



MERU COUNTY GOVERNMENT

# FIRST MERU COUNTY INTERGRATED DEVELOPMENT PLAN

2013-2017

*A United Prosperous Green Model County*

17 NOVEMBER 2013



### **Vision**

A United Prosperous Green Model County

### **Mission**

To facilitate sustainable development and wealth creation in the County through technological innovations, trade and industrialization that leverages on our skilled human resources, agriculture, wildlife, bio-diversity and cultural heritage

### **Core Values**

The County is committed to upholding the following core values as the guiding principles for its operations:

❖ *Integrity*

Honesty and sincerity are an integral part of the County's operations. We shall uphold these through strict adherence to the moral principles underlying all our policies.

❖ *Transparency and Accountability*

We shall always endeavour to be transparent, answerable and liable at all times.

❖ *Team work*

We treat one another with respect and communicate openly. We create a workplace that fosters community, respect, and uniqueness of each person, promotes employee participation to ensure their full contribution and appreciate the value of multiple perspectives and diverse expertise.

❖ *Inclusiveness*

In all our undertakings, we shall have people from diverse backgrounds or communities involved in development. The county values the perspectives and contributions of all people, and incorporates the needs, and perspectives of communities into the design and implementation of county programs. All groups and members of the county shall be treated equally and without exception.

❖ *Innovativeness*

We thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change. We value creativity that is focused, data-driven, and continuously-improving based on results.

❖ *Hard work*

We shall be patriotic to the cause of the county and be guided by ethics of hard-work in all our undertakings.

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## ABBREVIATIONS AND ACRONYMS

ACCOSCA	African Confederation of Cooperative Savings & Credit Associations
ACX	Africa Carbon Exchange
AGOA	African Growth and Opportunity Act
AIA	Appropriation in Aid
AIDS	Acquired Immune Deficiency Syndrome
AMREF	African Medical and Research Foundation
AMS	Agricultural Mechanisation Services
ANC	Ante Natal Clinic
APR	Annual Progress Report
ARV	Anti-Retroviral (Treatment)
AWPB	Annual Work Plan and Budget
BCC	Behavioural Communication Change
BOM	Board of Management
BPO	Business Process Outsourcing
BQs	Bill of Quantities
CAP	Community Action Plan
CBO	Community Based Organization
CCI	Charitable Children Institutions
CDF	Constituency Development Fund
CEB	County Education Board
CES	Centre for Environmental Stewardship
CFA	Community Forest Associations
CGM	County Government of Meru
CHW	Community Health Worker
CIDP	County Integrated Development Plan
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organisation
CT-P	Cash Transfer Programme

EAC	East Africa Community
ECD	Early Childhood Development Centres
ECDE	Early Childhood Development Education
EIA	Environmental Impact Assessment
EMCA	Environment Management and Coordination Act
FBO	Faith Based Organisation
FCSs	Farmers Cooperatives Societies
FP	Family Planning
FPE	Free Primary Education
FSE	Free Secondary Education
FY	Financial Year
GITS	Government Information Technology Services
GPS	Global Positioning System
HDI	Human Development Index
HIV	Human Immuno-deficiency Virus
HQ	Head Quarter
HR	Human Resource
ICRAF	International Centre for Research and Agro Forestry
ICT	Information Communication Technology
IEBC	Independent Electoral Boundaries Commission
IFAD	International Fund for Agricultural Development
IFMIS	Integrated Financial Management Information System
IFMIS	Integrated Financial Management Information System
IGA	Income Generating Activity
JICA	Japan International Cooperation Agency
KARI	Kenya Agricultural Research Institute
KCC	Kenya Cooperative Creameries
KeRRA	Kenya Rural Roads Authority
KERUSSU	Kenya Rural Savings and Credit Cooperative Society Union



KESSP	Kenya Education Sector Support Program
KFS	Kenya Forestry Service
KFS	Kenya Forestry Service
KICD	Kenya Institute of Curriculum Development
KIDDP	Kenya-Italy Debt for Development Programme
KNBS	Kenya National Bureau of Statistics
KNEC	Kenya National Examinations Council
KNSPWD	Kenya National Survey for Persons with Disabilities
KTBH	Kenya Top Bar Hive
KUSCCO	Kenya Union of Savings and Credit Cooperatives
KWFT	Kenya Women Finance Trust
KWS	Kenya Wildlife Service
KWS	Kenya Wildlife Service
LAPSSET	Lamu Port Southern Sudan-Ethiopia Transport
LMP	Livestock Marketing Project
LPD	Livestock Production Department
M&E	Monitoring and Evaluation
MCG	Meru County Government
MEWASS	Meru Water and Sewerage Services
MKEPP	Mt. Kenya East Pilot Project
MMR	Maternal Mortality Rate
MoE	Ministry of Education
MoOH	Ministry of Health
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACC	National Aids Control Council
NCPB	National Cereals Produce Board
NEMA	National Environment Management Authority

NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NIB	National Irrigation Board
NMK	National Museums of Kenya
OVC	Orphaned and Vulnerable Children
PESTEL	Political, Economic, Socio-Cultural, Technological, Ecological & Legal Factors
PFM	Public Finance Management
PLWHA	Persons Living with HIV AIDS
PMC	Project Management Committee
PMTCT	Prevention of Mother to Child Transmission
PPP	Public Private Partnerships
PRA	Participatory Rural Appraisal
PTA	Parents Teachers Association
PWDs	Persons with Disabilities
RVWSB	Rift Valley Water Services Board
SACCO	Savings and Credit Cooperative Organisation
SCMP	Sub Catchments Management Plan
SIDA	Swedish International Development Agency
SMEP	Small and Medium Enterprises Program
SMS	Short Message Service
SOP	Standard Operating Procedures
SWOT	Strengths Weaknesses Opportunities and Threats
TIVET	Technical, Industrial, Vocational and Entrepreneurship Training
TNA	Training Needs Assessment
ToR	Terms of Reference
TSC	Teachers Service Commission
USAID	United States Agency for International Development
WAC	World Agro Forestry Centre
WEF	Women Enterprise Fund

WOCCU	World Council of Credit Unions
WRMA	Water Resources Management Authority
WRMA	Water Resources Management Authority
WRUA	Water Resource Users Association
WRUAs	Water Resource Users Association
YEDEF	Youth Enterprise Development Fund

## FOREWORD

Kenyans from all walks overwhelmingly support a devolved system of government. In it they see an opportunity to determine, pursue and achieve the highest levels of development. The duty towards that end in Meru County has been committed to the Governor and his government. This is a duty that calls for the highest sense of devotion and commitment of which I will lead. As required by the constitution and related laws on devolution, the Meru County Government has prepared this five year County Integrated Development Plan (CIDP), 2013-2017.

The process of developing the CIDP has been fully participatory from the grassroots. I wish to thank all those who have played a part in the same. The process has been ably led by the County Executive Committee Member for Lands, Economic and Physical Planning, Dr. Joshua Mugambi, with the support of Chief Officer, Martin Gikunda and the technical team. We are grateful for the generous support we have received for USAID-Kenya Transition Initiative led by Mary Kagunyi.

The County has the vision of *A United Prosperous Green Model County*. Thus our mission is *to facilitate sustainable development and wealth creation in the County through commerce, technological innovations and industrialization that leverages on our skilled human resources, agriculture, wildlife, bio-diversity and cultural heritage*. In so doing the Governor shall lead the county in upholding values of *Integrity, Team work, Inclusiveness, Innovativeness, Hardwork, Transparency and Accountability*.

To achieve the said vision the County has prioritized key sectors including Governance and Public Administration; Information and Communication Technology (ICT); Justice, Cohesion and Security for Development; Disaster Preparedness and Management; Planning; Health; Social Protection, Culture and Recreation; Infrastructure; Financial Services, Trade, Co-Operatives and Enterprise Development ; Industrialization ; Land; Agriculture; and Tourism. These have been identified as key to moving all aspects of our county forward.

The CIDP provides the County with a legally bound working framework that will guide all programmes in the county. It binds both state and non state actors working in the county so as to ensure that we move with a singularity of purpose. It has been developed in a participatory manner and it's our commitment to ensure that its implementation is equally participatory. The County is open to innovative ideas of how best to deliver on the commitments herein.

Let us all come together and see to it that we play our role in achieving the Meru we desire. This we do for posterity.

H.E. Peter Munya,

Governor, Meru County

## ACKNOWLEDGEMENTS

The development of the Meru County Integrated Development Plan, 2013-2017 has taken the efforts of many persons and institutions. First I wish to acknowledge the people of Meru County who participated in providing inputs during the public consultations held on 22<sup>nd</sup>– 25<sup>th</sup> August 2013. Secondly I thank all public officers both of the national and county government who participated in the drafting and validation workshops held on 26<sup>th</sup>– 30<sup>th</sup> August and 25<sup>th</sup>– 26<sup>th</sup> October 2013 respectively. Thirdly, the people’s representatives, The Members of the County Assembly, the Senator, the Members of Parliament and the Women Representative are appreciated for their support and useful input. Fourthly we are thankful for the invaluable input of the technical team of consultants namely; Paul Kamaku, Caroline Mutwiri, Linner Nkirote, George Rukaria and Abraham Rugo Muriu. I also appreciate the development officers, namely Joel Muyanga, John Mungai, Gabriel Mukuria, Kennedy Muthama and other county economists who worked tirelessly to see to the completion of this process. Last but not the least; I thank my fellow County Executive Committee members for their consistent work to ensure that we have a firm foundation upon which to build our county.

Dr. Paul Joshua Mugambi,  
County Executive Committee Member,  
Physical and Economic Planning

## EXECUTIVE SUMMARY

The Constitution of Kenya 2010 created a two-tier system of governance, a national and a devolved county government that requires a paradigm shift in development planning. In the case of planning, the two levels of government are required to work very closely to ensure coherence of policy and promote the Kenya Vision 2030 aspiration of making Kenya a globally competitive and prosperous Nation, with a high quality of life for all citizens by the year 2030. In the Constitution 2010, Article 220(2) (a) states that “national legislation shall prescribe the structure of development plans and budgets”. In June 2013, the Ministry of Devolution and Planning issued Guidelines for Preparation of County Integrated Development Plans. As stipulated in the Constitution, *Integrated Development Planning* will govern the preparation of national annual budgets and those of the counties and that no public funds will be appropriated without a planning framework as stipulated in the County Government Act. In addition, all planning is expected to be aligned to the second Medium Term Plan of Kenya Vision 2030.

Based on the law and guidelines available, the Meru County planners prepared this 5-year Integrated County Development Plan and the annual projections of budgets to implement them. Integrated development planning is defined as “a process through which efforts at national and devolved levels of government and other relevant public institutions are coordinated at local level, and through which economic, social, environmental, legal and spatial aspects of development are brought together to produce a plan that meets the need and targets set for the benefit of local communities”. The CIDP will have the goal of promoting harmony with national and other county plans, land-use plans, urban planning and environmental conservation. This CIDP, 2013 -2017 aligns both the fundamental changes in the dynamic operating environment and the thinking of the Government at Macro-level. This plan is further informed by The County Government Act, 2012, section 104 (1), which states that, “a county Government shall plan for the county and no public funds shall be appropriated without a planning framework developed by the county executive committee and approved by the county assembly”. It also states that the county planning framework shall integrate economic, physical, social, environmental and spatial planning.

In addition to CIDP, each county is expected to develop 10 year Sectoral Plans in respect for each sector; County Spatial Plan; and City and Urban Areas Plans. County Integrated Development Plan document and the other county plans provide the roadmap, framework and action plans that the County Government will implement within the next 5-10 years. The plans articulate the County’s operations and outlines measures to be implemented to achieve the set objectives. These county plans (section 107(2)) “shall be the basis for all the budgeting and planning in a county”.

This CIDP comprises eight chapters. Chapter one is the county general information on the socio-economic and infrastructural information that has a bearing on the development of the county. Chapter two is the situation analysis looking at both the macro-environmental factors that affect many sectors within the county and the micro-environmental factors that specifically affect the various sectors. The analysis is given by use of two main tools, which are SWOT and PESTEL analysis. Chapter three is the spatial planning and chapter four links CIDP with other plans. Chapter five shows the institutional framework which is the formal system of task and authority relationships that control how the county will coordinate her actions and use resources to achieve county goals. Chapter six is on the development priority programmes and projects based on broad

sectors. Chapter seven elaborates on the execution of this plan that requires the commitment of human and financial resources through resource mobilization; the plan aims to achieve adequate, more predictable and sustainable resourcing that fully supports the achievement of the County Government objectives. Finally, the implementation, monitoring and evaluation framework that will assist to implement and track progress on implementation of projects and programmes at the county level

In order to achieve the set objective (s), programmes/ projects and strategies are formulated and the expected outputs are noted. Various activities, in tandem with the programmes/ projects, are stipulated and the cost estimates & sources of funds identified. The approximated budget for the full implementation of this plan amounts to KShs. 252,589.829 Million over the five year period. The highest expenditure is expected in 2015/2016.

Monitoring and evaluation will ensure that there will be consistent tracking of progress during the implementation of the CIDP, 2013-2017. The progress made will be measured against the targets. Monitoring will ensure that there will be continuous check while evaluation will be conducted on episodic bases. Public Participation is expected in all the above processes.





# CHAPTER ONE

## COUNTY GENERAL INFORMATION

### 1.1 Introduction

This chapter presents the socio-economic and infrastructural background information that has a bearing on the development of the county. The chapter also provides a description of the county in terms of the location, size, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on infrastructure and access; land and land use; community organizations/non-state actors; crop, livestock and fish production; forestry, environment and climate change; mining; tourism; employment and other sources of income; water and sanitation; health access and nutrition, education and literacy, trade, energy, housing, transport and communication, community development and Social Welfare.

#### 1.1.1 Position and Size

The county lies to the east of Mt. Kenya whose peak cuts through the southern boundary of the county (see Figure 1 and 2). It shares borders with Laikipia County to the west, Nyeri to the south west, Tharaka/Nithi to the east and Isiolo to the North. It straddles the equator lying within 0° 6' North and about 0° 1' South, and longitudes 37° West and 38° East. The county has a total area of 6,936.2 km<sup>2</sup> out of which 1,776.1 Km<sup>2</sup> is gazetted forest.



**Figure 1: Position of Meru County in Kenya**

*Source: Kenya National Bureau Statistics (KNBS)*

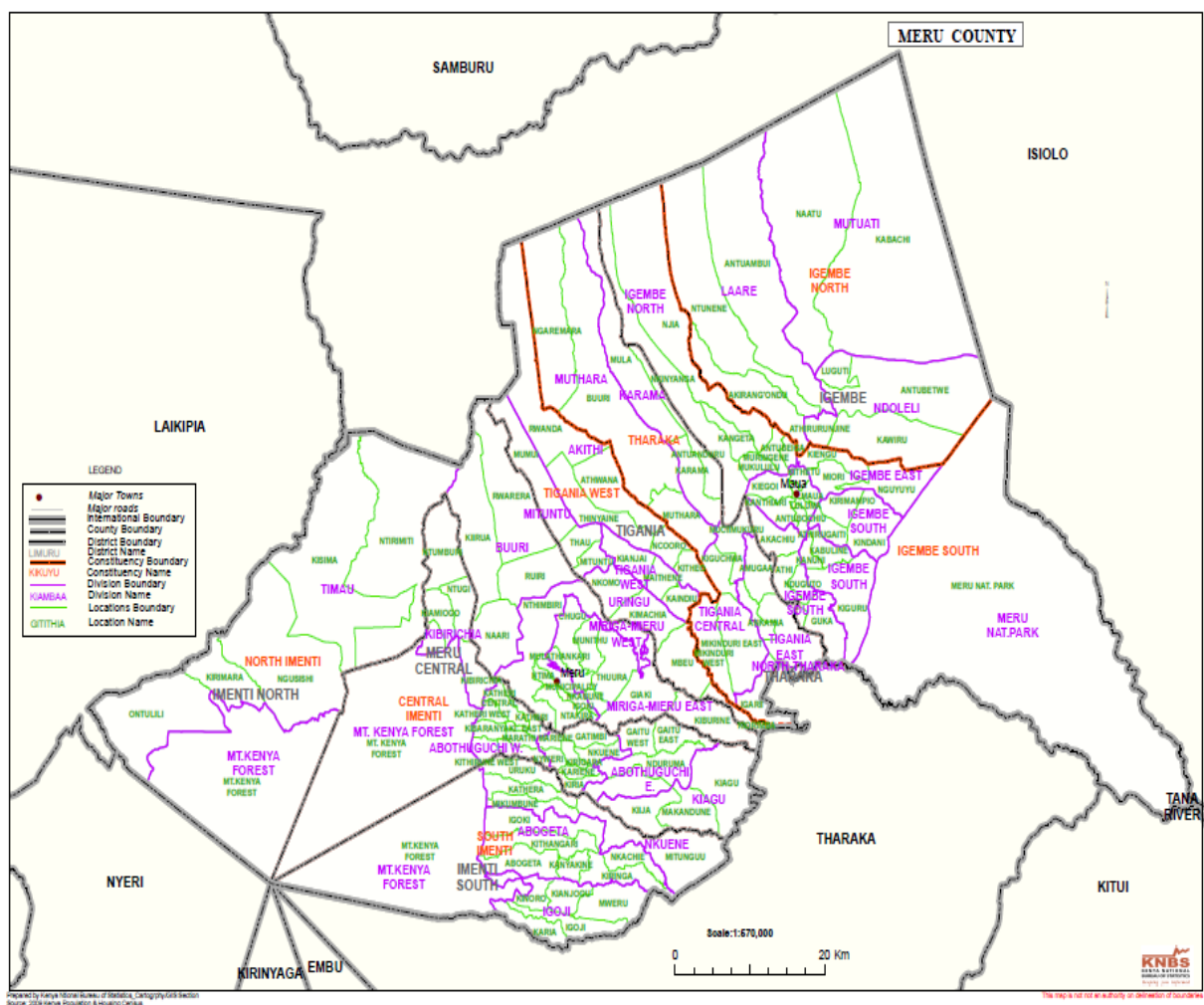


Figure 2: Map of Meru

Source: Kenya National Bureau of Statistics

1.2 Physiographic and Natural Conditions

1.2.1 Physical and Topographic Features

The county’s position on the eastern slopes of Mt Kenya and the equator has highly influenced its natural conditions. Altitude ranges from 300m to 5,199m above sea level. This has influenced the atmospheric conditions leading to a wide variety of microclimates and agro-ecological zones.

The drainage pattern in the county is characterized by rivers and streams originating from catchment areas such as Mt. Kenya and Nyambene ranges in the North. The rivers cut through the hilly terrain on the upper zones to the lower zones and drain into the Tana and UasoNyiro Rivers. The rivers form the main source of water for both domestic and agricultural use.

## 1.2.2 Ecological Conditions

The county has varied ecological zones ranging from upper highlands, lower highlands, upper midlands and lower midlands. This has greatly influenced the major economic activities. The upper highlands zones covers majority of the county's area ranging from Imenti South, Imenti Central, Imenti North, Tigania East, Tigania West, Igembe North, Igembe Central and Igembe South constituencies. The lower midland zones are only found in lower parts of Buuri and Tigania which borders Isiolo County.

## 1.2.3 Climatic Conditions

The county receives moderate amounts of rainfall except for the lower parts of Buuri area bordering Isiolo County which are arid. The distribution of rainfall ranges from 300mm per annum in the lower midlands in the North to 2500mm per annum in the South East. Other areas receive on average 1250mm of rainfall annually. There are two seasons with the long rains occurring from mid-March to May and short rains from October to December. Temperatures range from a low of 8°C to a high of 32°C during the cold and hot seasons respectively.

## 1.3 Administrative and Political Units

The county comprises of nine administrative sub-counties which are equivalent to the constituencies namely, Tigania East, Tigania West, Igembe North, Igembe South, North Imenti, South Imenti, Buuri, Igembe Central and Central Imenti. Their corresponding wards are as shown in Table 2. Formerly the administrative units that fall under the boundaries of Meru County are as shown in Table 1.

### 1.3.1 Former Administrative Subdivisions (Districts, Divisions and Locations)

The county formerly comprised of eight administrative districts, 28 divisions, 133 locations and 351 sub-locations as shown in Table 1.

**Table 1: Former Area and Administrative Units by District**

District	Area (Km <sup>2</sup> )	No. of Divisions	No. of Locations	No. of Sub-Locations
Tigania East	557.6	3	10	25
Tigania West	567.3	4	19	62
Igembe North	939.7	3	20	34
Igembe South	1,879.3	6	14	45
Imenti North	569.6	2	12	36
Buuri	971.1	2	9	26
Imenti South	661.4	3	24	58
Meru Central	790.2	5	25	65
Total	6,936.2	28	133	351

Source: 2009 Kenya Population and Housing Census Volume 1A and District Commissioners' office

Igembe South district has the largest land area while Tigania East has the smallest as shown in Table 1. Although Buuri was the second largest district, it had only two divisions. These units are under review in the transition to the new units of service delivery.

### 1.3.2 Political Representation Units

The county comprises of nine parliamentary constituencies and 45 electoral wards. The nine parliamentary constituencies are North Imenti, Tigania East, Tigania West, Igembe North, Igembe South, Igembe Central, South Imenti, Buuri and Central Imenti, as indicated in Table 7.

**Table 2: County Electoral Wards by Constituency**

Constituency	Number of Wards
Tigania East	5
Tigania West	5
Igembe North	5
Igembe South	5
North Imenti	5
South Imenti	6
Buuri	5
Igembe Central	5
Central Imenti	4
Total	45

Source: Independent Elections and Boundaries Commission (IEBC)

### 1.3.3 Eligible and Registered Voters by Constituency

The total number of eligible voters in the county was estimated to be 672,984 in 2012 while the number of registered voters stood at 489,515 as at December 2012 as shown in Table 3 below.

