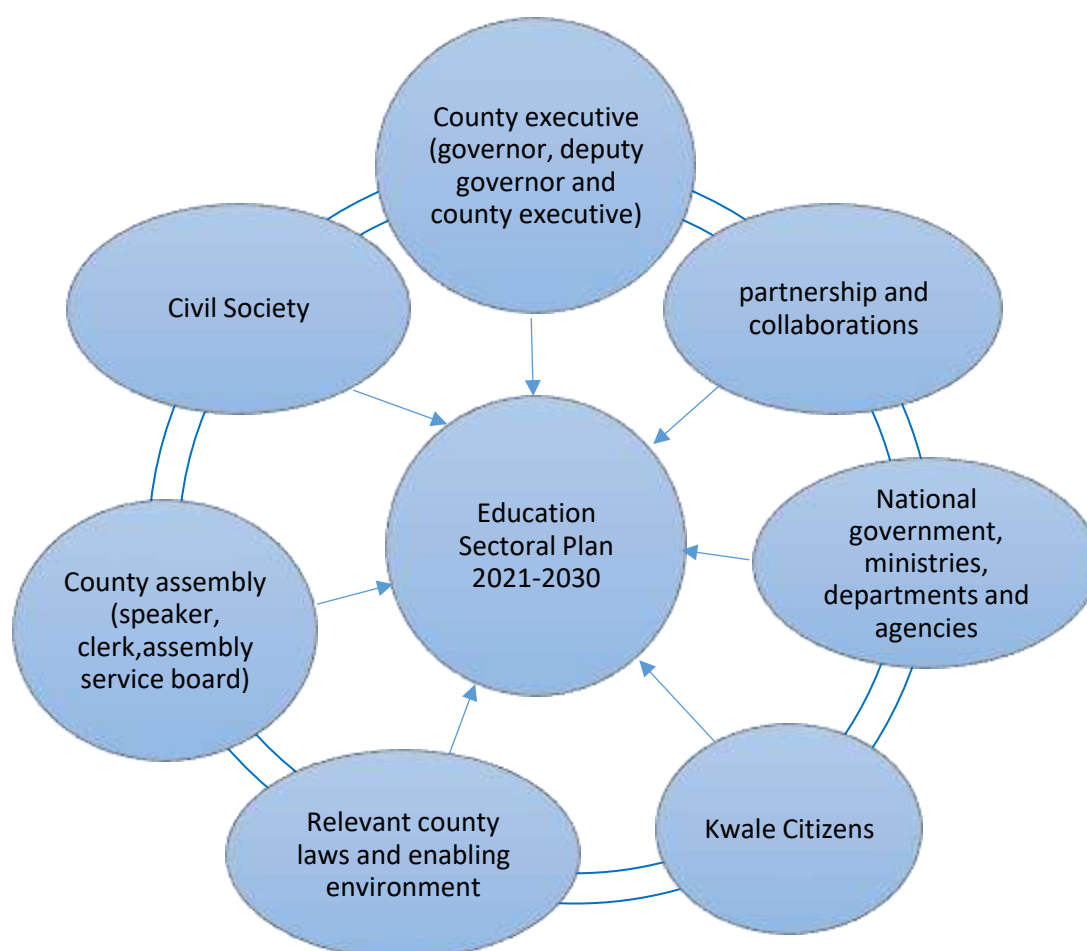
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18	Senior ECDE officer	L	25	4	21
19	Senior Vocational training officer	L	10	0	10
20	Senior QAS officer	L	5	0	5
21	ECDE Officer I	K	20	0	20
22	Vocational Training Officer	K	10	0	10
23	QAS Officer I	K	1	0	1
24	ECDE Officer II	J	20	13	7
25	QAS Officer II	J	5	0	5
26	ECDE Teacher II	H	900	372	528
27	Vocational Training Instructor II	H	100	84	16
28	ECDE Teacher III	G	900	396	504
29	Assistant Vocational training Instructor	G	100	37	63
30	Support Staff	D	1000	28	972

4.1.2 Coordination framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include county government departments, county executive committee, county assembly, national government ministries, development partners, non-governmental organizations, the civil society and Kwale county citizens. The organization structure depicted above will guide and coordinate the implementing partners. This will harness the potential of every stakeholder in the implementation of programs to ensure efficiency and effectiveness in service delivery.

Figure 49: Coordination Framework



4.2 Financing Mechanism

The total estimated budget to implement the plan is Kshs. 19.5 Billion. Out of this Kshs. 10.88 billion will be budgeted to facilitate and support programmes for efficient and effective service delivery, Kshs. 5 Billion will support the bursary and scholarship program and about Kshs. 3.627 Billion will be earmarked for infrastructural development.

Table 169: Programmes Financing

Program	Activity	Funding	
		Budget (Kshs. Million)	Source
Early Childhood Development and Education	ECDE infrastructure development	1,920	CG-GOK
	School feeding program	550	CG-GOK
	Provision of teaching and learning materials	700	CG-GOK
	Quality assurance	50	CG-GOK
	Recruitment of adequate and competent personnel	360	CG-GOK
	Implementation of basic Education Act 2013	50	CG-GOK
Vocational Training	Introduce market driven courses	36	CG-GOK
	VTC infrastructure development	450	CG-GOK
	Community sensitization programs	10	CG-GOK
	Provision of modern tools and equipment	550	CG-GOK
	Recruitment of adequate staff	72	CG-GOK
Bursary and Scholarship	Lobbying for support from development partners	5000	CG/Donors
General administration, planning and support services	Personnel emolument	8229	CG-GOK
	Support services	2206	CG-GOK
Total Financing		15,683	

Table 170: Sources of Financing

Source of funding	Estimated Budget (Kshs. Million)
County Government (Equitable share, and own source revenue)	15,683
National Government (Conditional grants)	0
Development partners (Conditional grants)	
Total Financing	15,683

4.3 Capacity Development

3.5.3 Early childhood Development and Education

The capacity gaps which may hinder successful implementation of the initiatives for this program include under-staffing, inadequate teaching and learning materials, inadequate infrastructure and constrained budget for training programs. This may be addressed through recruitment of more teachers, provision of teaching and learning materials, construction of more child friendly ECDE centers and increased budgetary allocation for other programs.

3.5.4 Vocational Training

Inadequate modern tools and equipment, shortage of instructors, inadequate infrastructure and budget constraints are the main capacity gaps in the implementation of this program. These issues may be solved by recruitment of more instructors, improved infrastructure, provision of modern tools and equipment and lobbying for increased funding.

3.5.5 Bursary and Scholarship

The bursary and scholarship program is faced with untimely disbursement and inequitable distribution. To address this, the department will plan for timely disbursement of bursaries and propose for amendment of education bursary Act.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures. The main risks that may hinder implementation of programs in the sector include low funding arising from the underperformance of revenues, erratic weather conditions and continuation of the containment measures of the Covid-19 pandemic. The sector will monitor these risks and institute appropriate mitigation measures.

Table 171: Analysis of Risks and their Measures Mitigation

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Budgetary Resources	Moderate	CGK	Lobbying for increased budgetary allocation
Climate Change	Low	CG-GOK	Compliance to disaster management policy
Information Systems Failure	Moderate	CG-GOK	Back up improvement Improve system uptime
Emerging diseases	Low	CG-GOK	Improve on disaster preparedness
Political Instability	Low	CG-GOK	Peace campaigns

WATER SERVICES SECTOR

4.1 Institutional and Coordination Framework

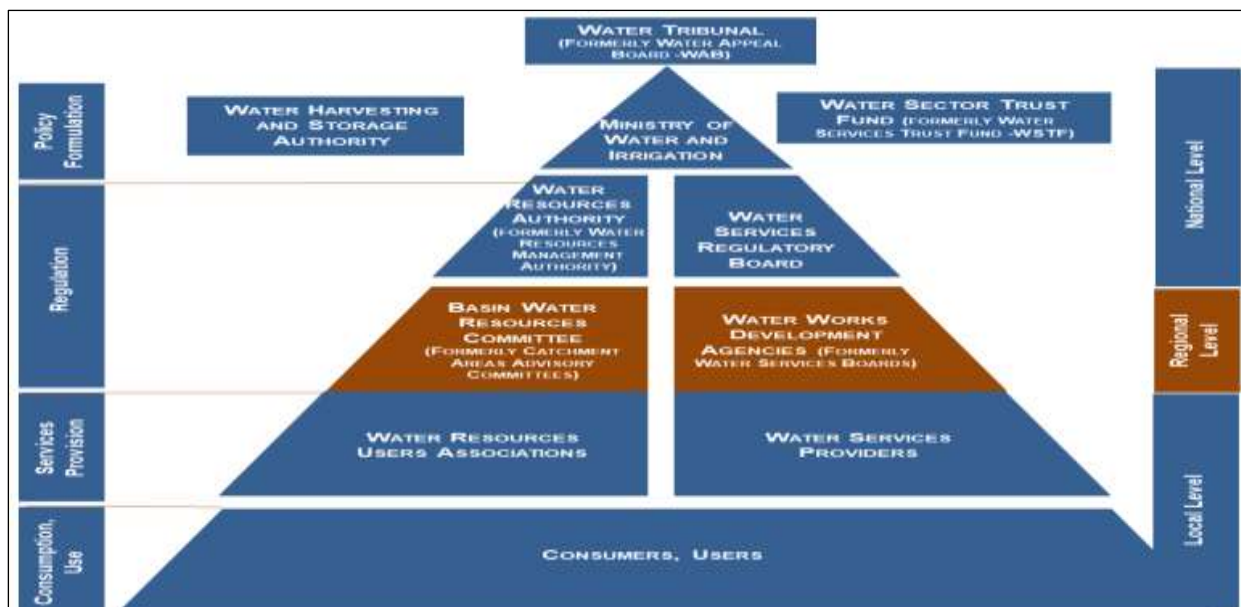
The passage of Kenya’s 2010 Constitution has had a wide set of implications for the water sector. Primarily, the Constitution acknowledges access to clean and safe water as a basic human right and assigns the responsibility for water supply and sanitation service provision to County governments. The 2016 Water Act recognizes that water related functions are a shared responsibility between the National government and the County government. As a result, institutions have been established in both levels of government which perform specific roles. These institutions can play specific roles in implementation of the sectoral plan as stated below.

