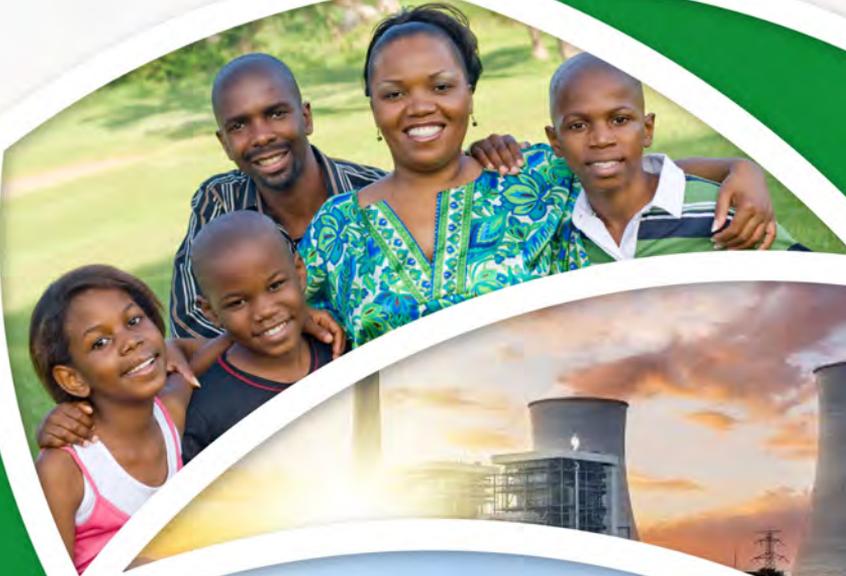


MERU VISION 2040

A Prosperous, United and Happy Society

POPULAR VERSION



MERU VISION 2040

A Prosperous, United and Happy Society

Popular Version



COUNTY GOVERNMENT OF MERU

Meru

December 2019



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County Government of Meru
Meru County Headquarters
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MERU, KENYA

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This publication is a summary of Meru County's long-term Strategy known as Meru Vision 2040. The publication briefly states the main goals of the Economic, Social, Political and Enablers Pillars that underpin Meru Vision 2040. It also summarises the major flagship projects to be implemented in the short term, medium term and long term of the vision that is from 2019-2040.

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1

A VISION FOR MERU

- I. Where do we want to see Meru County, 20 - 100 years from now?
- II. How do we make Meru County a place of choice to do business, to work, live and raise families?
- III. How do we empower Meru people to achieve their fullest potential?
- IV. How do we achieve internationally competitive industry structures across our Agriculture, Health, Education, Tourism sectors among others?
- V. How do we ensure sustained wealth, health, happiness and well-being for all Meru people?

These are just but a few questions on the hearts and minds of the Ameru people every time we have contemplated about the future of our society; questions if strategically answered, could advance our path towards both regional and international prosperity.



VISION

**A Prosperous,
United and Happy
Society**

MISSION

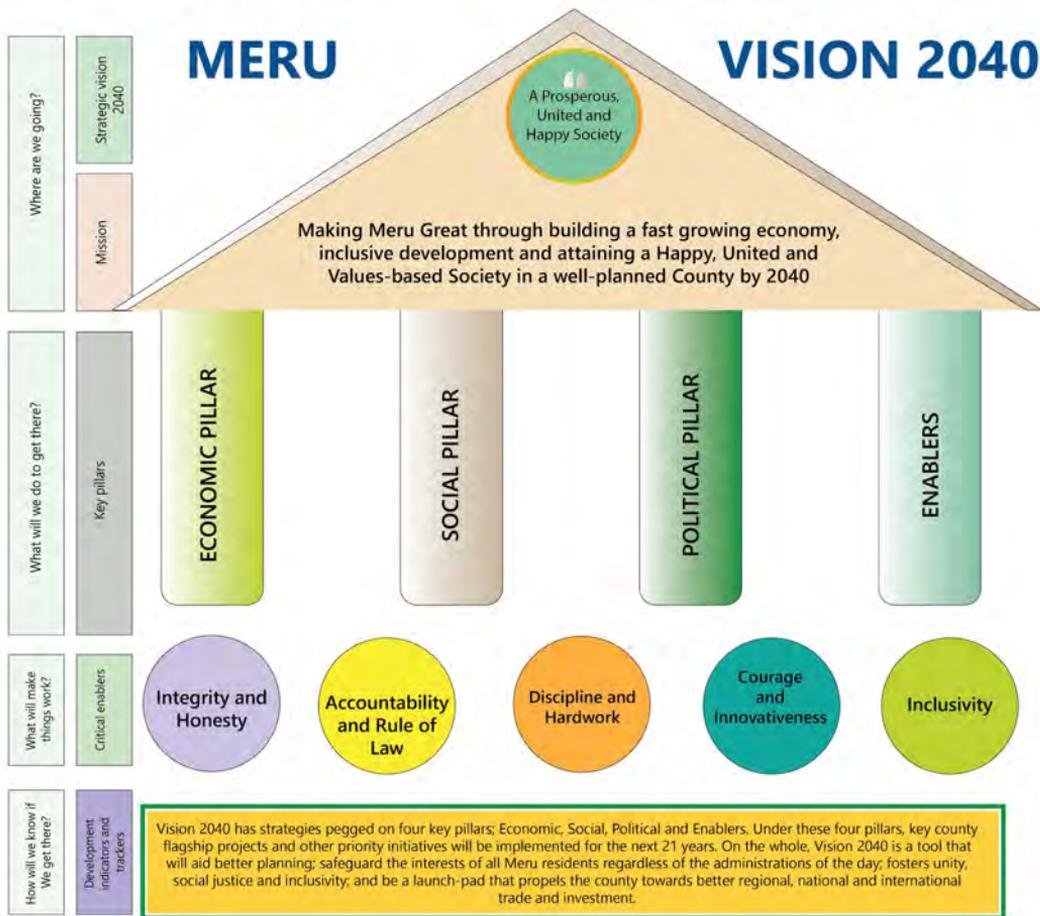
**Building a happy,
cohesive and value
based society through
excellence in county
planning and inclusive
development**

CORE VALUES

- I. Integrity and Honesty
- II. Accountability and Rule of Law
- III. Discipline and Hard Work
- IV. Courage and Innovativeness
- V. Inclusivity

2

THE CONTEXT FOR MERU VISION 2040



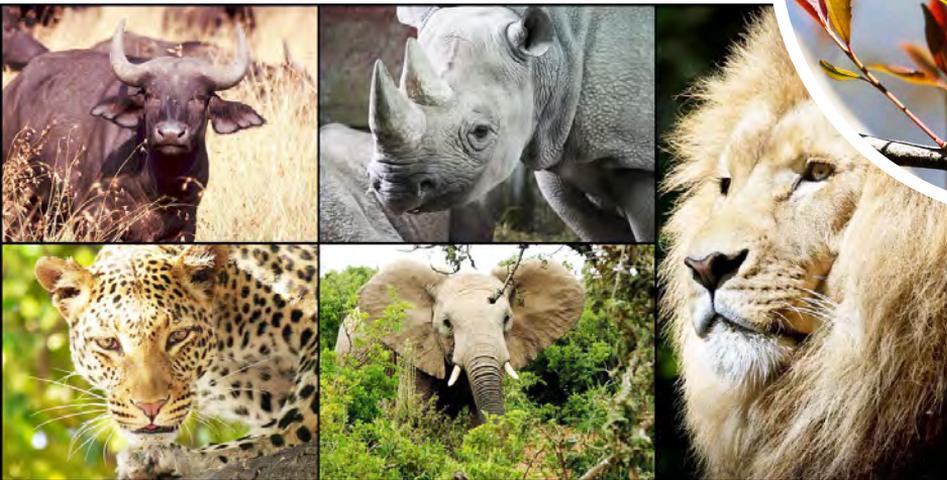
Meru County's development has been characterised by paradoxes and absolute potential. On the one hand we see glaring potential – the county already ranks No. 6 contributor to the national GDP out of the other 47 counties (KNBS, 2018), not to mention its rich agricultural lands that already support 63 per cent of all enterprises in the region among other acknowledgeable attributes expounded on in the rest of this document. On the other hand, there are glaring challenges across its socio-economic space and its serviced environment in aspects of land use, infrastructure, public service, built environment and its mass movement strategy management that needs to be optimised and/or innovatively re-invented to realise the county's full potential.

An in-depth situational analysis has been undertaken across the County's Social issues, Economics, Political aspects and its serviced environment in the ensuing sections of this document. This analysis in particular has aided in truly highlighting and revealing the county's demands, its strong suits that can be

optimised as well as acknowledging gaps that need innovative interventions. It is the reconciliation of the existing context's demands, with a vision-fuelled supply, that this Vision has used to identify and prioritise projects across all of the 45 Meru County wards for the next 20 years.

Meru Vision 2040 is founded under 4 key pillars, namely Economic Pillar, Social Pillar, Political Pillar and the Enablers Pillar. The pillars are representative of the various sectors including the **Economic Pillar** that emphasises on key focus areas of Agriculture, Industry, Tourism, Mining, Financial Services, among others that will ensure an overall fast growing and inclusive economy.

The Social Pillar aims to emphasise on aspects that will ensure a high quality of life and community happiness in Meru; aspects that cut across the family unit, the health sector, education, social protection, Meru's cultural heritage, the



environment, youth empowerment and sports sectors.

The Political Pillar highlights transformational governance for a united and value-based society being the key focus area for the pillar.

The Enablers Pillar engages cross-cutting themes intended to facilitate and reinforce the other three Vision pillars. It aims to set out proposals for Land Use, Infrastructure, Public Services, Buildings, Urbanisation and Movement strategies for an overall well-planned and industrialised county. Each of these proposals have been matched to a delivery strategy spanning three terms – short-term, middle-term and long-term. The implementation strategy is supported by a results-based monitoring, evaluation and reporting mechanism to track sectoral performance.

In April 2018, the Meru Social and Economic Council selected a high powered committee to spearhead Vision 2040. Various consultative meetings were held including pillar meetings, steering committees and the County Executive to reflect feedback and opinions of a wide cross-section of Meru County's key stakeholder groups including – but not limited to – the youth, private sector, MCAs and MPs, the general public through public participation, professionals, national experts, the clergy and entrepreneurs. In between the consultative meetings, a technical drafting team was formed to put all the views from the various meetings and come up with a Vision 2040 document. This document therefore presents a summary Vision 2040 including the flagship projects per pillar.



3

LINKING MERU VISION 2040 TO SDGS, AFRICA'S AGENDA 2063 AND KENYA VISION 2030

The drafters of the Meru Vision 2040 have been alive to the need to have a document that integrates well into broader national and global development goals, key among them the Sustainable Development Goals (SDGs), Africa's Agenda 2063 and more closely the Kenya Vision 2030.

The Sustainable Development Goals (SDGs) are an urgent call for action by all countries. Meru County in Kenya takes up this call to support Kenya achieve the SDGs in the global partnership.

SDGs are a universal effort to end poverty and other deprivations and seek to improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our rivers and forests, which also form the backbone for Meru Vision 2040.

Agenda 2063 has focus on among other targets, infrastructural development (including high-speed trains and air transport), free trade area, security, financial institutions, the Great African Museum and the encyclopaedia Africana.