**Table 3: Registered vs. Eligible Voters by Constituency**

	Constituency	Eligible Voting Population (2012)	Registered Voters*	Proportion of Registered to Eligible voters (%)
1	Igembe South	66,762	45,706	68.46
2	Igembe Central	95,959	56,237	58.61
3	Igembe North	76,817	43,931	57.19
4	Tigania West	67,472	44,126	65.40
5	Tigania East	78,024	50,238	64.39
6	North Imenti	74,004	63,286	85.52
7	Buuri	66,813	54,168	81.07
8	Central Imenti	58,013	51,581	88.91
9	South Imenti	89,117	80,242	90.04
		<b>672,984</b>	<b>489,515</b>	<b>72.74</b>

Source: Independent Electoral and Boundaries Commission. (IEBC) 2012\*

**NB:** The eligible voting population has been projected from 2009 census to 2012.

South Imenti constituency has the highest number of registered voters in the county comprising 16.4 per cent while Igembe North has the least constituting 8.9 per cent of the total registered voters. This shows that there is a sizeable percentage of the population that is unregistered, hence the need for more civic education on voter registration in the future and issuance of identity cards.

## 1.4 Demographic Features

### 1.4.1 Population size and Composition

The county has a population growth rate of 2.1 per cent. The 2012 projected population of the county stood at 1,443,555, which consist of 713,801 males and 729,754 females as shown in Table 4 below. The county population is projected to be 1,536,422 in 2015 and 1,601,629 in 2017. The growth in population will strain the available resources such as land.

**Table 4: Population Projections by Age Cohorts**

Age Cohort	2009			2012			2015			2017		
	M	F	T	M	F	T	M	F	T	M	F	T
0-4	96,281	94,618	190,899	102,475	100,705	203,180	109,067	107,184	216,251	113,696	111,733	225,429
05-9	92,235	91,013	183,248	98,169	96,868	195,037	104,484	103,100	207,584	108,919	107,475	216,394
10-14	83,925	83,627	167,552	89,324	89,007	178,331	95,071	94,733	189,803	99,105	98,753	197,859
15-19	66,694	68,934	135,628	70,985	73,369	144,353	75,551	78,089	153,640	78,758	81,403	160,160
20-24	58,646	67,282	125,928	62,419	71,610	134,029	66,434	76,217	142,652	69,254	79,452	148,706
25-29	57,824	62,432	120,256	61,544	66,448	127,992	65,503	70,723	136,226	68,283	73,725	142,008
30-34	49,753	47,685	97,438	52,954	50,753	103,706	56,360	54,018	110,378	58,752	56,310	115,063
35-39	38,562	37,611	76,173	41,043	40,031	81,073	43,683	42,606	86,289	45,537	44,414	89,951
40-44	26,851	26,547	53,398	28,578	28,255	56,833	30,417	30,073	60,489	31,708	31,349	63,057
45-49	25,258	25,891	51,149	26,883	27,557	54,440	28,612	29,329	57,942	29,827	30,574	60,401
50-54	19,096	19,901	38,997	20,324	21,181	41,506	21,632	22,544	44,176	22,550	23,501	46,051
55-59	15,455	14,333	29,788	16,449	15,255	31,704	17,507	16,236	33,744	18,251	16,926	35,176
60-64	12,757	13,053	25,810	13,578	13,893	27,470	14,451	14,786	29,238	15,064	15,414	30,479
65-69	7,611	8,234	15,845	8,101	8,764	16,864	8,622	9,328	17,949	8,988	9,723	18,711
70-74	7,305	8,361	15,666	7,775	8,899	16,674	8,275	9,471	17,746	8,626	9,873	18,500
75-79	4,478	4,879	9,357	4,766	5,193	9,959	5,073	5,527	10,600	5,288	5,762	11,049
80+	7,379	10,848	18,227	7,854	11,546	19,400	8,359	12,289	20,648	8,714	12,810	21,524
Age NS	546	396	942	581	421	1,003	619	449	1,067	645	468	1,112
Total	670,656	685,645	1,356,301	713,801	729,754	1,443,555	759,721	776,701	1,536,422	791,965	809,665	1,601,629

Source: 2009 Kenya Population and Housing Census, KNBS

## Population Projections for Selected Age Groups

Table 5 provides information on selected age groups which include the population under the age of one, under the age of five years, primary school age, secondary school age, youthful population, reproductive age, labour force and the aged population in the county.

**Table 5: Population Projections for Selected Age Groups**

Age Group	2009			2012			2015			2017		
	M	F	T	M	F	T	M	F	T	M	F	T
Under 1	19,502	19,282	38,784	20,757	20,522	41,279	22,092	21,843	43,935	23,030	22,770	45,800
Under 5	90,876	89,267	180,143	96,722	95,010	191,732	102,945	101,122	204,067	107,314	105,414	212,727
Primary School Age (6-13)	140,238	139,773	280,011	149,260	148,765	298,025	158,862	158,335	317,197	165,604	165,055	330,659
Secondary School age (14-17)	56,602	58,290	114,892	60,243	62,040	122,283	64,119	66,031	130,150	66,840	68,834	135,674
Youth Population (15-29)	183,164	198,646	381,810	194,947	211,425	406,373	207,489	225,027	432,516	216,295	234,577	450,872
Reproductive age – female (15-49)	-	336,480	336,480	-	358,127	358,127	-	381,166	381,166	-	397,343	397,343
Labour force (15-64)	375,210	383,767	758,977	399,348	408,456	807,804	425,039	434,732	859,771	443,078	453,183	896,261
Aged Population (65+)	26,538	32,718	59,256	28,245	34,823	63,068	30,062	37,063	67,125	31,338	38,636	69,974

Source: KNBS 2009

**Under 1 year:** In this age cohort, there were 41,279 children in 2012, an increase of 6.4 per cent from 2009 census. This population is projected to be 45,800 children by 2017. This accounts for approximately 3 per cent of the total population. The increase in the population under the age of one is attributed to decline in infant mortality rate due to immunization programs that have been scaled up by the health sectors in the county. There is also increase in the number of mothers delivering in health care facilities. There is need to train more health care professionals so as to reduce the ratio of health care workers to population and improve delivery services.

**Under 5 years:** The projected number of persons under five years of age in the county stood at 191,732 in 2012, this being a 6.4 per cent increase from the 2009 population census. This population consists of 95,010 females and 96,722 males and constitutes 14 per cent of total population. It is projected to increase to 204,067 and 212,727 by the year 2015 and 2017 respectively. This increase in population calls for more efforts in providing additional facilities in pre-schools and primary schools, consistent with government policies to provide free universal primary education. As this population is also vulnerable to diseases, response strategies call for measures to upscale immunization programmes. To curb cases of malnutrition and stunting, strategies aimed at improving nutritional status should also be encouraged

**Primary School Age Group (6-13 Years):** The population of primary school going age was projected to be at 298,025 in 2012. This is projected to increase to 317,197 in 2015 and 330,659 in the year 2017. Currently this group accounts for approximately 21 per cent of the total population. Appropriate measures need to be put in place to provide necessary facilities such as teaching and learning materials. Physical facilities and teachers to cater for the needs of this age

group need to be put in place to address the current challenge and the projected growth in this age group.

**Secondary School Age Group (14-17 Years):** The population of the secondary school age children stood at 122,283 in 2012, an increase of 6.4 per cent from 114,892 in 2009 census. This population is expected to increase further to 130,150 and 135,674 in 2015 and 2017 respectively. This comprises approximately 8.5 per cent of the total population. The current free primary school education coupled with the subsidized secondary education policies by the government are expected to yield a high transition rate. There is therefore an increasing pressure to expand the secondary school facilities while improving the existing ones in order to achieve high quality education.

**Youth Population (15-29 Years):** This population stood at 406,373 in 2012, an increase of 6.4 per cent from 2009 census figure of 381,810. It is projected to rise to 432,516 and 450,872 by 2015 and 2017 respectively. This population is mainly persons of secondary school going age and those in tertiary institutions such as universities and other middle level colleges. It is a population that policies on education and employment need to target if efforts to address unemployment and associated insecurity are to be effective. Policies on population control could also be more effective if this group was well targeted since it constitutes the bulky of the reproductive age population.

**Reproductive Age Group (15-49 Years):** Women aged between 15 and 49 years represent the reproductive age. In 2012, this population stood at 358,127, a 6.4 per cent increase from 336,480 according to 2009 population census. The age group is projected to be 381,166 and 397,393 in 2015 and 2017 respectively. The current projection accounts for 24.8 per cent of the total county population. This calls for increase in family planning, nutrition and health access programmes for the women and projects that support women to be self-reliant. Programmes that enhance women health and health education are essential to reduce both maternal and child mortalities. Policies that encourage women to deliver in health care facilities as well as attending pre-natal and post-natal clinics could go a long way in achieving this objective.

**Labour Force Age Group (15-64 Years):** The 2012 labour force was projected to be 807,804 persons. It is projected that this population will rise to 859,771 in 2015 and 896,261 by 2017. This calls for improvement in agriculture and investment in other sectors to provide employment opportunities for the increasing labour force especially the youthful population who accounts for 68 per cent of the total population.

**Aged population (65+):** The aged population (over 65 years) was projected to be 63,068 in 2012, an increase of 6.4 per cent from the 2009 census figure. It is further projected to be 67,125 by 2015 and 69,974 by 2017. This population currently accounts for 4 per cent of the total county population. This calls for increment in allocation of funds to programs that target the aged such as the voucher system to minimise dependency. Such programs should be designed to incorporate healthcare and nutritional support.

### Urban Population

The main urban centres in the county are Meru, Maua, Nkubu and Muthara. The projected 2012 urban population stood at 118,707, which was 8.5 per cent of total county population as shown in Table 6.



**Table 6: Population projections by Urban Centre**

Population projections by Urban Centre												
Urban Centres	2009 (Census)			2012 (Projection)			2015 (Projection)			2017 (Projection)		
	M	F	T	M	F	T	M	F	T	M	F	T
Meru Town	33,460	34,428	67,888	35,613	36,643	72,255	37,904	39,000	76,904	39,512	40,655	80,168
Nkubu Town	6,695	6,591	13,286	7,126	7,015	14,141	7,584	7,466	15,050	7,906	7,783	15,689
Maua Town	15,008	15,212	30,220	15,973	16,191	32,164	17,001	17,232	34,233	17,723	17,964	35,686
Muthara Town	1,806	1,833	3,639	1,922	1,951	3,873	2,046	2,076	4,122	2,133	2,165	4,297
<b>Total</b>	<b>56,969</b>	<b>58,064</b>	<b>115,033</b>	<b>60,634</b>	<b>61,799</b>	<b>122,433</b>	<b>64,535</b>	<b>65,775</b>	<b>130,310</b>	<b>67,274</b>	<b>68,567</b>	<b>135,840</b>

*Source: KNBS, 2009 Census*

The urban population consists of 60,634 males and 61,799 females with approximately 60 per cent of the total urban population residing in Meru Town. The rise of urban population from 115,033 in 2009 to the projected figure of 135,840 in 2017 is expected to strain the available urban resources. This calls for prior planning of available resources and expansion of social and economic facilities in the urban areas to accommodate the expanding population. The growth in population within the urban centres will expand central markets for agricultural and industrial products within these centres that call for investment in the agricultural value chain to tap this potential. Creation of income generating opportunities, sensitizing the population against drug and substance abuse will also help check the crime rate which is usually high in urban areas.

#### 1.4.2 Population Density and Distribution

The population density is widely distributed among the nine constituencies, with the average density in the county being 282 persons per Km<sup>2</sup> in 2012 as shown in Table 7. Population density ranges from a low of 134 in Buuri constituency to a high of 544 in Igembe South constituency. The high density in Igembe south is attributed to high fertile land which is good for farming whereas most areas of Buuri constituency are sparsely populated due to the semi-arid conditions and existence of large scale farms.

**Table 7: Population Distribution and Density by Constituency/Sub-county**

Constituency	2009 (Census)		2012 (Projections)		2015 (Projections)		2017 (Projections)	
	Pop	Density (Km <sup>2</sup> )	Pop	Density (Km <sup>2</sup> )	Pop	Density (Km <sup>2</sup> )	Pop	Density (Km <sup>2</sup> )
<b>Imenti South</b>	179,604	456	191,158	485	203,456	516	212,091	538
<b>Central Imenti</b>	116,918	351	124,440	373	132,445	397	138,066	414
<b>Tigania East</b>	157,246	243	167,362	258	178,129	275	185,689	287
<b>Imenti North</b>	149,144	509	158,739	542	168,951	577	176,121	601
<b>Igembe North</b>	154,814	132	164,774	141	175,374	150	182,817	156
<b>Igembe Central</b>	193,392	378	205,833	402	219,075	428	228,373	446
<b>Igembe South</b>	134,550	511	143,206	544	152,419	579	158,887	603
<b>Buuri</b>	134,653	126	143,316	134	152,535	142	159,009	148
<b>Tigania West</b>	135,980	298	144,728	318	154,039	338	160,576	352
	<b>1,356,301</b>	<b>264</b>	<b>1,443,555</b>	<b>282</b>	<b>1,536,422</b>	<b>300</b>	<b>1,601,629</b>	<b>312</b>

*Source: IEBC 2012: Final Constituencies and Wards description*

Igembe Central Constituency has the highest population as per the 2012 projection of 205,833 persons followed by Imenti South Constituency with 191,158 persons. Settlement patterns in the county are influenced by soil fertility, topography, road networks, urbanisation and rainfall. The high density settlement is concentrated around Nkubu, Maua, Timau and Meru towns. This is because of the good road networks especially the Embu-Meru –Maua Road and Meru-Nanyuki Road.

**Table 8: Population projections by Constituency/Sub-county**

Constituency	2009 (Census)			2012 (Projections)			2015 (Projections)			2017 (Projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Imenti South	90,291	89,313	179,604	96,100	95,059	191,158	102,282	101,174	203,456	106,623	105,468	212,091
Central Imenti	57,813	59,105	116,918	61,532	62,907	124,440	65,491	66,954	132,445	68,270	69,796	138,066
Tigania East	77,754	79,492	157,246	82,756	84,606	167,362	88,080	90,049	178,129	91,818	93,871	185,689
Imenti North	73,748	75,396	149,144	78,492	80,246	158,739	83,542	85,409	168,951	87,088	89,034	176,121
Igembe North	76,552	78,262	154,814	81,477	83,297	164,774	86,718	88,655	175,374	90,399	92,418	182,817
Igembe Central	95,627	97,765	193,392	101,779	104,054	205,833	108,327	110,749	219,075	112,924	115,449	228,373
Igembe South	66,532	68,018	134,550	70,812	72,394	143,206	75,368	77,051	152,419	78,566	80,321	158,887
Buuri	66,582	68,071	134,653	70,865	72,450	143,316	75,424	77,111	152,535	78,625	80,384	159,009
Tigania West	67,239	68,741	135,980	71,565	73,163	144,728	76,169	77,870	154,039	79,401	81,175	160,576
<b>Total</b>	<b>670,656</b>	<b>685,645</b>	<b>1,356,301</b>	<b>715,378</b>	<b>728,177</b>	<b>1,443,555</b>	<b>761,400</b>	<b>775,022</b>	<b>1,536,422</b>	<b>793,715</b>	<b>807,915</b>	<b>1,601,629</b>

*Source: KNBS, 2009*

Table 8 shows that the population distribution by gender is evenly distributed with the ratio of male to female being almost 1:1 in all constituencies.

## 1.5 Human Development Indicators

The Human Development Indicators, commonly measured by the Human Development Index (HDI) is a composite measure that incorporates mostly indicators derived from social sectors like life expectancy, years of schooling, access to water and the general standard of living in the region or country. To ensure that a county is able to assess its HDI status vis-a-vis other counties, data on the various key indicators will be collected in each county and analysed for comparison with other counties for specific periods and over time to determine the trends. The HDI mean score index for Meru region in 2011 was approximately 0.5622 compared to Nairobi's 0.6533 and national score 0.505. The worst performing region, Mandera scored 0.3592. The HDI for Meru region thus ranks above the national score, meaning that Meru region contributes positively towards the overall national score.

## 1.6 Infrastructure and Access

The county infrastructure comprises of road network, airstrips, electricity, telecommunication, financial institutions, education facilities, health facilities, markets and housing.

### 1.6.1 Road Network, Airports and Airstrips

The county is well served with road network with majority of areas being accessible during the dry season. The county has 1,259.9 km of road network of which 225.7km is bitumen, 266.7 km gravel and 767.5 km of earth surface. However during the rainy seasons, some sections of

gravel and earth surface roads are impassable. The major tarmac roads in the county includes: Embu-Meru –Maua; Meru – Nanyuki; Meru – Mikinduri; Meru- Githongo; and Meru-Ruiru – Isiolo roads. The county is served by one airstrip; Gaitu airstrip in Meru Central which has been improved to serve more flights.



**Figure 3: A Section of Meru –Maua Road**

### **1.6.2 Posts and Telecommunications: Post Offices, Mobile Telephony, and Fixed Lines**

There are six post offices and four sub-post offices with numerous registered stamp vendors in the county. The six post offices are in Meru, Maua, Nkubu, Timau, Muthara and Laare towns which offer mail services and parcel delivery among other services. Most private and public organisations have embraced ICT in the day to day operations. Private entrepreneurs have continued to set up cyber cafes in major towns and trading centres due to high demand for internet services among others. Most of the areas in the county are covered by mobile phone network with the coverage being 95 per cent. Areas without mobile network coverage are mainly areas of Tigania bordering Isiolo. Most of the community members rely on radio, Television and Newspapers as the major sources of information.

### **1.6.3 Financial Institutions: Banks, SACCOs and Micro Finance Institutions**

The county has high agricultural potential which has attracted various commercial banks and other financial institutions. There are sixteen commercial banks, eight microfinance institutions, four village banks and a number of SACCOs. The strong presence of the various financial institutions indicates that the county has high potential for commercial services. The major commercial banks include Kenya Commercial Bank, National Bank of Kenya, Barclays Bank, Equity Bank, Cooperative Bank, Standard Chartered Bank, Consolidated Bank, Bank of Baroda, Commercial Bank of Africa, Bank of Africa, ABC Bank, CFC Stanbic Bank, ECO Bank, Family Bank, NIC Bank, K-Rep Bank and Guaranty Trust Bank. The various micro-finance institutions provide credit facilities to the small-scale enterprises. These include Small and Medium Enterprises Program (SMEP), Kenya Women Finance Trust (KWFT), Faulu Kenya among others. The Central Bank of Kenya has a currency centre in Meru town which acts as a banker to the commercial banks operating in the county.

Major insurance firms operating in the county includes APA Insurance, UAP Insurance, BRITAM Insurance, and CIC Insurance among others. There are several SACCOs whose membership range from farmers to salaried employees such as YETU Sacco, Meru farmers Sacco, Meru Teachers Sacco among other which offer credit to its members.

#### 1.6.4 Education Institutions: Primary/Secondary Schools, Polytechnics, Colleges, Universities

There are 792 Early Childhood Development Centres (ECD), 647 primary schools and 192 secondary schools. The county has 15 education divisions and zones. The introduction of Constituency Development Fund has enabled the construction of various mixed day secondary schools. The fully fledged universities in the County are: Meru University of Science and Technology (MUST) and Kenya Methodist University (KEMU). Other universities with campuses in the County are: University of Nairobi (UoN), Co-operative University of Kenya, Africa Nazarene University (ANU), Jomo Kenyatta University of Agriculture and Technology (JKUAT) and Mount Kenya University (MKU). In addition there are two teacher training colleges, namely, Meru and Igoji Teachers Training Colleges. There are five technical institutes and various private colleges most of them offering training in ICT.



**Figure 4: Antuanduru Primary School in Tigania East**

#### 1.6.5 Energy Access (Main sources of Energy, Electricity Coverage etc)

The main source of energy for cooking by household is wood fuel and charcoal which accounts for 86.1 per cent and 6.6 per cent respectively. The number of household connected to electricity is 13.6 per cent; those using paraffin are 4.5 per cent, gas 2.4 per cent, biogas 0.1 per cent and solar 6.6 per cent. Major public and private institutions are connected to national grid but the major challenge for the county is how to connect the over 85 per cent households with electricity.

### 1.6.6 Markets and Urban Centres

There are five main urban centres and forty nine trading centres in the county. Meru Town, Nku-bu, Laare, Timau and Maua are the major urban centres. Meru town is the largest in the county. All the trading centres are agricultural markets with all centres having two market days per week.



**Figure 5: Entry to Meru Town, Major Commercial Hub in the County**

### 1.6.7 Housing Types

Corrugated iron sheets accounts for 97.5 per cent of the household's roofing materials with 0.7 per cent using asbestos sheets, while 1.1 per cent of the households use grass for roofing their houses. The county has 315, 100 and 35 low, medium and high grade government houses respectively to supplementing the private sector efforts. The county is characterized by inadequate, unaffordable and indecent housing, particularly for low income earners in urban areas and equally so, in the rural sector. The county also faces the problem of low level of urban home ownership and extensive and inappropriate dwelling units including slums and squatter settlement. The quality of housing also varies from one part of the county to another with Meru town having decent housing ranging from permanent, semi-permanent and temporary houses.

## 1.7 Land and Land Use

The major land use in the county is mainly for agricultural activities for both crops farming and livestock-keeping. Other uses include cultural and forestry conservation. There are large scale farming carried out by private companies in Timau area of Buuri constituency. These are mainly for wheat farming with Kisima farm being the largest in the county. Livestock farming is also being practised on group ranches in Tigania and Igembe areas.

### 1.7.1 Mean Holding Size

The average land holding size per household is 1.8 ha for the small scale and 18.25 ha for the large scale land owners. The area which is potential for irrigation is 81,262 ha with only 2,131 ha under irrigation. The major land use in the county is farming for both subsistence and commercial purposes.