4.1.1 Institutional Arrangement

This section highlights the role of relevant institutions and stakeholders in the implementation of this sector plan.

Figure 50: Agencies in charge of implementation of the Sectoral Plan

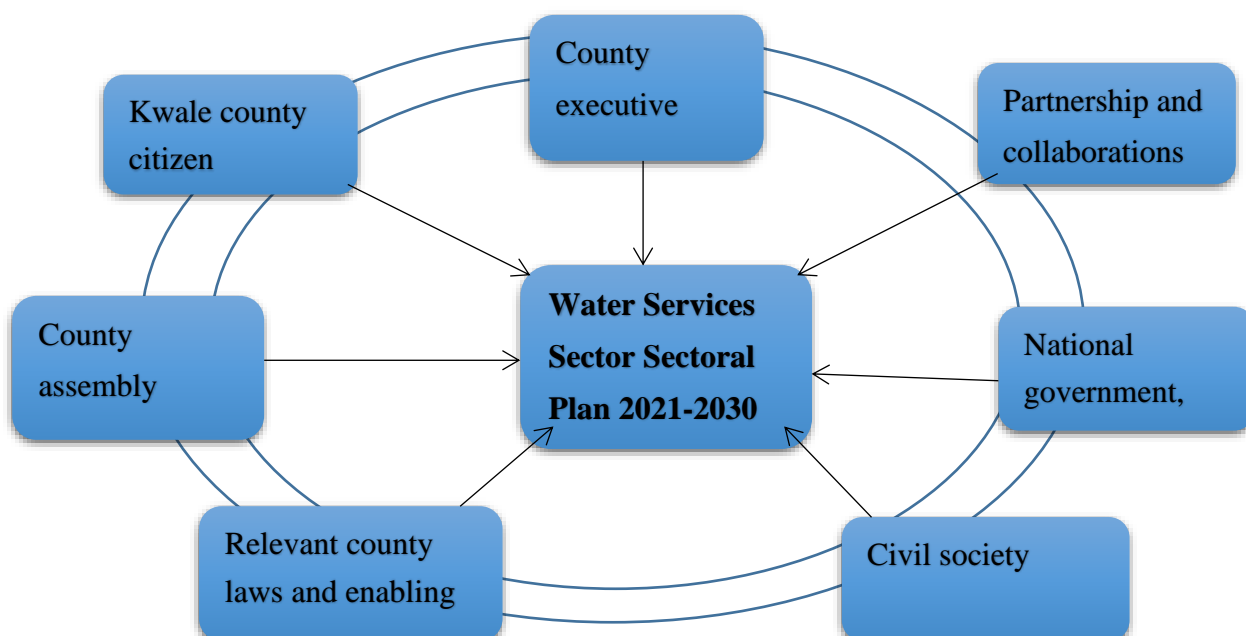
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4.1.2 Coordination Framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include county government sectors, county executive committee, county assembly, national government ministries, development partners, non-governmental organizations, the civil society and Kwale county citizens. This framework will harness the potential of every stakeholder in the implementation of programs to ensure efficiency and effectiveness in service delivery.

Figure 51: Coordination framework for the Water Services Sector



4.2 Financing Mechanism

The table below shows the financing mechanism for the Water Services Sector for the plan Period. The Sector will require about **Kshs. 4.8 Billion** in order to implement the programs stipulated in this plan.

Table 172: Financing mechanisms

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Program	Activity	Funding	Source
		Budget (Kshs. Millions)	
Water Sources Expansion	Expansion of water pipelines	850	CG-GoK
	Drilled/rehabilitated and equipped boreholes	730	CG- GoK
	Small water dams and pans rehabilitated/constructed	1,050	CG-GoK
	New medium size dams constructed	6,133	CG-GoK
	Establishment of rain water harvesting systems	50	CG-GoK
Water treatment & reduction of water borne Diseases Prevalence	Adoption of domestic water treatment technologies.	20	CG-GoK
	Use of improved private latrine in urban areas	50	CG-GoK
	Use of communal ordinary latrine in rural areas.	40	CG-GoK
	Use of public hand washing facilities	10	CG-GoK
Enhancement of governance and management of water sector	Development of governance and planning frameworks	4	CG-GoK
	Recruit technical staff	13	CG-GoK
	Resource mobilization	5	CG-GoK
TOTAL		8,955	

4.3 Capacity Development

This section provides measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the sectoral plan. It will also discuss the appropriate technological requirement.

Inadequate Technical and Managerial Capacity

The CSP shall put in place mechanism to ensure technical officers charged with implementation of the CSP programs are equipped with skills and capacities to perform their roles effectively. As part of the capacity development for the CSP, all staff responsible for implementation shall be trained adequately.

In order to embrace automation for real time reporting, the County Government in collaboration with stakeholders will spearhead training in information management systems to encourage uploading, downloading and data analysis for continuous updating of databases and use of information by all stakeholders.

Inadequate tools and equipment

The County Government shall purchase all the necessary tools and equipment that will be used in the implementation of the CSP.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures.

Table 173: Risk management framework

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Poor planning for Water projects	High	Chief Officer	Inclusion of technical inputs at project identification stage
Faulty design of water projects	High	Chief Officer	Institution of SoPs including design peer review
Water quality & pollution control	Medium	Chief Officer MD KWAWASCO	Increase water quality surveillance Undertake quick response procedures for non-compliant water samples
Service Provision Agreements	Medium	Chief Officer	Operationalization of Minimum Service Levels (MSLs) for all operators

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Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
			Institution of quick measures to enforce SPA and MSLs
Drought	Medium	Chief Officer	Amendments of relevant Acts to fund preparedness activities Development of response coordination committees at County and National Governments
Faulty water project implementation	High	Chief Officer	Close supervision by management Regular reporting through templates Quick action against defaulting contractors
Climate change	Medium		Drawing up policies & legislation for CC adaptation & mitigation Subscribing & domesticating to Nationally Declared Contributions (NDCs) Adopting holistic, cross county approaches to combating CC
Non-revenue water	High	MD KWAWASCO	Non-revenue water policy Training staff on reduction of NRW Constant monitoring of trends
Sustainability of water supply systems	High	Chief Officer MD KWAWASCO	Designing project-specific SPAs Create and fund robust County/SubCounty monitoring teams Budget for rehabilitation of water projects incapacitated by Force Majeure
Socially responsible commercialization of water services	Medium	Chief Officer MD KWAWASCO	Develop tariff guidelines in conjunction with the Water Services Regulatory Board Tariffs should form a central part of reports from water practitioners Gradual weaning of operators still surviving on CG subsidies
Land tenure	Medium	Chief Officer	All land agreements and copies of land title deeds to be secured in a central repository Increasing the existing land bank to secure land in problematic sections of the County

ROADS AND PUBLIC WORKS SECTOR

4.1 Institutional and coordination framework

4.1.1 Institutional Arrangement

This section highlights the organization structure of the sector of roads and Public works. The overall responsibility of implementing this sectoral plan rests with the County Executive Committee Member of Roads and Public Works as part of performance contracting with the Governor. Under the CECM Roads and Public Works, will be the Chief Officer who will be in charge of the actual operations in the implementation of the plan. He or she will be responsible for allocation of resources for implementation of the plan. The County Directors in each division will be responsible for discharging their technical expertise in the daily implementation and periodic reporting on the progress of the plan. The staff below the Directors will implement the plan on advice and supervision by the Directors. Below is the organization structure:

Staff Establishment

COUNTY SECTORAL PLAN

The table below gives a summary of the staffs in the sector of Roads and Public Works. The authorized Establishment is 158 staffs while the in post staff are 106 staffs. The variance describes the staff deficit in the sector.

Table 174: Staff establishment

Designation Name	Job Group	Authorised Establishment	In post	Variance
CECM	T	1	1	0
Chief Officer	S	1	1	0
Director Roads & Transport	R	1	0	1
Director Public Works	R	1	0	1
Principal Superintending Engineer	Q	1	0	1
Superintending Engineer-Mechanical	M	1	1	0
County Structural Engineer	M	2	2	0
Engineer Ii (Roads)	K	4	1	3
Engineer Ii (Material)	K	2	1	1
Chief Mechanic	J	1	0	1
Electrical Engineer	K	2	1	1
Principal Superintending Architect		1	0	1
Architectural Assistant	K,J	4	2	2
Mechanical Engineer(BS)		1	1	0
Mechanical Inspector(BS)		2	1	1
Quantity Surveyor		1	0	1
Assistant Quantity Surveyor	J	4	1	3
Assistant Surveyor		2	0	2
Roads Inspectors	L,K2J,H,M	8	4	4
Building Inspectors	L,2K,H,2J	8	5	3
Electrical Inspectors		4	1	3
Artisans-Buildings	G,D,E	6	3	3
Artisans -Electrical	J,2H,F	4	4	0
Artisans - Mechanical	J,F,E,D	8	4	4
Plant Operators	F,8E	15	12	3
Drivers	26D,29E,H	65	57	8
Loaders	6D	8	6	2
Administrator		1	0	1
Secretaries	F	2	1	1
Clerical Officers	F,D	4	2	2
Cleaners	G,F	4	1	3
Fire Officer	M	2	0	2
Firemen	G	8	6	2
Fire Inspectors		4	0	4
TOTAL		158	106	52

4.1.2 Coordination framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include county government sectors, county executive committee, county assembly, national government ministries, development partners, non-governmental organizations, the civil society and Kwale county citizens. The organization structure depicted above will guide and coordinate the implementing partners. This will harness the potential of every stakeholder in the implementation of programs to ensure efficiency and effectiveness in service delivery.

Figure 52: Coordination Framework, Roads and Public Works Sector

4.2 Financing Mechanism

The table below shows the financing mechanism for the sector of roads and Public Works for the plan Period. The Sector will require about **Ksh. 10.00 Billion** in order to implement the programs stipulated in this plan.