The Kenya Vision 2030 strategy focuses on reforms and development across 10 key sectors:

1. Infrastructure
2. Science, Technology and Innovation
3. Public Sector Reforms
4. Tourism
5. Agriculture
6. Trade
7. Manufacturing
8. BPO (Business Process Outsourcing) & ICT (Information Communication & Technology)
9. Financial Services
10. Education & Training

A link has been deliberately made to tie Meru County's development efforts towards alignment with the key aspirations of the Kenya Vision 2030 highlighted above, with the prioritisation of infrastructural development (including air, rail and road network), promotion of agriculture and agricultural produce value addition, tourism, trade, manufacturing, education and training, science, technology and innovation, trade and financial services all featuring prominently in the Meru Vision 2040 document.



Industrialisation

4

ECONOMIC PILLAR: FOR A FAST GROWING AND INCLUSIVE ECONOMY

GOAL:

To grow the Meru economy
by **15%** per annum
through improved agricultural
productivity; increased value
addition and industrialisation,
tourism, trade; and
appropriate infrastructural
development.

4.1 AGRICULTURE SECTOR

Agriculture is a critical anchor to the county's economy and the achievement of the priorities under the Economic Pillar. The Agriculture Sector comprises agriculture, livestock and fisheries. Up to 89 per cent of the households in the county practise agriculture and 63 per cent of all enterprises owned are in the agriculture sector (Meru County Socio Economic Indicators baseline survey, 2016).

Meru is strategically located in the Mt Kenya and Nyambene ranges, which influence the volcanic soils, temperatures, humidity, relief rainfall and diverse ecological zones. The excellent climatic conditions including rich volcanic soils, favourable temperatures, good humidity and reasonable rainfall and the diverse ecological zones favour the production of a variety of commodities including wheat, potatoes, barley, millet, maize,

Potato
processing



sorghum, groundnuts, cereals, vegetables and fruits.

High grade tea, coffee, bananas, macadamia and miraa (Khat) are the key cash crops, while beef is important in the lower parts of the county.

Goals and strategies of the agriculture sector

- ☞ Increase value addition and agro-processing of agriculture product
- ☞ Promote agriculture mechanisation
- ☞ Develop adequate agricultural policies
- ☞ Carry out land amalgamation – one ward two product approach
- ☞ Carry out market research and data management for validity/reliability
- ☞ Promote farm planning, conduct soil mapping and testing
- ☞ Zero rate irrigation pumps and drip irrigation kits to promote irrigation
- ☞ Promote Public Private Partnerships
- ☞ Establish an efficient communication technology platform in agribusiness
- ☞ Increase employment in agri-industry and service provision
- ☞ Mentor value chain cooperative societies to own some of the production and processing activities
- ☞ Improve agri-marketing and sector financing
- ☞ Establish of operational agri-industrial parks
- ☞ Carry out monitoring, evaluation and reporting
- ☞ Integrate gender, youth and PWDs in agri- projects
- ☞ Adopt climate smart agricultural practices
- ☞ Carry out youth mentorship for mindset change on agriculture and integration of youth in agricultural processing
- ☞ Promote technology-led water harvesting and alternative methods of water harvesting and use of solar pump
- ☞ Revive traditional crops e.g. maize, beans, millet, cassava, sorghum, etc
- ☞ Increase tree cover in farmlands through sensitisation of farmers to practise sustainable agricultural practices.

Tea picking



4.1.1 Livestock development

In the livestock sector, programmes will focus on livestock surveillance and disease control with emphasis on prevention, reducing the cost of production to have a competitive advantage, commercialisation of livestock farming, improved breeding, improvement of feed, support of processing and marketing, supporting farmers with agricultural equipment (milk cans, cooling tanks, pasteuriser machines, and generators) and with subsidised inputs – AI and veterinary services as well as cheaper animal feeds.

4.1.2 Fisheries development

Programmes under fisheries development prioritise integrating the latest

technology in aquaculture, improving hatcheries management for good quality fingerlings, certification of producers of fingerlings for mono sex fingerlings, capacity building of farmers, improving water resource management, processing and marketing, increasing the area under fish production, improving the quality of fish feeds using the Eco -Tosha approach, promoting local fish consumption and creating market linkages, and promoting research and development in fishery sector.

Agriculture sector flagship projects

The sector will undertake flagship projects in its three sub-sectors as outlined below:



Fish farm

A. Crop development

Short-term flagship projects for crop development:

1. Increase the production, value addition, warehousing and marketing of crops such as green grams, potatoes and bananas, macadamia, avocado, sunflower and cotton
2. Encourage production of herbs, spices and horticulture for the local market and for export
3. Roll out of conservation agriculture as the quickest and cheapest approach to increase agricultural productivity in the county
4. Establish consultation and information hubs

Medium and long-term flagship projects for crop development

1. Enhance crop development: potato, banana, sorghum, sunflower, groundnuts, wheat, green grams, etc. under suitable agro-ecological zones
2. Establish one major first class nursery in each Sub-County for the key crops in the respective Sub-Counties. e.g. macadamia, avocado, tea, coffee, mangoes, etc.
3. Promote tree crops - grapes, miraa, macadamia, avocado, tea and coffee
4. Process or manufacture plant of specific abundant crops in all areas.

5. Establish an agricultural IT Plant Clinic such as the CABI Plantwise clinic model
6. Introduce new high value crops that would be processed into pharmaceuticals
7. Establish mechanisation and Agribusiness Hubs where farmers can get services for agriculture
8. Develop Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment
9. Establish agriculture value chain-value-added agriculture will focus on production or manufacturing processes, marketing or services that increase the value of primary agricultural commodities. This will increase appeal to the consumer and the consumer's willingness to pay a premium over similar but undifferentiated products, generates higher return, allow penetration of new, potentially high-value market, extend the production season, or create brand identity or develop brand loyalty.

B. Livestock development

Short-term flagship projects for livestock development

1. Supply high yielding fodder and good quality seeds to dairy cow farmers to plant.

2. Enhance affordable Artificial Insemination (AI) and veterinary services
 3. Vaccinate at least 200,000 livestock annually
 4. Increase milk production, collection, preservation and processing
 5. Construct a County Tannery
 6. Effectively equip livestock sales yards
 7. Chicken (Indigenous)
 - Training of chicken farmers;
 - Support 10 large-scale chicken farmers per Ward per annum;
 - Implement ECO-TOSHA project.
3. Enhance affordable Artificial Insemination (AI) and veterinary services.
 4. Establish a County Breeding Programme.
 5. Vaccinate at least 200,000 animals annually.
 6. Introduce new goat breeds using AI e.g. Toggenburg goats.
 7. Establish an agricultural IT Animal Clinic such as the CABI Plantwise clinic model.
 8. Establish a County Agricultural bank

Medium and long-term flagship projects for livestock development

1. Supply high yielding fodder seeds and good quality to dairy cow farmers to plant on at least 40,000 acres by 2040.
2. Promote the production of first-class animal feeds in Meru County on PPPs initiative.

C. Fisheries

Short-term flagship projects for fisheries

1. Enhance Aquaculture development
2. Education and creation of awareness on fish consumption

Medium and long-term flagship projects for fisheries

1. Enhance Aquaculture development.
2. Upgrade existing Fish Processing Plant for value addition.



Dairy farm

4.2 INDUSTRY DEVELOPMENT

The county has a number of factories mainly owned by the various tea, coffee and dairy cooperatives societies that process tea, coffee and milk respectively. There are a number of other small factories located in Meru town that produce bread and animal feeds as well as the Njeru industries which processes purple tea for export. The sector has remained under exploited given its potential to turn around the economic standing of the people. Inadequate capacity to process the raw materials available in the county remains a key challenge to overcome and a great opportunity for growth, development and for employment creation.

The county has adequate raw materials for value addition across various sectors. With its strategic location, proximity to the LAPSET and increasing urbanisation, this sector stands to boost the economy of the county immensely as a centre of commerce. However, the potential impact of the sector is limited



by a number of challenges including, over reliance on rain fed agriculture for raw materials needed for processing, inadequate and unreliable power, lack of adequate land, lack of baseline data on production & consumption patterns, and potential, lack of data / information of the resource potential in Meru, poor skills amongst the artisans and workers in the sector.

Goals and strategies

- ☞ Develop a policy, legal and institutional framework for industrialisation,
- ☞ Carry out capacity building for artisans,
- ☞ Enhance physical infrastructure required for industrialisation, Develop reliable supply streams for raw materials,
- ☞ Promote value addition, standardisation, product diversification and productivity improvement,
- ☞ Attract local and foreign industrial investments,
- ☞ Improve access to affordable finance and credit facilities
- ☞ Sensitise stakeholders,
- ☞ Conduct market surveys
- ☞ Create data banks
- ☞ Facilitate patenting of innovations.

Industrialisation flagship projects

1. **Industrialisation/manufacturing policy:** The county will develop an Industrialisation/manufacturing

policy to guide the sector in the implementation of its programmes, anchored on competitive advantage, placement of different industries and how to attract private investors into the industry. The policy will also outline how to harness the locally available resources.

2. **Exploration and exploitation of mineral resources (iron) in the county:** The exploration and exploitation of mineral resources as a flagship project is key to unlocking the industry. This is after the realisation that there are unexploited mineral resources such as iron ore deposits in some parts of the county. Iron is the foundation of industrial development as the products from this industry are widely used in all sectors of the economy including the construction industry and infrastructural projects.
3. **Establishment of industrial and incubation centres/parks:** Industrial and incubation parks are important vehicles for catalysing

innovation and value addition in the manufacturing sector. These parks are developed to attract new companies, expand employment opportunities to citizens and attract Foreign Direct Investment (FDI).

The following will be the anchor activities in the industrial and technology parks:

- i) Promotion of innovation;
 - ii) Creation of platform for linkage between academia and research institutions and industries;
 - iii) Promotion of deliberate technology transfer;
 - iv) Commercialisation of research outputs;
 - v) Technology incubation, transfer and development;
 - vi) Value addition.
4. **Development of cottage industrial clusters:** The main focus will be government intervention in promoting market-oriented



research, value addition and marketing of regional specific products through the support of academia, the private sector and related actors. The County Government of Meru will focus on resource based and market-based industries.

The sector will pursue the development of industries, which include:

- i. **Meat, dairy and leather industry:** This will be through establishment of meat processing plants, abattoirs, tanneries and other related industries in Tigania West and Igembe North, and promotion of processing of dairy products.
- ii. **Agro-processing programme:** This will be either produce-oriented or market-oriented. There is potential in agro-processing in crops such as tea, coffee, nuts – macadamia & groundnuts – legumes, cereals, fruits (avocado, mangoes, grapes, bananas), vegetables, potatoes, roots and tubers, livestock both dairy and meat and fisheries – fresh water & aquaculture. In line with adoption of the Blue Economy the County Government of Meru will establish a fish processing factory in Imenti South and Central Imenti.
- iii. **Textile and apparel industry:** This consists of three main value addition chains, namely fiber production, textile manufacturing and clothes manufacturing. This sector has great potential of job creation and income generation locally and in the international markets. The lower zones of the county have huge potential for producing cotton. The County Government and other development stakeholders will build capacity among the farmers to increase their productivity as well as revamp the Gaitu Ginnyery. Establishment of other subsidiary cottage industries will be encouraged. The County will promote production of cotton in the lowlands of Tigania West, Tigania East and Imenti Central.
- iv. **Assembly plants:** The Vision will venture into market-based industries. There is a high demand for digital gadgets, motorcycles, vehicles and bicycles. The County Government through partnership with the private sector and other development partners will establish industries for assembling the motorcycles, bicycles and motor vehicles, production of their spare parts and assembly of computers and other electronic gadgets.
- v. **Ceramics industry:** The cost of building materials has been going high and in line with achieving the vision of having every Mumeru with a decent house there is need for industries to produce affordable building materials. With an abundance of raw material for the production of ceramics readily available and the demand for the same rapidly rising, it presents

an opportunity to explore this underutilised potential by setting up factories for the manufacture of commercial ceramics. These can be sold for construction locally with surplus leaving a possibility for export.

vi. **Tools, equipment and inputs:**

There is also need for industries to produce farm and irrigation tools and equipment as well as inputs such as fertilisers, pesticides, insecticides for promotion of agriculture. Investors also need to produce sports equipment with the view of promotion sports and sports tourism.

vii. **Furniture production:** The vision aims at creating a conducive environment for the production of export quality furniture

made from 'Muringa tree' and Muuru' – Meru Oak. There will be promotion of bamboo in furniture making for both local consumption and for export.