### 1.7.2 Percentage of Land with Title Deeds

Over 50 per cent of the farmers in the county have title deeds. However, Meru North region leads with the highest number of farmers without title deeds. This is mainly as a result of slow process of land registration and numerous land cases in courts.

### 1.7.3 Incidence of Landlessness

The land is unequally distributed within the county, with the large scale farmers holding large tracks of land while most households have small parcels of land. Inadequate land has resulted to rural-urban migration leading to increase in slums within the urban areas. The other cause of landlessness is the growth in population which has resulted to uneconomic land sub-divisions. Poverty and lack of income have hindered land acquisition leading to cases of landlessness. High cost of land is a major hindrance to the low income earners in acquiring land.

## 1.8 Community Organizations/Non-state actors

Community organizations within the county include community based organisations, faith based organisations and self-help groups. These community based organisations are involved in various activities which range from income generating, creating advocacy on HIV/AIDS and mobilising communities to participate in various social economic activities.

### 1.8.1 Cooperative Societies

There are 58 Cooperative Societies in the county with a total membership of 56,091. The cooperatives societies' activities range from agricultural, retail, urban, rural, consumer and multipurpose societies. However 11 of these societies have become dormant due to poor management and lack of funds, and thus only 47 are active. The total turnover is in excess of Kenya shillings 700 million per year.

### 1.8.2 Non- Governmental Organizations (NGOs)

A total of twenty six NGOs operate in the county. These NGOs provide services to county's populace across all the sectors. Major NGOs include, Ripples international and AMREF among others. These organisations have been in the fore front in the fight against HIV/AIDS, Female genital mutilation, poverty, child abuse among other issues affecting the society.

### 1.8.3 Self-help Women and Youth Groups

The county has a total of 1,841 women groups. This number is growing exponentially as new groups are registered daily. Majority of the groups come together to manage community resources like water points and improving the welfare of the members through merry go rounds. The number of registered youth groups is approximately 1,200. The introduction of Youth Enterprise Development Fund has led to more youth groups being registered.

## 1.9 Crop, Livestock and Fish Production

In the recent past, most farmers have been shifting from traditional cash and food crops to horticultural production which fetches relatively high prices in the market. ‘Miraa’ (khat) farming is the major agricultural cash crop in the Nyambene ranges area with most farmers specializing in it as the major source of income.



**Figure 6: Wheat Farm in Buuri Constituency**



**Figure 7: Fish Pond in Imenti Central**

### **1.9.1 Main Crops Produced**

The county has a wide range of agro-ecological zones and untapped water for irrigation which support the production of a variety of crops such as mangoes, citrus, coffee, maize, beans, Bananas, pigeon peas, cow peas and horticultural crops.

### **1.9.2 Acreage under Food Crops and Cash Crops**

The major economic activity in the county is agriculture with the major cash crops being tea, coffee, miraa and bananas. The total acreage under food and cash crops is 161,907.2 ha and 15,773.4 ha respectively. Land subdivision has significantly reduced the average acreage to 1.8ha.

### **1.9.3 Average Farm Sizes**

The average farm size in the county currently ranges from 1.8 ha for small scale to 18.25 ha for the large scale farmers. Kisima farm in Buuri Constituency is the largest in the county. Other large farms include Protea, Lobelia and Ibis - all located in Timau of Buuri Constituency.

### **1.9.4 Main Storage Facilities**

The main storage facilities are traditional and modern cribs, which are used by most small scale farmers while large scale farmers uses the traders stores and National Cereals and Produce Board depots (NCPB). There are two NCPB depots in the county, namely Maua and Meru. The main purpose of the depots is to receive produce from the farmers and market them on their behalf. The stores also play a key role in the distribution of various farm inputs to the farmers such as the subsidized fertilizers.



### 1.9.5 Main Livestock Breed

The main livestock are goat, cattle, sheep, pig, rabbits and poultry which are reared in small scale since most land is used for farming of food and cash crops. The livestock are mainly used for domestic purposes for example the bulls are used for cultivation of small farms and cows for dairy milk.

### 1.9.6 Number of Ranches

There are four company ranches with an average of 100 ha and four group ranches. The major activities carried out include cattle and sheep rearing. The Lewa ranch, one of the company ranches, is also a wildlife conservancy.

### 1.9.7 Main Fishing Activities and Types of Fish Produced

The county has over 2,000 fish ponds which are evenly distributed in all areas of the county. The county has highly benefited from the various Government programmes which have seen every constituency have at least 200 fish ponds. The major types of fish are Tilapia, Mud fish and trout. The increase in fishing activities has greatly improved the household income and nutrition. All the fishermen are on small scale basis with the total number been approximated to be over 2,500 farmers. These fish farmers mainly incorporate fishing with other agricultural activities. This calls for establishment of cold storage for the harvested fish.

### 1.10 Forestry and Agro-forestry

The county forest cover totals 1,776.1 km<sup>2</sup>, which is 25.6 per cent of the total county area. There are ten gazetted forest, with Mt Kenya and Imenti forest being the major ones and occupying 63,358 ha in the county. The ungazetted forests are 19 with 345 ha coverage. Encroachment of forested areas has resulted to major human wildlife conflicts in the region such as destruction of farm crops by elephants. The aspect of agro-forestry is highly practiced within the county, with the Forest department giving permits to farmers to ensure they get their livelihood as well as conserve the forest. The squatters in Timau area are major beneficiaries of agro-forestry activities in the Mt. Kenya forest.

#### 1.10.1 Main Forest Types and Size of Forests

The two broad categories of forest are natural forest and manmade forests. The county has Mt Kenya and Imenti forests which are natural forests with rich biodiversity. Conventional tree planting is mainly incorporated in the farms and along the river banks.

#### 1.10.2 Main Forest Products

The main forest products are timber, wood fuel, charcoal, seedling production and poles. The high demand of these products has resulted to deforestation and hence need for policy measures to conserve the forests. The Mt. Kenya region is the major source of main forest products within the county.



**Figure 8: Gitune Forest in Imenti North**

### **1.10.3 Promotion of Agro-Forestry and Green Economy**

#### **a) Income Generating Activities**

The major income generating activities within the forest sub-sector include farming of food crops especially potatoes which accounts for almost 90 per cent of the farming activities within the farm forests. Despite a ban on logging by forest department and National Environmental Management Authority (NEMA) timber harvesting and charcoal burning is also being practised. However the game rangers have been deployed to curb the practise. More conservation measures need to be put up to protect the forests.

#### **b) Protection of Water Catchment Areas**

The county is the major origin of the main tributaries of River Tana. Several programs have been put in place to protect the water catchment areas like the Mount Kenya East Pilot Project for natural resources management (MKEPP) was the major program advocating for protection of the water catchment areas. The major activities within this program included tree planting within the river banks. A second phase of the project covering upper Tana basin will be focussing on four sub catchments in the county.

#### **c) Prevention of Soil Erosion**

The hilly terrain of the county calls for measures to prevent soil erosion which is widespread in all the areas of the county given moderate rainfall experienced in the county. The ministry of agriculture is in the forefront in training farmers on contour farming and terracing of farm lands

to curb soil erosion. Other measures include tree planting in hilly places and along river banks and de-siltation of sediment laden rivers.

#### **d) Provision of Wood Fuel and Generation of Energy for Industries such as Tea Estates**

Wood fuel is the major source of household fuel in the county with over 86.1 per cent of the total population relying on it for their daily energy needs. However major industries within the county are connected with electricity. In order to conserve the county's forest cover, afforestation and re-afforestation measures are been encouraged by both government and non-governmental agencies. Also low biomass energy saving *jikos* will be promoted

#### **e) Improvement of Soil Fertility by Growing Fertilizer Trees**

In order to improve soil fertility the ministry of agriculture is providing farmers with subsidized fertilizers. Trainings on best soil fertility conservation measures are also been carried out by several government and non-governmental actors. Traditional practises are also been used e.g. use of animal manure to enrich the soil.

#### **f) Growing of Fruit Trees for Improved Nutrition, Domestic Use and Surplus for Markets**

The county soil and climate are very conducive for fruit farming. Banana farming is the major fruit being grown in the county especially in Imenti and Igembe regions of the county. This crop is farmed for both subsistence and commercial purposes with majority of households moving from the traditional cash crops like coffee and tea to tissue culture banana farming.

#### **g) Provision of carbon sinks e.g. Carbon Credits trading**

This is a process in which the country that produces less of carbon dioxide from industries accumulates some credits tradable in the carbon credit market. This concept is still in its infant stage in the country. However, there is a draft policy to kick start carbon credit trading which has been initiated by government in conjunction with Africa Carbon Exchange (ACX). Several projects in power generation have since applied for accreditation to earn carbon credits. Measures are also being taken to ensure forests cover is increased to the recommended ten per cent to allow carbon sequestration.

#### **h) Beautification activities in towns, highways, schools, homes and other public places**

The beautification of public gardens, roundabouts and highways is mainly sponsored by private companies as form of corporate social responsibility. The Economic Stimulus Program and *Kazi Kwa Vijana* program have provided schools with seedlings for beautification purposes. In Meru town, Nteere grounds have been beautified by the Ministry of Environment and NEMA to a conducive recreational park within the town.

#### **i) Animal Feeds Production Ventures**

Production of animal feeds is practised on small scale within the county mainly by individual farmers within their farm lands. Currently large scale production is only being undertaken by Kisima farm in Timau area of Buuri constituency.

## j) Growing and Processing Value Plants and Products for Medicinal Purposes

This aspect is yet to be exploited on large scale basis within the county. However traditional herbalists still exist though on small scales. Major medicinal plants are the natural plants in the forest areas of Mt. Kenya and Nyambene ranges.

### 1.11 Environment and Climate Change

Environment refers to the aggregate of the surroundings, conditions, or influences of the surroundings. Climate encompasses the statistics of temperature, humidity, atmospheric pressure, wind, precipitation, atmospheric particle count and other meteorological elemental measurements in a given region over long periods. Climate can be contrasted to weather, which is the present condition of these elements and their variations over shorter periods.

#### 1.11.1 Environmental Degradation

The main causes of environmental degradation are human activities such as farming, mining, road construction, human settlements and overstocking of livestock. Other causes of environmental degradation include changing weather patterns that affect soil cover such as forests and all other forms of vegetation. Human activities such a cultivation, overgrazing, mining as well as settlements disturb the ecological setup and expose soil to erosion, reducing its ability to sustain natural regeneration of soil cover.

#### 1.11.2 Effects of Environmental Degradation

The major effects include soil erosion which also contributes to loss in soil fertility, drying of rivers is also been experienced due to encroachment in wet land areas and also prolonged periods of drought. Wildlife in the forest areas are also migrating to other areas due to logging of the forests leading to human wildlife conflicts. The quarrying is causing a health hazard to the surrounding communities especially during the rainy seasons posing both landslides dangers to the populace and breeding sites for mosquitoes.



**Figure 9: Soil Eroded Site in Imenti South Constituency**

### 1.11.3 Climate Change and its Effects in the County

Climate change refers to significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years. It may be a change in average weather conditions or the distribution of events around that average (e.g. more or fewer extreme weather events). It may be limited to a specific region or may occur across the whole Earth. The county is experiencing increased periods of drought, erratic rainfalls and increase in temperatures as a result of changing climatic conditions.

### 1.11.4 Climate Change Mitigation Measures and Adaptation Strategies

The key measures being taken include; reforestation and reclamation of wetlands through planting of trees and community sensitization. Implementing of the various Acts of Parliament that have been passed to enhance forest and natural resource conservation measure e.g. Environment Management and Coordination Act, Kenya Forest Service Act, Water Act.

### 1.12 Mining

Mining is the exploration and extraction of valuable minerals or other geological materials from the earth for economic interest to the miner. In the county this economic activity has not been fully exploited.

#### 1.12.1 Ongoing Activities

The major mining activities include production of building stones and ballast in small quantities in areas of Imenti Central and Imenti South.

#### 1.12.2 Mining Potentials

The county's potential for mining is low given that the area is largely agricultural. Mining potential has not been exploited and a research to explore any mining potential may be conducted to indicate potentials in the county

### 1.13 Tourism

This sector has a high potential especially with neighbouring Isiolo County having a resort city as a flagship project under the Kenya Vision 2030. The county expects to benefit from hotel industry among other tourism activities.



**Figure 10: Meru Dancers Entertain Guests at a Function**

### 1.13.1 Main Tourist Attractions, National Parks/Reserves

The tourism industry is fairly developed in the county, with Meru National park being the major tourist centre. The Lewa Downs ranch which is privately owned attracts tourists and competitive sports like the cross country, rhino charge and marathon. The county also has Mt. Kenya which is a major tourist destination. The diverse cultures and heritage among the Meru community are another form of tourist attraction such as conservation of traditional worship places by the ‘Nchuri Ncheke’ elders.

### 1.13.2 Main Wildlife

There are a variety of wildlife such as white elephant, baboons, giraffe, gazelle, buffalos, rhino, cheetah, zebras and different birds’ species. 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.

### 1.13.3 Tourist Class Hotels/Restaurants, Bed Occupancy

The hotel industry has approximately 2,500 bed occupancy capacity. Tourist class hotels are mostly found within the tourist attraction sites, mainly the Meru National Park. These hotels are privately owned with the county having one three star hotel. Most hotels are classified as bars and restaurants or unclassified.

## 1.14 Industry

The county has a number of factories which add value to agricultural products. These are mainly owned by the various tea and coffee cooperatives societies. There are also factories processing livestock products such as milk, owned by farmer’s cooperatives. There are other factories in the county producing bread and animal feeds. These are in small scale and mainly found in Meru town.

## 1.15 Employment and Other Sources of Income

Wage employment and self employment contributes 20 per cent to the household income which is attributed to Trade and Industry sub-sectors. Majority of the population are employed in the agricultural sector which contributes to 80 per cent of the households’ total income.

### 1.15.1 Wage Earners

Wage employment contributes approximately 10 per cent of the total household income. It’s estimated that over 135,630 persons are engaged in wage employment, this is approximately 10 per cent of the total population. The public sector and the private sector are the two major sources of wage income. Other sources are the civil society organisations which comprise NGOs, CBOs and FBOs.

### 1.15.2 Self Employed

Self-employment in the county is mainly in the agricultural sector, jua kali and trade sectors. However, inadequate capital has hindered the growth in self employment given the huge amount paid as goodwill and high rental rates required in urban centres. Self employment contributes on average 10 per cent of the total household income.

### 1.15.3 Labour Force

Labour force refers to population aged between 15 years and 64 years. The county total labour force is 793,177 persons which is 53 per cent of the total population. This labour force comprises of 401,060 females and 392,117 males. This portrays a good image of a light burden on the workforce as every person works for approximately one dependant. The opportunities to engage those willing to work are curtailed by low investment in job creation ventures and lack of resources to start up small businesses as a form of self employment. Child labour is high at 35 per cent and is mostly engaged in the agriculture sector especially in *miraa* production and supply chain system. This calls for special protection measures for these children.

### 1.15.4 Unemployment Levels

Unemployment rate remains high at approximately 65 % of the total labour force. This translates to over 515,565 in 2012 persons seeking job opportunities without success. This situation is likely to cause discontent in the county as youths are the major victims who are likely to be abused by politicians and criminal gangs. The high rate is attributed to low absorption rate in the agriculture and commercial sectors and preference for white colour jobs by the youth. The youth prefer salaried employments to self employed job, limiting their option in search for income sources, as preference tends to narrow the choices and opportunities.

## 1.16 Water and Sanitation

The county has water supply in some urban centres mainly from rivers originating from Mt. Kenya forest and Nyambene hills. Water sector reforms being implemented have resulted in establishment of Tana Water Service Board, formation of Water Users Associations and the licensing of water service providers with Meru Water and Sewerage Services (MEWASS) providing water service in the Meru municipality, while Imetha Water Services serves the rest of the county.

### 1.16.1 Water Resources and Quality

The county has 11 permanent rivers with major one being the Kathita River which is a tributary to River Tana. The county also has 12 shallow wells, 30 protected springs, two water pans, 16 dams and 105 boreholes. These form the major sources of water for domestic use and irrigation. The quality of water in the county is good for domestic use as it originates from sources like Mt. Kenya and Nyambene hills. However, the land use practices and increase in use of chemicals in agriculture sector tend to pollute the water as it flows down stream.

### 1.16.2 Water Supply Schemes

Meru Water and Sewerage Company (MEWASS) is the only company licensed to supply water and sewerage services in Meru town while Thuura – Giaki is the biggest community water scheme in the county. Imetha Water Company supplies water to all other towns of the county. Other small water projects have been started through community initiatives due to high demand for irrigation water especially in arid areas of the county.

### 1.16.3 Water Sources (Distance to Nearest Water Points)

The average distance to the nearest water point in 2009 was 1.5km. This has however been reduced following the use of CDF funds to finance community water projects aimed at bringing water closer to the people. The number of households with access to piped water stands at 21,920 while household with access to potable is 6,744. This contrasts sharply with the supply of water as only 2 per cent of the population has access to piped water.

### 1.16.4 Sanitation

Meru town is served by an old sewerage system while Makutano area of the town has no sewer system. Other major towns within the county lack sewerage systems. The major sanitation facilities are pit latrines which are used by over 80.4 per cent of the population. Other households using flush toilets and VIP latrines account for 5.8 per cent and 13.1 per cent respectively. Waste and garbage disposal is mostly managed by the local authorities in the urban centres and within the rural households private firms, garbage pit, burning, public garbage heap and farm manure are the common modes of disposal.

### 1.17 Health Access and Nutrition

Health and nutrition plays a major role in development through ensuring a healthy population. Diseases prevention and health promotion ensures a healthy environment for the public. This should be of high quality, affordable and accessible to the general population.

#### 1.17.1 Health Access (Health Facilities, Personnel)

The county has one level 5 hospital, eight level 4 hospitals, 31 level 3 facilities (health centres, nursing homes and 3 maternity homes) and 260 level 2 facilities (dispensaries and clinics). Due to high population growth the number of health facilities need to be up scaled to cater for the populace.

#### 1.17.2 Morbidity: Five most Common Diseases in order of Prevalence

The major diseases affecting the county populace are malaria, skin diseases, intestinal worms, HIV/AIDS and respiratory. The prevalence rate of malaria stands at 15 per cent. HIV/AIDS is also a major challenge in the county with a prevalence rate of 6.3 per cent. This has led to increase in child headed households, low labour productivity and poverty due to high medication costs.

#### 1.17.3 Nutritional status (Prevalence of Stunting and Wasting in Children under 5 years: Height-for-age, Weight-for-Height, Weight-for-age)

Cases of malnutrition are minimal because majority of the areas in the county are food secure. However, there are some cases being reported from arid areas bordering Isiolo and Tharaka Nithi Counties where two out of five children under the age of five are stunted. In the county most children are being breast fed for more than 6 months and most of the children under five years get vitamin A supplement. Pregnant women are usually supplied with iron supplement during the Ante Natal Clinic (ANC) visits.

#### 1.17.4 Immunization Coverage

Immunization coverage is high, with 98 per cent of the children under 5 years having received all the basic recommended vaccination such as BCG, Measles, 3 doses of DPT and Polio vaccine. This has reduced the under-5 mortality rate to an average of 25/1000 in the year 2012 down from 65/1000 in 2000.

#### 1.17.5 Access to Family Planning Services/Contraceptive Prevalence

The average number of children per woman is four. It estimated that nine per cent of women use the pills while four per cent are sterilized. The unmet need for family planning stands at 24 per cent of the married women. There is increased use of modern methods of family planning due to provision of the health services by APHIA II plus, Marie Stopes, Red Cross and government health facilities.



## 1.18 Education and Literacy

The county is made up of 15 education divisions and zones. Staffing is inadequate for both teachers and education officers. Majority of the students are attending government institutions at the schooling levels except for professionals and vocational training where private institutions absorb most students.

### 1.18.1 Pre-School Education

There are 61,870 children enrolled in pre-primary schools in the county which constitutes 28,925 male and 32,945 female. This number is enrolled in the 813 ECD centres. The total number of ECD teachers is 1,202 making the teacher child ration to be 1:51. The average number of years of attendance for the pre-school education is three.

### 1.18.2 Primary Education

The county has 647 public primary schools with a total enrolment of 335,879 pupils and 5,520 teachers. The teacher pupil ratio is 1:60 which is higher than the recommended ratio of 1:40. This number of pupil in primary school is however higher than children aged 6-13 years which stand at 298,025. This may be attributed to many children joining schools when they are older and others joining from neighbouring counties. Introduction of CDF has resulted to growth in the number of schools and also improvement of school infrastructure.

### 1.18.3 Literacy

The county rate of literacy stood at 53 per cent in 2012, with the sex ratio being male 40 per cent and 60 per cent female. This implies that girl child campaign has resulted in imbalances in enrolment and completion rates for boys and girls. To improve the literacy rate, 74 adult learning centres have been established with 910 learners and 312 teachers. There are however more female learners than male as the enrolment is 345 males and 565 females.

### 1.18.4 Secondary Education

There 192 public secondary schools in the county which absorbs students from both public and private primary schools. These schools have a total enrolment of 54,682 students against 1,825 teachers. The proportion of those enrolled in secondary school is however low compared to the population aged 14-17 years as only 45 per cent are in school. The number of male in secondary school stand at 25,625 which is lower than that of girls whose number is 29,057. The low number of boys could be attributed to a combination of factors in the county.

### 1.18.5 Tertiary Education

There are four public universities, three private universities, two teachers training colleges, one national polytechnic and various tertiary colleges offering post-secondary education. In addition there are several youth polytechnics involved mainly in training on life skills such as masonry, welding, tailoring and carpentry.