Table 175: Financing Mechanism

Program	Activity	Funding	Source
		Budget (Kshs. Million)	
Roads and Transport	Roads Tarmacking	2,705	CG-GOK
	Roads Grading and Gravelling	1,695	CG-GOK

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	Drift, Culverts and Bridge Construction	1,155	CG-GOK
	Storm Water Drainage System	20	CG-GOK
	Cabro works	920	CG-GOK
	Demarcation	40	CG-GOK
	Purchase of heavy machinery	150	CG-GOK
	Repair and maintenance of county machinery and fuel	350	CG-GOK
Public Works	Sector offices(Fire station, workshop, materials lab)	160	CG-GOK
	Staff houses	50	CG-GOK
	Street Lighting	250	CG-GOK
	Floodlighting	250	CG-GOK
	Maintenance of public lighting/bills	150	CG-GOK
	Purchase of fire engines	150	CG-GOK
	Purchase of safety gears and consumables	70	CG-GOK
	Personnel emolument	600	CG-GOK
	Support services(utilities, capacity building, airtime)	120	CG-GOK
	County building inspectorate	20	CG-GOK
GRAND TOTAL		8,955	

Source: Roads and Public Works Sector

The sector is expecting to receive Kshs.10 Billion shillings as shown in the table below:

Table 176: Sector Revenue Envelope

Source of funding	Estimated Budget (Kshs. Million)
County Government (Equitable share, and own source revenue)	8,955
National Government (Conditional grants)	0
Development partners (Conditional grants)	0
GRAND TOTAL	8,955

Source: Roads and Public Works Sector

4.3 Capacity Development

The capacity gaps which may hinder successful implementation of the initiatives for this Plan are listed below. This may be addressed by adopting the respective measures under each gap.

4.3.1 Inadequate Staff e.g. Road engineers, Surveyors, Supervisory staff

- Undertake recruitment to gradually fill the vacant positions
- Train staff to improve skills by attending Engineering boards Conferences and trainings.
- Build capacity of young professional graduates through internship in county projects
- Undertake High-performance Management Coaching and mentoring for improved productivity
- Appraise staff annually.

4.3.2 Delayed Conclusion of Procurement Processes

- Procurement processes to start at the onset of first quarter of the financial year
- Projects to be implemented at the second quarter of the financial year.

4.3.3 Weak project and contract management

- Continuously train project staff on project and contract management.
- Develop and review risk management framework.
- Constitute an Inspection and Acceptance committees that will undertake inspection and acceptance/ rejection of procured and now finished works.

4.3.4 Uncoordinated physical planning

- Continuously share road development plans and coordinate with stakeholders including director of survey, physical planning, other County Governments and other Government Ministries.

4.3.5 Insufficient Resources

- To increase the allocation of resources for capacity building.
- Sensitization of political class to support increase in budget allocations intended for capacity building programmes.

4.3.6 Lack of documented Quality Control and Assurance procedures for Executed Works

- Ensure all contractors submit a detailed quality control plan as well as a work program for each project before commencing for approval.
- The sector to acquire insitu NDT inspection equipment for verification purposes e.g. Schmidt hammers, sand cone apparatus, survey equipment etc.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures.

Table 177: Sector Risks and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Financial Constraints	Moderate	CECM Finance and executive services	Lobbying for increased budgetary allocation
Poor and inadequate quality roads	High	CECM Roads and public works	Ensure compliance to standards and specifications for roads
Dilapidated roads and Government buildings	Moderate	CO – Roads and public works and Director Roads	Ensure compliance to standards and specifications for roads and buildings
Insufficient street lighting to major towns and business centres within the county	High	CO – Roads and public works	Ensure compliance to Power policies
Poor drainage and sewer system in urban areas	High	<ul style="list-style-type: none"> • CECM –Roads and public works • CECM - Lands 	Adopt a sustainable storm water drainage system approach in County Road construction and management
<ul style="list-style-type: none"> • Poor functionality of buildings • Poor architectural and structural designs 	High	<ul style="list-style-type: none"> • CO- Roads and public works • Director Public works 	Ensure compliance to standards and specifications for Buildings

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<p>Insufficient safety gears and personal protective equipment(PPE) for staff/workers during construction</p> <p>Lack or Inadequate temporary safety construction signs, barriers and signals during construction</p> <p>Inadequate permanent roads safety, speed limiting signs and signals after construction</p> <p>Lack or inadequate safety enforcement officers in the Department and construction site</p>	High	<ul style="list-style-type: none"> • CO – Roads and Public Works • Directors (Roads, Public works) • Sub-county Administrators 	<p>Designs for roads and buildings should comply to safety standards</p> <p>Step up Road signs in appropriate areas in collaboration with relevant Roads Safety Authorities</p>
<p>Low capacity of roads and buildings contractors</p>	High	<ul style="list-style-type: none"> • CO-Roads • CO-Finance 	<ul style="list-style-type: none"> • Review of the existing procurement act • Enforce adherence to provided procurement law and regulations in the hiring roads and building contractors. • Punishment for non-compliance to the procurement law
<ul style="list-style-type: none"> • Delays in submission of requisitions and needs from user departments • Inadequate information from users 	High	<ul style="list-style-type: none"> • CO-Roads and public works • Directors- Roads and public works 	<ul style="list-style-type: none"> • Develop timelines and regular reminders for needs submission from users • Increase more technical staff to reduce the work loads

Source: Roads and Public Works Sector

COUNTY PUBLIC SERVICE BOARD SECTOR

4.1 Institutional and Coordination Framework

The overall responsibility of implementing this sectoral plan rest with the Chairperson. He will provide leadership and policy direction in implementation of all the strategies outlined in this plan and facilitate the required resources. The board secretary will be in charge of the operations and implementation of the plans.

Table 178: Institutional Arrangement

Institution/ Department	Role in Implementing the Sector Plan
The Board Chairman	Provision of strategic direction and leadership in the implementation of the plan
The Board Members	Participate in the implementation of the plan
	Enforcement of the public officers code of conduct and Ethics
The Board Secretary	To implement the decision of the Board

Organization Structure

The Public Service Board is headed by the Chairman, who provides overall leadership in areas of policy development and direction. The Chairman also acts as the principal spokesman of the Board. The role of the Board is, in accordance with the principles of good corporate governance; define the strategic intent, objectives and values of the Board. In discharging its mandate, the Board subscribes to the organizations core values which are professionalism, transparency, accountability, promptness, creativity and innovativeness and synergetic alliance.

The Chief Executive Officer is the head of the Board secretariat. He/she implements the organization’s governance and management functions while overseeing the day-to-day business of the board’s secretariat. He/she also ensures that effective communication exists between the secretariat and the Board. As a Board Secretary, he/she ensures compliance with the applicable rules and regulations for the conduct of the affairs of the Board and all matters associated with the Board’s efficient operation. The secretariat’s duty is to support the Board in execution of its mandate. Figure below shows the organogram for the County Public Service Board.

Figure 53: The Organogram

Staff Establishment

The County Public Service Board has a staff establishment of 29 Officers. The current officers in post are 15 with a deficit of 14 officers.

Table 179: Staff Establishment

Designation	Proposed	In Post	Variance	Job Grp/ Scale
Chairperson	1	1	0	7
Board Members	5	5	0	8
Board Secretary/C.E.O	1	0	1	R
Deputy Director Human Resource Management	1	0	1	Q
Assistant Director Human Resource-HR Planning and Development	1	0	1	P
Assistant Director Human Resource Management - Administration & Finance	1	0	1	P
Office Administrator	1	1	0	K-N
Human Resource Management Officer	3	2	1	K-N
Human Resource Management Assistant III	2	0	2	H-L
ICT Officer III	1	1	0	H-L
Records Management Officers	2	0	2	H-N
Office Administrative Assistant	2	2	0	H-L
Public Relation Assistant III	1	0	1	H-L
Clerical Officer	1	1	0	F-J
Drivers	3	1	2	D-K
Support Staff	1	0	1	D-G
Cleaners	2	1	1	D-G
TOTAL	29	15	14	

Source: County Public Service Board Sector

4.1.1 Coordination Framework

This outlines the stakeholders who will be involved in the implementation of the sectoral plan. The stakeholders include County Government departments, county executive committee, county assembly, national government agencies (MDAs) and Kwale County citizens. This will harness the potential of every stakeholder in implementation of programmes to ensure efficiency and effectiveness in service delivery.

COUNTY SECTORAL PLAN

4.2 Financing Mechanisms

The County Public Service Board main source of funding is the County Government budget. In implementing this plan, the Board will require an estimated budget of Kshs. 900 million over the plan period. The table below provides the financing mechanism for the implementation of the sectoral plan.

Table 180: Financing mechanism

Program	Funding (Kshs. Millions)										Total	Source
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32		
HR capital planning and development	50	50	100	100	100	100	100	100	100	100	900	CRF
Infrastructural Development			100								100	CRF
General Administration, Planning and Support services	100	100	100	100	100	100	100	100	100	100	1,000	CRF

Source: County Public Service Board Sector

4.3 Capacity Development

This section provides measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the sectoral plans. It also gives the appropriate requirements to support delivery of the sectoral plan. It is as elaborated in table below.

Table 181: Analysis of Capacity Gaps

Gaps in sector	Measures for intervention
Budgetary constraints	Lobbying for increased budget allocations
Manual recruitment processes	Automation of recruitment process
Understaffing in the sector	Continuous recruitment and selection
Manual record keeping	Automated records management systems
Inadequate Office space	Construct CPSB complex
Inadequate Transport	Purchase two vehicles

4.4 Risk Management

This section provides possible risks that may hinder implementation of the sectoral plan and also proposes corresponding mitigation measures.