5. **Provision of renewable energy and manufacture of Green products:**

Energy is a key enabler of the sector and the supply of adequate and quality energy to industries is an important factor in improving competitiveness. The manufacturing sector needs support to transition to a low carbon sources of energy and to enhance its resilience to climate change impacts.

Meru County has huge unexploited potential in the generation of green energy from solar, wind, small hydro plants, biogas and solid waste. Generation of these



renewable energy is targeted to be concentrated in the Igembe North, Igembe Central, Tigania West and Tigania East. Consequently, there are opportunities in innovation and manufacture of equipment, components and accessories for renewable energy generation including solar lamps, panels, biogas digesters, burners, batteries, wind turbines among others. The proposed area for establishment of the manufacturing plant is Igembe Central.

6. **Ease of doing business:** The business environment in any economy is an important factor in determining the level of investments that take place, expansion plans for businesses, employment levels, revenue collected and the general well-being of the society. Currently, Meru's business environment is hampered by long processes for starting a business and registering property, challenges with enforcing contracts, and high levels of corruption.

The County Government will create an enabling environment by automating processes to fasten the approvals of development plans, licenses and establishing the Utungati Centres in every Sub-County, which will be a One Stop Shop Centre to facilitate government process. The government is committed to establishing a land bank by acquiring land across the county to attract both local and foreign investors. The county is also

committed to protecting investors against all predatory factors during their investment periods in line with the Kenyan Constitution.

7. **Development of SME parks:** SME parks are transformative and high impact projects that are expected to create jobs and wealth. For this to be realised, land will be required for development of the project in the identified areas. SMEs in the manufacturing sector form the bedrock of industrialisation and it is a recognised fact that SMEs play an important role in many developing economies.

8. **Research, innovation and commercialisation:** Research and development are essential in developing innovative capacity and commercialising research findings for increased efficiency and productivity. By 2040, the county will improve the existing research centres such as Mariene, Kaguru, Marimba among others and establish new ones to allow for the expansion of research and innovation. This will be essential for creation of niche products, increasing the products base, improvement of production processing and packaging technology through the following activities:

- i) Creation of a database of commercialisable research findings from Universities and Research Institutions

- ii) Match making and creation of linkage between research institutions and industry for commercialisation
- iii) Creation of a legal framework for operationalisation of (i) and (ii) above, and protection of intellectual and copyrights
- iv) Creation of possibilities for development of brands and /or trademarks and joint ownership possibilities between innovators and investors for or during the incubation period with clear transitional agreements and intellectual property right protection
- v) Branding and marketing initiatives: These would be aimed at enhancing productivity, quality and competitiveness of SMEs products through provision of technology, design, product development, standardisation, protection of innovations
- vi) Coordination of the institutions responsible for product research and development, standardisation and development of standards, intellectual property protection and provision of long-term financing and work sites.

4.3 RETAIL AND WHOLESALE TRADE

The county has continued to support the growth of SMEs through implementation of policy framework, provision of affordable finance, and support in access of tools and equipment, provision of market facilities and facilitation in creation of market linkages. SMEs within the county have continued to benefit from the capacity buildings programmes offered by the Directorate of Trade. The launching of County Traders SACCOs in each of the Sub-Counties has ensured quick and affordable access to finance for the entrepreneurs.



Retail business

The county has continued to prosper in terms of retail and whole sale trade. The types of businesses operating in Meru County include retail shops, wholesale shops that break the bulk of fast consumer moving goods. There are beauty parlours, salons and barber shops, boutiques and fashion shops that cater for the beauty and fashion industries. In the financial sector, the county hosts several banks, including the Central Bank of Kenya and microfinance institutions. The agriculture and building sectors are catered for by agro-processing factories/plants, hardwares, and manufacturing. The other kinds of businesses include print and stationery, bookshops, health centres, pharmacies and hospitals among others.

Goals and strategies of trade sector

- Initiating market clean up and improvement programme
 - Development of trade policy, legal and institutional reforms for the development of the sector
 - Promotion of growth and graduation of micro, small and medium enterprises
 - Promotion of fair trade practices
 - Sensitisation of stakeholders
 - Carrying out of market surveys and creation of information data bank
 - Provision of trading infrastructure
 - Provision of business information and advisory services
 - Enhancement of market garbage disposal and collection
 - Buildings of capacity for entrepreneurs
- Promotion of market linkages
 - Facilitating patenting of innovations
 - Organisation and participation in both local, national and international exhibitions/fair
 - Establishment of satellite markets outside the county
 - Resource profiling

Retail and wholesale trade sector flagship projects

Immediate to short-term

1. Market cleaning & maintenance programme
2. Construction of Modern Kiosks
3. Upgrade of market infrastructure in all Sub-Counties
4. Establishment of an integrated SEZ to support value addition of Meru products
5. Establishment of branded Made in Meru satellite markets
6. Establishment of modern kiosks in strategic places
7. Upgrade of market infrastructure
8. Promotion of fair-trade practices
9. Evaluation and characterisation of towns in to the classified framework.

Medium to long-term

1. Establishment of architecturally well-designed markets with kiosks.
2. Establishment of special rotational markets.
3. Establishment of international produce markets in Buuri, Igembe South, Tigania West

4.4 TOURISM DEVELOPMENT

Meru County is one of the few regions in the country that has the big five – the lion, elephant, rhino, leopard and buffalo. There are also a variety of wild animals not only in national parks, game reserves or conservancies but also in the northern grazing area where game has co-existed with communities for hundreds of years. These are a variety of wildlife such as baboons, giraffe, gazelle, cheetah, gray zebras and different species of birds. These wildlife species are mainly found in the gazetted game parks and forests such as the Meru National Park, Mt. Kenya National Park and Imenti forest.

In Meru County the Meru national park and Lewa Conservancy are the wildlife conservation areas characterised by favourable ecosystems that are rich in flora and fauna. There are 39 profiled and mapped operational and potential tourist attractions in the county. There has been a continued immense interest in tourism product development by the county

and other stakeholders. Currently, the Tourism Sector in the county is growing with the promotion of Meru National park, Mt. Kenya National park, Lewa Downs Conservancy and Ngare Ndare Forest Trust as the major tourist attraction sites in Upper Eastern-Kenya. These sites have sustained attraction of adventure tourists and competitive sports like the rhino charge and the Safaricom marathon. These sites offer additional activities including mountain climbing, canopy walks, camping, trekking, and diving at waterfalls, bird watching and safari drives.

Goal and strategies for the Tourism Sector

- ☞ High level engagement of County Government with National Government agencies for resource allocation for projects beyond the county functions
- ☞ Partnerships with the private sector in promoting tourism



- ☞ Intensive marketing of Meru County as a tourism destination
- ☞ Resource mobilisation and prudent utilisation of resources from the county budget
- ☞ Training seminars and workshops for service providers in the tourism and hospitality
- ☞ Introduction of a Quality/Standards competition's/event for service providers in the industry
- ☞ Promotion of investment in conference facilities to promote MICE (Meetings, Incentives, Conference and Exhibitions) Tourism
- ☞ Construction of Entertainment products such as amusement parks, theme parks, entertainment clubs and specialty restaurants
- ☞ Tourism product development and diversification to reduce overdependence on traditional tourism product

- ☞ Promote best practice in the industry
- ☞ Importing animals that are not commonly found in the county which would be placed in zoos and sanctuary.

Tourism sector flagship projects

Immediate to short-term

1. Opening up and promotion of mountain tourism
2. Building of capacity for service providers to raise service standards
3. Upgrading of tourist sites to exploit their potential
4. Tourism development – marketing of Meru County as a destination of choice
5. Sport tourism
6. Mountain tourism

Medium to long-term

1. Construction of a five-star facility at the Meru National Park
2. Construction of a 300-bed capacity premier conference facility

Mountain climbing



4.5 MINING

The main ongoing mining activities in the county include building stones mining in Imenti Central, Imenti south and some parts of Buuri sub county. Sand mining is carried out in lower parts of Tigania West and East and much potential in Kiagu area at the confluence of River Mariara and River Kathita. There has been inadequate mineral exploration, meaning that there is

potential for economic mineral deposits in the County. The Revision of the Mining Act of 2016 created an enabling legislative framework for artisans and miners. There are abundant quarries and other natural resources for this sector to tap from.

Goals and strategies for Mining Sector

- ☞ Promote conducive working environment for private sector
- ☞ Developing enabling infrastructure in the areas with mineral wealth to support exploitation
- ☞ Increasing mineral exploration
- ☞ Resource mapping across all the resource abundant areas
- ☞ Building of capacity of the artisans and small-scale miners.

Flagship projects for Mining Sector

1. Support for mapping and identification of mineral deposits in the county.
2. Support for the private sector development and exploitation of available mineral resources including the development of large ballast producing plants in various parts of Meru.
3. Support the development of building industry factories / plants utilising local mineral resources.
4. Develop a resource map for all mineral products of the County e.g. clay, Mwonyo. Murrum, quarry stones and target investors.
5. Value addition of Mineral resources.
6. Marketing for mineral resources.



Open-pit sand mining

4.6 FINANCIAL SERVICES

The county of Meru is privileged to host a number of banks and other financial institutions owing to the thriving economy. According to Meru county baseline survey, 2019 there are 24 commercial banks cutting across the major towns of Meru, Maua, Nkubu and Timau in the county. The Central Bank of Kenya has a currency centre which acts as a banker to the commercial banks located in Meru to serve the entire Northern and Eastern Kenya.

Mobile money and banking agents blend seamlessly into the daily economic lives of consumers in the county of Meru, offering convenience and expanding access points to financial services. Some of the mobile money dealers include Safaricom's "Mpesa", Airtel's "Airtel money", "Equity money", "Mobicash" and "Tangaza". It is perhaps because of their importance and value that providers often prevent their agents from servicing competitors and impose agent exclusivity clauses, to protect market share, customer base, or costs incurred in setting up their agent network. But such rules can limit customers' ability to easily access a wide range of financial service providers and to choose products based on quality, cost and preferences.

The county has both mortgage and insurance companies. Housing Finance is the mortgage financial institution in the county. According to the insurance annual report 2018, there are 28 insurance firms in Meru. This represents 47 per cent of

total national number of insurances. The major insurance firms include APA, UAP, BRITAM, Jubilee, Kenya Alliance, Orient, Heritage, Madison, Sanlam, Direct Line, Invesco, AON and CIC Insurance among others. There is also a good command of money in circulation due to the productive activities carried out in Meru.

The challenges facing the financial service sector include: the prevailing low savings culture that hinders the development of financial services; high interests thereby making cost of credit expensive; operational legal frameworks of the Cooperative Societies Act (CSA); the Savings and credit Societies Act (SSA) have not been amended to conform to the assignment of devolved functions; and, unreliable sources of information and data pertaining to financial services products.