# CHAPTER TWO

## COUNTY DEVELOPMENT ANALYSIS

This chapter gives the situation analysis looking at both the macro and micro environmental factors that affect many sectors within the county.. The analysis uses Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic Social, Technological, Environmental and Legal (PESTEL) tools. A systematic collection and evaluation of past and present economic, political, social, technological, environmental and legal data

### 2.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Availability of wide range skilled manpower</li> <li>• Large tracts of arable land</li> <li>• Favourable climate for agriculture</li> <li>• Potential for irrigation agricultural production</li> <li>• Strategic location</li> <li>• Hospitable locals</li> <li>• Fair infrastructural facilities e.g. tarmac roads, telecommunication, electricity etc.</li> <li>• Availability of water resources</li> <li>• Availability of financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Limited industrialization</li> <li>• Limited value addition to agricultural produce</li> <li>• Vast un adjudicated land</li> <li>• Relatively high illiteracy levels</li> <li>• Cultural rigidity</li> <li>• Skewed distribution of facilities especially in education and health</li> <li>• High understaffing across sectors</li> <li>• Poor soil conservation measures</li> <li>• Subsistence agricultural practices and land subdivision</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The LAPSSSET corridor</li> <li>• Proximity to Mt Kenya tourist site</li> <li>• Airport construction at Isiolo</li> <li>• Availability of many rivers/ water sources</li> <li>• Bordering the proposed resort city of Isiolo (hotels, food)</li> <li>• Industrialization (adequate raw materials)</li> <li>• Untapped rich Meru cultural practices</li> <li>• Untapped natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Cattle rustlers</li> <li>• Border disputes with Tharaka Nithi and Isiolo Counties</li> <li>• Banning of 'Miraa' trade</li> <li>• Natural disasters such as drought, landslides, floods.</li> </ul>

### 2.2 PESTEL Analysis

These are the political, economic, socio-cultural, technological, ecological and legal factors that affect Meru County Government in her operation. A comprehensive analysis of these factors will

enable the County adapt to the changing environment and match its demands.

<b>Factors</b>	<b>Issues</b>	<b>Effects/ responses</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>- Political biased</li> <li>- The political stability/instability</li> <li>- Political influence</li> </ul>	The projects and programmes must appreciate the change in Government and be inclusive of all people within the basin
<b>Economic</b>	<ul style="list-style-type: none"> <li>- Interest rates</li> <li>- Foreign exchange</li> <li>- Inflation/recession</li> <li>- Unemployment</li> <li>- Market fluctuations</li> </ul>	The need to make sure we are informed on the opportunities for long-term investments
<b>Socio-cultural</b>	<ul style="list-style-type: none"> <li>- Language</li> <li>- Race</li> <li>- Minority/ specialized groups</li> <li>- Gender issues</li> <li>- Aesthetic (appreciation of beauty, colour and texture)</li> </ul>	Uphold and appreciate diversity of culture and race in implementation of the programs/ projects
<b>Technological</b>	<ul style="list-style-type: none"> <li>- Internet</li> <li>- Social networks</li> <li>- Computer &amp; accessories</li> </ul>	ICT is the main driver for change in making operational systems and communication efficient. Specific technology that can be utilized in remote sensing & mapping; appropriate technology in construction of dams, hydro-electric power; irrigation, rain water harvesting, farming, environmental conservation and food processing
<b>Ecological</b>	<ul style="list-style-type: none"> <li>- Conservation of environment</li> <li>- Waste disposal (E-Waste disposal)</li> <li>- Eco-friendly</li> </ul>	Creation of awareness on eco-conscious society and active participation on conservation of environment
<b>Legal</b>	<ul style="list-style-type: none"> <li>- The Constitution of Kenya (2010)</li> <li>- County Governments Act (2012)</li> <li>- The Transition to Devolved Government Act (2012)</li> <li>- The Public Finance Management Act (2012)</li> <li>- The Urban Areas and Cities Act (2011)</li> <li>- The Intergovernmental Relations Act (2012)</li> <li>- The National Government Coordination Act (2012)</li> </ul>	Implementation challenges of the legal requirements

### 2.3 Stakeholder Analysis

This table shows the various stakeholders within the County Government, the County Government's expectation from the stakeholders and the stakeholders' expectations from the County

Government.

Stakeholders	County Government's Expectation of Stakeholder	Stakeholder's Expectation of County Government
<b>Local communities</b>	<ul style="list-style-type: none"> <li>• Prudent use of resources</li> <li>• Information on needs assessment</li> <li>• Involvement and participation in projects/programs activities</li> <li>• Support by tax payment</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability and transparency</li> <li>• Information dissemination</li> <li>• Improving the standards of living</li> <li>• Security</li> </ul>
<b>National Government of Kenya</b>	<ul style="list-style-type: none"> <li>• Financial support for the budgets and projects programs</li> <li>• Training and development of staff</li> <li>• Cooperation where overlap of projects exists</li> </ul>	<ul style="list-style-type: none"> <li>• Well prepared project proposals</li> <li>• Prudent utilization of allocated funds</li> <li>• Timely Returns and reports</li> <li>• Cooperation where overlap of projects/programmes exists</li> </ul>
<b>Development Partners e.g. Donors NGOs, CBOs etc</b>	<ul style="list-style-type: none"> <li>• Collaborative/ Networking of projects/ programmes implementation cycle</li> <li>• Long term support</li> <li>• Alignment of activities to county vision &amp; mission</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent, responsible and accountable management of resources</li> <li>• Good partnership in project implementation, monitoring &amp; evaluation</li> <li>• Alignment of activities to county vision &amp; mission</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Community mobilization</li> <li>• Facilitation of investments</li> <li>• Lobbying relevant authorities</li> <li>• Alignment of activities to county vision &amp; mission</li> <li>• Corporate- social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Disseminate information on investment opportunities</li> <li>• Provision of policies and guidelines</li> </ul>

## 2.4 Major Development Challenges

This section provides a brief outline of the major development challenges facing the various sub-sectors in the county. The challenges include but not limited to the following:

### (a) Poor Infrastructure

The county depends on road as the major mode of transport. However, the feeder roads that serve the agricultural areas are in poor state especially during the rainy seasons. The poor state of roads in the county hinders access to market by traders and farmers, resulting in high cost of transportation. Inaccessibility to markets for perishable products like horticulture and milk results to heavy losses for the farmers.

### (b) Poor Marketing Systems

The county relies heavily on agriculture. However, most of these commodities are sold in raw form without any value addition thereby fetching low prices in the market. There is also poor market organization which has led to very low prices. Exploitation by middlemen has further reduced investment in the sub-sector. The dairy industry faces a big threat due to middle men (who does what) and poor market organization. Few agricultural products are channelled through Meru Central Farmers association which used to market products dairy and other agricultural

products in the county. This affects the returns in the agricultural sub-sector reducing wealth accumulation for investment.

**(c) Change in Weather Patterns**

Most of the agricultural activities in the county are rain fed. In the recent past there has been a major change in weather patterns with rainfall falling below the expected levels of 300mm p.a. in the lower midlands to 2500mm p.a. in the uplands and with prolonged dry spells being experienced. The change in weather patterns has resulted into unpredictable and unreliable rains in most parts of the county. This has greatly affected the quantity and quality of agricultural produce. The varieties of crops being grown in the county have also been affected. Irrigation is not well developed and therefore the income from agriculture and other productive sub-sectors have been affected due to over reliance on rain fall. The reduced income has resulted into low savings and further affecting investment in the county.

**(d) High Unemployment Rate**

The high unemployment rate has impacted negatively on development of the county through a high dependency ratio. This is because even though the ratio of the labour force to the rest of the population is 1:1, employment opportunities are inadequate. Over 80% of the population rely on agriculture for their income and due to low productivity and lack of value addition on these products then few gainful employment opportunities are created. The accumulation of resource for development (savings) has reduced over time due to this rising dependency ratios. Industrial and other formal of employment are not well developed with exception of Meru town which has substantial formal employment. Miraa and large scale farming provide informal employment. Wheat farming is highly mechanised thus reducing employment opportunities.

# CHAPTER THREE

## SPATIAL PLANNING

Spatial planning is the organization of land use to achieve sustainable development. It can be done at various levels i.e. national level, county spatial plan, urban areas and city integrated development plans and short term plans such as advisory plans and action plans. A county plan will:

- Indicate the distribution of the current and future land use patterns for the various sector areas
- Facilitate network connectivity within and outside the county
- Indicate the most suitable areas for urban development

It is a tool to implement national and county government policies and guidelines

### **Vision**

Well planned and sustainable human settlements

### **Mission**

Provide an appropriate spatial framework for sustainable development through preparation of spatial plan

### **Objectives**

- Create harmony in development of county transport system and infrastructure
- To facilitate well planned and balanced human settlements
- To provide for public open and recreational spaces
- Develop urban and rural settlements as integrated areas of economic and social activity
- To ensure balanced development
- To protect historical and cultural sites

Spatial plans will be prepared in liaison with professional physical planners identified by the Directorate of Physical Planning in the Department of Land, Economic and Physical Planning. The spatial plan should include the following:

- a. Establishing local priorities through public consultations
- b. Preparing draft spatial plans with medium-to-long –term strategies to realize and co-ordinate those priorities.
- c. Consultation with local, regional and national stakeholders.
- d. Identifying and protecting areas of county-specific infrastructure, natural resources (e.g. forests and minerals), and recreational areas.
- e. Appropriate environmental assessment of county-specific projects and programmes.
- f. Review of other local and national spatial plans to ensure conformity and coherence.
- g. Monitoring and Evaluation of spatial development trends.
- h. Expected impact of climate change and measures for mitigation (e.g., flood and drought

- control).
- i. Capacity – building measures for implementation of the spatial plan.
  - j. Mechanisms for arbitration between stakeholders in spatial plans.
  - k. Validation of the plan by stakeholders and the county public.

The urban plans that are complete and in place in Meru County include:

- The Gatimbi Zoning plan (2010-2025)
- The Timau Development Plan
- The Kirogine Development Plan

The process of preparation of the following plans is in advanced stages and are already published requiring only approval to make them statutory:

- Meru Integrated Strategic Plan and Digital Mapping
- The Nturingwi ‘B’ Local physical Development Plan
- The Muthara- Muriri Zoning Plan
- The Gaitu Zoning Plan (is under circulation)
- Nkubu Zoning Plan (will require review and updating)
- Maua zoning plan

There is need to prepare urban spatial plans for all urban centres and townships within the County.

The spatial planning should be long term and where applicable vertical space should be utilized for development

**Note: Refer to Land Sector (6.13) for Issues, Causes, Interventions and Project Plan**



# CHAPTER FOUR

## LINKAGE WITH OTHER PLANS

### 4.0 Preamble

This county integrated development plan lays out the strategies and the institutional framework that the county has identified as the vehicle to achieve the development goals and objectives. It is the first integrated plan for the Meru County and was prepared on the basis of constitutional and legislative backing of the Kenya constitution 2010, Public Financial Management Act 2013, County Governments Act 2012 and Urban areas and Cities Act.

The Constitution of Kenya 2010 Article 174 (c), under Chapter eleven gives the people power of self-governance through participation in decision making. This power is exercised in various ways including voting, planning and budgeting. The Public Financial Management (PFM) Act 2013 also lays the responsibility of preparing the CIDP to the county governments (sec 125 sub sec (1(a) as the basis for its budgeting process, defining both the short term and the long term priorities of the county. Section 126 (1) of the PFM Act also defines the specifics that the CIDP should enumerate in detail, highlighting the importance of monitoring and evaluating process. This responsibility to prepare the CIDP rests with the County Executive responsible for planning and the law requires that it must be presented to the county assembly by September 1, every year (sec 126 (3)). County Government Act 2012 section 107 specifically mentions what plans each county shall prepare that shall guide its development activities.

### 4.1 Kenya Vision 2030 and Second MTP

The county priorities and strategies borrow heavily on the Second Medium Term Plan (MTP2) that was developed on the basic principles laid out in the Kenya Vision 2030. This plan is prepared mainly on the basis of the Medium Term Expenditure Framework (MTEF) that was developed to guide the planning process. To ensure the agenda of the Kenya Vision 2030 and all its future derivative plans are not lost to the planners, the Ministry of Devolution and Planning which guides the planning process has continued to spearhead planning activities through the provision of direction and guidelines for the preparation of CIDPs. The thematic areas focused by the first and the second MTP have been cascaded into the county planning process. Key in the process has been the complete change of strategy in planning to involve the public in envisioning and mediating the overall dream together. Public participation, which is now a constitutional requirement for any planning process has proved to be vital towards the achievement of Vision 2030.

Monitoring and evaluation, which is a key component of the Kenya Vision 2030 and all its MTPs proved to be a useful tool in tracking the process of implementation. These tools have been incorporated into this plan. The County has identified some key projects which spill over to neighbouring counties where inter-county planning and implementation is required. This plan identifies key flagship projects that are of interest to the county, and which may include the LAPSSET, Isiolo Resort and Airport as some of the projects outside the county, or rather interacting with the county. These projects' proximity to the county are of keen interest to the county development

and adequate strategies have been proposed to harness the anticipated potential likely to be occasioned by their implementation. Already, the county is positioning itself to reap from the benefits of the Isiolo international airport whose construction is at advanced stage. The LAPSSSET project which has already started at Lamu will have great impact on its transit point, Meru County being one of the regions traversed by this mega project that will transform East Africa commerce.

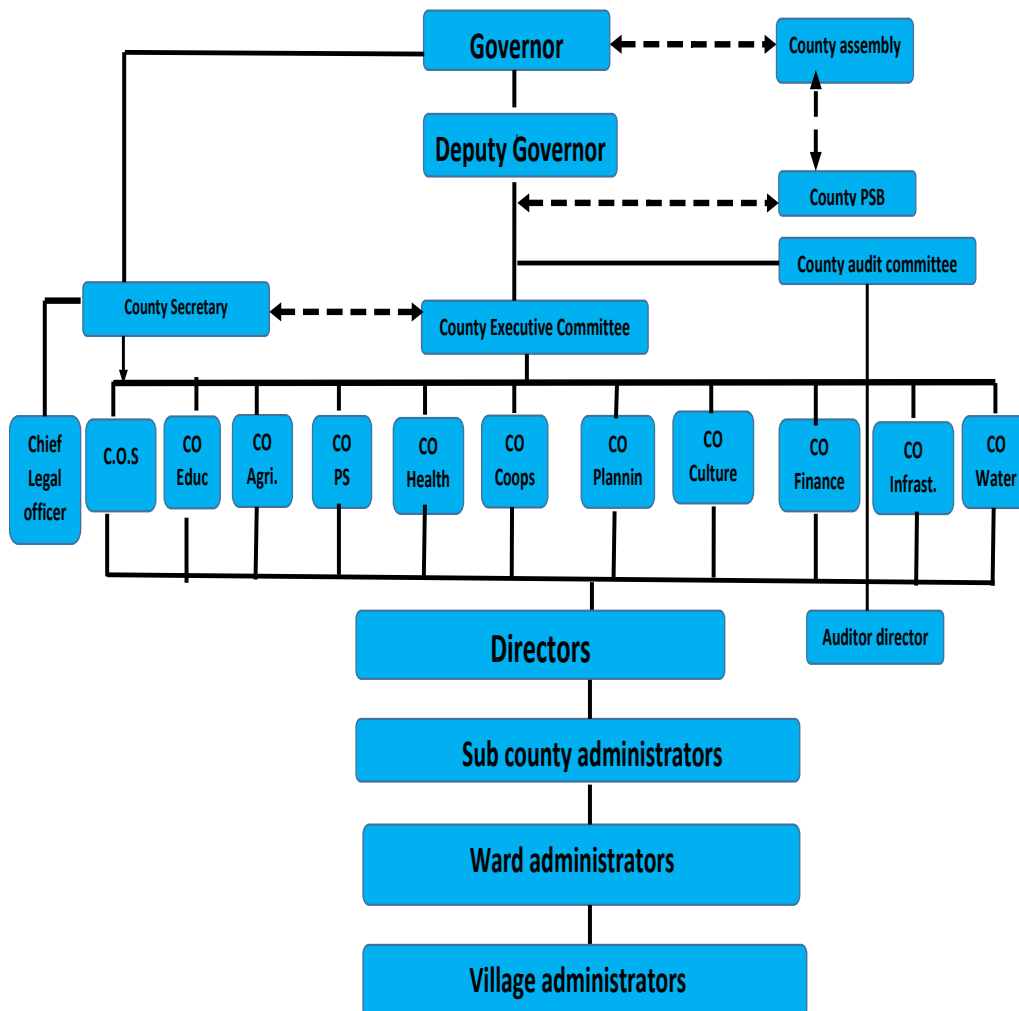
Millennium Development Goals are the international declarations agreed up on by all the United Nations member states and at least 23 international organisations to be achieved by 2015. These formed the eight goals, 21 targets and 60 indicators, formed around eight thematic areas. Even though the MDGs implementation period will come to end by the year 2015, the core thematic areas around which the MDGs were conceived remains valid and focal point of the county planning as most of the target remain unachieved. The social protection and health covers the MDGs widely, which are actually the basis and the thematic areas. The plan highlights the key strategies useful in addressing the challenges identified by the MDGs. The CIDP was prepared as a consolidation of the sector plans which identified the issues and strategies in each sector and Sub-sectors. It also integrates the Urban and Cities as well as the spatial plans that map out the land use in the county. To achieve the overall objective of the county integrated plan, sector plans were prepared in an interlinked way to maximise the synergies, and eliminate the duplication.

# CHAPTER FIVE

## INSTITUTIONAL FRAMEWORK

Meru County will be managed in four broad areas: The County Government; The County Public Service Board; The County Treasury; and the County Assembly. The County Government is headed by the governor (and deputy governor), the County Executive Committee and the County Secretary. The governor guides the management team through setting of, and overseeing, the strategic direction of the organization. The organizational structure is shown below:

MERU COUNTY GOVERNMENT ORGANOGRAM



CeC Admin



# CHAPTER SIX

## DEVELOPMENT PRIORITY PROGRAMMES AND PROJECTS

### 6.0 Preamble

Meru County is committed to ensuring that the foundational matters of a progressive county are addressed. In so doing the county has established 15 key areas that are considered critical. These are Governance and Public Administration; Citizen Participation, civic education, communication and access to information; Information and Communication Technology (ICT); Justice, Cohesion and Security for Development; Health ; Social Services, Sports, Recreational Facilities, affirmative programmes (men, women, children, disabled, youth, and the elderly), and Culture; Education; Infrastructure (Roads, Public Works, Energy, Housing, and Transport); Water; Financial Services, Trade, Cooperatives and Enterprise Development; Industrialization; Land use and Management (Spatial and Urban Area Plans); Agriculture, Livestock, and Fisheries Development; Tourism; Environment, Forest and Natural Resource Management including Wildlife. The plans for the above focal areas are provided in this section.

### 6.1 Governance and Public Administration

Governance and the public administration framework is the engine that will drive the county. The county is required by the constitution (Article 10 and Article 175) to ensure that it upholds the principles and values of good governance, integrity, transparency and accountability as well as democratic principles and separation of powers. The Meru county Governance and Public Administration will be structured in four broad areas: The Governor and County Executive Committee; The County Public Service; The County Treasury; and the County Assembly. In each of these institutions each of the actors will ensure that the public participates in the governance of the county.

#### 6.1.1 The Governor and County Executive Committee

The governor is the executive head of the county government. The governor is elected together with the deputy governor. The functions of the governor are to diligently execute the functions and exercise the authority provided for in the Constitution and legislation; perform such State functions within the county as the President may from time to time assign on the basis of mutual consultations; represent the county in national and international fora and events; appoint, with the approval of the county assembly, the county executive committee in accordance with Article 179 (2) (b) of the Constitution; constitute the county executive committee portfolio structure to respond to the functions and competencies assigned to and transferred to each county; submit the county plans and policies to the county assembly for approval; consider, approve and assent to bills passed by the county assembly; chair meetings of the county executive committee; by a decision notified in the county *gazette*, assign to every member of the county executive committee, responsibility to ensure the discharge of any function within the county and the provision of

related services to the people; submit to the county assembly an annual report on the implementation status of the county policies and plans; deliver annual state of the county address containing such matters as may be specified in county legislation; and sign and cause to be published in the county *Gazette*, notice of all important formal decisions made by the governor or by the county executive committee.

The key institutions are the governor (and deputy governor), the County Executive Committee and the County Secretary.