Table 182: Risks, Levels, Owners and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Mitigation Measures
Lack of approved staff establishment and Organograms	High risk	Executive and County Public Service Board	Approval of staff establishment and organograms
Under -performance by staff	High risk	Departmental heads and County Public Service Board	Performance management, Approval and implementation rewards and sanctions policy
Non-compliance of legal requirement such as Declaration of Wealth, meeting the 1/3 gender rule, 30% ethnic balance and recruitment of Person living with Disabilities (PWD)	High risk	County Public Service Board & individual staff	Total compliance to regulations

COUNTY SECTORAL PLAN

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Mitigation Measures
Lack of approved Recruitment, Selection and Induction , Rewards and Sanctions, Sexual Harassment, Communication, Capacity Building, Leadership and Integrity policies	High risk	Executive and County Public Service Board	Approval of pending policies

PUBLIC SERVICE AND ADMINISTRATION SECTOR

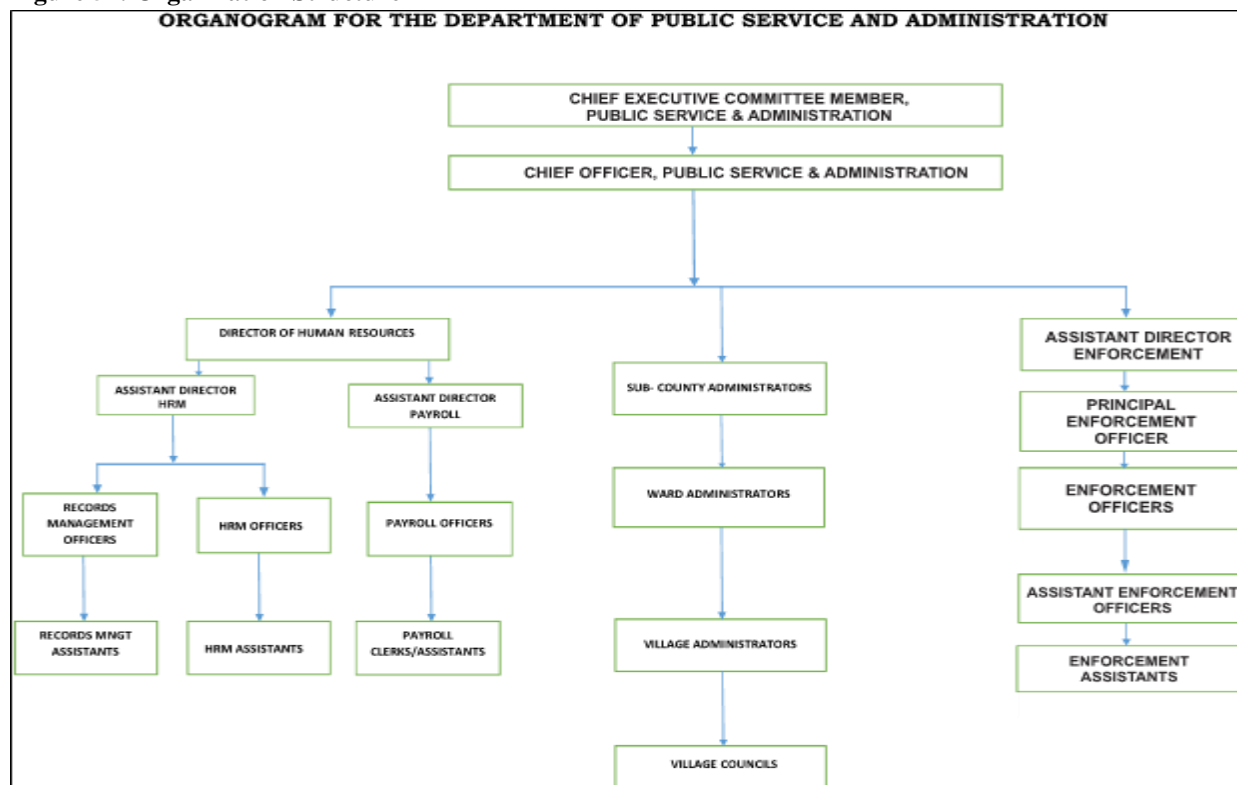
4.1 Institutional and coordination framework

4.1.1 Institutional Arrangement

The arrangement is composed of the major players and stakeholders responsible for the implementation of the plan. It will also present the organizational structure, functions, duty and responsibility of each division in actualizing the plan.

The overall responsibility of implementing this sectoral plan rests with the County Executive Committee member of Finance as part of performance contracting with the Governor. The County Executive Member for Public Service and Administration will provide leadership and policy direction in implementation of all the strategies outlined in this plan and facilitate the required resources. Under the CECM Public Service and Administration, will be the Chief Officer who will be in charge of the actual operations in the implementation of the plan. He or she will be responsible for allocation of resources for implementation of the plan. The County Directors in each division will be responsible for discharging their technical expertise in the daily implementation and periodic reporting on the progress of the plan. The staff below the Directors will implement the plan on advice and supervision by the Directors. The organization structure and staff establishment is shown below respectively.

Figure 54: Organization Structure



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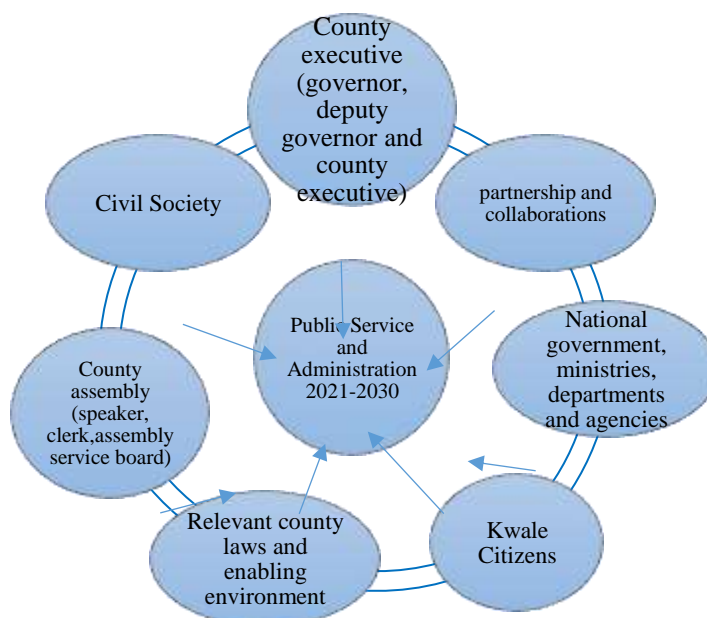
Source: *Public Service and Administration Sector*

Table 183: Staff Establishment

No.	Designation	Job Group/ Scale	Establishment	Current (In-Post)	Variance (Gap)
1.	County Executive Committee Member – Public Service & Administration	8	1	1	0
2.	Chief Officer - Public Service & Administration	S	1	1	0
3.	Director Human Resource Management	R	1	1	0
4.	Assistant Director Enforcement	P	1	0	1
5.	Principal Enforcement Officer	N	1	1	0
6.	Assistant Director Human Resource Management	P	1	1	0
7.	Assistant Director Payroll	P	1	1	0
8.	Sub-County Administrators	Q	4	4	0
9.	Enforcement Officer II/I/Chief Enforcement Officer	K/L/M	5	4	1
10.	Senior/Chief /Principal Ward Administrators	L/M/N	20	20	0
11.	Records Management Officers	H/J/K/L/M/N	4	1	3
12.	HRM Officers(General/Payroll)	J/K/L/M/N	3	2	1
13.	HRM Assistants (General/Payroll)	H/J/K/L	6	4	2
14.	Village Administrator III/II/I	H/J/K	77	77	0
16.	Assistant Enforcement Officer	H	3	2	1
17.	Registry Clerks/Clerical Officers	F/G/H/J	2	2	0
18.	Enforcement Assistant III/II/I/Senior Enforcement Assistant	D/E/F/G	247	147	100
19.	Drivers	D/E/F/G/H/J	15	10	5
20.	Support Staff/Cleaner	A/B/C/G/E/F/G	130	105	25
TOTALS			523	383	140

Source: *Public Service and Administration*

4.1.2 Coordination framework



4.2 Financing Mechanism

The implementation of this sector plan will cost an estimated budget of Kshs. 891 Million to execute the activities highlighted herein. The table below provides the financing mechanism in implementing the programmes as indicated.

COUNTY SECTORAL PLAN

Table 184: Financing Mechanism

Programs	Activity	Funding	
		Budget (Kshs Million)	Source
Civic Education	Publicity of the public participation activity	15	CGK; and development partners
	Hire of event management tools	65	CGK
	Transport reimbursements to participants	30	CGK
	Undertake PRA Activities in 77 village units to develop Village Level Action Plans		
Institutional Capacity Development Programme	Policy formulation(T policies)	20	CGK; and development partners
	Hire of conference facilities	25	CGK; National Government; and Donor partners.
	Transport reimbursement	30	CGK
	Training /Capacity needs Assessment	25	CGK
	Annual training projections	20	CGK
	Sensitization meetings/ Forums on HR laws	10	CGK
	Conduct HR compliance Audits	15	CGK
Human Resource Management modernization Programme	Procurement of the HRIS system	3	CGK
	System maintenance and roll out	16	CGK
	Training of Staff in the division	2.5	CGK
Performance Management Programme	Management sensitization forums on Performance contracting and Monitoring and Evaluation	2.5	CGK
	Staff Performance Management System sensitization forums	5	CGK
Integrated Disaster Risk and Resilience Programme	Building cost of Emergency Operation Center (EOC) in the 6 sub counties	500	CGK; and development partners
	Procurement of fire-fighting engines in all sub counties	240	
	Procurement of communication equipment for the centers.	20	
	Procurement of PPEs in all sub counties	5	
	Stock-piling of disaster materials	30	
	Recruitment of Disaster Risk management personnel	10	CGK
Integrated Waste management Programme	Purchase of refuse truck lorry		CGK
	Purchase of bins		
	Develop a sewer line to meet current and future challenges		
	Procure land for designated Dumping site	100	
General Administration		3800	
TOTAL		5,000	

Table 185: Estimated Budget

Source of funding	Estimated Budget (Kshs. Million)
County Government (Equitable share, and own source revenue)	5,000
National Government (Conditional grants)	00
Development partners (Conditional grants)	00

4.3 Capacity Development

4.3.1 County Administration

The capacity gaps which may hinder successful implementation of the initiatives for this program include under-staffing, inadequate Infrastructure, Inadequate Citizen participation, Ineffectiveness and inefficiency in implementation of county projects and programs, competing interest between the two levels of government and Lack of regular capacity building of County Administrators.