Access to various financial service providers opens doors to many economic opportunities. More than one third of the population in Meru County, about 39 per cent, have access to various financial service providers. On the other hand, 25 per cent have access to self-organised groups, 26 per cent have access to mobile banking services while 15 per cent can access SACCOs. In addition, 14 per cent have access to commercial banks and a further 4 per cent to micro-finance institution. This shows there is need for further effort to ensure increased access to financial services in order to prevent the county from being left behind development wise. (Meru Socio Economic indicators survey, 2016)

Goals and strategies for Financial Services

- ☞ Enhancing access to financial services
- ☞ Enhancing savings initiatives
- ☞ Efficient financial service delivery
- ☞ Improving stakeholder involvement
- ☞ Capacity build the stake holders
- ☞ Automation of county revenue systems
- ☞ Civic education and enforcement of the Meru County Finance Act.

2. Provision of credit facilities
3. One hundred per cent automation of revenue systems
4. Capacity building for SACCOs
5. Cooperative (SACCO) governance

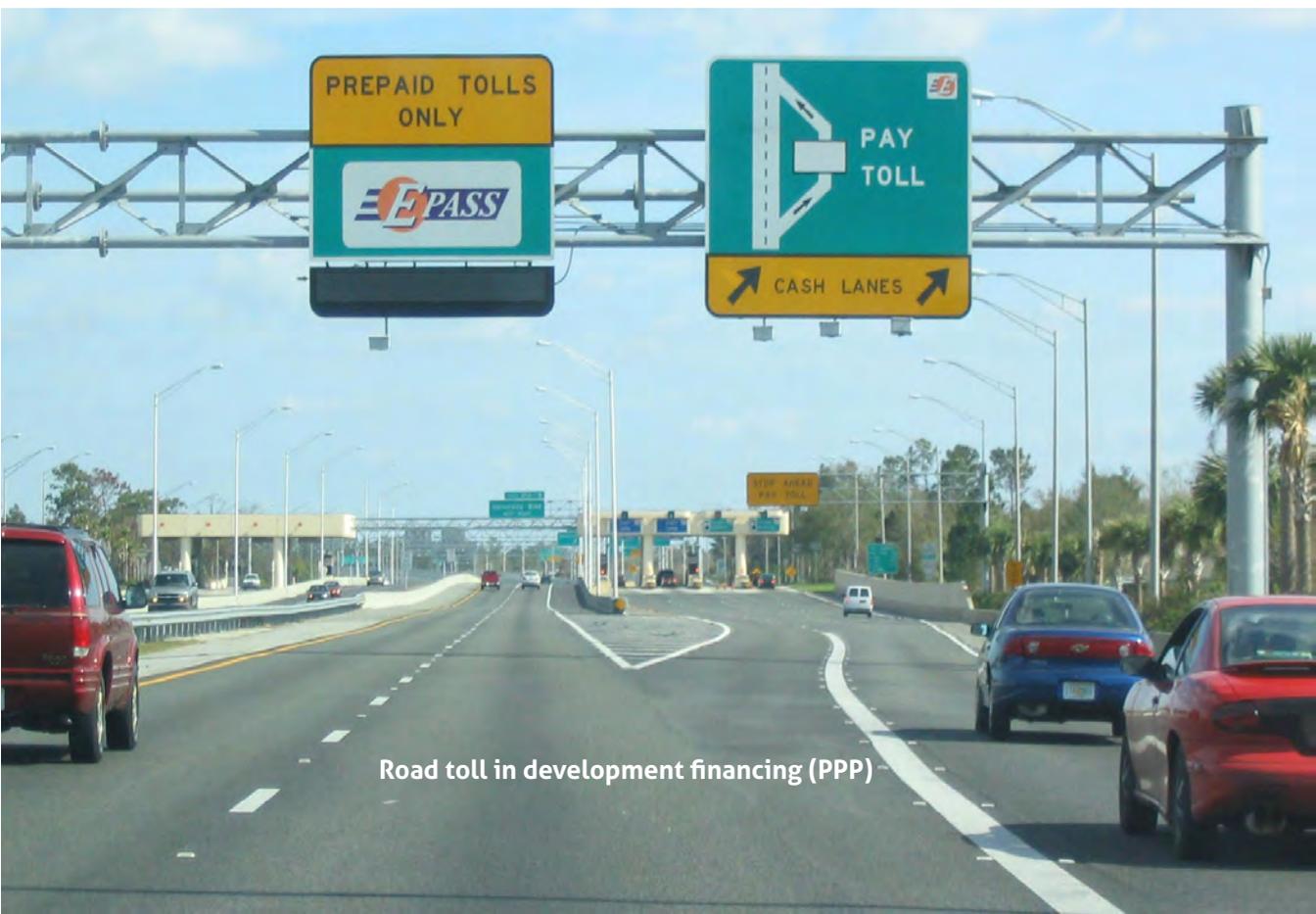
Medium to long-term

1. Consolidation of microfinance institutions & SACCOs into a Regional Bank
2. Introduction/attraction of development financing.

Financial Sector flagship projects

Immediate to short-term

1. Financial literacy for the residents



Road toll in development financing (PPP)

5

THE SOCIAL PILLAR: FOR A HAPPY SOCIETY

5.1 THE FAMILY UNIT

The family unit is considered critical in the society since it is fundamental in governance, culture and education. Through accomplishment of personal goals, individuals within the family contribute 'family capital' that enables them to achieve societal goals and ultimately contributes to the implementation of the 17 Sustainable Development Goals.

The strategies for this sector are:

- i) Running a campaign on 'strong fathers, strong families';
- ii) Introducing programmes that train parents on basic parenting education;
- iii) Encouraging a corporate culture that is sensitive to families (parents); and,
- iv) Building capacity for nannies and caregivers.

Family Unit flagship programmes

- A. **Family and community Social Clubs:** Develop all-inclusive social clubs in the communities where



families can meet and build communal social capital.

- a. These social clubs can help mitigate social evils such as crime, alcoholism, and deal with the issue of drug abuse and reinforce the efforts of Nyumba Kumi.
- b. These clubs should also be an avenue to encourage sponsorship or adoption of children in extreme poverty.

- B. **Family environmental strategy:** Set a tree-growing target for families and have family tree planting days in the community.

Involving the family unit will lead to increased responsibility on environmental awareness and improved soil fertility and conservation.

- C. **Youth:** Find ways of changing mindset, harness linkages from professional bodies such as Ameru Professionals Association, wage war against sloth, promote role models and study how current generation can overcome physical, mental and spiritual sloth, engage youth through the Meru Youth Service (MYS) by offering critical life skills and sustainable employment opportunities.
- D. **Capacity building of child care givers:** Develop curriculum for nannies and house managers offered through the TTIs and train unemployed youth through the MYS programme.
- E. **Develop the Mumeru Family Pledge:**
 - a. It is my duty to get an education;
 - b. It is my duty to contribute to a better society;
 - c. It is my duty to protect the environment;
 - d. It is my duty to protect my culture; and,
 - e. I am responsible for extending peace in my community by caring for elders and avoiding crime.

5.2 HEALTH SERVICES

Poor health comes as a result of a harmful environment, poor hygiene methods or unsuitable lifestyle choices. A healthy society therefore requires collaborative efforts to educate the community on healthy living, environmental conservation, and proper animal husbandry (to counter zoonotic diseases). The strategies for this sector include the following:

- ☞ Reducing maternal mortality rate;
- ☞ Reducing infant mortality rate;
- ☞ Increasing life expectancy;
- ☞ Increasing access to potable water;
- ☞ Reducing the FGM prevalence;
- ☞ Raising the number of residents aware of risk factors;
- ☞ Increasing the number of people covered under the medical insurance scheme;
- ☞ Increasing number of citizens engaging in exercise;
- ☞ Marketing Meru as a health tourism destination; and,
- ☞ embarking on an aggressive networking strategy that will attract partnerships, increasing it every consecutive year.

Health Sector flagship projects

Immediate to short-term

- A. **Community Health Campaign:** Employing an aggressive youth workforce to conduct door to



door campaigns on Hygiene and Sanitation as well as preventative health strategy. This can be linked to the Meru Youth Service

- B. **Universal Health Coverage:** The Vision envisages a community health strategy that will ensure a 30 per cent increase in immunisations and 80 per cent of people signed up to the NHIF scheme. For this to succeed, the short-term flagship programme for the sector (2018-2022) will require increasing the number of health specialists and number of nurses to the globally accepted patient:practitioner ratio. Specific investment at the Sub-County level will include the following:
- Well-equipped Health Centre in every Ward
 - Level-4 hospital in every Sub-County
 - Tele medicine- ICT connectivity of all health facilities in the county.
- C. **Healthy lifestyles strategy:** Promote exercise & healthy eating.
- D. **Upgrade all County and Sub-County Hospitals:** Converting Meru Level 5 hospital into a Level 6-Parastatal so that it can be a centre of research

and learning. This will also lead to an upgrade of existing Level 4 hospitals to Level 5

- E. **Embrace E-health and Innovation.**

Medium to long-term

- A. **Manufacturing of pharmaceutical products:** The medium-term flagship programme in the health sector (2022-2030) will be to make essential drugs accessible and affordable. The sector will partner with major pharmaceutical companies to produce at least 30 per cent of the drugs required by the health centres.
- B. **Establishment of a Meru gastrointestinal and cancer centre:** This will be a longer-term flagship programme. The project will be established to actualise the reduction of non-communicable diseases – short and medium-term.
- C. **Establishment of traditional medicine research and linkage centre:** Research on disease trends (disease trend monitoring), link with traditional medicines; integration of traditional medicine with conventional medicine,

strengthening partnerships with KEMRI.

- D. **Medi-tourism:** The Vision projects that Meru County will have high-level quality medical facilities that will be able to treat specialised medical conditions currently being treated outside the country. This will enable the sector to embark on an aggressive marketing strategy to position Meru as a regional Hub for medical care.

5.3 EDUCATION & TECHNOLOGY

This strategic plan envisions that in 2040, 80 per cent of the Ameru will be educated citizens. An educated Mumeru will be better placed to achieve their full potential, contribute positively to their county and country, and compete

in the changing and challenging global environment.

Every Mumeru should understand the importance of attaining an acceptable education level. Moving to 2040, every Mumeru needs to make a pledge to get an education. An educated citizenry will raise the levels of literacy in the community, thereby increasing the human development index.

The goal of the Education and Technology Sector is “to increase access to education and training, improve quality and relevance of education, reduce inequality and exploit knowledge and skills on science, technology and innovation for global competitiveness”. This will be done through the following strategies:

- ☞ Increasing enrolment rates at ECDE, primary and secondary levels;
- ☞ Reducing the teacher-student ratio at all levels;
- ☞ Establishing a national skills inventory in partnership with industry;
- ☞ Reducing the instructor/student ratio;
- ☞ Launching a positive communication campaign to encourage enrollment in Vocationa training centers and
- ☞ Improving access to adult education classes.

To fast-track, the achievement of the above interventions, a number of flagship programmes in the Education Sector will be rolled out for the period 2018-2040.

What is my role as a Mumeru in contributing to increased literacy in my county?