### 6.1.1.1 Issues, Causes and Proposed Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Lack of offices	Insufficient funds	Establishment of modern offices that reflect county government and are citizen friendly	Establishments of modern offices
Limited capacity	Lack of capacity due to legacy	Recruitment of qualified staff and retooling of existing staff adopted from Defunct authorities and national government	Recruitment and retooling of personnel
Lack of adequate vehicles	Limited resources to acquire adequate vehicles	Buy more vehicles	Look at possibility of leasing to solve long term problem
Office equipment	Insufficient funds	Procure all the necessary office equipment	Acquiring all the office equipment required
Master plan lacking	Inadequate capacity	Embark on drawing of a Master-plan under the guidance of a Consultant	Preparation of a Master plan

### 6.1.1.2 Priority Programmes

Programme/Project Name	Location/Sub-county Ward	Objectives	Targets	Description of Activities
Building of Governor's Office	Meru Town	To house all the county governor's staff and county headquarters	Adequate office space of the governor's staff by December, 2015	Construction of a twelve storeyed building with underground parking space, conference facilities, adequate open parking to accommodate 100 cars
Sub-county offices	Sub-county	To house all the Sub-county staff	Adequate office space of all Sub-county staff by June 2015	Construction of a three storey building with underground parking, conference facilities and adequate open parking to accommodate 50 cars

Pro-gramme/ Project Name	Location/ Sub-county Ward	Objectives	Targets	Description of Activities
Ward offices	Ward	To house all the staff in the ward offices	Adequate office space of all ward staff by June 2014	Construction of one storey building, conference facilities and open parking to accommodate 30 cars
Village offices	Village	To house all staff in the village offices	Adequate office space for village staff by June 2014	Construction of an office block with open parking of 10 cars

### 6.1.1.3 Other Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
Renovating of the current temporary headquarters	Meru Town	Accommodate departments at the county and give them a new facelift	To accommodate 3 departments of the executive committee by June 2014	Repartitioning of offices, repainting and refurbishment of the entire building
Sub-county/ Headquarters  A Sub-counties headquarters and 45 wards headquarters	County-wide	To accommodate the Sub-county and ward administrators and their staff	To accommodate staff at the Sub-county and ward levels by December 2015	Construction of an office block with 10 offices at the Sub-county level and an office block with 5 offices at the ward level
Citizen Huduma Centres	Strategic areas within the County	To avail Government services closer to the citizens	To establish at least five Huduma Centres per Sub-county by June 2016	<ul style="list-style-type: none"> <li>• Identify the services to be offered at Huduma Centres</li> <li>• Recruit the required staff</li> <li>• Establishment of Huduma Centres</li> </ul>

### 6.1.1.4 New Projects

#### a. Flagship

Programme/ Project Name	Priority Ranking	Loca- tion/ Level	Objec- tives	Targets to be met	Description	Estimat- ed Cost (KShs. Millions)	Source of Fund
Citizen Huduma Centres	1	Strategic areas with- in the County	To avail Gov- ernment services closer to the citi- zens	To establish at least five Huduma Centres per Sub-county by June 2016	<ul style="list-style-type: none"> <li>Identify the services to be offered at Huduma Centres</li> <li>Recruit the required staff</li> <li>Establishment of Huduma Centres</li> </ul>	260	County government and Development Partners
Governor's residence	2	Meru Town	To have an official residence	To house the Govern- or By Decem- ber, 2015	Construction of a three storeyed self-contained 10 bedroomed house, self-contained 2 bedroomed staff security team houses, a conference facility, offices and a swimming pool. Concrete parents, a fountain and a gun facility.	300	County government and Development Partners

#### b. Other Projects

Pro- gramme/ Project Name	Priority Ranking	Loca- tion/ Level	Objectives	Targets to be met	Description	Esti- mated Cost (KShs. Mil- lions)	Source of Fund
Building of Govern- or's plaza	2	Meru Town	To house all the county governor's staff and county headquar- ters	Adequate office space of the govern- or's staff by Decem- ber, 2015	Construction of a twelve storeyed building with underground parking space, conference facilities, adequate open parking to accommodate 100 cars	700	County government



### 6.1.1.5 Role of Stake Holders

Name of Stakeholder	Roles
NEMA	Environment Assessment
National Government	Release of funds
Community	Ownership of projects
County Government	Accounting of funds
National Construction Authority	Oversight on construction
Building professionals	Drawing and construction

### 6.1.1.6 Budget Projections

Programme Project	Location Level	Total Budget (KShs. Millions)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Purchase of vehicles (50)	County Sub-county Ward	210	30	85	50	45	-
Renovations of temporary county offices	County Meru Town	100	61	39	-	-	-
Construction of county headquarters	Meru Town	700	50	500	150	-	-
Governor Residence	Meru Town	300	30	270	-	-	-
Sub-county and Ward headquarters	Sub-county/wards	200	15	185	-	-	-
Citizen Huduma Centres	Selected high traffic points in the county	260	-	150	110	-	-
<b>Totals</b>		<b>1,770</b>	<b>186</b>	<b>1,229</b>	<b>310</b>	<b>45</b>	<b>-</b>

### 6.1.1.7 Implementation, Monitoring and Evaluation

Project Name	Objective	Location/ Level	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators
Governor's residence	To have an official residence	Meru Town	300	County government and development partners	By December 2015	County government	Completed building
Governor's Plaza	To house all county staff and county headquarters	Meru Town	700	County government and development partners	By December 2015	County government	Conducive working environment for staff
Renovations of offices	Accommodate deport and give it a new facelift	Meru Town	100	County government and development partners	By June 2014	County government	Personal customer satisfaction
Sub-county offices	To accommodate the Sub-county Administrators and Sub-county staff	Sub-county headquarters	120	County government and development partners	By June 2014	County government	Completed building Conducive working environment for staff
Ward offices	To accommodate ward Administrators and Ward staff	Ward Headquarters	80	County government and development partners	By June 2014	County government	Completed building Conducive working environment for staff
Huduma centres	To avail Government services closer to the citizens	Strategic areas within the County	260	County government and development partners	By June 2016	County Government	Effective and efficient service delivery Satisfied Citizens

## 6.1.2 County Public Service

### 6.1.2.1 Brief Description

According to Article 235 of the Constitution, each county is supposed to have its own public service to be known as County Public Service. The County Public Service means the inclusiveness of all individuals performing functions within any department of the county government or its agency, but does not include the governor, deputy governor, members of the county executive committee and the members of the county assembly. The Public services (Human resources) are handled by the County Public Service Board. The board is headed by the chairperson and is collectively answerable to the County Secretary in performance of its functions.

**Sub-sectors:**

The Sub-sectors in the County Public Service are:-

- a) Recruitment, Promotion, separation
- b) Training /Education
  - i. Induction
  - ii. Continuous training (refresher)
  - iii. Short courses
  - iv. Long courses
  - v. Professional bodies
  - vi. Civic education on article 10 and 232 (both to staffs and public)
- c. Remuneration
  - i. Monthly salaries
  - ii. Per diem
  - iii. Salary advance/salary in advance
  - iv. Training allowances
- d. Staff Welfare
  - i. Mentoring
  - ii. Counselling
  - iii. Deaths and others
  - iv. Staff cohesiveness
  - v. Sports and liaison
- e. Discipline

**6.1.2.2 Sector Vision and Mission****Vision**

Quality public workforce for the county

**Mission**

To provide globally competitive workforce to all departments in the county

**Core values**

- Professionalism
- Impartiality
- Efficiency
- Social responsibility
- Progressive

**6.1.2.3 Sector Objectives**

The objectives of the County Public Service

- (a) Provide for institutions, systems and mechanisms for human resource utilization and development in a manner that best enhances service delivery by county public service institutions

- (b) Provide for the organization, staffing and functioning of the county public service in ways that ensure efficient, quality and productive services for the people of the county
- (c) Provide for monitoring, evaluation and reporting on the extent to which the values and principles referred to in Articles 10 and 232 of the Constitution are complied with in the county public service
- (d) Provide for the promotion of the values and principles set out in Articles 10 and 232 of the Constitution in the county public service
- (e) Provide a framework of uniform norms and standards to be applied in the county in respect of—
  - (i) Establishment and abolition of offices in the county public service
  - (ii) Appointment of persons to hold or act in those offices
  - (iii) Confirming appointments and
  - (iv) Exercising disciplinary control over and removal of persons holding or acting in those offices
- (f) Provide for human resource management and career development practices
- (g) Address staff shortages and barriers to staff mobility between counties
- (h) Provide for standards to promote ethical conduct and professionalism in county public service
- (i) Provide for the establishment of County Public Service Boards
- (j) Make further provisions relating to appeals in respect of county governments’ public service

#### 6.1.2.4 Situational Analysis

##### A. Stakeholder Analysis

Name of Stakeholders	Roles
County government	Providing an enabling environment (infrastructure and remunerations)
The public	Providing the manpower and consume services
County assembly	Approval of budget and policies.
County employees	Provide and consume the services

**B. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• A pool of qualified and healthy manpower</li> <li>• Well established training institutions in the county</li> <li>• Adequate infrastructure (housing, water, roads, banks)</li> <li>• Hospitable Community</li> <li>• Good weather</li> </ul>	<ul style="list-style-type: none"> <li>• Inherited work force from defunct local authorities.</li> <li>• Large wage bill</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Unexploited skilled work force.</li> <li>• Wealthy County able to retain employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from external labour markets</li> <li>• Political interference</li> <li>• Homogeneous in the work force</li> </ul>

**6.1.2.5 Issues, Causes and Proposed Interventions by Sub-sector**

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
Pay roll	High wage bill	<ul style="list-style-type: none"> <li>• Bloated work force with high pay</li> </ul>	<ul style="list-style-type: none"> <li>• Interim staff establishment and audit</li> </ul>	<ul style="list-style-type: none"> <li>• Salary rationalization with public service commission</li> </ul>
Training and induction	Poor performance	<ul style="list-style-type: none"> <li>• Newly recruited officers</li> <li>• Lack of appropriate skills</li> </ul>	<ul style="list-style-type: none"> <li>• Induction seminars.</li> <li>• Refresher courses. long term training</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a training policy</li> </ul>
Staff welfare	Poor staff relationships	<ul style="list-style-type: none"> <li>• Lack of staff welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Start staff welfare programs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish staffs support mechanisms</li> </ul>
Discipline	In disciplinary cases	<ul style="list-style-type: none"> <li>• Lack of discipline procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Set up a discipline section in the county</li> </ul>	<ul style="list-style-type: none"> <li>• Establish disciplinary mechanisms</li> </ul>

### 6.1.2.6 Priority Programmes and Projects

#### (i) On-going Programmes/projects

##### (a) Flagship Projects

Programme/Project Name	Location/ Sub-county/ Ward	Objectives	Targets	Description of Activities
Monitoring, evaluation and reporting on Articles 10 and 232 of the Constitution	All wards	To determine the extent to which the values and principles referred to are complied with in the county public service	All staff and public in the county	<ul style="list-style-type: none"> <li>• Suggestion boxes</li> <li>• Public baraza</li> <li>• Sport checks</li> <li>• Departmental meetings</li> </ul>
Provide for the promotion of the values and principles set out in Articles 10 and 232 of the Constitution in the county public service	All wards	To promote staff and public awareness on articles 10 and 232	All staff and public in the county	<ul style="list-style-type: none"> <li>• Develop S.O.P</li> <li>• Public meetings</li> <li>• Fliers</li> <li>• Departmental staff</li> </ul>

##### b) Other Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
Recruitment and selection of chief officers	In the county	To ensure relevant officers in the county	Ensure all department have an accounting officer	Consultation with Departments
Staff audit	Defunct authorities and national government devolved services	To establish the number of officers in post.	Rule out ghost workers	Head count
ISO Certification	County Headquarters	To standardize work procedures To assist in international benchmarking	To be ISO Certified by June 2016	-Identify a Consultant -Identify procedures for standardization -Certification

##### iii) New Projects

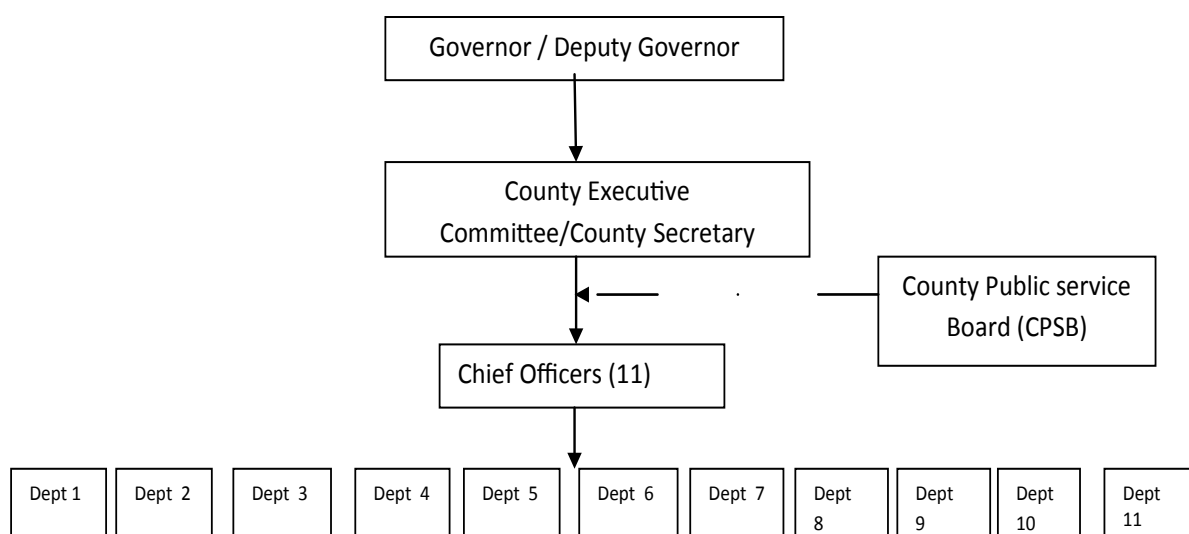
Project Name	Pri- ority Rank- ing	Location/ level	Objectives	Targets to be Met	Description of Activities	Estimat- ed Cost (KShs. Million)	Source of Funds
Devel- oping an ideal Orga- nizational structure	1	County	To ensure appropriate county public service structures	To establish appropriate county staff establishment by December 2014	<ul style="list-style-type: none"> <li>• Identifying the current gaps</li> <li>• Recruitment of staff</li> <li>• Placement</li> <li>• Induction</li> <li>• On the job training</li> <li>• Appraisal</li> </ul>	30	MCG

Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Job audit and analysis	1	County	To establish the activities in each task.	To establish a correct number of personnel per activity/task By December, 2013	<ul style="list-style-type: none"> <li>Detailed self-administered questionnaire</li> </ul>	15	MCG
Recruitment	1	County	To establish a county public service.	Recruitment of all cadres by June 2018	<ul style="list-style-type: none"> <li>Advertising</li> <li>Selection</li> <li>Placement,</li> <li>Induction</li> <li>Remuneration, motivation and separation.</li> </ul>	20	MCG
Developing HR policies, norms and standards	1	County	To establish appropriate HR policies	Appropriate Policies by December 2014	<ul style="list-style-type: none"> <li>Consultation</li> <li>Drafting</li> <li>Review/ amendments</li> <li>Launch</li> </ul>	25	MCG
Staff emoluments	1	County	To ensure well remunerated and motivated staff	Remunerated and motivated staff	<ul style="list-style-type: none"> <li>Defining a robust scheme of service and having adequate resources to ensure staff are well paid</li> </ul>	1500	MCG
Staff training and development	1	County	To have professional staff	Competent and professional staff by December, 2014	<ul style="list-style-type: none"> <li>Carry out TNA</li> </ul>	437	MCG
Establish a County School of Govt	2	County	To enhance staff training and development	To have the School constructed by Dec 2016	<ul style="list-style-type: none"> <li>Identify the location</li> <li>Construct the facility</li> <li>Recruit Trainers</li> <li>Develop curriculum</li> </ul>	300	MCG
ISO Certification	2	County Headquarters	To standardize work procedures  To assist in international benchmarking	To be ISO Certified by June 2016	<ul style="list-style-type: none"> <li>-Identify a Consultant</li> <li>-Identify procedures for standardization</li> <li>-Certification</li> </ul>	50	MCG and partners

6.1.2.7 Budget Projection- Programme/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/2018
Developing an ideal Organiza- tional structure	1	30	-	10	10	5	5
Job audit and analysis	1	15	5	7	2	1	-
Recruitment	1	20	2	7	6	5	-
Developing HR policies, norms and standards	1	25	5	10	5	5	-
Staff emoluments	1	15,922	922	2000	3000	4000	5000
Staff training and development	1	437	37	100	100	100	100
Establish a County School of Govt	2	300	-	100	150	50	-
ISO Certification	2	50	-	20	15	15	-
<b>Totals</b>		<b>16,779</b>	<b>971</b>	<b>2,504</b>	<b>3,538</b>	<b>4,431</b>	<b>5,355</b>

### 6.1.2.8 Implementation, Monitoring and Evaluation

#### I. Implementation Framework



#### II. Policy, Legislative and Regulatory Framework

##### Proposed policies

- Recruitment policy
- Training policy
- Discipline policy
- Promotion policy
- Welfare policy ( insurance, death)
- Leave policy ( annual, maternity, compassionate etc)



### Legislation and regulations that need to be put in place for the sector

- Code of conduct
- Standard operating procedures
- Dress codes

### III. Framework for Monitoring and Evaluation

- Monthly departmental report
- Staff appraisal
- Departmental minutes
- Work plans
- Departmental budget.

The implementation, monitoring and evaluation mechanism of public resources plays great role in ensuring that the objectives of the project/programme are realised. It ensures that the constrained resources are used to realize maximum benefits. It therefore means that monitoring and evaluation require to be strengthened. Collaboration among various development agencies namely the donor agencies, CBOs, NGOs, the government and other stakeholders is necessary through strong networking system. The County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process.

The matrix describing in detail the names of priority projects, costs, timeframes, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sectors is as follows:

Framework for Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
<b>Developing an ideal Organizational structure</b>	To ensure appropriate county public service structures	Entire county	5	County Government	By December 2014	CPSB/ CEC	Proper systems and institutions	Organogram	-
<b>Job audit and analysis</b>	To establish the activities in each task	Entire county	5	County Government	By December, 2013	CPSB	Proper identification of tasks	Report	On-going
<b>Recruitment</b>	To establish a county public service.	Entire county	20	County Government	By June 2018	CPSB	Appropriate personnel in post	Staff compli-ments	On-going
<b>Developing HR policies, norms and standards</b>	To establish appropriate HR policies	Entire county	10	By December, 2014	1yrs	CPSB	Policies in practice	Policy documents	-

### 6.1.2.9 Feedback and Response mechanisms

- a) Departmental meetings
- b) Performance Reports
- c) Spot check (visits and observations)
- d) Suggestion boxes

Public barazas

## 6.1.3 County Public Finance

### 6.1.3.1 Brief Description

County Public finance is mandated to the county treasury working under the County Executive Committee member responsible for finance. The Public finance management act, 2012, establishes and mandates the county treasury to deal with public finances comprising; receipts from the exchequer and local revenues, budgeting, expenditure management, and financial reporting. The county treasury has specific mandates on budget preparation and implementation, expenditure management, revenue collection and management, financial accounting and reporting, procurement, payroll management and audit.

Specifically the Responsibilities and Powers of a County Treasury are:-

- (1) To monitor, evaluate and oversee the management of public finances and economic affairs of the county government including—
  - (a) Developing and implementing financial and economic policies in the county;
  - (b) Preparing the annual budget for the county and coordinating the preparation of estimates of revenue and expenditure of the county government;
  - (c) Co-ordinating the implementation of the budget of the county government;
  - (d) Mobilizing resources for funding the budgetary requirements of the county government and putting in place mechanisms to raise revenue and resources;
  - (e) Managing the county government's public debt and other obligations and developing a framework of debt control for the county;
  - (f) Consolidating the annual appropriation accounts and other financial statements of the county government in a format determined by the Accounting Standards Board;
  - (g) Acting as custodian of the inventory of the county government's assets except where provided otherwise by other legislation or the Constitution;
  - (h) Ensuring compliance with accounting standards prescribed and published by the Accounting Standards Board from time to time;
  - (i) Ensuring proper management and control of, and accounting for the finances of the county government and its entities in order to promote efficient and effective use of the county's budgetary resources;

- (j) maintaining proper accounts and other records in respect of the County Revenue Fund, the County Emergencies Fund and other public funds administered by the county government;
- (k) Monitoring the county government's entities to ensure compliance with this Act and effective management of their funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds;
- (l) Assisting county government entities in developing their capacity for efficient, effective and transparent financial management, upon request;
- (m) Providing the National Treasury with information which it may require to carry out its responsibilities under the Constitution and this Act;
- (n) Issuing circulars with respect to financial matters relating to county government entities;
- (o) Advising the county government entities, the County Executive Committee and the county assembly on financial matters;
- (q) Strengthening financial and fiscal relations between the national government and county governments in performing their functions;
- (r) Reporting regularly to the county assembly on the implementation of the annual county budget;
- (s) Taking any other action to further the implementation of this Act in relation to the county.