This may be addressed through; Collaborating with stakeholders to sensitize communities on the importance of public participation, Establish village councils, Construct offices for Village Administrators, Draft a Project and Programme implementation policy, Inter -departmental engagement and Engagement of external stakeholders, Hold regular inter-governmental meetings, Conduct a training/capacity needs Assessment for administrators and annual training projections.

4.3.2 Human Resource Management

The gaps include: Partial compliance with Public Service HR laws and regulations, Absence of a County Human Resource Information System(HRIS), ineffective performance management system, Inadequate training opportunities for the HR Division personnel, Lack of an approved Staff establishment and organogram and Inadequate HR personnel. Some mitigation measures are; Continuous Sensitization of officers on HR related laws & regulations, conduct HR Compliance audits, Procurement of the (HRIS) system, Train the HR officers on the system, System roll-out to staff of the county, Management sensitization on Performance Contracting, Monitoring and evaluation as a tool for good governance and Staff Performance Management System (SPAs) sensitization. Conduct a training/capacity needs Assessment for HR staff and annual training projections, Identify staffing gaps in the department and initiate recruitment requisition.

4.3.3 Enforcement

Identified gaps are; Absence of County Enforcement/ Inspectorate policy and legal framework, Inadequate Security Infrastructure and personnel, Inadequate skills and understanding of the county laws and operations.

Mitigation measures are , Draft a county enforcement / inspectorate policy and legal framework, engaging relevant stakeholders, Identify personnel and infrastructure gaps, initiate recruitment requisition, review the approved career progression guideline for enforcement personnel, Conduct a training/capacity needs Assessment for enforcement/inspectorate staff Annual training projections, Establish a repository center for county policies/ laws and Standard operation procedures (SOPs).

4.3.4 Disaster Risk Management

Deficiencies in this subsector are; Lack of approved Disaster Risk Management Policy and legal framework, Poor coordination of partners involved in Disaster Risk Management (DRM), Inadequate Disaster Management infrastructure and personnel in the County, Lack of mainstreaming climate change actions in CIDP and other county plans as per the Kenya National Adaptation plans 2015-2030, Lack of General awareness on the effects of disaster risk of staff and the community.

4.3.5 Waste Management.

Gaps are; Non- sustainable waste management practices, Absence of waste management policy, inadequate infrastructure personnel and equipment, Poor public support in waste management matters.

The Mitigation measures are as follows;- to adopt integrated waste management practices, draft a county waste management policy and legal framework, engaging relevant stakeholder, Identify personnel infrastructure and equipment gaps, initiate recruitment requisition, Sensitization of the community on waste management, engagement of stakeholders and enforcement of laws governing waste management.

4.4 Risk Management

This section provides the risks that may hinder implementation of programs and their mitigation measures.

Table 186: Risks, Levels, Owners, and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk owner	Mitigation measures
Budgetary Resources	Moderate	CGK	Lobbying for increased budgetary allocation

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Climate Change	Low	CG-GOK	Compliance to disaster management policy
Systems Failure	Moderate	CG-GOK	Back up improvement Improve system uptime
Emerging diseases	Low	CG-GOK	Improve on disaster preparedness
Political Instability	Low	CG-GOK	Peace campaigns

Resource Requirements by Sector

This section indicates the projected financial resources required for each sector during the plan period. The section also includes the percentage of the total budget for each sector.

Summary of Budget Allocations by Economic Classification and Sector (Amount in Kshs Million)

No	Sector Name	Recurrent Expenditure	Development Expenditure	Total Budget
1	Executive Services, Finance and Economic Planning	11,852	1,000	12,852
2	Agriculture, Livestock and Fisheries	2,317	6,000	8,317
3	Environment and Natural Resources	4,000	4,455	8,445
4	Health	32,943	4,705	37,648
5	Tourism, Trade and Enterprise Development	3,000	4,000	7,000
6	Social Services and Talent Management	3,000	2,500	5,500
7	Education	12,683	3,000	15,683
8	Water Services	3,000	6,400	9,400
9	Roads and Public Works	3,500	5,455	8,955
10	County Public Service Board	1,500	500	2,000
11	Public Service & Administration	4,500	500	5,000
12	County Assembly	8,500	1,500	10,000
	TOTAL	90,795	39,205	130,800
	PERCENT	70	30	100

Revenue Projections

This section indicates the various sources of total revenue the County government projects to raise through the equitable share, conditional grants and own source revenue.

Revenue streams	Projected Amount in Ksh Million										Total
	FY 2023/24	FY 2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	FY 2032-33	
Equitable Share +Local Revenue	9,184	9,381	9,850	10,343	10,860	10,769	11,039	11,315	11,597	11,887	106,225
Equitable Share	8,584	8,927	9,373	9,842	10,334	10,230	10,486	10,748	11,017	11,292	100,833
Local Revenue	600	454	477	501	526	539	553	566	581	595	5,392
Conditional Grants from National Government Revenue	210	315	331	347	365	374	383	393	403	413	3,535
Conditional allocations to County Governments from Loans and Grants from Development Partners	857	1,194	1,254	1,317	1,382	1,417	1,452	1,488	1,525	1,564	13,449
Loans	804	983	1,032	1,084	1,138	1,166	1,196	1,226	1,256	1,288	11,172
Grants	52.5	211	222	233	244	250	256	263	269	276	2,277
Others -Mining Royalties	720	671	705	740	777	796	796	796	796	796	7,591
Total Revenue	10,971	11,561	12,140	12,747	13,384	13,356	13,670	13,991	14,321	14,659	130,800

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.1 Introduction

This chapter presents the monitoring and evaluation framework that will be used in tracking the implementation of the sectoral plans and their continual review and updating. Specifically, the chapter highlights the Monitoring and Evaluation (M&E) reporting structures, data sources and collection methods, types of reports to be produced, dissemination and feedback mechanisms and the mechanism for review and updating the sectoral plans. Further, the chapter also provides the monitoring and evaluation matrix.

5.1.1 M&E Reporting Structures

The County Integrated Monitoring and Evaluation System (CIMES) provides for a monitoring and evaluation framework for tracking the implementation of policies, programs and projects. The M&E reporting structures as envisaged in the County M&E policy include the County Monitoring and Evaluation Committee (CoMEC), Sub-County Monitoring and Evaluation Committees and the Departmental Monitoring and Evaluation Committees among others. The objective of the structures is to ensure institutionalization and mainstreaming of monitoring and evaluation in the implementation of County policies, programmes and projects.

5.1.2 Data Sources and Collection Method

Both primary and secondary data sources will be used to gather information on the implementation of this plan. Primary data sources refers to data collected from first – hand sources including surveys, interviews, focused group discussions or research. This is data collected by County Government staffs. Secondary data sources on the other hand entails data from primary sources. They include already collected and documented data by other organizations, such as government agencies, public international organizations, and independent research organizations. The data collection process will be both continuous (daily) and periodic.

5.1.3 Types of reports to be produced and their frequency, and consumers

The data sources highlighted above will generate feedback information and reports on the implementation progress of this plan. The preparation of the progress reports will be done annually, mid – term and end term. The reports shall be utilized to inform policy actions as well as planning and budgeting.

5.1.4 Dissemination and feedback mechanisms and citizens' engagement

The County M&E policy establish dissemination and feedback mechanisms and citizen's engagement structures for effective implementation of the plan. The County Monitoring and Evaluation Week provides a platform for feedback and information sharing on the implementation of the county plans, policies, programmes and projects. In addition, the platform which brings together the state and non – state actors will provide an avenue for learning on best practises from implementing agencies and partners.

5.1.5 Mechanism for reviewing and updating the sectoral plan

The County Government Act, 2012 section 109 2 (c) provides for the review and updating the sectoral plan. It states that “the sectoral plan shall be reviewed every five years by the county executive and approved by the county assembly, but updated annually.” This will be based on the feedback information and reports generated during the implementation of the plan.

5.2 Monitoring and Evaluation Matrices

This sections highlights the various reporting structures presented in a tabular form showing data sources, feedback mechanisms and methods of collecting county sectoral Data.

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Executive Services, Finance and Economic Planning Sector

Table 187: Results Matrix (Monitoring and Evaluation Matrix)

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year Target(s)	Ten Year Target(s)
Administration, Planning and Support Services	Efficient and Effective service delivery to county departments, divisions and organs	Work environment and safety survey report	2022	0	1	1
		Staff skills and competencies report	2022	0	1	1
		Overall P.E. budget as a % of total budget	2022	30.9	33	35
Economic Policy Formulation and Management	Sound economic and financial policies for accelerated economic growth	Timely preparation of fiscal documents (CADP, CBROP, CFSP & Budget Estimates)	2022	All Documents	All Documents	All Documents
Revenue Mobilization and Management	Sustainable policies for mobilization of public financial resources to supplement county allocation	County own revenue as a % of total budget	2022	3.0	5.0	7.0
Financial Reporting and Accounting Services	Prudent management of public financial resources for efficient and effective public service delivery	Absorption rates on development budget (%)	2022	55.7	70	90
Procurement & Supply Chain Management		% of compliance in procurement processes	2022	80	100	100
Internal Audit		Value for money audits	2022	0	1	1
Media and Communication Services	Efficient communication and feedback mechanism	Communication strategy in place	2022	0	1	1

Source: Executive Services, Finance and Economic Planning Sector

Agriculture, Livestock and Fisheries Sector

Table 188: Results Matrix (Monitoring and Evaluation Matrix)