- a) **Educating myself**
- b) **It is my duty to contribute to a better society**

Education and Technology Sector flagship programmes

Immediate to short-term

- A. **Meru County Meals and Nutrition Programme:** Meru County aims to increase enrolment at the basic level of education by offering a school feeding programme. This programme was introduced in 2018 and is scheduled to continue up to 2022.
- Mobilise alumni to support education programmes (such as feeding programmes, infrastructure development and bursaries) in their old schools.
- B. **Universal Education:** Tailor education to infuse strong values (integrity, honesty) and life skills (sanitation, hygiene) on the individual.
- a. Day care centres (crèche)
 - b. Universal ECDE
 - c. Universal Primary Education
 - d. Universal Secondary Education
- C. **Inclusivity in education:** Ensure that the education system caters to special needs students
- D. **ICT integration at all levels:** this will move the county forward in enhancing use of technology and innovation
- E. **Craft centres in every Sub-County:** Establish craft centres to teach crafts such as beading, pottery and weaving.



**Integrating children
living with disability**

Medium to long-term

- A. **Establishment of Model Vocational Training Centres:** To counter the declining number of artisans in the county and change the existing negative perception of vocation training, the Vision plans to improve management of VTCs, develop a County Education Master Plan that will have an audit of what is lacking in terms of infrastructure, technical equipment or human resource. It will also establish a link to the local market such that the 60 per cent of courses taught are directly linked to local products.
- B. **Establishment of two training institutes at County Level for instructors:** The institutes would be set up to train high level instructors

for growing vocational and technical institutes

- C. **Establishment of University linkages:** This would aim to establish linkages with the universities to make Meru County an educational hub, improve industry by linking to educational institutions, universities specialised in agro-food systems – industrial innovations, petroleum gas expertise.
- D. **Establishment of University College at every Sub-County:** This will raise literacy by supporting adult education at the Sub-County level

5.4 SOCIAL PROTECTION

Social Protection looks at improving the well-being of affirmative groups in the community such as the elderly, persons with disability (PWDs), marginalised persons, orphans and vulnerable children, street children and families and victims of gender based violence.

The strategies in this sector include:

- ☞ Increasing inclusivity in planning and decision-making;
- ☞ Increasing engagement in business among women and PWDs;
- ☞ Reduction in cases of Gender Violence;
- ☞ Reduction in FGM and early marriages;
- ☞ Reduction in number of street children; and,
- ☞ Partnerships with NGOs to source for PWD assistive devices.

Social Protection flagship programmes

Immediate to short-term

- A. **Enacting of laws against SGBV and retrogressive cultural practices:** This is an immediate flagship programme that aims at enforcing laws that will help reduce reported cases of Sexual, Gender Based Violence (SGBV) and outlaw practices such as FGM.
- B. **Women Empowerment Programme- initiate 70 per cent into Business Enterprise & Leadership:** This immediate to medium-term strategy aims at empowering women to be economically independent.
- C. **Functional PWD SACCO to provide loans to over 70 per cent of PWD members:** Economically empower persons with disability so as to include them in all spheres of development.
- D. **Family and community Social Clubs:** The social Protection sector will champion the family social clubs to help mitigate social evils such as crime, alcoholism, and deal with the issue of drug abuse and reinforce the efforts of Nyumba Kumi. These clubs should also be an avenue to encourage sponsorship or adoption of children in extreme.

Medium to long-term

- A. Home for the elderly in every Ward;
- B. School for the handicapped in every Ward; and,

- C. A rehabilitation centre per Sub-County.

5.5 CULTURE & HERITAGE

The Meru culture is also a strong tool for integration into tourism revival and promotion in the county. Through celebration of culture, legislation and implementation of a County Cultural Policy, the Culture and Heritage Sector aims to bring immense cultural benefits such as increased earnings and elimination of threats of retrogressive cultural practices such as FGM.

The goal of the Culture and Heritage Sector is to promote positive cultural values and practices through celebration of Kimeru culture, legislation and implementation of a County Cultural Policy, mapping of Kimeru cultural artifacts, values and practitioners in the

county, and educating individuals on the harms of FGM and corruption (change mindset).

The sector will focus on the following specific interventions:

- ☞ Increasing the number of heritage sites and cultural centres
- ☞ Increasing the number of annual cultural festivals
- ☞ Mapping out herbal practitioners and medicine men
- ☞ Promoting greater interaction among men, women and the youth
- ☞ Building community mechanism to control drug abuse.

Culture & Heritage Sector flagship projects

Immediate to short-term

- A. **Cultural festivals**
- B. **Establishment of a Kimeru Institute**
 - This strategy hopes to increase the number of Kimeru speakers as well as the quality of Kimeru being used to communicate in the media and public spheres. It will include teaching Kimeru, encouraging Kimeru literature, music and poetry as well as setting a benchmark for Kimeru journalism.
- C. **Encouraging Kimeru activities in schools:** Introduce Kimeru books in local primary schools, competition of Kimeru songs, poems and dances and organising debates in Kimeru.



Meru cultural dancers in action

Medium-term to long-term

- A. **Setting up of Cultural Centres in every Ward:** These centres will encourage promotion of Kimeru songs in churches, functions and dowry ceremonies that encourage Meru culture. Cultural centres in the Wards could also be executed through philanthropy, prominent and able persons in the community will be tasked to make a donation to their community, and these centres will be named after Heroes in the particular Wards. Cultural centres will be the centres for recording of history, storing culture, to act as a place of recreation and sporting activities, to practise music and operate as educational centres.

Cultural tourism will be based on age-set and gender events.

- B. **Documenting Meru Culture Material History:** This strategy involves collecting pictures, artifacts and interviewing cultural icons in the society.
- C. **Re-energising of the Njuri Ncheke** – In the traditional Meru community, the Njuri was seen as a traditional system of governance for the Ameru. Over time, its role has been taken over by government institutions. For it to remain relevant, Njuri needs to recreate itself to sit in modern governance systems and still fulfill its purpose in society. As the Kenyan Constitution provides for alternative dispute resolution, the Njuri should take up its place in mediation at local & national level.

- D. Recognising the role of prominent women in society (Mwariki) - Ariki: The county will begin the process of identifying Mwariki in the county and providing platform for them.

5.6 ENVIRONMENT AND NATURAL RESOURCES

Meru County is an agriculture-based economy, blessed with rich soils, abundance of rivers and favorable climate.

A clean green environment is instrumental for a healthy population and productive economy. However, due to low level of awareness of environmental issues and lack of regulations and policies, the sector has experienced rampant pollution and mismanagement of natural resources.

The sector can benefit from new and available technologies in waste management. There is also an opportunity to educate citizens on generation and use of renewable energy from natural sources such as biogas.

The Goal of the Environment, Natural Resources & Wildlife Sector is to have a clean green environment through:

- Mapping of baseline survey of all natural resources in the county,
- Educating the public on environmental initiatives,
- Introducing a Waste Management System,
- Rehabilitating the rivers,
- Increasing forest cover,
- Sensitising public on waste separation,

- Establishing County Legal Framework on Environment, and
- Establishing an Environmental Monitoring Facility.

Environment flagship projects

- A. **Safeguarding encroachment and reclaiming riparian areas:** This is an immediate strategy to mitigate against drying of wetlands and rivers.
- It also involves the protection of underground water systems to avoid seepage of toxic matter and lowering of the water table
- B. **Establishing 45 integrated tree nurseries:** The medium-term strategy is to have an aggressive afforestation to be carried out through the Meru Youth Service and organised community groups
- a. one major tree nursery per Ward
 - b. youth tree nurseries to offer employment to the youth

- C. **Climate Change Innovation and Incubation hub:** The long-term strategy is to employ the use of technology in recycling organic waste in the spirit of circular economy
- D. **Enactment of an environmental policy and enforcement of existing policies**
- E. **Beautification of urban areas, highways ,rivers valleys and parks**
- F. **Agro-forestry:** This aims to encourage commercial forests, and citizens to grow trees on hilltops as a cash crop /commercial forests
- G. **Family environmental strategy**
- H. **Environmental monitoring facility**
- I. **Climate Change mitigation and adaptation**

5.7 YOUTH & SPORTS

Youth are the fastest growing demographic unit in the country and at the same time the most vulnerable.



Youth play

Various stakeholders in the Youth Sector now recognise that Youth Empowerment is crucial for a stable society. The Youth & Sports Sector plans to encourage youth to join sporting disciplines to instil values of team work and reduce cases of idleness.

The goal of the Youth & Sports Sector is to promote youth empowerment and participation through the following strategies:

- ☞ Constructing a stadium in every Sub-County;
- ☞ Establishing a County talent academy;
- ☞ Training on mindset change and providing information that show existing and available opportunities;

- ☞ Increasing the number of youth accessing affirmative action funds;
- ☞ Providing the youth with skills to venture into self-employment and increasing the number of youth entrepreneurs by 20 per cent annually; and,
- ☞ Establishing a Sports Council.

Youth & Sports flagship projects

Immediate to short-term

- A. **Meru Youth Service (MYS):** The programme, initiated in 2018, is projected to continue for the next 5 years. The project targets to employ 1,000 youths every cycle.



Meru Youth Service

B. **Rehabilitation of Sports Centres, construction of stadiums:** The number of stadiums in the county currently stands at 10, while the number of active sports disciplines is 10 with additional games such as archery planned for the period 2018-2022. The sector currently holds 32 sporting tournaments per year; this number is set to increase to 55 by the year 2040.

Medium-term to long-term

A. **Establishing and strengthening new games in the county:** The long-term strategy in the sector is to promote new games such as

baseball and archery so as to field athletes to represent:

- a. Baseball
- b. Archery
- c. County Cycling & Motor Sports championships: for example, cycling and boda boda county race
- d. Mountain running
- e. High altitude athletic training camp
- f. Roller skating
- g. Rugby

B. **Talent centres:** This will be linked to cultural centres.



Archery



Rugby



Skating

SPORTS



Cycling



High altitude training

6

POLITICAL PILLAR: BUILDING A UNITED AND VALUES-BASED SOCIETY

6.1 INTRODUCTION

The Political Pillar envisions a united and values-based society with a 5 per cent annual growth in public participation, transparency, accountability, equity and adherence to rule of law.

This will be demonstrated through:

- ☞ Good governance for all institutions
- ☞ Fair distribution of public projects among Sub-Counties and Wards
- ☞ Equity and merit-based recruitment and in service provision
- ☞ Peace and cohesion between communities both in and without Meru County

Prior to the Kenya Constitution 2010, imbalances in development fuelled grievances of marginalisation and poor service delivery. Bureaucratic inefficiencies, limited public participation in decision-making, lack of accountability and transparency, marginalisation of certain segments of population, unequal distribution of national resources, and patronage politics characterised governance.

The Constitution of Kenya 2010 provides for national values and principles of governance to address longstanding challenges. It identifies accountability, participation, equity, rule of law, and integrity, among others, as principles and values to guide everyday public life.

The Meru Vision 2040 builds on these national values and principles of governance in building a 'united and a values-based' Meru county. The Vision anchors on these values and principles to promote sustainable and inclusive development in the county. The Vision ensures no one person or region in the county is left behind in terms of development.

Situation analysis

The Meru County Government has an executive arm, which provides leadership in the management of the affairs of the county. The County Assembly plays a legislative and oversight role. Meru County is also represented by a Senator, Women Representative and nine Members of Parliament (MP) at the National Assembly. The elected MPs represent the following constituencies: South Imenti, Imenti Central, North Imenti,

ALTERNATIVE DISPUTE RESOLUTION



Buuri, Tigania East, Tigania West, Igembe Central, Igembe South and Igembe North.