### 6.1.3.2 Sector Vision, Mission and Objectives

#### **Vision**

A provider of adequate and timely financial resources to the county

#### **Mission**

Coordinate mobilization and prudent utilization of available resources

- **Objectives**
- Improve annual revenue collection
- Improve financial management system
- Enhance accountability by disclosure of quarterly reports

Guarantee the accuracy of financial statements by obtaining unqualified audit report

### 6.1.3.3 Situational Analysis

#### A. Stakeholder Analysis

Name Of Stakeholder	Public Finance Sector Expectation Of Stakeholders	Stakeholder's Expectation Of County Public Finance Sector
<b>Local Communities, Farmers, Business Community</b>	<ul style="list-style-type: none"> <li>• Payment of local levies due to the county government</li> <li>• Participatory planning</li> <li>• Ownership of the budget and projects outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement and participation in projects/programs' activities</li> <li>• accountability and transparent information dissemination</li> <li>• Improvement of the well being of the residents.</li> </ul>
<b>National Government Of Kenya</b>	<ul style="list-style-type: none"> <li>• Financial support for the budgets projects and programs</li> <li>• Capacity building</li> <li>• Financial support system aligned to the national treasury</li> <li>• Advices on financial issues through the national audit office</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with financial laws and regulations</li> <li>• Well prepared project proposals</li> <li>• Prudent utilization of allocated funds</li> <li>• Timely returns and reports</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• Collaborative/ networking of projects/programmes implementation cycle</li> <li>• Long term support</li> <li>• Alignment of activities to county mission and vision</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent, responsible and accountable management of resources</li> <li>• Good partnership in project implementation, monitoring &amp; evaluation</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Community mobilization</li> <li>• Facilitation of investments</li> <li>• Lobbying relevant authorities</li> <li>• Alignment of activities to county mission and vision</li> <li>• Corporate social responsibility activities</li> </ul>	<ul style="list-style-type: none"> <li>• Public private partnership initiatives.</li> <li>• Information on investment opportunities</li> <li>• Policies and guidelines</li> </ul>

## B. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Mandate to collect local revenue</li> <li>• National government allocation</li> <li>• Staffing level of 200 persons in finance, mostly revenue collectors</li> <li>• Wide revenue base</li> <li>• Local revenue at KShs. 338M</li> </ul> <p>Representation in all Sub-counties</p>	<ul style="list-style-type: none"> <li>• Lack of revenue potential baseline survey</li> <li>• Weak financial management system</li> <li>• Low skill levels</li> <li>• Lack of harmonized fees, charges and county laws</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Government support</li> <li>• Untapped revenue sources</li> <li>• External funding e.g. NGOs</li> <li>• Public goodwill</li> <li>• Automation of revenue collection</li> <li>• Proximity to the proposed resort city of Isiolo</li> </ul>	<ul style="list-style-type: none"> <li>• Changing markets and international laws e.g. Miraa sale ban by UK hence reduced Miraa Cess revenue. horticulture export regulations tracking produce to farmers</li> <li>• Delay by national government in releasing its allocation</li> <li>• Inter county rivalry competition e.g. Industrial Park at Isiolo to anchor on vision 2030. flagship project at Isiolo by both Meru &amp; Isiolo county</li> </ul>

### 6.1.3.4 Issues, Causes and Proposed Interventions by Sub-sectors

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
1. Exchequer	Efficient utilization of National Govt Allocation	Lack of clear operational guidelines	Development of operational clear guidelines	<ul style="list-style-type: none"> <li>• Capacity building of key stakeholders</li> </ul>
2. Revenue	Maximize local revenue collection	Revenue leakage, Untapped sources, inadequate county by laws, weak enforcement of bylaws, public awareness	Increase local revenue base	<ul style="list-style-type: none"> <li>• Enactment of supportive county bylaws</li> <li>• Supervision</li> <li>• Capacity building</li> <li>• Public sensitization</li> <li>• Baseline survey on revenue potential</li> <li>• Automation of revenue collection</li> <li>• Mpesa payments</li> <li>• Sms query</li> <li>• Direct payments to the county A/c banks.</li> </ul>

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
3. Budget	Budgeting process	Over/ under budgeting in various expenditure centres,	Realistic / flexible budgets	<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>
4. Financial Reporting	Quarterly Reports and Annual Financial statements	Requirement by the PFM act	Implement financial management system IFMIS and CIFMOS	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Technical support</li> <li>• Investment in computer hardware</li> </ul>
5. Assets management	-Irregular allocation of county land to private. -Untagged assets	Manual system	Identify, value, label and automate systems for easier management of all the assets.	<ul style="list-style-type: none"> <li>• Develop adequate policies</li> <li>• Recover irregularly allocated assets</li> </ul>

#### 6.1.3.5 Priority Programmes and Projects On-going Programmes and Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
IFMIS (expenditure)	County HQ	Prudent financial management	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Hardware acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Fully operation IFMIS program</li> </ul>
CIFOMS / Revenue Management Information System (RIFOMS)	County HQ	Efficient revenue collection management	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Interconnectivity of revenue centres</li> </ul>	<ul style="list-style-type: none"> <li>• Linking of sub-counties with HQ</li> <li>• Easy collection, management and monitoring of revenue collection</li> </ul>
IPPD (payroll)	County HQ	Effective payroll management	<ul style="list-style-type: none"> <li>• Hardware and software acquisition</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalization of IPPD system</li> </ul>
Enactment of County laws	County executive and assembly	Legal framework on local levies and enforcement	<ul style="list-style-type: none"> <li>• Operational legal framework</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue collection and enforcement</li> <li>• Law and order</li> </ul>

## iii) New Projects

New Projects							
Project Name	Priority Ranking	Location/ level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Automation i) Interactive website development (with financial component)	2	County HQ	Interactive revenue management with stakeholders	<ul style="list-style-type: none"> <li>Ease of queries and payments</li> <li>Improved time management</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency in revenue collection and management</li> <li>Prompt responses</li> <li>Efficient online customer billing</li> <li>Customer feedback</li> </ul>	20	County Budget
ii)SMS query and Mpesa payment system	5	County HQ	Efficient revenue collection management	<ul style="list-style-type: none"> <li>Ease of queries and payments</li> <li>Improved time management</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency in revenue collection and management</li> <li>Prompt responses</li> <li>Customer feedback</li> </ul>	10	County Budget
iii)GPS system	6	County HQ	Real time accurate data management	<ul style="list-style-type: none"> <li>Data capture and linkage with billing, and county debtors record</li> </ul>	<ul style="list-style-type: none"> <li>Procure the GPS system</li> <li>link system with HQ</li> <li>Capture and use data for management of the County</li> </ul>	15	County Budget
Direct banking and E banking	4	County HQ & Sub-counties	-Efficiency in revenue collection	<ul style="list-style-type: none"> <li>Time management</li> </ul>	<ul style="list-style-type: none"> <li>Interconnectivity between customers Bank and County Financial system</li> </ul>	6	County Budget
Capacity Building	3	County HQ & Sub-counties	Equip staff with the requisite skill	<ul style="list-style-type: none"> <li>Improved efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Training of staff on various financial management aspects</li> </ul>	5	County Budget
Interconnectivity of financial management	1	County HQ & Sub-counties	Linking CIFOMS at Sub-county with the HQ to reflect real time information of revenue collection.	<ul style="list-style-type: none"> <li>Coordinated management of revenue Collection.</li> </ul>	<ul style="list-style-type: none"> <li>Linking Sub-county revenue centres with the HQ using WAN and satellite technologies</li> </ul>	3	County Budget
Automation of revenue collection Centres	7	Revenue collection points across the County	Maximization of revenue collection	<ul style="list-style-type: none"> <li>Automation of revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>Procurement / acquisition of relevant technology</li> </ul>	10	County Budget

### 6.1.3.6 Budget Projections

Programme/ project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Automation	County HQ	20	7	7	2	2	2
i) Interactive website development (with financial component)							
ii) SMS query and MPESA payment system	County HQ	10	3	3	2	1	1
iii) GPS system	County HQ	15	6	6	1	1	1
Direct banking and E banking	County HQ & Sub-counties	6	3	2	1	-	-
Capacity Building	County HQ and Sub-counties	5	1	1	1	1	1
Interconnectivity of financial management	County HQ and Sub-counties	3	1	1	0.5	0.5	-
Automation of revenue collection Centres	Revenue collection points across the County	10	-	3	3	3	1
<b>Total</b>		<b>69</b>	<b>21</b>	<b>23</b>	<b>10.5</b>	<b>8.5</b>	<b>6</b>

### 6.1.3.7 Income Generation Mechanisms in the Sector

Income Generation Mechanisms		
Mechanism/ Means/Source	Expected Income for Current F/Y	Sustainability Mechanisms
National government revenue allocation to the county	4,800,000,000	Constitution 2010, county revenue allocation of > 15% of national revenue, compliance with PFM act 2012 and guidelines from the controller of budget
Property rates	57,300,000	Enactment & Enforcement of County laws, passing county finance bill, preparation of county valuation roll, sensitization of stakeholders
Plot rents	41,770,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Single Business Permit	114,594,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, inspections, sensitization of stakeholders
Conservancy fees	20,675,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Sewage fees	3,000,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Parking fees	171,014,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, staff rotation, automation of collection, sensitization of stakeholders
Cess	136,553,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, staff rotation, sensitization of stakeholders
Market fees	51,700,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, Staff rotation, improvement of open air markets , automation of collection, sensitization of stakeholders
Pre primary fees	200,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders



Income Generation Mechanisms		
Mechanism/ Means/Source	Expected Income for Current F/Y	Sustainability Mechanisms
House rents	18,000,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, preparation of monthly defaulters list, repair and maintenance of rental houses, sensitization of stakeholders
Advertisement	40,100,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, inspections, sensitization of stakeholders
Application fees	12,024,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Interest on Rates	5,238,000	Enactment & Enforcement of County laws, passing county finance bill, preparation of county valuation roll, review of fees & charges, sensitization of stakeholders
Building plan approvals	4,300,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, inspections, sensitization of stakeholders
Stall rents	10,254,000	Enactment & Enforcement of County laws, passing county finance bill, Repair and maintenance of stalls , review of fees & charges, sensitization of stakeholders
Plot clearance fees	2,472,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Freehold title fees	2,150,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Fire charges	3,930,000	passing county finance bill, review of fees & charges, sensitization of stakeholders
Survey fees	1,505,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Slaughter fees	6,093,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Occupation permits/ inspection fees	7,985,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, inspections, sensitization of stakeholders
Others miscellaneous income	100,000,000	Enactment & Enforcement of County laws, passing county finance bill, sensitization of stakeholders

Note: local revenue is projected to grow by 15% annually. Other miscellaneous income includes sundry debtors, tender fees, court fines, penalties on late payments, and revenue from other devolved functions.

### 6.1.3.8 Role of Stakeholders

Name of Stakeholder	Roles
National Government of Kenya	<ul style="list-style-type: none"> <li>• Support and fund devolution as per Constitution 2010 requirement</li> <li>• Financial support for the Budgets projects and programs</li> <li>• Capacity building.</li> <li>• Financial support system aligned to the national treasury as per PFM act 2012</li> <li>• Collaboration and cooperation with the county government</li> <li>• Advices on financial issues through the national audit office</li> </ul>
Local communities, farmers, business community	<ul style="list-style-type: none"> <li>• Exercise their civic duty of voting for local leadership for representation</li> <li>• Payment of local levies due to the county government</li> <li>• Participatory planning and budgeting</li> <li>• Ownership of the budget and projects outcomes</li> </ul>

Name of Stakeholder	Roles
Development Partners	<ul style="list-style-type: none"> <li>• Community and financial mobilization</li> <li>• Facilitation of investments</li> <li>• Support in capacity building</li> <li>• Lobbying relevant authorities</li> <li>• Alignment of activities to county Mission and Vision.</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>• Public private partnership ventures</li> <li>• Payment of county levies</li> <li>• Long term support in activities of mutual benefit</li> <li>• Participation in consultative forums</li> <li>• Corporate social responsibility Activities</li> <li>• Positive criticism</li> <li>• Alignment of activities to county Mission and Vision</li> <li>• Collaboration and cooperation in project implementation.</li> </ul>

### 6.1.3.9 Implementation, Monitoring and Evaluation

Implementation of the programmes and projects in the public finance Sub-sector will be done in accordance to the provisions of the law both of national and county governments. Specifically there following will play a critical role in the implementation of the county public finance programmes:-

- The County Executive Committee Member for Finance is in charge of all matters relating to the county treasury and carries the political responsibility on behalf of the governor.
- The County Assembly Committees on matters relating to finance (Budget and Appropriations Committee, Public Accounts Committee and Public Investments Committee) will ensure that all the necessary legislation is passed.
- Chief Officer in charge of Finance who is the accounting officer of the executive. The CO is responsible for ensuring that there is adherence to the finance law and regulations.

### Policy, Legislative and Regulatory Framework

Proposed policies, legislation and regulations that need to be put in place for the sector

- County Planning Law
- PFM Regulations
- Borrowing Policy

### Framework for Monitoring and Evaluation

The County treasury shall ensure that all matters of public finance are implemented, monitored and evaluated accordingly. To do so a matrix describing in detail the names of priority projects, costs, timeframes, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sectors is as follows:

Monitoring and Evaluation Framework									
Project Name	Objective	Actual Sub-county/ Ward	Programme/ Project cost (KShs. Million)	Source of Funds	Time Frame (years)	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Automation i) Interactive website development (with financial component)	Interactive revenue management with stakeholders	County HQ	20	County Budget	5	County Government	Rolling out of the website by the end of 30 <sup>th</sup> June 2014	Proper usage and its inter-activeness	
ii) SMS query and Mpesa payment system	Efficient revenue collection management	County HQ	10	County Budget	5	County Government	Roll out of the service by 30 <sup>th</sup> June 2014	Effective response and system feedback	
iii) GPS system	Real time accurate data management	County HQ	15	County Budget	5	County Government	GPS infrastructure layout by 30 <sup>th</sup> June 2015	Data captured by the system	
Direct banking and E banking	-Efficiency in revenue collection	County HQ & Sub-counties	6	County Budget	3	County Government	Framework and connectivity by 30 <sup>th</sup> June 2014	Accessing the information online Automatic system updates	
Capacity Building	Equip staff with the requisite skill	County HQ and Sub-counties	5	County Budget	5	County Government	Improved performance by 30 <sup>th</sup> June 2014	Performance appraisal system	
Interconnectivity of financial management	Linking CIFOMS at the Sub-county level with the HQ to reflect real time information of revenue collection.	County HQ and Sub-counties	3	County Budget	4	County Government	Linkage between Sub-counties and HQ by 30 <sup>th</sup> December 2014	Connectivity between HQ and Sub-counties	
Automation of revenue collection Centres	Maximization of revenue collection	Revenue collection points across the County	10	County Budget	4years	County Government	Usage of the automated revenue Collection devices by 30 <sup>th</sup> June 2016	Operationalization of automated revenue collection	

### 6.1.3.10 Feedback and Response Mechanisms

Project Name	Feedback and Response Mechanisms
Automation	Proper usage and its interactive customer satisfaction surveys
i) Interactive website development (with financial component)	
ii)SMS query and Mpesa payment system	Effective response system feedback and updates and interaction on a daily basis. customer satisfaction surveys
iii)GPS system	Data captured by the system. customer satisfaction surveys
Direct banking and E banking	Accessing the information online. Automatic system updates. customer satisfaction surveys

## 6.1.4 County Assembly

### 6.1.4.1 Brief description

The County Assembly is established by the Constitution under Article 176 with a mandate to have the legislative power of the county. The role of the County Assembly is to vet and approve nominees for appointment to county public offices as may be provided for in County Government Act or any other law; perform the roles set out under Article 185 of the Constitution; approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220 (2) of the Constitution, guided by Articles 201 and 203 of the Constitution; approve the borrowing by the county government in accordance with Article 212 of the Constitution; approve county development planning; and perform any other role as may be set out under the Constitution or legislation.

The key institutions in the County Assembly are the Speaker, the Majority Leader, the Minority Leader, the Clerk, whips, the County Assembly Service Board and Committees of the Assembly.

The following departments also constitute the Assembly: Hansard, ICT, finance and accounts, budget, human resource, security and procurement.

### 6.1.4.2 Sector Vision, Mission and Objectives

#### Vision

To be a dynamic county Assembly in provision of legislative, representative and oversight services to enhance the rule of law.

#### Mission

To empower County Assembly members, promote legislative, representative and oversight roles through public participation.

#### Sector Objectives

- To formulate and approve the county Government laws
- To foster transparency and accountability in the use of public funds through oversight role
- To ensure public participation in county affairs

### 6.1.4.3 Situational Analysis

#### A. Facts

Meru County Assembly comprises of the speaker, clerk to the assembly, forty five (45) elected members and twenty four (24) nominated members..

#### B. Role of Stakeholders

Name of Stakeholders	Expectations from County Assembly	Expectations from Stakeholders
County Executive	<ul style="list-style-type: none"> <li>Legislation of bills</li> <li>Perform the oversight role.</li> </ul>	<ul style="list-style-type: none"> <li>To draft bills</li> <li>To implement policies and laws</li> </ul>
Citizen	<ul style="list-style-type: none"> <li>To oversee the implementation of policies and laws</li> <li>Oversee project implementation</li> <li>To offer efficient oversight role</li> <li>To provide adequate representation</li> </ul>	<ul style="list-style-type: none"> <li>To pay taxes promptly</li> <li>Assist in project identification through public participation</li> <li>Adhere to the County laws and policies</li> </ul>
National Government	<ul style="list-style-type: none"> <li>To make laws</li> <li>To oversee proper utilization of the devolved funds</li> <li>Domesticating national laws</li> </ul>	<ul style="list-style-type: none"> <li>Assist in capacity building</li> <li>Facilitate inter county relations</li> </ul>

#### SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>Existing County assembly</li> <li>Existing County assembly offices</li> <li>Staff members</li> <li>Availability of resources</li> </ol>	<ol style="list-style-type: none"> <li>Inadequate skilled staff</li> <li>Inadequate chamber space</li> <li>Inadequate office space</li> <li>Lack of legislative capacity</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>Untapped resources</li> <li>Donor funding</li> </ol>	<ol style="list-style-type: none"> <li>Delayed disbursement of devolved funds</li> <li>Delay by executive to draft relevant bills</li> <li>Lack of legislation to protect miraa as a cash crop</li> </ol>

## 6.1.4.4 Issues, Causes and proposed interventions by Sub-sectors

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
<b>Speaker</b>	<ul style="list-style-type: none"> <li>• Insufficient staff</li> </ul>	<ul style="list-style-type: none"> <li>• Transition challenges</li> </ul>	<ul style="list-style-type: none"> <li>• To recruit skilled personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Identify H.R requirement for recruitment</li> </ul>
<b>Clerk</b>	<ul style="list-style-type: none"> <li>• Inadequate legal capacity</li> <li>• Insufficient staff</li> </ul>	<ul style="list-style-type: none"> <li>• Transition challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Need for recruitment</li> <li>• Need for training</li> </ul>	<ul style="list-style-type: none"> <li>• Identify H.R requirement for recruitment</li> <li>• Employ legal personnel</li> </ul>
<b>County Assembly Service Board</b>	<ul style="list-style-type: none"> <li>• Insufficient staff</li> <li>• Inadequate capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Transition challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Need for recruitment</li> <li>• Need for training</li> </ul>	<ul style="list-style-type: none"> <li>• Identify H.R requirement for recruitment</li> <li>• Develop capacity building programmes</li> </ul>
<b>House committees</b>	<ul style="list-style-type: none"> <li>• Insufficient staff</li> <li>• Inadequate capacity</li> <li>• Limited office space</li> </ul>	Transition challenges	<ul style="list-style-type: none"> <li>• Need for recruitment</li> <li>• Need for training</li> </ul> Renovation of current offices and construction of new offices	<ul style="list-style-type: none"> <li>• Identify H.R requirement for recruitment</li> <li>• Develop capacity building programmes</li> <li>• Identify trainers</li> <li>• Procure a contractor to renovate/ construct.</li> </ul>
<b>County Assembly</b>	<ul style="list-style-type: none"> <li>• Insufficient staff</li> <li>• Inadequate capacity</li> <li>• Limited office space</li> <li>• Inadequate chamber space</li> </ul>	Transition challenges	<ul style="list-style-type: none"> <li>• Need for recruitment</li> <li>• Need for training</li> <li>• Renovation of current offices and construction of new offices</li> <li>• Reconfiguration of the chamber</li> </ul>	<ul style="list-style-type: none"> <li>• Identify H.R requirement for recruitment</li> <li>• Develop capacity building programmes</li> <li>• Identify trainers</li> <li>• Procure a contractor to renovate/ reconfigure chamber</li> </ul>

## 6.1.4.5 Priority Programmes and Projects

Priority Programmes and Projects							
Project/ Programmes	Priority Ranking	Location/ Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
County Assembly reconfiguration	3	County Assembly Headquarters	Provide adequate space for the Assembly	Provide adequate space to accommodate 70 Members in 9 months	<ul style="list-style-type: none"> <li>Chamber design</li> <li>Procurement</li> <li>Construction</li> <li>Commissioning and handover</li> </ul>	20	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>
Capacity building	1	County Assembly Headquarters	Train and develop staff and members' skills	Train 70 members and 20 staff members	<ul style="list-style-type: none"> <li>Identify trainers.</li> <li>Identify target group</li> </ul>	60	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>
Staff recruitment	2	County Assembly Headquarters	Provide adequate staffing levels	Recruit 43 employees within 3 months	<ul style="list-style-type: none"> <li>Advertisement</li> <li>Recruitment</li> <li>Appointment.</li> </ul>	5	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>
Office and restaurant construction	4	County Assembly headquarters Wards	Provide adequate space for the Assembly and wards	<p>Construct offices to accommodate 20 employees</p> <p>Construct offices in 45 wards each accommodating 5 employees</p> <p>Construct a restaurant to accommodate 150 persons</p>	<ul style="list-style-type: none"> <li>Office design.</li> <li>Procurement</li> <li>Construction</li> <li>Commissioning and handover</li> </ul>	<p>Office renovation and construction HQ-20</p> <p>Restaurant-15</p> <p>45 ward offices 90</p>	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>
Perimeter wall fencing of County Assembly	5	County Assembly headquarters	To enhance security within the Assembly premises	Construct a perimeter wall around County Assembly within 15 months	<ul style="list-style-type: none"> <li>Bill of Quantity</li> <li>Procurement</li> <li>Construction</li> <li>Commissioning and handover</li> </ul>	12	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>
Tarmacking museum -Assembly road	6	Museum -Assembly road	Improve accessibility to the Assembly	Tarmack the road in 24 months	<ul style="list-style-type: none"> <li>Bills of Quantity</li> <li>Procurement</li> <li>Construction</li> <li>Commissioning and handover</li> </ul>	10	<ul style="list-style-type: none"> <li>National Government</li> <li>County Government</li> </ul>

### 6.1.4.6 Budget Projections

Programme/ Project	Location/ Level	Total Budget (KShs. Mil- lions)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/2018
County Assembly reconfiguration	County Assembly Headquarters	20	20	-	-	-	
Capacity building	County Assembly Headquarters	60	15	15	15	15	
Staff recruitment	County Assembly Headquarters	5	2.5	1	1	0.5	
Offices, restaurant and ward offices construction	County Assembly Headquarters and county wards	125	35	90	-	-	
Perimeter wall fencing of County Assembly	County Assembly Headquarters	12	-	12			
Tarmacking Museum -Assembly road	County Assembly Headquarters	10	-	10	-	-	-
<b>Total</b>		<b>232</b>	<b>72.5</b>	<b>128</b>	<b>16</b>	<b>15.5</b>	

### 6.1.4.7 Implementation, Monitoring and Evaluation

#### I. Implementation Framework

##### Speaker

- Head of county legislation
- Chair of County Assembly
- Chair of County Assembly Service Board

##### County Assembly Service Board (CASB)

- Recruitment of staff
- Welfare of members and staff of the County Assembly
- In charge of budget of the County Assembly
- Overseeing County Assembly procurement



**Clerk**

- Head of County Assembly Administration
- Accounting officer of the Assembly
- Secretary to the County Assembly Service Board
- Clerk to the County Assembly

**County Assembly Committees**

- In charge of legislative matters at committee stage
- Oversight roles in respective County Executive departments
- Vetting of appointees from the County executive
- Developing bills and motions, statements, papers and petitions
- Summoning various County departments
- Ensuring public participation in County Government affairs.