Programme	Outcome	Key performance Indicator (s)	Baseline		Targets	
			Year	Value	Five Year target (s)	Ten Year Target
Crop Development						
SP1 Crop production	Increased acreage under irrigation	Number of acres under irrigation	2022	143	100	200
	Rehabilitation of existing irrigation projects	Number of projects rehabilitated (Nyalani)	2022	0	Phase 1	Last phase
	Establishment of a strategic food crop reserve	Acreage under strategic food crop reserve	2022	525,561	100,000	200,000
	Increased acreage under drought resistant food crops	Number of acres under drought resistant food crops	2022	26,120	15,000	30,000
	Rehabilitation of cash crops	Acreage under cash crops rehabilitated	2022	50,000	100,000	250,000
	Procurement & distribution of agricultural mechanization equipment	Number of agricultural mechanization equipment procured & distributed	2022	42	10	20
	Distribution of certified seed	Number in metric tonnes of certified seeds distributed	2022	398	350	450
	Increased bags of maize harvested per acre	Number of maize bags harvested per acre	2022	11	20	25
	Increased nutritive sensitive agriculture interventions	No. of cone & other kitchen gardens established	2022	0	200	400
		No of the acres established for traditional food crops	2022	0	1000	2000
		No of acres established for the traditional nutritious vegetables	2022	0	100	200

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		No of tot and farmer trainings on safe & diverse foods, storage preparation, processing etc.	2022	0	240	600	
	Gender and inclusivity mainstreamed	No of the youth, women and other vulnerable implementing the projects	2022	30%	50%	60%	
		Use of gender disaggregated data in project beneficiary targets and reports	2022	20%	50%	100%	
		Tot ,stakeholder and farmer gender advocacy ,sensitizations and trainings	2022	0	100	200	
S.P 2 Crop Health	Provision of farm inputs	Number of farmers that received fertilizers	2022	19,500	10,000	15,000	
S.P 3 Farmer training	Farmers trained on crop husbandry	Number of farmers trained on crop husbandry	2022	150,000	200,000	400,000	
	Provision of postharvest storage facilities	Number of postharvest storage facilities	2022	3	5	7	
S.P 4 Training & extension services	Construction of hostels	Number of hostels constructed	2022	0	1	2	
	Trainings conducted	Number of trainings	2022	640	740	840	
	Farmers trained	Number of farmers trained	2022	800	3000	5000	
	Extension workers recruited	Number of extension workers recruited	2022	45	10	10	
S.P 5 National Agriculture & rural inclusive Growth Project (NARIGP)	Tomato, green gram, milk, honey, poultry Value chains promoted	Number of groups implementing value chains	2022	140M	700M	0	
S.P 6 Agriculture sector development support program (ASDSP)	ABEC, Passion & indigenous poultry value chains enhanced	Number of groups implementing value chains	2022	20M	40	0	
Livestock Development							
S.P 1 Animal breeding/livestock production	Dairy cattle distributed	Number of beneficiaries that received dairy cattle	2022	316	516	716	
	Beef cattle distributed	Number of beneficiaries that received beef cattle	2022	284	534	784	
	Goats/sheep distributed	Number of beneficiaries that received goats	2022	3,150	5,150	7,150	
	Livestock inseminated	Number of livestock farmers whose animals were inseminated	2022	387	2,387	4,387	
S.P 2 Animal products value addition	Apiaries established and equipped	Number of apiaries established and equipped	2022	0	10	20	
	Establishment of Milk value addition centres	Number of milk value addition facilities	2022	2	4	8	
S.P 3 Animal Health (veterinary services)	Livestock drugs, vaccines, sera, acaricides & equipment provided	Number of animals vaccinated/treated	2022	2.09	500,000	1,00,000	
	Early warning mechanism for disease surveillance established	Number of disease surveillance missions done	2022	0	10	20	
	Cattle dips constructed/rehabilitated	Number of cattle dips constructed/rehabilitated	2022	30	40	50	
	Livestock dipped	Number of livestock dipped	2022	1.56	2.6M	3.6M	
	Livestock under Artificial insemination	Animals synchronized & inseminated		2022	812	2,312	3,812
		Percentage increase in AI coverage		2022	25%	50%	75%
	Livestock vaccination crushes constructed	Number of livestock vaccination crushes constructed		2022	30	40	50
Percentage increase in livestock vaccination			2022	25%	45%	65%	

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S.P 4 Handling of animal products & bi-products	Enhances livestock products & bi-products shelf life & value	Number of slaughterhouses constructed/rehabilitated	2022	1	2	4
S.P 5 Strengthening partnerships with strategic stakeholders	Enhanced partnerships with stakeholders (Research and other development partners)	Number of stakeholder/partner meetings and functions (demonstrations etc.) done	2022	8	24	32
Fisheries Development						
S.P 1 Marine Fisheries development	Provision of assorted fishing gears/accessories to fishermen	Number/sets of assorted fishing gear provided to fishermen	2022	620	1020	1520
	Purchase of fishing boats	Number of Fishing Boats Purchased	2022	12	13	14
	Fishermen trained on appropriate fishing methods	Number of BMUs trained	2022	19	57	77
	Fish landing sites developed	Number of fish landing sites developed	2022	4	9	13
	deep sea fishing vessels provided	Number of deep sea fishing vessels procured and issued	2022	0	1	2
	Mari culture ponds established	Number of Mari culture ponds established	2022	16	26	36
	cold storage facilities constructed	Number of cold store constructed	2022	1	3	6
	Patrol boats for emergency rescue operations purchased	Number of patrol boats for emergency rescue purchased	2022	2	3	4
S.P 2 Fisheries support services	fisheries support services provided	Number of motor vehicles purchased	2022	0	1	2
	Seaweed/sea grass production undertaken	Acreage under seaweed/sea grass production	2022	60	100	150
	Ponds under crab and prawn production established	Number of ponds under crab and prawn production	2022	4	9	14
	Ponds under fisheries, seeds constructed	Number of ponds under fisheries seeds	2022	0	5	10
S.P 3 Strengthening partnerships with strategic stakeholders	partnerships with strategic stakeholders enhanced	Number of stakeholder/partner meetings & functions done	2022	4	22	32
General Administration & Support Services						
S.P 1 Personal emoluments	Amounts paid	Amount in Kshs	2022	625	1,291B	2.6B
S.P 2 Operations & maintenance	Amount paid	Amount in Kshs	2022	175	410.7M	821.3M

Source: Agriculture, Livestock and Fisheries Sector

Environment and Natural Resources Sector

Table 189 Results Matrix (Monitoring and Evaluation Matrix)

Programme	Outcome	Key performance indicator(s)	Baselines		Targets	
			Year	Value	Five years target (2027)	Ten years target (2032)
Sustainable Forest Management	Forest conserved and protected	% tree cover	2022	14%	22%	30%
	Adoption of energy efficient cook stoves	% households with energy efficient cook stoves	2022	45%	65%	85%
Climate Change	Resilient communities and systems	Coping strategy index	2022	10%	25%	40%
Energy	Productive use of energy	% households with access to energy	2022	45%	65%	85%
Artisanal Mining	Market access	Revenue growth	2022	0	50	100
	Restored environment	% rehabilitated quarries	2022	8%	20%	35%
Air and Noise pollution	Clean and healthy environment for all	% of compliant facilities	2022	2%	25%	35%
Environment and Social Safeguards	Safe communities and sustainable projects	% of compliant county projects	2022	30%	50%	70%
Wildlife Management	Human Wildlife Conflict abated	No. of human wildlife conflicts reported	2022	748	500	250
	County Wildlife	Revenue growth	2022	0	50M	100M

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	Park and wildlife enterprises development					
Hazardous Waste Management	Safe working environment	No. of county facilities with asbestos material	2022	-	0	0

Source: Environment and Natural Resources Sector

Medical and Public Health services Sector

Table 190: Sub- Sector 1: Curative and Rehabilitative Services

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year Target(s)	Ten Year Target(s)
Curative and rehabilitative	Increased access to affordable medical services and improved life expectancy	No. of new inpatient wards operationalized	2022	3	6	2
		No. of new theatres opened	2022	0	2	1
		Percentage of health facilities offering basic laboratory services	2022	32% (N52)	43% (N80)	60%(N110)
		No. of health facilities with functional ultrasound services	2022	3	20	4
		No. of health facilities with X-ray services	2022	3	5	3
		No. of hospitals with functional dental services	2022	3	2	3
		No. hospitals with functional mortuary services	2022	3	2	2
		No. of health facilities offering mental health clinics	2022	2	3	2
		No. of health facilities with a GBV (Gender Based Violence) unit	2022	2	3	3
		No. of hospitals providing comprehensive rehabilitative services	2022	3	2	2
		No. of hospitals with active medicines and therapeutic committee	2022	1	5	5
		County drug formulary in place and disseminated to facilities	2022	0	1	1
		Hospitals with Functional drug stores	2022	2	5	3
		No. of dialysis machines in place	2022	5	10	15
		Number of facilities offering basic with eye care services	2022	2	13	20
		No. of ICU beds in place	2022	5	8	10
Establishment of inpatient mental units in the county	2022	0	1	1		

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		Scale up of Outpatient mental services	2022	1	10	15
		Establish diabetes hubs in the County	2022	1	3	5
		Facility based Maternal mortality rate	2022	109/100,0000	90/100,000	70/100,000
		The proportion of early neonatal deaths	2022	0.90%	0.50%	0.20%
		No. of health facilities with at least one staff house	2022	95	30	30
		No. of health facilities with at least two staff	2022	22	43	45
		The proportion of health facilities providing BEmONC services	2022	20%	50%	100%
		The proportion of skilled birth attendance	2022	74%	75%	80%
		The proportion of clients finishing 4ANC visits	2022	51%	60%	70%
		The proportion of WCBA utilizing modern contraception	2022	45%	55%	60%
Preventive and promotive Services	Reduced stunting rates	Proportion of under-five attending CWC who are underweight	2022	6%	1%	6%
		Reduce hospital based Malaria incidences	2022	300/1000	200/1000	150/1000
		No. of health facilities offering screening for NCDs	2022	10%	50%	60%
		Under five mortality rates	2022	13/1000	5/1000	
	Reduced stunting rates	The proportion of children under five years that are stunted	2022	0.01%	0.005	0.00%
	Reduced communicable diseases	Open defecation Free villages	2022	5%	100%	20%
		Percentage of food handlers medically certified	2022	50%	100%	60%
		No. of established community health units	2022	166	175	175
	Reduced death rate	Percentage of population on health insurance (NHIF)	2022	1%	25%	5%
	Reduced number of teenage pregnancies	The proportion of teenage pregnancy	2022	21%	16%	10%
	Reduced HIV related mortality	Proportion of newly HIV diagnosed patients who are teenagers	2022	40%	30%	20%