The county has 11 gazetted Sub-Counties, namely Imenti South, Meru Central, Imenti North, Buuri East, Buuri West, Tigania East, Tigania Central, Tigania West, Igembe Central, Igembe South and Igembe North; 28 Divisions, 133 Locations and 351 Sub-Locations. There are 45 Wards and 392 Villages, which are also used as administrative units.

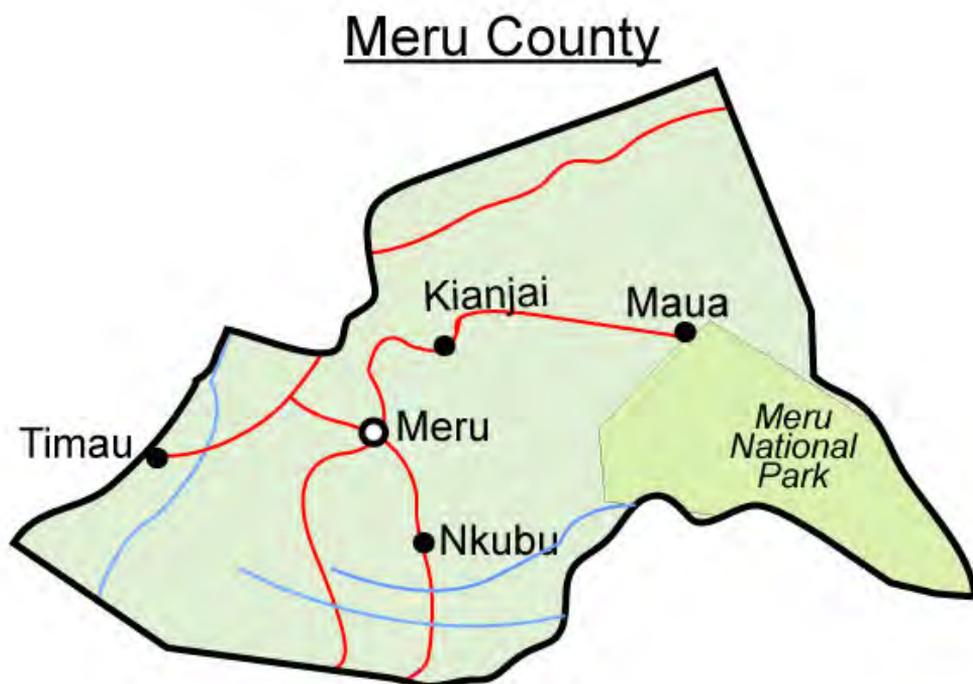
Ethnically, there are three sub-ethnic groups in the county, namely Imenti, Tigania and Igembe, each group occupying a distinct region of the county. Additionally, the major towns in Meru County are cosmopolitan with other ethnic communities including the Somali, Borana, Turkana, Kikuyu, Indians and Luo among others.

6.2 LEADERSHIP AND GOVERNANCE

In today's democracies, citizens elect individuals to represent and lead them. The elected talk on their behalf and make most of the decisions that affect them in one way or the other. In this way, political leaders embody the beliefs, wishes and will of the populations they represent, and must therefore act as citizens' representatives.

It is important to assess the kind of leadership values that we want as Ameru and decide what culture of leadership we should be developing.

Through the various programmes and projects targeting both leaders and citizens, the Vision intends to build on meritocracy in leadership that will allow "low" status group members and



communities to dream about improving their social status, economic class, and have a place in the hierarchy of leadership, implanting the ideology that everyone has a chance of succeeding if they cultivate the required abilities

6.3 ETHNICITY AND CONFLICTS

The various groups in Meru County have co-existed harmoniously, but sub-tribal, ethnic, land, political and other conflict related factors have affected relations between these groups. From the Meru Social Economic baseline survey 2019, 62 per cent of conflicts in Meru are family related, 51 per cent land ownership, 23 per cent politically motivated while 19 per cent are as a result of cattle rustling.

Rivalry on sub-ethnic/tribal basis shapes political competition thereby making it difficult for leaders to develop a collective solution to county problems. This prevents implementation of coherent solutions to problems in the county. Furthermore, it makes it difficult for leaders to work as one.

These kind of conflicts are witnessed mostly between the Tigania and Imenti, Tigania and Igembe, Imenti and Nyambene. This form of conflict has fuelled grievances that continue to widen divisions among leaders especially during elections, as well as deepening divisions among the sub-ethnic groups. Rivalries prevent Meru county leaders from effectively influencing and seizing opportunities that would benefit the county in terms of development.

The emerging conflicts also spill over to individual members of the different

clans. Linking with the Meru Social Economic baseline survey 2019, 45.2 per cent of conflicts are among family members, 11.9 per cent are conflicts within the community, while 6.7 per cent are intra community related conflicts.

Strategic political positioning of Meru County

Meru County is part of the Central Region Economic Bloc (CEREB), which brings together 10 counties within the Mount Kenya region with a view to enhance social economic development for the well-being of residents of the region by harnessing resources jointly and also enhancing the bargaining power with financiers and promotion of peace in the region. Given the prominent position of Meru County in the block, it should be possible to exploit the opportunities offered by the counties in the block as well as those available nationally, regionally and internationally.

Strategies objectives

- i) **Inclusive governance:** Promotion of inclusive governance will ensure that all groups and individuals participate in public affairs and management of public resources efficiently and effectively in order to guarantee the realisation of consensus development, which ultimately ensures a cohesive county.
- ii) **Accountable leadership:** Accountability requires a more inclusive, courageous and transformational leadership where the leaders are committed and

answerable to the values that ensure unity of the people and creation of a prosperous county.

(ii) **Promotion of security initiatives:**

The County Government will collaborate with the National Government in managing security issues in the county. The County Government of Meru will promote peace building and reconciliation in order to improve conflict management and ensure sustained peace within the county.

(iii) **Improvement in the rule of law:** The county will ensure compliance and adherence to the law and promote human dignity by advocating respect for human rights.

(iv) **Promotion of devolution and sharing of power and resources:**

The principles and objects of devolution will ensure equitable distribution of resources, power

and bringing services closer to the people.

Political Pillar flagship projects

A **Enactment of Vision 2040:** The County government of Meru will develop a policy guiding the implementation of Vision 2040. The County assembly will enact a law to insulate the Vision from political interference. The document will be a guiding blueprint for planning and development agenda the county government.

B **Civic Education and Citizen Participation Programme:** Under this Vision, the County Government of Meru will set up a continuous civic education programme with focus on facilitating the Meru residents to embed values and the spirit of the Constitution in the exercise of their sovereign power. The



programme will also enable citizens to participate in strengthening public institutions and holding public officials to account. The programme will target both the community members through various community institutions and platforms, learning institutions and the non-state actors.

To achieve this, a number of activities will be carried out including:

a. **Enacting the Civic Education**

Act and Policy Framework: The County Assembly of Meru will develop legislation to guide civic education in Meru County. The Act will give a legal framework for the implementation of civic education in the county and guide the key implementers and drivers of Civic education. Meru county assembly.

b. **Development of a curriculum and programmes to foster civic education:**

Meru County Government will collaborate with the National Government and other non-state actors to develop a curriculum on civic education that will be used in the roll out of civic education programmes across the county in both public and private primary schools, secondary schools and tertiary institutions within Meru. The roll out will be done in collaboration with Ministry of Education, civil society organisations, faith-based organisations among other stakeholders. Additionally, the County Government of Meru will collaborate with the

various non-state actors in the development of a programme that will ensure continuous civic education targeting the Meru county residents to be conducted in various forums including religious forums, open forums, barazas among others.

c. **Public Participation and Civic Engagement System:**

To promote continuous public engagement Meru County will put in place an ICT system that will provide structured engagement among all groups and stakeholders seeking to identify, prioritise, and recommend consensus as well as fact-based solutions to a specific need, challenge, or problem. Through this system, the county will promote cost-effective alliances with different stakeholders to form basis for structured citizen engagement through sectoral groupings for proper policy formulation and citizen input towards the development agenda.

C. **Honours and Awards Programme:**

- a. **Nchamba/Nkatha awards:** The honours and awards is intended to recognise the outstanding men and women who are contributing to development and growth of Meru county and are able to do this within their various scopes of work, in localities both within and outside Meru County. The honours and awards will be known as "Nchamba/Nkatha" awards.

b. Meru cultural week: The Meru Cultural Week will seek to bring together, the different Meru cultures/ethnic groups); together in food/dance, innovation/talent/, science/agriculture etc. This will be an annual event that will be carried out in 3-4 days to showcase the Meru cultural and heritage and advance harmony among the various ethnic groups. The event will be rotational across the eleven sub-counties.



Cultural dancers

c. Mr and Miss. Meru: The Mr and Miss Meru County will be an annual event that will take place during the cultural week. The event is aimed at showcasing and promoting fashion, beauty and talent amongst the youth from the various communities of Meru.

d. Renovation and beautification of Nteere Mbogori Park: In recognition of the Meru heroes and heroines, the Nteere Mbogori Park will be renovated and beautified with statues of heroes and heroines.

D. Conflict Resolution Peace Building and Security:

a. Establishment of institutes of leadership and ethics: The County Government of Meru, in collaboration with the Njuri Ncheke, local, national and international civic society organisations, will establish three institutes of leadership and ethics as centers of excellence in Meru, Maua and Mikinduri towns.

The institutes will have two arms which will include an academic institution to offer formal and certified courses and another arm to offer informal community-based programmes. The two arms will build capacities on community leadership, governance, cohesion and peace building, ethics among other courses and programmes.

b. Leadership and Mentorship programme: The institutes will run a leadership mentorship programme, which will involve renowned leaders from the county and beyond who will be invited to a mentorship programme regularly. The influential leaders will thereafter be paired with young leaders for a period of one-year in a mentorship programme. The pool of these leaders will also be drawn from the award winners



Nteere Mbogori Park

of the Nchamba/Nkatha Awards programme.

- c. Enhancing Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR):** Alternative Dispute Resolution (ADR) mechanisms refer to the set of mechanisms a society utilises to resolve disputes without resorting to costly adversarial litigation (i.e. through negotiation, conciliation, mediation and arbitration). Most of the African communities had their own unique dispute resolution mechanisms. Similarly, each African community had a council of elders that oversaw the affairs of the community, including ensuring that there was social order and justice in the community. In Meru, this is the Njuri Ncheke Council of Elders.

Meru Vision 2040 aims to promote ADR as a sounder method of solving issues within the family, clan, community and even between Meru and her neighbours. It is therefore important for the County Government of Meru to join hands in a mutual relationship with various stakeholders including Njuri Ncheke, religious organisations, the Judiciary, among other institutions, to promote the active uptake of TDR and ADR mechanisms in conflict management in Meru County, preferably through the establishment of ADR Committees in all Wards. This therefore calls for an effective documented policy and legal framework on ADR and TDR mechanisms in the county that will guide the various

processes borrowing heavily for the Njuri Ncheke dispute resolution framework.

The Meru County Government and the ADR/TDR implementation stakeholders will partner with the Judiciary to train mediator and the ADR Committees for effective running of the ADR/TDR mechanism. The mediators will be drawn from religious groups, Njuri Ncheke elders, and other social groups within the Meru communities.

d. Annual leadership conference:

Vision 2040 envisages to bring together Meru leaders and citizens in an annual leader's conference that will bring together leaders from all walks

of life from Meru County and beyond. The purpose of this event is for leaders and citizens to hold open discussions on the type of leadership that is desired for the county and country, and how to bring synergies into leadership. During this event various renowned leaders from Kenya and beyond will be invited to lead and guide the discussions by giving keynote addresses. Each year the conference organisers will coin a theme around which discussions will revolve depending on the various emerging issues within Meru and beyond. The conference will provide a platform to nurture young visionary leaders who will propel Meru into the future.