**II. Policy, Legislative and Regulatory Framework**

- County Assembly standing orders
- County Government Act
- Urban areas and Cities Act
- Intergovernmental relations Act
- Public finance management Act
- Constitution of Kenya
- Public service Act
- Transition to devolved Government Act

**III. Framework for Monitoring and Evaluation**

The matrix describing in detail the names of priority projects, costs, timeframes, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sectors is as follows:

Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
County Assembly reconfiguration	Provide adequate space for the Assembly	HQ	20	GoK and Meru County Government(MCG)	9 months	Meru County Assembly Service Board	Progress reports. No. of Members adequately accommodated	Completion certificate		
Capacity building	Train and develop staff and members' skills	HQ	60	GoK and Meru County Government (MCG)	4 years	Meru County Assembly Service Board	No. of members and staff trained	Training needs assessment reports		
Staff recruitment	Provide adequate staffing levels	HQ	5	GoK and Meru County Government (MCG)	4 years	Meru County Assembly Service Board	No. of staff recruited	County Assembly Service Board reports		
Offices, restaurant and ward offices construction	Provide adequate space for the Assembly and wards.	HQ	125	GoK and Meru County Government (MCG)	2 years	Meru County Assembly Service Board	Progress reports No. of Members and staff adequately accommodated	Completion certificate		
Perimeter wall fencing of County Assembly	To enhance security within the Assembly premises	HQ	12	GoK and Meru County Government(MCG)	2 years	Meru County Assembly Service Board	Progress reports Assembly premises secured	Completion certificate		
Tarmacking museum -Assembly road	Improve accessibility to the Assembly	HQ	10	GoK and Meru County Government (MCG)	2 years	Meru County Assembly Service Board	Progress reports. Roads accessible	Completion certificate		

#### 6.1.4.8 Public Participation, Feedback and Response mechanisms

- Hold Public forums
- Receiving public petitions in the Assembly
- Involvement of public in debates in chamber public galleries

Media broadcast of County Assembly business

### 6.1.5 Public Participation, Civic Education, Communication and Access to Information

#### 6.1.5.1 Brief Description

The sector comprises of three sub-sectors, namely, public participation, civic education, communication and access to information. Public participation entails participation of the people as a key national value and principle (GoK, 2010: Article 10, 2 (a)). The aim of this sector is to encourage public participation in the all the sectors. In exercising its powers or performing any of its functions a county government shall ensure efficiency, effectiveness, inclusivity and participation of the people guided by by the Principles of participation as contained in various laws.

Civic Education is intended to promote empowerment and enlightenment of citizens and government; continual and systemic engagement of citizens and government; and values and principles of devolution in the Constitution based on diverse objectives.

Communication and Access to Information will ensure that every resident of the county has a right to access information held by the county and information held by another person and required for the exercise or protection of any right or fundamental freedom. Citizens shall on request have access to information held by the county government or any unit or department thereof or any other State organ in accordance with Article 35 of the Constitution.

Mechanisms of to facilitate public communication and access to information in the form of media with the widest public outreach in the county, which may include television stations; information communication technology centres; websites; community radio stations; public meetings; and traditional media.

#### 6.1.5.2 Vision, Mission and Objectives

##### **Vision**

An informed and well engaged public.

##### **Mission**

To empower communities for informed and active engagement in county governance and administration

- **Objectives**
- To establish mechanisms of public participation at all levels of the county
- To provide civic education on key policies and processes of the county

To have an informed citizenry that actively participates in governance affairs of the society on the basis of enhanced knowledge, understanding and ownership of the Constitution.

### 6.1.5.3 Programmes and Projects

Programmes and Projects					
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities
Establishment of the County Economic and Budget Forum	1	County Headquarters	To facilitate a mechanism for consultation in budget and economic matters	Established by December 2013	Advertising and selecting for the non-government
Establishment of the Civic Education Unit and Civic Education Programme	2	County Headquarters	To facilitate civic education at every level of the county	Unit at County Level	Curriculum Development Recruitment of training staff
Establishment of ICT Based Platforms (Websites)	3	County Headquarters	Provide ease to use ICT mechanisms	Up to date Interactive Websites for all county departments	Mapping of the participation needs and developing of the website
County quarterly publication	4	Countywide	To create awareness on various projects of the county	To print at least 10,000 publications per ward	<ul style="list-style-type: none"> <li>• Identify an Editorial Team</li> <li>• Gather information relating to various projects and other topical issues</li> <li>• Printing</li> <li>• Circulating</li> </ul>
Quarterly barazas in every ward	1	Countywide	<ul style="list-style-type: none"> <li>• To encourage public participation</li> <li>• To disseminate information</li> </ul>	To obtain feedback from citizens on service delivery	Identify facilitators Develop training curriculum Identify training venues Avail training materials Conduct the training
Sector Leaders Training	2	Countywide	To spell out the mandate of the county	To train five different sectors per quarter	Identify facilitators Identify different sectors Develop training curriculum Identify training venues Avail training materials Conduct the training

Programmes and Projects					
Project Name	Priority Ranking	Location/ level	Objectives	Targets to be met	Description of Activities
Documentaries	1	County Headquarters	To inform the public about various services of the County Govt.	To produce two documentaries annually	Gather all the necessary information Produce the documentary Air the documentary
Sub-county meetings quarterly	1	Sub-county headquarters	<ul style="list-style-type: none"> <li>To inform the citizens on the various development programs of the county</li> <li>To get feedback from the citizens</li> </ul>	To organize at least one meeting in every Sub-county quarterly	Identify facilitators Develop training curriculum Identify training venues Avail training materials Conduct the training
Educate county staff and train them on legislations and constitution	1	County headquarters	To equip the staff with knowledge on various legislation and constitution	To train at least 500 staff by June 2014	Identify the staff to be trained Develop training program Identify training venue Conduct the training

#### **6.1.5.4 Implementation, Monitoring and Evaluation**

##### **a). Implementation**

To implement the provisions of the programmes in this section of governance and public administration a number of key actors will be vital. The governor shall promote and facilitate citizen participation in the development of policies and plans, and delivery of services in the county. The Sub-county, Ward and Village Administrator shall facilitate and coordinate participation and communication in their respective Sub-county, ward and villages. The village administrators have an extended role of assisting the village unit to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level.

The private sector through provision of appropriate channels and mechanisms will play a key role in ensuring update engagement of the public.

The public have a role to participate in the various forums, demand for information and provide feedback to the government over the content and process of public participation, communication and access to information.

Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Programme/ Project cost (KShs. Mil- lion)	Source of Funds	Time Frame	Imple- ment- ing Agency (ies)	Monitoring Indicators	Means of Verification	Imple- ment- ation Status
Establishment of the County Economic and Budget Forum	To facilitate a mechanisms for consultation in budget and economic matters	County head Quar- ters	2.5	County Govern- ment	2013	County Execu- tive	<ul style="list-style-type: none"> <li>• Date of First meeting</li> <li>• Agenda of the meetings</li> </ul>	Minutes of the meeting  Working reports of the forum	
Establishment of the Civic Education Unit and Civic Education Programme	To facilitate civic education at every level of the county	County headquar- ters	5	County Govern- ment	2013- 2017	County Execu- tive	Content of Civic Educa- tion Staff recruited	Copy of Cur- riculum Staff Con- tracts	
Establishment of ICT Based Platforms (Web-sites)	Provide easy to use ICT mechanisms	County Headquar- ters	10	County Govern- ment	2013 – 2017	County Execu- tive	Number of Websites de- veloped	Hits per day	

## 6.2 Information and Communication Technology (ICT) 6.2.1 Vision, Mission and Objectives

### Vision

An empowered and knowledgeable County

### Mission

Provision of a robust IT and Communications platform for efficient service delivery and visibility

#### • Sector Objectives

- Use technology 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, tourism and development.
- To provide data and information to other sectors for better planning.
- To enhance operations of the county government and reduce operational costs by automating county internal services and processes.

To provide a robust platform for quality technology driven service delivery and to create a virtual supermarket for products and services available and offered in the County.

### 6.2.2 Situational Analysis

#### A. Stakeholders Analysis

Stakeholder	ICT Sector Expectations of the Stakeholders	Stakeholder Expectations from ICT Sector
<b>Citizens</b>	<ul style="list-style-type: none"> <li>• Active participation</li> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and accurate information</li> <li>• Effective and efficient service delivery</li> </ul>
<b>Other Departments</b>	<ul style="list-style-type: none"> <li>• Cooperation and support</li> <li>• Clear definition of the need</li> </ul>	<ul style="list-style-type: none"> <li>• Automation of the processes</li> <li>• Appropriate Training</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Support</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> </ul>
<b>Central Government</b>	<ul style="list-style-type: none"> <li>• Financial Support</li> <li>• Accessibility of the Central Systems</li> <li>• Licensing of the media channels</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the systems</li> <li>• Setting of standards and guidelines</li> </ul>
<b>Global partners</b>	<ul style="list-style-type: none"> <li>• Accessibility of information on products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Markets , Visibility and Financing</li> </ul>



**B. SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Ability to adopt creativity and innovation in managing communication and technology</li> <li>• Supportive management and focused leadership</li> <li>• Well spread mobile penetration</li> <li>• Well educated population</li> <li>• Economically endowed population</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Information technology and Communication infrastructure</li> <li>• Lack of Communication and Information technology strategy</li> <li>• Insufficient qualified ICT personnel</li> <li>• Lack of skills to match expanded ICT role</li> <li>• Technology illiteracy among the staff</li> <li>• Poor Communication &amp; long Procurement processes</li> <li>• Inadequate office accommodation and equipment</li> <li>• Inaccessibility of services in some parts of the County</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Fibre Connectivity</li> <li>• E- Government projects</li> <li>• Supportive legislative initiatives and enactments</li> <li>• Growth and advancement in ICT in the country</li> <li>• Conducive social and political good will in supporting the implementation of the Constitution</li> <li>• Availability of relevant skills in the dynamic labour market</li> <li>• Increased public awareness and demand for services</li> <li>• Possibility of benchmarking with other regional/County Governments regionally and globally;</li> <li>• Ongoing public sector reforms;</li> <li>• Educated and knowledgeable citizenry</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber security</li> <li>• Expensive Internet services</li> <li>• Competition from private media</li> <li>• Influx of irrelevant information from national and foreign media</li> <li>• Inadequate ICT coverage in the country</li> <li>• Austerity measures and delays in releases of exchequer;</li> <li>• Resistance to change by stakeholders</li> <li>• Enlightened and litigious citizenry.</li> <li>• Non- competitive terms and conditions of service</li> </ul>

## 6.2.3 Issues, Causes and Proposed Interventions by Su-sectors

Issues, Causes and Proposed Interventions				
Sub-sector	Issues/Challenges/Problems	Causes	Immediate Objectives	Proposed Intervention
Communi- cation	Insufficient qualified Communication personnel	Lack of clear structures	Acquire qualified personnel	Recruitment and Training of staff to run and manage county information, technology and communications
	Poor infrastructure for driving county communications	Lack of equipment	Acquisition of necessary equipment	Procuring a robust county Media House  Setting up of production studio
	Inadequate office accommodation (congestion)	Lack of enough space at the County offices	Acquisition of office space	Building/renting office space
	Poor Communication	Undefined channels of communication	Defining clear channels of communication	Developing a Communication Strategy
	High cost of commercial media	Competition for resources	Commence business case analysis and research on county radio and TV	Proposed set up of County Radio and TV and print media
	Lack of clear understanding on role of communication by some stakeholders	Ignorance	Sensitization and awareness creation	Training/ Induction/ Civic Education
	Roles conflict	Undefined structures and roles	Clear definition of structures	Formulation and definition of structures

<b>Issues, Causes and Proposed Interventions</b>				
<b>Sub-sector</b>	<b>Issues/Challenges/ Problems</b>	<b>Causes</b>	<b>Immediate Objectives</b>	<b>Proposed Intervention</b>
Information Technology (IT)	Insufficient qualified ICT personnel	Lack of clear structures	Acquire qualified personnel	Recruitment and Training
	Lack of skills to match expanded ICT role	Lack of training		
	Non-existent Information technology infrastructure	Lack of investments in information technology	Acquisition of necessary equipment	Procuring the necessary equipment and building of a robust Information Technology platform
	Inadequate office accommodation (congestion)	Lack of enough space at the County HQ	Acquisition of office space	Building/renting office space
	Poor Communication	Undefined channels of communication	Defining clear channels of communication	Developing an ICT Strategy
	Inadequate application of ICT	Lack of awareness	Automation of the processes and sensitization	Identify Processes to be automated
	Lack of adequate ICT budget	Competition for resources	Sensitization on the importance of ICT	Revision of the budget

## 6.2.4 Priority Programmes and Projects

### (i) On-going Projects/Programmes

#### (a) Flagship Projects

Flagship Projects				
Programme/ Project Name	Location/Sub- county/Ward	Objectives	Targets	Description of Activities
E- Government  Fibre connectivity	Countywide	To facilitate easy access to information and efficient Communication	Connectivity of all the County offices by December 2015	<ul style="list-style-type: none"> <li>Identify all the offices to be connected</li> <li>Identify the service provider</li> <li>Connecting of all the County offices</li> </ul>

#### b) Other Projects

Other Projects				
P r o j e c t Name	Loca- tion	Objectives	Targets to be met	Description of Activities
County Website De- velopment	Count- y Head- quar- ter	To provide a platform for communica- tion	An interac- tive Website by March 2014	<ul style="list-style-type: none"> <li>Preparation of the Terms of reference</li> <li>Procurement of the website Consul- tancy</li> <li>Web Content Development</li> <li>Launch of the Website</li> </ul>
Develop- ment of County ICT Strategy & Policy	Count- y Head- quar- ter	To provide a road map for ICT imple- mentation in the County	County ICT Strategy and Policy document in place by March 2014	<ul style="list-style-type: none"> <li>Preparation of the Terms of reference</li> <li>Procurement of the Consultancy Service</li> <li>Development of the Strategy</li> <li>Implementation</li> </ul>
Develop- ment of the Communi- cation and Branding Strategy	Count- y Head- quar- ter	To provide an efficient and effective communica- tion frame- work within the County	County Communi- cation and Branding Strategy by March 2014	<ul style="list-style-type: none"> <li>Preparation of the Terms of Reference</li> <li>Procurement of the Consultancy Service</li> <li>Development of the Strategy</li> <li>Implementation</li> </ul>

<b>Other Projects</b>				
<b>Project Name</b>	<b>Location</b>	<b>Objectives</b>	<b>Targets to be met</b>	<b>Description of Activities</b>
Branding of Meru County	Strategic Areas within the county	To enhance the visibility of the county	To install at least five billboards by June 2015	<ul style="list-style-type: none"> <li>• Invite bidders</li> <li>• Undertake both Financial and Technical Evaluation of Bidders</li> <li>• Acquisition</li> <li>• Installation and Commissioning</li> </ul>
Establishment of County Radio and TV Stations	Meru County	To provide timely access to information	An established County Radio and TV Stations by June 2015	<ul style="list-style-type: none"> <li>• Preparation of the Terms of reference</li> <li>• Procurement of the Consultancy Service</li> <li>• Implementation</li> </ul>
Establishment of the Customer Care Desk	County Headquarters	To provide information and feedback to customers concerns	An established customer care desk by December, 2013	<ul style="list-style-type: none"> <li>• Identification of the staff</li> <li>• Acquisition of the necessary equipment</li> <li>• Setting up of the Customer Care Desk</li> </ul>

ii) New Projects

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Recruitment and selection of IT and Communication staff	1	Meru County Headquarter	Establishment of a fully operational Units	Recruitment of 1 staff in each key field by end of June 2014	<ul style="list-style-type: none"> <li>• Identification of the required personnel such as System Analysts, Systems Engineers, Web Administrators, Network Engineers, Database Administrators, Help Desk Personnel, Reporters, Camera Men, Producers, Editors and production managers, Technicians</li> <li>• Advertising of the jobs</li> <li>• Recruitment and selection of the staff</li> <li>• Appointment of the staff</li> </ul>	5	Meru County Government
Equipment Acquisition	1	HQ and other Departments	Equip all County staff with the necessary ICT equipment	All necessary ICT equipment in place by December 2014	<ul style="list-style-type: none"> <li>• Preparation of specifications for the equipment</li> <li>• Submit specifications to procurement for action</li> <li>• Evaluate quotations</li> <li>• Procuring of the Equipment</li> <li>• Distribution of the Equipment</li> </ul>	700	Meru County Government

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
County Documentaries	1	Headquarters	To communicate and build county visibility	To produce at least one County documentary per quarter	<ul style="list-style-type: none"> <li>Procure the services</li> </ul>	20	Meru County Government
Establishment of the Governor's press unit	.	Meru county	To communicate governor's activities to the public	Efficient communication of the governor's activities to the public	<ul style="list-style-type: none"> <li>Identification of all resources required</li> <li>Acquisition of all relevant infrastructure</li> </ul>	70	Meru County Government
County Connectivity	1	HQ Departments, Sub-Counties and all Wards	Easy access of the information and data Efficient inter/intra County communication	Efficient inter / intra County communication Efficient and Effective service delivery By December 2014	<ul style="list-style-type: none"> <li>Identification of all the requirements</li> <li>Preparation of the terms of reference</li> <li>Identify the Internet Service Provider</li> <li>Procuring of the service.</li> <li>Supervise the installation</li> <li>Testing and commissioning of the installations</li> <li>Continuous support of the facilities.</li> </ul>	300	Meru County Government and partners

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of ICT Centres	1	All Wards	Enable easy access to information by the Citizens	Establishment of 45 fully operational ICT centres by December, 2015	<ul style="list-style-type: none"> <li>• Identification of the location at the Wards for the Establishment of the Centres</li> <li>• Procuring of all the necessary equipment</li> <li>• Setting up of the Centres</li> <li>• Commissioning</li> <li>• Continuous support of the facilities.</li> </ul>	200	Meru County Government and Partners
Establishment of the County Datacentre	1	Meru County Headquarter	To enhance Information Security of the County systems and data backups.	Operational Data Centre internal/external data centre by December 2014	<ul style="list-style-type: none"> <li>• Identify all the resources required</li> <li>• Acquire the necessary equipment</li> </ul>	100	Meru County Government and Partners
Establishment of a County Radio and TV Stations.	1	Meru County	Enable easy access to information by the Citizens	Fully functional County Radio and TV Stations by June 2015	<ul style="list-style-type: none"> <li>• Preparation of the ToR</li> <li>• Procurement of the Consultancy Service</li> </ul>	350	Meru County Government
Establishment of a County Magazine and Newsletter	1	Meru County	Avail information to the public and stakeholders	Up to date county publications	<ul style="list-style-type: none"> <li>• Preparation of the ToR</li> <li>• Procurement of the Consultancy Service</li> </ul>	100	Meru County Government



New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Crisis management (Response/Communication)	1	Headquarters Departments sub-headquarters offices	Faster Response efficient flow of information during Crisis	Faster Response efficient flow of information during Crisis	<ul style="list-style-type: none"> <li>• Identification of Fire Assembly Point,</li> <li>• Fire drills</li> <li>• identification and training of a spokesperson and fire marshals</li> </ul>	12	Meru County Government
Automation of Business Process/service of the County (HR, Revenue Collection, Education, Health, Agriculture etc.) Electronic payment systems for payment of rates, parking fees, fines, cess etc.	1	Headquarters, Departments and sub-headquarters offices	To enable Effective and efficient service by all departments	To automate all the processes of the County Departments  Establishment of a credible e-payment systems platform	<ul style="list-style-type: none"> <li>• Identify business processes to be automated in all the departments</li> <li>• Gather the user requirements</li> <li>• Identification of the best platform to use</li> <li>• Preparation of the detailed Terms of reference</li> <li>• Procurement of the Services</li> <li>• Implementation</li> </ul>	150	Meru County Government and Partners
Installation of Teleconferencing Facility	2	Headquarters	To enhance global meetings	By July 2015	<ul style="list-style-type: none"> <li>• Benchmark from the world class organizations</li> <li>• Gather all the System requirements</li> <li>• Procure the services</li> </ul>	50	Meru County Government and Partners

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Increase of the ICT Literacy	1	Headquarters, Departments and sub-headquarters offices	To increase the ICT literacy among the County staff.	By June 2015	<ul style="list-style-type: none"> <li>Identify the staff to be trained</li> <li>Identify a reputable Institution to offer the training</li> <li>Procure the service.</li> </ul>	100	Meru County Government and Partners
Benchmarking on best practices in ICT.	1	Locally and Internationally	To emulate the best ICT practices	To implement the best ICT Solutions	<ul style="list-style-type: none"> <li>Identify Organizations and Countries to visit</li> <li>Logistics</li> </ul>	100	Meru County Government and Partners
Conducting a baseline survey	1	Headquarters, Departments, Sub-county and Wards	To establish the County automation level, ICT literacy and Customer satisfaction level	To establish the County automation level, ICT literacy and Customer satisfaction level	<ul style="list-style-type: none"> <li>To establish the County automation level, ICT literacy and Customer satisfaction level</li> </ul>	20	Meru County Government and Partners