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		Proportion of HIV positive clients who are virally suppressed	2022	92%	95%	95%
		Proportion of HIV positive pregnant women currently on ARVs	2022	100%	100%	100%
	Reduced TB related mortality	TB treatment success rate	2022	86%	92%	92%
		The proportion of children fully immunized	2022	75.70%	90%	95%

Source: Health Services Sector

Tourism, Trade and Enterprise Development Sector

Table 191: M&E Matrix

Programme	Outcome	Key Performance Indicator(s)	Baseline*		Targets	
			Year	Value (Ksh. Millions)	Five Year Target(s)	Ten Year Target(s)
Develop, publish, and sensitize on trade policies.	Regulated and guided funding of businesses	Revolving fund Act established and operationalized	2022	1	1	1
		Number of traders sensitized	2022	4500	5,000	10,000
		Fund management system in place	2022	0	1	1
Explore markets for trade within and outside the country.	Improved access to markets	Number of trade fairs and exhibitions held.	2022	10	3	8
		Number of traders linked to both local and external markets	2022	131	150	300
		Number of products and availed to the market for testing and uptake	2022	9	5	10
SMEs business training on management, technical skills, internship, and business establishment.	Improved business stability	Number of training sessions conducted.	2022	310	200	500
		Number of people trained (male and/or female)	2022	1542	2300	4000
Increased access to affordable credit via the trade revolving fund.	Enhanced empowerment	Amount of money issued as business loans	2022	124	400	700
		Number of businesses supported the by fund	2022	1298	2000	6000
Promote financial inclusion measures (Government Trust Funds, Banks & Donors)						
Development of Biashara Centre and Equipping	Enhanced business learning environment	Number of centres built and equipped	2022	3	1	2
Capacity building of the artisans/SMEs	Increased mechanization	Number of SMEs provided with mechanization.	2022	2	2	4
Supporting research and innovation.						
Establishing institutional policy and regulatory framework for establishment of industries.	Improved trade environment and traders income	Number of County business legislations/policies Established	2022	0	1	1
Skills & Knowledge transfer through industrial/vocational training.	Improved access to business skills and investment opportunities	Number of traders trained on relevant business skills	2022	1542	2000	5000
Investment Promotion						

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Programme	Outcome	Key Performance Indicator(s)	Baseline*		Targets	
			Year	Value (Ksh. Millions)	Five Year Target(s)	Ten Year Target(s)
Packaging Kwale as a favourable and globally competitive investment destination.	Profiled investment leads and opportunities.	Number of investments leads profiled	2022		10	20
	Gazetted county investment policy.	Number of investment polices formulated	2022	0	1	1
	Approved long term investment master plan.	Number of long-term investment master plan formulated	2022	0	1	1
	Operational investment Monitoring Committee.	Number of investment monitoring committee formed	2022	0	1	1
	Enhance ease of doing business	% improvement in the ease of doing business.	2022	0	20%	50%
Promotion of Public Private Partnership (PPP) in Investments	Successful biennial investment conference	Number of biennial investment conferences done	2022	0	3	2
	Formulate and sensitize on Public Private Partnership policy.	Number of PPP policy formed	2022	0	1	1
	Increased number of SMEs linked up to value chains of large Multinational companies.	% of SMEs linked up to value chains of large Multinational Companies	2022	0	10	20
	An operational County Economic Development Consortium developed.	Number of CEDC developed and operational	2022	0	1	1
To promote industrial development, manufacturing, and value addition.	Increased staff and trained investment personnel.	Number of staff recruited and trained.	2022	1	2	4
	Established, operational Investment Fund	Number of investment funds established	2022	0	1	1
	Trained export potential (SMEs) entrepreneurs on standardization and regulations.	Number of SMEs trained	2022	0	40	100
	Enhanced skills and knowledge transfer through industrial and vocational training.	Number of SMEs trained	2022	0	40	100
Weights and measures Services						
Weights and measures Services	Increased number of verified weighing and measuring equipment.	Number of verified weighing and measuring equipment.	2022	1400	1000	600
	Increased number of standards calibrated.	Number of standards calibrated	2022	5	10	15
	Increased number of staff recruited and trained.	Number of staff recruited and trained.	2022	2	6	4
		Number of sensitization forums conducted.	2022	8	10	12
	Increased number of sensitization forums conducted.	Number of standards procured	2022	5	10	15
	Increased number of trainings and licensing done.	Number of technicians trained and licensed.	2022	4	4	4
Market Infrastructural Development Services						
Construction of new markets and the rehabilitation and	Increase in number of markets constructed and increased number of traders	Number of markets constructed/rehabilitated	2022	85	40	70

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Programme	Outcome	Key Performance Indicator(s)	Baseline*		Targets	
			Year	Value (Ksh. Millions)	Five Year Target(s)	Ten Year Target(s)
upgrading of the existing ones						
Monitoring and evaluation of on-going market projects (3 site visits conducted per project)	Enhance accountability. Enhance value for money. Increased number of people using the market project	Number of people doing business in the market	2022	255	120	210
Allocation of market stalls and spaces	Increased trading activities Traders operating from the market centres	Number of traders allocated	2022	219	50	100
Management and supervision of market centres	Enhance market cleanliness. Enhance adherence to market by-laws.	Number of market inspections done	2022	170	80	140
Establishment of relevant policies and acts to ensure smooth operation of markets	Enhance good governance of markets	Number of policies and acts enacted	2022	2	1	2
Training of market management committees	Better management of markets	Number of market committees trained	2022	85	40	70
Conducting market research for new and potential markets	Increased number of new and fully operating markets	Number of new markets established and in operation	2022	45	20	40
Cooperative Division						
Increasing the number of cooperative societies through community sensitization	Increased number of active Cooperative Societies	Certificates of registration	2022	78	15	20
Formation of Co-operative development policy and legal framework.	Improved legal framework /direction	Cooperative development policy in place	2022	0	1	1
Merge small similar based Sacco's into viable and strong Sacco society.	One viable Sacco society	Certificate of registration	2022	15	1	1
Technical and material support for Value addition in Marketing Co-operatives	Increased value addition projects by co-operatives	% of cooperative societies engaging in value addition	2022	0	3	5
Establish a Co-operative research and Development fund to enhance competitiveness of Cooperatives in the respective sectors	Enhanced research on Cooperative development	Research and Development fund established	2022	0	0	1
Enhance mobility for field work and other operations by purchase of a vehicle.	Enhanced mobility for Divisional field officers	1 vehicle purchased	2022	0	1	1
Capacity building the management committee, Staff and Members of Cooperatives	Improved governance in Cooperative societies	No of trainings held	2022	80	100	200
Linking co-operatives to markets locally, regionally and internationally	Enhanced markets and incomes to members	% increase of incomes	2022	30%	50%	80%

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Programme	Outcome	Key Performance Indicator(s)	Baseline*		Targets	
			Year	Value (Ksh. Millions)	Five Year Target(s)	Ten Year Target(s)
Enhance effective supervision, inspections, and timely Audits in Co-operatives.	Improved governance in Co-operatives	Field reports Inspection reports Audit reports	2022	40%	60%	90%
Sensitize and support ICT adoption in Co-operatives	Increased number of cooperatives adopting ICT	No of Co-operatives which have adopted ICT	2022	30%	60 %	90%
Increasing the number of cooperative societies through community sensitization	Increased number of active Cooperative Societies	Certificates of registration	2022	78	15	20
Formation of Co-operative development policy and legal framework.	Improved legal framework /direction	Cooperative development policy in place	2022	0	1	1
Merge small similar based Sacco's into viable and strong Sacco society.	One viable Sacco society	Certificate of registration	2022	15	1	1
Technical and material support for Value addition in Marketing Co-operatives	Increased value addition projects by co-operatives	% of cooperative societies engaging in value addition	2022	0	3	5
Establish a Co-operative research and Development fund to enhance competitiveness of Cooperatives in the respective sectors	Enhanced research on Cooperative development	Research and Development fund established	2022	0	0	1
County Connectivity	Operational County MAN	No of LANs interconnected	2022	6	5	11
	Inter-connected County offices/Departments	No of offices interconnected	2022	4	6	08
Service Delivery Enhancement (County Automation)	Develop and Operationalize County-wide ERP	No of ERPs implemented	2022	0	0	1
ICT Policy Formulation	Operationalized ICT Policy	No. of Policies Developed and operationalized	2022	0	1	1
Unified Communication	Operational Corporate Email system with min 3000 mailboxes	No. of operational email systems	2022	120	2000	3000
	Operational Bulk SMS System	No. of operational SMS Systems	2022	0	1	1
	Operational County Telephone system with ISDN Lines	No of Corporate ISDN Lines	2022	0	2	2
Redundancy and Business Continuity	Operational data backup system	No. of backup systems implemented		0	1	1
	Operational power backup system	No. of power backup systems implemented	2022	1	2	4
	Business continuity plan for each system	Business Continuity plan for each system	2022	0	1	2
Tourism product marketing and promotion	Increase in Number of Tourists arrival	%ge of tourism arrival	2022	02%	10%	30%
Tourism product development and diversification	Generation of new tourism experience	No of new tourism ventures developed and actualized	2022	1	0	3
Formulation of Tourism policy documents	Leverage Tourism benefits and bring sanity in tourism industry	No. of policies developed and assented	2022	0	1	2
Integrated Beach Management	Secure Beaches for 24/7 business activities	Length in KM of Roads developed	2022	3	5	8

Source: Tourism, Trade and enterprise Development

Social Services and Talent Management Sector

Table 192: Results Matrix (Monitoring and Evaluation Matrix)