Performers in a cultural week

e. Formation of Sub-County Development Associations:

The associations will consist of local professionals, opinion leaders, prominent investors and businessmen and women, religious leaders among others from that specific Sub-County. The associations will be

expected to resolve most of the development related conflicts in the sub county, build the capacities of emerging leaders in the locality as well as foster peace and cohesiveness within the sub county and the neighbouring sub counties.



Public participation

7

ENABLERS PILLAR: A WELL-PLANNED AND INDUSTRIALISED COUNTY

One of the aims of Vision 2040 is to increase the quality of and access to infrastructure services, legislative reforms and level of satisfaction with security by 10 per cent annually in order to achieve a well-planned and industrialised county.

This Pillar aims to enable development in the county through focusing on 5 priority sectors, namely Infrastructure (Energy, Roads, ICT, Railway, and Airports), Water, Land, Urbanisation and Services (Public Service, Security, Legal Systems and Disaster Management).

7.1 INFRASTRUCTURE

Infrastructure is a critical anchor of development. The strategic objective in this sector is to accelerate productivity and profitability of all sectors through access to sustainable and affordable infrastructure in the county for purposes of realising the overall Vision 2040.

7.1.1 Energy

The main goal in this sub-sector is to improve access to clean and sustainable energy in Meru County.

The strategies for achieving these goals include the following:

- ☞ Investing in a good mix of energy sources;
- ☞ Underground cabling of power distribution infrastructure;
- ☞ Having private-sector-friendly legislation and infrastructure that encourage both the generation and distribution of energy;
- ☞ Conducting civic education and public participation especially across the scale of renewable power;
- ☞ Developing an Energy Master Plan for the county; and,
- ☞ Exploring damming for both water supply and energy.

Energy flagship projects

- A. **Installation of lighting:** Floodlights and street lights in all townships and market centres by 2022.
- B. **Green energy:** Domestic solar lighting to replace the use of firewood and tin lamps for households by 2040.
- C. **Development of power sources:** Tapping hydropower from the



Hydro and solar power generation



various rivers in the county through the development of mini-hydropower plants in the medium term, with transmission lines for purposes of power distribution.

- D. **Widespread electricity distributin:** Installation of transformers to ensure all households have access to electricity by 2030 in conjunction with other agencies, i.e. Kenya Power Rural Electrification and Renewable Energy Corporation (REREC), etc.
- E. **Waste management:** Development of a recycling and solid waste

management plant in the county in the short term.

- F. Development of wind and solar power parks, and development and setting up a county power grid by 2040

7.1.2 Roads

Roads are key enablers of economic growth and have productive interlinkages with other socio-economic activities such as industrial, services, agricultural, commercial, social institutions and households.



Advanced road network

The goal in this sub-sector is the development and management of roads in a sustainable manner so as to achieve accessibility for purposes of economic development of the county.

The strategies for achieving these goals include exploring funding options through private sector and government partnerships and pursuing technology-led and innovative road design.

Roads flagship projects

1. Construction of a proper dual carriageway road from Nkubu, through Meru to Maua, with a branch from Ruiru to Isiolo Airport in order to:
 - ☞ Tap into the much anticipated “Isiolo City” and
 - ☞ Enhance the export of agricultural produce and other commodities from Meru County to the neighbouring counties, as well as the neighbouring countries.
2. Construction of tarmac backbone roads that achieve Inter-County Road Connectivity, Inter-Sub-County Road Connectivity, Inter-Ward Road Connectivity and Intra-Ward Road Connectivity
3. Development of well-planned mass transport system in all major urban centres by 2040.

The key interventions for achievement of these flagship projects include identifying encroachments on road reserves, marking and expansion to enable the development of better urban centres with ease of mobility, exploring

funding options including private sector and government partnerships, and pursuing technology-led and innovative road design.

7.1.3 ICT

Digital development through the integration of ICT is a key driver of development in various sectors in the county as it ensures efficient and effective delivery of public services and creates an enabling environment for innovation and job creation.

ICT can be used as a tool to create awareness, inform and educate the citizens on the relevant development issues and activities of the County Government, to profile Meru County as a regional and global hub for investments and tourism, to provide data and information to other sectors for better planning, and to enhance operations of the County Government and reduce operational costs by automating county internal services and processes. There is therefore need to focus resources into ICT integration in the county.

The strategic objective in this sub-sector is the improvement of access and affordability of ICT in Meru County (i.e. having full GSM network connectivity in areas that currently do not have mobile connection coverage) and ensuring that all public institutions in the county are connected to fast and reliable internet by 2022.

ICT flagship projects

1. Building of a fibre-optic backbone in every Ward by 2040, which will



Rail connectivity

boost connectivity and access to Internet services.

2. Setting up Digital Villages, providing free Wi-Fi in all Sub-County headquarters and key administrative and social institutions within the County (e.g. hospitals, police stations, market centres, cultural centres etc).

The key interventions include county services automation and integration, promoting awareness of the ICT integrated services in the county, development of a 4-year ICT strategy for service delivery, development of a funding model for ICT strategy, development of a growth and monitoring policy, and the development of an ICT governance model in the county.

7.1.4 Railways

There is currently no railway line passing through Meru County. The existing railway line nearing Meru County is the Nanyuki line. The goals in this sub-sector are to connect Meru County to the old railway (Nairobi-Nanyuki) and to the LAPSSET trunk and to create a major railway terminus within Meru County by 2040. The strategy crucial to the attainment of these goals is the lobbying of the National Government for an extension of the railway under the LAPSSET plan to Meru County.

Railway flagship projects

1. Development of a railway line for passenger and cargo from Sagana,



Airstrip

Embu, Tharaka Nithi and Meru to Isiolo.

2. Development of a County Metro and an electric tram system to link Meru to Isiolo Metropolis.
3. Extension of the Nanyuki railway line to Meru County.

7.1.5 Airports/airstrips

The only existing airport touching Meru County is the Isiolo International Airport, which straddles between Isiolo and Meru Counties. There are several existing airstrips in Meru County. These include Mulika airstrip, a civilian airstrip located inside Meru National Park, Gaitu Airstrip in Imenti Central Mitunguu, Nguthiru é Laing’o, Lewa Downs, and Kisima Farm Airstrip among other private airstrips within the horticultural farms in Buuri Sub-County.

The main goal in this sub-sector, KWS and environmental management agencies allowing, is to the revamp the existing airstrips in the county.

Airport/airstrip flagship projects

1. Upgrading of 2 airstrips in Nyambene area in the short term (i.e. Nguthiru e Laing’o)
2. Upgrading 2 airstrips in Imenti in the short term (i.e. Gaitu, Kieni kia Ndege and Mitunguu)
3. Harnessing air transport to revamp the tourism industry in Meru County through the establishment of a five-star hotel in Meru National Park to support local and international tourism.

The key interventions in this sub sector will be to improve road networks to Isiolo airport and existing airstrips and to secure the existing airport and airstrips in order to prevent their encroachment.

7.2 WATER

Water is a basic right of all citizens. Meru County is endowed with several water resources (both surface and underground) comprising rivers/streams, springs, wetlands, lakes, ponds, dams, wells and boreholes among others. These form the major sources of water for domestic use and irrigation in the county. If sustainably managed, the resources can greatly benefit the county and the country at large.

The strategic objective of this sector is improvement of access to clean and potable water, especially in the arid and semi-arid areas in the county; as citizens currently walk long distances to access potable water due to diminishing water levels and deteriorating quality of water resulting from encroachment of water catchment areas, intensive/unethical agricultural practices and human activities along the various water resources, as well as climate change.

Water flagship projects

1. Development of a Water Sector Master Plan in the short term
2. Development of 1 dam in every Ward
3. Development of a sewer system in all Sub-County headquarters and 2 other urban centres in every Sub-County.

4. Mapping and protection of all water towers in the county by 2030
5. Development of a sewer and storm water drainage system in all urban centres by 2040
6. Water distribution to all urban settlements in the Wards
7. Development of the Water Sector Master Plan by 2022
8. Establishment of a Water Sector Coordinating Committee – A multi-agency committee co-chaired by the Governor and the County Commissioner.

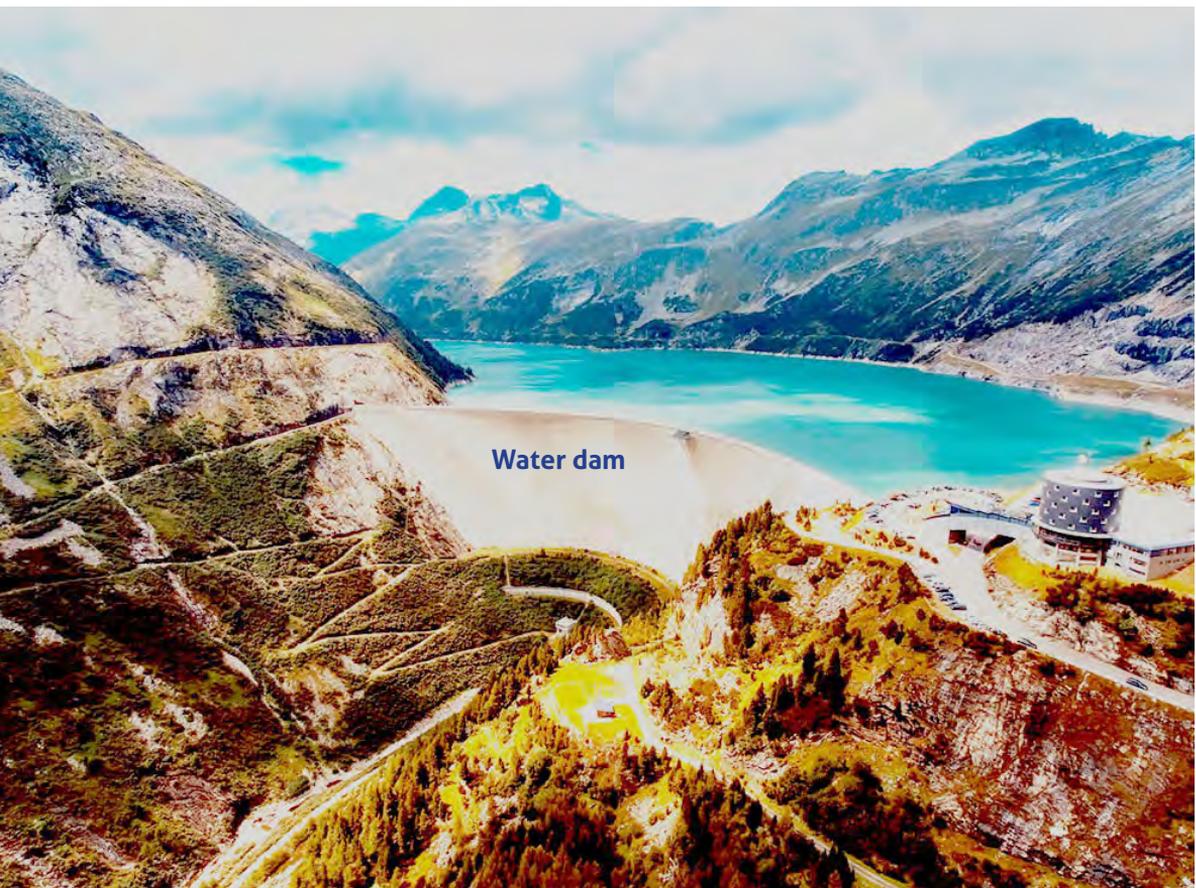
The sector interventions necessary for achieving the above goals and flagship projects include: facilitating improved efficiency in water harvesting methods; expediting the sinking, casing, equipping and commissioning of

boreholes; rehabilitating and protecting water catchment areas/water towers and development of a water resource database for effective and efficient management of water resources in the county; and, initiating conservation and protection initiatives by involving various stakeholders for each and every water source.

7.3 LAND

Land is a critical component of production in any society, forming a base for most (if not all) of the other sectors to operate on. Land in Meru County is utilised for agricultural, residential, educational, public purposes, public utilities, transportation, industrial, recreation, conservation and commercial purposes.

The goals in this sector is the achievement of better and efficient





utilisation of land in Meru County through land registration and title deed issuance and land banking; and acquisition of land for public institutions, as well as securing land for industry and commerce in every Sub-County, with at least 3 centres for industrial parks and for purposes of potential investors in every Sub-County.

The strategies that will aid in achieving this include: the development of an Urban and Regional Land-Use Master Plan; civic education on land use/land policy through the promotion of urbanisation in order to save agricultural land and stop the issue of sub-division; and repossession of illegally acquired public land.

Lands flagship projects

1. Development of a Land-Use Master Plan that underpins urban planning and urban infrastructure development for growth and development of the county in the short term

2. Identification and acquisition of land for key industrial and commercial parks
3. Repatriation of illegally acquired public land.

7.4 SERVICES

This sector is composed of four sub-sectors, namely Public Service Management, Security (Administration and Enforcement), Legal Systems and Disaster Management.

The strategic objective of the sector is the improvement of the efficiency and effectiveness of public service delivery; improved access to efficient legal systems and effective disaster management.

7.4.1 Public Service Management

The goal of this sub-sector is the provision of quality public services steered by world-class human capital. This includes: increase in adequate and highly skilled workforce;

provision of quality and accessible county public services; achievement of 65 per cent employee empowerment; 85 per cent job satisfaction 100 per cent employees' empowerment (i.e. employees say they are empowered to do their jobs); and, 100 per cent compliance with the affirmative action requirement under the Constitution.

The strategies relevant to the attainment of these goals include: establishment of at least one "Utungati" centre for each Sub-County; and establishment of a Meru School of Government to train the staff and offer other services to people in and out of the county;

Public Service Management flagship projects

1. Establishment of 'Utungati' Centres in every Ward

2. Capacity building of development committees – Town and Market Committees.

7.4.2 Security

Economic development that results in high living standards is underwritten by a calm and tranquil environment. There is a need for the provision of adequate security and enhancement of public order through efficient and effective administration and enforcement. In the past, the county has experienced issues such as cross border conflicts. Meru County faces some of the highest incidents of crime in the country.

Administration exists to facilitate coordination of County Government functions from the county level all the way to the village level. The administrators in this sector are the representatives of



Security surveillance room

the office of the Governor in the lower levels of the government. They are the secretaries to the Sub-County and Ward Development Committees.

Enforcement exists to ensure upholding of the rule of law and defence of public interests, as well as to ensure order and a secure business environment. It is also charged with protection of the county conservancies as well as tourist attraction sites. The enforcement mandate includes but is not limited to ensuring compliance with the county laws as well as any other laws and policies under its jurisdiction.

The goals in this sector include: capacity building of the Ward Development Committees and the Market Committees, especially on environmental issues; and enhancement of border security between Meru and Tharaka Nithi.

The strategies relevant to the attainment of these goals include: establishment of at least three enforcement stations to all major towns; development and operationalisation of a closed end to end communication system for the enforcement and ranger service; and, development and operationalisation of CCTV surveillance security systems for Meru, Maua and Nkubu, Laare, Timau towns, etc.

Security flagship projects

Modern Integrated Security System.

7.4.3 Legal Systems

The existence of laws and justice systems provides a starting point for

individuals and communities to claim and demand their human rights as laid down in international, regional and national instruments. However, it is not enough to have laws, these laws must be implemented and there must be mechanisms for rights holders and claimants to seek justice and redress where these rights are not protected and promoted or have been violated.

The main goal in this sub-sector the achievement of functioning systems and mechanisms through which aggrieved parties can settle disputes and grievances and seek redress.

These goals shall be attainable through: increase in number of county cases/matters concluded and/or settled; expansion and improvement of the facilities of existing prisons to cater for the increase in population in the prisons in the short term and increase the number of prisons in tandem with population growth in the long term; and, enhancement of enactment and gazettelement of county laws.

Legal Systems flagship project

Establishment of county courts by 2040

7.4.4 Disaster Management

Despite the exposure to recurrent natural and human-induced hazards in Kenya, her disaster management strategy has largely remained reactive. This also rings true in Meru County. Disasters are more likely to occur when there are no preparedness and response strategies in place and resilience among communities is low. There is therefore need to

promote disaster reduction through the use of technology, risk informed planning and development, creation of a disaster management awareness culture and capacity building for disaster preparedness and response at all levels.

The goal in this sector is the enhancement of preparedness and response to disasters in the county through: conducting research and maintenance of inventories of disaster management resources for development of early warning systems; conducting risk assessments; and, enhancement of preparedness capacity for disaster anticipation, response, recovery and reconstruction.

Disaster Management flagship projects

1. Establishment of a Disaster Management Plan for every Sub-County
2. Establishment of a County Disaster Command Centre.

7.5 URBANISATION

Urbanisation has the potential to improve economic opportunities and living conditions for the county if properly managed. The pillar focuses on the urbanisation sector with a view to achieving sustainable urban development through proper urban planning.

Rapid population increase and rural-urban migration have resulted in urban growth in Meru County. Uncontrolled development and other social evils have

led to informal settlements in a number of towns.

8.5.1 Housing

The goal in this sector is improved access to decent and affordable housing using locally sourced sustainable building materials in the informal settlements in all major towns and urban centres.

7.5.2 Urban planning

There cannot be sustainable development without well planned urban centres. Spatial planning is an important tool to address the challenges in urban infrastructure.

In view of the inevitable urban growth that will be experienced in the county in the near future, there is need for Meru County to tap into ICT advancement through the transformation of the existing Meru Municipality into a Smart City that uses ICT to increase operational efficiency, to share information with the public and to improve both the quality of government services and citizen welfare.

The goals in this sector include: having policy and legal frameworks that support urban development; planned, directed and controlled urban areas; integration of ICT in the urban ecosystem; and adoption of PLWD-friendly house designs.

These will be achieved through strengthening the existing master plan for Meru Smart City and other towns/urban centres, and developing master plans for the other towns and urban centres in the county.



Urbanisation flagship Projects

1. Development of a County Spatial Plan
2. Construction of at least 10,000 low cost housing units in the County by 2040
3. Designation of public cemeteries for purposes of proper land use management.
4. Plan and designate land for public amenities (e.g. schools, markets, sports arenas etc).
5. Development of long-term physical Master plan in all Sub-County headquarters and at least 2 major towns
6. Establishment of a factory for the production of alternative building materials to be used in housing
7. Development of a new well-planned centralised model city – a Smart City – with the proposed location being the area from Tigania West, through Ruirirwarera to Ntumburi (within close proximity of Isiolo Resort City) with a distinct/unique feature of attraction such as education, culture, research, energy etc.
8. Public Land banking for all the urban areas
9. Development of at least three (3) Urban Areas in each Sub-County (including the Sub-County Headquarters and two (2) others), with the necessary urban planning.



Smart city

8

IMPLEMENTATION: DELIVERING THE VISION

In order to achieve the successful realisation of Meru Vision 2040, there is need for clarity as to the responsibilities of various stakeholders involved in implementation of the flagship projects. The three main indicators for success in implementation are meeting of timelines, efficient allocation of resources and meeting community expectations. This therefore calls for synchronised efforts from various agencies in the public and private sector to ensure that all who are involved in the Vision's implementation work towards the common goals.

The implementation will also be a crucial function of the Meru Economic and Social Council (MESC) which is the think tank behind the programmes under Meru Vision 2040.

8.1 IMPLEMENTATION TIMELINES

The Meru vision 2040 is a long-term blueprint that brings focus on planning beyond the usual County Annual Development Plans and the 5-year County Integrated Development Plan (CIDP).

The implementation of the Vision is categorised into three implementation periods, namely the 'Short-term' implementation period that will cover

implementation within the initial 5 years, following the launch of the Vision; the 'Medium-term' implementation period that shall run for the period beyond 5 years and up to 10 years, while the 'Long-term' implementation period shall cover the period beyond 10 years, leading up to the year 2040 when it is expected that the Ameru will be a 'Prosperous, United and Happy Society'.

During the life cycle of the Vision, strategies and action plans will be systematically reviewed and adjusted every 5 years in order for them to be aligned to the CIDP and in order to effectively respond to the changing regional and local environment. Delivering this ambitious process of county transformation will require a fundamental shift from the notion of "Business As Usual" to "Business Unusual" and the adoption of a new management philosophy within the implementing departments.

8.2 DRIVERS OF THE IMPLEMENTATION

To ensure the timely implementation of the flagship projects, the Governor of Meru shall appoint a Vision 2040 Delivery Secretariat (VDS) and a Vision 2040 Delivery Board (VDB).

8.2.1 Vision 2040 Delivery Secretariat

The VDS shall be a lean technical team that will comprise of professionals appointed by the Governor from various key sectors, whose expertise in their respective sectors will be crucial in the implementation of the Vision. The Secretariat shall report to and be under the overall guidance of the Vision 2040 Delivery Board.

The Vision 2040 Delivery Secretariat shall have the responsibility of gathering information, assessing it, preparing reports and conducting sequencing and prioritisation of the projects to be implemented. The Secretariat shall prepare and submit to the Vision 2040 Delivery Board Quarterly Reports on the progress of implementation. It shall also present and consult on any emerging issues for which a decision by the Board may be required. The VDS will also be required to prepare and submit an Annual Report to the MESC at the end of every year.

The VDS will also provide strategic leadership and direction to the implementing departments in the realisation of Vision 2040. This includes working closely with the key line departments to develop the relevant development plans for the county as per the proposed projects and project timelines. Additionally, the VDS will have strong linkages with existing institutions and organisations both in the public and

private sector to assist and collaborate in the implementation of the Vision.

8.2.2 Vision 2040 Delivery Board

The Vision 2040 Delivery Board shall be appointed by the Governor and shall consist of the Chief Officer of the relevant/key county departments, chaired by the County Secretary, being the Head of Public Service, all County Executive Committee Members (CECM), as well as at least 5 external members co-opted and appointed by the Governor from various key sectors in the Meru economy, who will be invaluable to the implementation process.

It shall play a policy making and advisory role to the County Executive Committee, in addition to approving or advising on the recommendations of the Vision 2040 Delivery Secretariats. The Board shall also conduct sector monitoring and make recommendations to the relevant line County Executive Committee Member in charge of the respective department.

During the initial phase of the implementation of the Vision, the MESC shall hold quarterly meetings, together with the VDS and the Vision Delivery Board, to assess the progress of implementation of the Vision.

All enquiries relating to Vision 2040 can be directed through:

Meru County Government

Office of the Governor

Email: mesc2040@gmail.com

This Popular Verion is a summary of Meru County's long-term Strategy known as MERU VISION 2040. It briefly states the main goals of the Economic, Social, Political and Enablers Pillars that underpin Meru Vision 2040. It also summarises the major flagship projects to be implemented in the short term, medium term and long term of the vision; that is, from 2019-2040.

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