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Sub Programme	Outcome	Key performance Indicator (s)	Baseline		Targets	
			Year	Value	Five Year target (s)	Ten Year Target (s)
SP1 Policy and legal framework development	Regulated and guided cultural development	Existence of a sector action plan	2022	0	1	1
		Policy and legal framework	2022	0	1	1
SP2 Cultural infrastructure development	Improved conservation of County's cultural heritage	Number of cultural centres/museums developed	2022	1	1	1
SP3 Cultural competition	Improved competitiveness and enhanced cultural development	Number of county wide competitions held	2022	4	5	5
	Contributing to conservation of information related to Kwale peoples history, culture and heritage.	Number of studies undertaken and shared	2022	0	3	2
SP4 Cultural shows and exhibitions	Increased awareness on culture and improved cultural development	Number of shows and exhibitions held	2022	1	3	5
SP5 Social services infrastructural development	Improved social welfare	Number of community library developed	2022	1	3	0
		Number of parks and recreation centres developed	2022	0	1	0
		Number of social halls constructed and equipped	2022	21	2	3
		Maintenance of social halls	2022		21	26
		Installation of electricity and payment of bills	2022	6	21	26
		Number of public toilets constructed.	2022	21	4	5
		Public toilets water connection and storage tanks	2022	1	20	23
		Number of rehabilitation centres constructed	2022	1	0	1
		Number of rescue centres for gender based violence	2022	0	1	3
SP7 Girl child affirmative action	High transition for girls in education from primary to secondary	Number of sanitary towels procured and distributed	2022	34,200	70,000	100,000
		Number of girls supplied with sanitary towels	2022	17,100	35,000	50,000
Sports, Arts and Talent development						
SP1 Sports, arts and talent infrastructural development	Improved infrastructure for sports, arts and talent development	Number of stadiums established	2022	0	1	0
		Number of sports fields rehabilitated	2022	13	60	100
		Number of academies established	2022	0	1	1
		Number of Performance arts talent centres constructed and equipped	2022	0	1	0
SP2 Sports, arts and talent competition	Improved competitiveness	Number of sports competitions held	2022	100	100	100
		Number of teams participated	2022	720	800	900
		Number of disciplines involved	2022	10	10	15
SP3 Support services	Enhanced support to teams	Amount of support in Kenya shillings	2022	30M	40M	50M
Community Development and Liquor Control						
SP1 Youth, women and PWDs fund	Enhanced empowerment	Amount disbursed	2022	52M	150M	150M
		Number of groups funded	2022	509	600	700
		Number of groups trained	2022	500	800	1000

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SP2 Gender mainstreaming	Improved inclusivity in decision making	Number of sensitization forums on gender issues	2022	60	100	150
		Number of gender based training done	2022	10	20	40
	Policy on gender issues developed	Number of policies formulated and approved	2022	0	1	0
SP3 Disability mainstreaming	Improved inclusivity in decision making	Number of sensitization forum held	2022	60	60	100
	Improved welfare	Number of wheelchairs procured	2022	20	20	50
SP4 Civic education	Informed citizens	Number of policies formulated and approved	2022	0	0	0
		Civic education units established	2022	0	1	0
		Number of sensitization meetings held	2022	40	80	150
General Administration						
Salaries	Enhances staff morale	Amount paid (Kshs Million)	2022	36 M	347M	347M
O & M	Improved service delivery	Amount paid (Kshs Million)	2022	58 M	800M	800M

Source: Social Services and talent management Sector

Education Sector

Table 193: Monitoring and Evaluation Matrix

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Years Target(s)	Ten Year Target(s)
Early Childhood Development and Education	Increased access to ECDE	Number of children enrolled	2022	64,440	67,662	70,884
		Enrolment rate		72.8%	85.0%	90.8%
		Teacher-pupils ratio		1:35	1:30	1:25
	Increased teacher-pupils contact time	Retention rate	2022	100%	100%	100%
Vocational Training	Increased access to vocational training	Number of trainees enrolled	2022	3,986	5,732	9,700
		Increase in enrolment rate		16.3%	43.8%	71.5%
Bursary and Scholarship	Improved transition rate from primary to secondary/tertiary institutions	Number of beneficiaries	2022	22,481	23,605	24,730
		Transition rate		61%	66%	71%
	Improved transition from secondary to tertiary institutions	Number of beneficiaries		6,982	7,331	7,680

Source: Education Sector

Water Services Sector

Table 194: Results Matrix for Water Services Sector

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year target(s)	Ten Year target(s)
Water Sources Expansion	Increase access to portable water in the County from 54% to 77% by 2032	No. kilometers of pipeline done	2022	356kms	606kms	856kms
		No. of boreholes drilled and equipped	2022	280	380	500
		No. of small pans constructed	2022	35	100	170
		No. of medium size dams constructed	2022	28	91	161
		Rainwater harvesting system established	2022	12	52	102
Water treatment & reduction of water borne Diseases Prevalence	Improved health standards	Percentage of households using water treatment technologies	2022	48%	70%	100%
		Percentage of households using private latrines	2022	75%	90%	100%
		Percentage of households using	2022	47%	80%	100%

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		communal ordinary latrine in rural				
		Percentage of people using hand washing facilities	2022	50%	85%	100%
Enhancement of governance and management of water sector	Improved the governance and management of water sector	No. of planning frameworks done	2022	2	7	12
		No. of technical staff recruited	2022	15	25	40
		No. of proposals successfully done.	2022	0	5	10

Source: Water Services Sector

Roads and Public Works Sector

Table 195: Implementation Matrix for the sector of Roads and Public Works

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value (% , No. Ratio)	Five Years Target(s)	Ten Year Target(s)
Roads and Transport sub-sector	Improved connectivity	Kilometers tarmacked	2022	11.34	25	50
	Improved connectivity	Kilometers Graded/ Gravelled.	2022	2886	3,500	5,500
	Improved connectivity	Kilometers of roads opened.	2022	1946.2	35	70
	Improved connectivity	Kilometers cabro paved.	2022	7.42	1	2
	Improved connectivity	Number of bridges, culverts and drifts constructed.	2022	1747	100	220
	Improved connectivity	Number of storm water drainage system constructed.	2022	11.3	1	2.5
Public Works Sub-sector	Improved Service Delivery	Number of governments building Rehabilitated	2022	23	10	20
	Improved Service Delivery	Number of fires station Constructed	2022	1	0	1
	Improved Service Delivery	Number of workshop Constructed	2022	1	0	1
	Improved Service Delivery	Number of flood lights/ streetlight erected	2022	102	100	188

Source: Roads and Public Works sector

County Public Service Board Sector

Table 196: Implementation Matrix for the sector

Program/Sub programs	Outcome	Key performance indicators	Baseline		Target	
			Year	Value (%)	Five year Target	Ten year Target
Recruitment and selection.	Increased retention of public servants	% of public servants retained in service.	2022	80	90	100
Administration	Increased Productivity	% of performance appraisals.	2022	60	80	100
Human Resource Audit and Quality Assurance	Highly motivated staff	% of motivated staff.	2022	50	70	90
Disciplinary Control and Ethics	Disciplined Staff	% of discipline cases handled.	2022	10	50	95
Public Communication, Advertisement & Inter-County Relations	Good public & inter-county relations, National government & other bodies	% of complaints and suggestions handled.	2022	20	75	90

Source: County Public service Board Sector

Public Service and Administration Sector

Table 197: Implementation Matrix

Programme	Outcome		Baseline	Targets
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		Key Performance Indicator(s)	Year	Value(% No.,Ratio)	Five Years Target(s)	Ten Year Target(s)
Civic Education	Empowered, active and well informed citizens.	Number of people attending public participation forums.	2022	(100x20x3) 6000	(300x20x3) 18000 p.a	(500x20x3) 30000 p.a
	Improved involvement of administrators in coordination of all county functions.	All county departments involving administrators in project implementations	2022	60%	80%	100%
	Established Village Councils	No. of established village councils	2022	0	77	77
	Operational Village administrators offices	No. of Village Administrators offices constructed	2022	0	77	77
	77 Village level development plans produced	No of village level action plans produced	2022-2032	0	77	77
Institutional Capacity Development Programme	-Improved county administration	Approved and operational Project and Programmes implementation policy	2022	0	1	1
	-Improved strategic abilities and capacity to communicate and promote government policy.	-Number of approved staff establishment and organogram	2022	0	10+1	11
	-Improved coordination of intergovernmental relations.	-Number of intergovernmental engagement meetings.	2022	1	4	8
		-Number of offices.	2022	21	27	31
	-Improved framework for financial, human and physical resource	-Number of staffs recruited.	2022	5.9Million	29.5Million	59Million
		-Number of trainings undertaken by each subsector annually	2022	383	(383+100) 483	(483+150) 633
			2022	4	20	40
Performance Management programme	-Improve overall productivity, quality, and efficiency in service delivery.	-Number of performance contracts signed and Monitoring and evaluation exercises conducted	2022	0	100%	100%
		No. of individual work-plans and appraisal reports per department annually.	2022	0	100%	100%
Integrated Disaster Risk Management	Enhanced Disaster Risk Resilience	Disaster Risk Operation Framework established Disaster Risk Emergency operations centre and satellites established	2022	2.7Million	100%	100%

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	Reduced Disaster Risk	Efficient Early warning structures and mechanisms	2022	4	100%	100%
		Established Site specific disaster risk guidelines established for disaster risk prone locations	2022	5	100%	100%
		Stake holder participation in Disaster Risk Management improved	2022	6	100%	100%
			2022	6	100%	100%
Integrated Waste management Programme	Functional integrated waste management practices - Increased level of collaboration in waste management - Increased number of partners and investment in waste management. -Increased job creation. - Increased public awareness and involvement in waste management.	No. of Waste bins; No. of Skip loaders; No. of identified refuse collection points; No. of gazetted dumping sites; -Approved county waste management policy and legal framework. -No. of partners and Investors. -No. of staff recruited for the sub sector	2022	42	80	120
			2022	2	6	12
			2022	42	80	80
			2022	1	2	6
			2022	0	1	2
			2022	1	3	5
			2022	15	30	80

Source: Public Service and Administration Sector

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