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of the Customer Care Desk	1	Headquarters, Departments and sub-headquarters offices	Enhance good relationships within the county	Satisfactory services Information gathering. Prompt handling of citizen complaints.	<ul style="list-style-type: none"> <li>• Training of personnel</li> <li>• Acquisition of furniture and other equipment</li> </ul>	14	Meru County Government and Partners
Establishment of County Resource Centre	1	County Headquarters	To Conserve the County Information from a Centralized place	To have a resource centre by December, 2015	<ul style="list-style-type: none"> <li>• Identify a strategic location</li> <li>• Recruit staff</li> <li>• Identify the resource materials</li> <li>• Commissioning of the Centre</li> </ul>	150	Meru County Government and Partners
Establishment of Citizenry Service Charter	1	County Headquarters	To make service delivery to citizens efficient and effective	To have a Citizenry Service Charter by December 2014	<ul style="list-style-type: none"> <li>• Mapping of services</li> <li>• Set the criteria</li> <li>• Collect information from various departments</li> <li>• Printing and Publication</li> <li>• Monitoring and Evaluation of the efficacy</li> </ul>	40	Meru County Government and Partners

## 6.2.5 Budget Projections

Budget Projections						
Programme/Project	Total Budget (KShs. Mil- lion)	Timeframe				
		2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Recruitment and selection of IT and Commu- nication Staff	5	3	2	-	-	-
Establishment of the Governor's press unit	70	3	15	15	20	17
Equipment Acquisition	700	10.3	239.7	200	150	100
County Connectivity	200	3.6	100	50	20	26.4
Establishment of ICT Centres and Wi-Fi hot spots in major towns	200	10	100	50	20	20
Establishment of the County Data Centre	150		100	30	10	10
Establishment of a County Radio and TV Stations.	300	50	100	50	50	50
Establishment of a County Magazine/ News- letter	100	1	25	20	30	24
Crisis management (Response/Communica- tion)	12	-	3	3	3	3
Automation of Business Process/service of the County (HR, Revenue Collection, Educa- tion, Health	250	10	150	50	30	10
Installation of Teleconferencing Facility	50	-	-	20	20	10
Increase of the ICT Literacy	100	10	20	30	20	20
Benchmarking on best practices in ICT both Locally and Internationally	100	3	50	30	10	7
Conducting a Baseline Survey	20	-	5	5	5	5
Establishment of the Customer Care Desk	9	2	5	2	-	-
Establishment of County Resource Centre	150	-	100	25	20	5
Establishment of Citizenry Service Charter	40	-	20	10	5	5
<b>Total</b>	<b>2456</b>	<b>105.9</b>	<b>1034.7</b>	<b>590</b>	<b>413</b>	<b>312.4</b>

## 6.2.6 Income Generation Mechanisms

<b>Mechanism/Means/Source</b>	<b>Expected Income (KShs.)</b>
County Magazine	2,500,000
County Radio and TV	45,000,000
Documentaries	12,000,0000
Website	5,600,000
Virtual Supermarket	23,000,0000
Mobile platforms and e-government	18,000,000

## 6.2.7 Implementation, Monitoring and Evaluation

### I. Implementation Framework

#### Policy, Legislative and Regulatory Framework

Proposed policies, legislation and regulations that need to be put in place for the sector:

- Meru County Freedom of Information Act
- Information and Communication Technology Policy
- ICT Standards and Guidelines

II. Framework for Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	
Recruitment and selection of IT and Communication staff	Establishment of a fully operational Units	Headquarter	5	Meru County Government	By July 2014	ICT Public Service Board	Numbers of staff employed	Schedule of duties	
Equipment Acquisition	Equip all County staff with the necessary ICT equipment	HQ and other Departments	700	Meru County Government	By July 2015	ICT All Departments	Number of computers, printers, Projectors (etc.) purchased	Equipment specification Delivery reports	
County Connectivity	Easy access of the information and data Efficient inter/intra County communication	HQ Departments, Sub-Counties and all Wards	200	Meru County Government	By December 2014	ICT Internet Service Providers Consultancy Firms	Numbers of offices connected	Inventory report Report showing the Offices Connected Completion Certificate/Report Network Documentation	
Establishment of ICT Centres	Enable easy access to information and services by the Citizens	All Wards	200	Meru County Government	By July 2015	ICT Infrastructure Department Internet Service Providers Consultancy Firms	Number of centres established	Report showing the number of Centres Established Completion Certificate/Report	

II. Framework for Monitoring and Evaluation Framework for Monitoring and Evaluation									
Establishment of the County Datacentre	-To enhance Information Security of the County systems and data backups.	Headquarter	150	Meru County Government	By June 2015	ICT Infrastructure Department Internet Service Provider Consultancy Firms	Operational Data centre	-Reports on the progress of the work -Completion Certificate/Report	
Establishment of a County Radio and TV Stations.	Enable easy access to information by the Citizens	Meru County	300	Meru County Government	By June 2015	Communication Infrastructure Department Consultancy Firms	Operational Radio and TV Stations	-Reports on the progress of the work -Completion Certificate/Report	
Establishment of a County Magazine/ Newsletter	Avail information to the public/stakeholders	Meru county	100	Meru County Government	April 2014	Communication All Departments	Number of Magazines published	Number of Magazines published	
Establishment of the Governor's press unit	To communicate governor's activities to the public.	Meru county	70	Meru County Government	By November 2013	Communication	Operational Unit	Operational Unit	
Crisis management (Response/Communication)	Faster Response efficient flow of information during Crisis	Headquarters Departments and sub-headquarters offices	120	Meru County Government	By December, 2014	Administration Water Infrastructure	Crisis Management Policy Manual Prompt Crisis response	Crisis Management Policy Manual	

II. Framework for Monitoring and Evaluation Framework for Monitoring and Evaluation							
Automation of Business Process/ser-vice of the County (HR, Revenue Col-lection, Edu-cation, Health, Agriculture, County GIS Planning and Resource Ca-pability etc)	-To enable Effective and efficient service by all departments  -To Implement GIS solution to drive county planning and management	Headquar-ter, Depart-ments and sub-head-quarters offices	250	Meru County Govern-ment	By June 2015	ICT All Depart-ments Consultancy Firm	Effective and efficient services delivery  Number of depart-ments automated - Procedure and User Manuals -Completion Certifi-cate/Report
Installation of Teleconferenc-ing Facility	-To enhance global meetings	Headquar-ters	50	Meru County Govern-ment	By June 2017	ICT Consultancy Firms	Fully operational Teleconferencing facility  Completion Certifi-cate/Report
Increase of ICT Literacy	-To increase the ICT literacy among the County staff	Headquar-ter, Depart-ments and sub-head-quarters offices	25	Meru County Govern-ment	By June 2014	ICT HRM Training Insti-tution	ICT savvy employees  Number of staff trained Training Manuals
Benchmarking on best prac-tices in ICT both locally and Interna-tionally	-To emulate the best ICT practices	Locally and Internation-ally	100	Meru County Govern-ment	By June 2014	ICT Top Manage-ment	Adoption of the in-dustry's best practices  Report on the best ICT practices learnt



II. Framework for Monitoring and Evaluation Framework for Monitoring and Evaluation						
Establishment of the Customer Care Desk	Enhance good county-citizens relationships	Headquarters, Departments and Sub-county offices, wards, ministry offices,	20	Meru County Government	By Jan 2014	Public Service, Administration & Communication
						Efficient & Effective Service delivery Minimal Citizens' Complaints
						Maintenance of a Citizens' Register indicating enquiry and response given Monthly reports by the concerned Officer

### 6.3 Justice, Cohesion and Security for Development

A just, cohesive and secure county is a pre-requisite for development. Meru County is keen to ensure that the security of property and people is assured for all persons. Participation of the public in ensuring that Meru County is just, cohesive and secure will be ensured.

#### 6.3.1 Vision, Mission and Objectives

##### **Vision**

A just and secure County

##### **Mission**

To facilitate effective mechanisms of ensuring justice, cohesion and security is ensured

#### 6.3.2 Programmes and Projects

Programmes and Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Community Policing	1	Each Village	To provide for public participation in security	Community policing units in each village	Gazetting of Villages Identification of persons	100	MCG National Government
Recruitment of Legal department staff	1	Head quarters	To provide legal advice on all counties undertakings to ensure compliance with constitution and all legislations	Robust Legal function	Recruitment and deployment of legal staff	120	MCG and Partners

Establishment of County Policing Oversight Board	1	Headquarter and Sub-counties	To ensure robust security and effective police service in the county	Have a functional board by June 2014	Recruitment and Sourcing of the Board.	180	MCG and Partners
Civic Education for Meru County Citizenry	1	All villages in the County	Get to citizens appreciate various roles in development, Constitution, Legislations and Devolution	Hold Barazas in all the Villages in the County and ensure we reach 95% of the county population	Development the Curriculum, Development training materials, Training of trainers, Mapping out the barazas and the Actual training and Monitoring and assessment.	260	MCG and Partners
Enforcement Team/Unit	1	Ward	To enhance compliance to existing legislation	500 well trained and disciplined enforcement officers with a clear command by Dec 2015	Recruit/Identify Officers to be trained Identify a training facility Deployment of the staff	300	MCG and partners
Enhancement of traditional justice system using Njuri ncheke and other traditional mechanisms	1	Ward	To fasten justice administration To deter unnecessary litigation within the 'formal' court systems	By June 2014	Organize a Consultative meeting with Njuri-ncheke Elders Establish functional structures within the county	200	MCG and partners
Mark out all the county boundaries with elaborate marks to reduce disputes	1	All County boundaries	Reduce boundary conflicts	To mark all the boundaries by Dec 2014	Identify a Team to undertake the exercise Organize for Consultative meetings with neighbouring countries. Mark the boundaries	100	MCG and Partners

Assist in building Police posts and stations	1	Insecurity prone areas	To enhance security	To have at least five police posts by Dec 2014	Identify the areas Put in place infrastructure Procure the necessary equipment	230	MCG and National Government
Buying vehicles to supplement patrol vehicles for the police	1	Countywide	To curb highway insecurity To increase emergency response	Purchase at least twenty patrol cars by Dec 2014	Identify the areas Prepare the vehicle specifications Invite bidders Evaluation and Award	200	MCG and National Government
CCTV Cameras	1	All County offices	To enhance security	Install CCTV Cameras in all county offices by Dec 2015	Identify the points Prepare the specifications Invite bidders Evaluation and Award Installation	280	MCG
Forensic Lab	2	County HQ	To prevent crime by easy identification of criminals	Establish the Lab by Dec 2016	Recruit a Forensic Expert Establishment of the Lab	170	MCG and National Government
Establishment of a County Paramilitary Field School	3	Strategic location within the County	To equip county staff with defence skills	Construct the School by June 2017	Identify the location Construct the facility Recruit Trainers Develop curriculum Launch/commissioning	200	MCG and National Government

## 6.3.3 Budget Projections

Budget Projections						
Programme/Project	Total Budget (KShs. Million)	Timeframe				
		2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Community Policing	100	5	20	25	25	25
Recruitment of Legal department staff	120	5	25	30	30	30
Establishment of County policing Oversight Board	180	5	50	45	40	40
Civic Education for Meru County Citizenry	260	10	100	60	50	40
Enforcement Team/Unit	300	-	150	50	50	50
Enhancement of traditional justice system using Njuri Ncheke and other traditional mechanisms	200	10	50	50	50	40
Mark out all the county boundaries with elaborate marks to reduce disputes	100	-	40	40	20	-
Assist in building Police posts and stations	230	-	100	50	50	30
Buying vehicles to supplement patrol vehicles for the police	200	-	100	50	30	20
CCTV Cameras	280	-	180	100	-	-
Forensic Laboratory	170	-	50	50	50	20
Establishment of a County Paramilitary Field School	200	-	50	80	30	40
<b>Totals</b>	<b>2,340</b>	<b>35</b>	<b>915</b>	<b>630</b>	<b>425</b>	<b>335</b>

## 6.4 Disaster Preparedness and Management

### 6.4.1 Brief Description

A disaster is a catastrophe that is beyond the capacity and resources of the affected community to respond adequately in order to save life and property (s). The first step to addressing disaster is by understanding the nature of the hazard, vulnerability both economical, physical and environmental and the risk thereof.

#### Sub-sectors

- Environmental disasters include forest fires
- Technological disasters include chemical spills, toxic substance
- Natural disasters include floods, droughts, earthquakes, landslides, tornadoes
- Biological disasters include invasive plant species

Possible measures to prevent and mitigate disasters include:

- Risk assessment;
- Early warning systems;
- Capacity building;
- Institution and policy frameworks;
- Regularly framework.

### 6.4.2 Sector Vision, Mission and Objectives

#### Vision

Living with the risk

#### Mission

To embark on disaster risk reduction measures and timely and effective response

#### 1. Sector Objective

- To map out hazards and vulnerabilities in the county;
- To carry out risk assessment
- To prepare disaster risk reduction measures
- To create awareness on disaster reduction measures
- To implement disaster risk reduction measures that are of public interest

### 6.4.3 SWOT Analysis

#### SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Healthy and hardworking people</li> <li>• People have good knowledge base over many issues</li> <li>• Resources are available</li> <li>• Technologies are available</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of self-responsibility in matters disaster avoidance</li> <li>• Weak legal provisions</li> <li>• Ignorance</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Solutions to most disasters are known and available</li> <li>• Devolution of resources and governance to the county</li> <li>• Improved urban planning</li> </ul>	<ul style="list-style-type: none"> <li>• Causes of disasters are increasing with the increase in urbanization</li> <li>• Declining resources to allocate to disaster management</li> <li>• High levels of poverty</li> <li>• Poor infrastructure</li> <li>• Illiteracy levels</li> </ul>

### 6.4.4 Issues, Causes and Proposed Interventions by Sub-sector

<b>Sub-sector</b>	<b>Issues</b>	<b>Causes</b>	<b>Immediate Objectives</b>	<b>Proposed Intervention</b>
Man Made disasters	Loss of lives and damage to property	Toxic gases and chemicals	Reduce and chemical leak-ages	Public awareness and making installations to mitigate effects if they occur
		Explosions and Electrical faults	Reduce occurrences of explosions electric faults	Public awareness on preventive and Government-mitigation measures
		Mob actions and robberies	Reduce effects	Civic education and law enforcement
		work-related injuries	Reduce effects	Training on First Aid and public awareness
Disaster from Fire	Loss of life and property	Fire – either man made or natural	put in place adequate firefighting gears	Put in place adequate fire-fighting gears and develop rapid response strategies Purchase fire extinguishers put signs for fire exit

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
Natural Disaster	Floods	Excess rains	Develop an evacuation plan	Identify flood prone areas. Develop plans for evacuation if need arises Develop flood prediction mechanisms
	Land-slides	Excess rains	Develop an evacuation plan	Identify landslide prone areas. Develop plans for evacuation if need arises Develop landslide prediction mechanisms
	Droughts	Lack of rains	Develop plans for shelter and food supplies	Identify drought prone areas Develop plans for relief supplies Develop drought monitoring systems
	Lightening	Thunderstorms	Develop a rapid response strategy	Install lightening arrestors in the prone areas  Develop a rapid response strategy  Equip health facilities in the prone areas with treatment facilities



### 6.4.5 Budget Projections

Programme/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Hazard and Vulnerability mapping and Risk assessment	All	25	5	5	5	5	5
Public awareness		23	5	5	4	5	4
Design of risk reduction measures	On all county Employees	25	7	5	4	5	4
Implement disaster risk reduction measures.	Specific Areas Identified	100	20	20	20	20	20
Maintenance of fire-fighting engines (fire-fighting engines already in place)	Specific areas identified	50	10	10	10	10	10
<b>Total</b>		<b>223</b>	<b>47</b>	<b>45</b>	<b>43</b>	<b>45</b>	<b>43</b>

### 6.4.6 Role of Stakeholders

Stakeholders	Roles/Responsibilities
<ul style="list-style-type: none"> <li>- National Disaster Management Authority</li> <li>- Armed forces</li> <li>- Kenya Police</li> <li>- National Ministry responsible for special programmes</li> <li>- National Youth Service</li> </ul>	<ul style="list-style-type: none"> <li>- Formulation of regulatory policies necessary to prevent disaster (e.g., building requirements)</li> <li>- Provision of technical support; Enforcement of laws on disaster prevention</li> <li>- Provision of specialized equipment when need arises</li> </ul>
Meru County Government	<ul style="list-style-type: none"> <li>- Implement of the proposed activities; Supervise the implementation; Formulation of laws for sustainable and safe use of facilities</li> <li>- Train personnel on disaster management</li> </ul>

Donors / Development partners	<ul style="list-style-type: none"> <li>- Financing rescue operations</li> <li>- Undertake evaluation and monitoring of disaster management preparedness (drills, etc)</li> <li>- Provide technical advice and assistance</li> </ul>
NGOs / CBOs	<ul style="list-style-type: none"> <li>- Community mobilization at times of disaster</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>- Provision of equipment e.g., fire extinguishers</li> <li>- Insurance cover for damage on disasters</li> </ul>
Kenya Wildlife Services	<ul style="list-style-type: none"> <li>- Ensure sustainable use of resources within parks and game reserves;</li> </ul>

### 6.4.7 Implementation, Monitoring and Evaluation

#### I. Policy, Legislative and Regulatory Framework

Proposed policies, legislation and regulations that need to be put in place for the sector:

- Policy on building requirements to prevent disasters
- Policies on transportation and handling of inflammable substances like fuels and chemicals
- Policies on installation of fire management equipment on buildings

## 6.4.8 Framework for Monitoring and Evaluation

Framework for Monitoring and Evaluation										
Programme/ Project name	Objective	Actual Sub-county/ ward	Project cost (KShs. million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verifi- cation	Imple- men- tation Status	
Risk assess- ment	To un- derstand hazards and vulner- ability	All county Buildings	5	MCG	By 2014	MCG Office of the Governor - Advisor to the governor Environment and Sustainable development	Risk assessment report	Report	New	
Public awareness on preventive and mitiga- tion mea- sures	Have People prepared to prevent disasters	All wards	5	MCG	By 2014	MCG Office of the Governor - Advisor to the governor Environment and Sustainable development	People are aware  Material for public informa- tion available	Public aware- ness in all wards Made, Materials prepared and distributed	New	
Design of risk reduc- tion mea- sures	Have People prepared to prevent disasters	All county employees		MCG	By 2014	MCG Office of the Governor - Advisor to the governor Environment and Sustainable development	Design report	launch of the report	New	

Framework for Monitoring and Evaluation										
Programme/ Project name	Objective	Actual Sub-county/ ward	Project cost (KShs. million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verifi- cation	Imple- men- tation Status	
Implement disaster re- duction	Be pre- pared to prevent and man- age disas- ters	All Sub-count- ties	10	MCG	By 2014	MCG Office of the Governor - Advisor to the governor Environment and Sustainable development	Outcome as per designs	progress report	New	
Maintenance of fire- fight- ing engines (Fire-fight- ing engines already in place)	Be pre- pared to manage disasters caused by fire	All County Buildings	10	MCG	By 2014	MCG Office of the Governor - Advisor to the governor Environment and Sustainable development	Regular mainte- nance  Equipment maintained	Timetable for maintenance made	Conti- uous	

### 6.4.9 Feedback and Response Mechanisms

All departments or county government ministries will appoint some of their employees to be trained on disaster management to be responsible for monitoring and responding to some specific form of disaster in their place of work and form the rapid disaster response teams. The teams will be trained by specialized personnel. We will be holding random drills to test the preparedness of the people and responses to disasters.

## 6.5 Planning

### 6.5.1 Sector Vision, Mission and Objectives

#### **Vision**

A leader in planning, research and performance management

#### **Sector Mission**

A centre of excellence in development planning, data collection and research, monitoring and evaluation, performance management and poverty alleviation.

#### **a. Sector Objectives**

- b. Improve the linkage between data and the planning process
- c. Improve the data collection and management system within the county
- d. Ensure there is linkage between the national and county economic planning
- e. Ensure programs and projects in the CIDP are closely monitored
- f. Ensure that performance is measured and evaluated on annual basis

To support poverty alleviation initiatives in all sub-counties

## 6.5.2 Situational Analysis

### A. Stakeholder Analysis

Name of Stakeholder	County Government Expectation of the Stakeholder	Stakeholders Expect of County Government
<b>Local communities</b>	<ul style="list-style-type: none"> <li>▪ Active participation in development projects prioritisation</li> <li>▪ Support by tax payment</li> <li>▪ Peaceful and law abiding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accountability and transparency</li> <li>▪ Information dissemination</li> <li>▪ Improvement of infrastructure</li> <li>▪ Quality services, equitable distribution of resources</li> </ul>
<b>National government</b>	<ul style="list-style-type: none"> <li>▪ Financial support for projects and programmes</li> <li>▪ Capacity building</li> <li>▪ Fully devolve the functions that can be better managed at county level</li> <li>▪ Equitably share the national resources</li> <li>▪ Enhance cooperation between the two levels of governments</li> <li>▪ Security and conflict resolution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Equitable distribution of resources</li> <li>▪ Quality service delivery</li> <li>▪ Prudent management of devolved resources</li> <li>▪ Respect national policies in program implementation</li> </ul>
<b>Development partners</b>	<ul style="list-style-type: none"> <li>▪ Financial, technical, human resource support</li> <li>▪ Collaborative and networking in project implementation cycle</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducive working environment</li> <li>▪ Collaborative initiative</li> <li>▪ Political good will</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>▪ Community mobilization</li> <li>▪ Facilitation of investments</li> <li>▪ Credit facilities</li> <li>▪ Value addition and processing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Political good will</li> <li>▪ Enabling environment</li> <li>▪ Transparency and accountability</li> <li>▪ Infrastructure development</li> </ul>

**B. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ Existence of a Ministry and department in charge of planning both at the county and national level</li> <li>▪ An already established infrastructural setup at most of the Sub-counties</li> <li>▪ Skilled personnel to spearhead planning</li> <li>▪ Laws and policies to guide planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate personnel</li> <li>▪ Poorly equipped to handle the assigned tasks</li> <li>▪ Inadequate funding to facilitate department's operational needs</li> <li>▪ Inadequate skills on data processing</li> <li>▪ Inadequate skills in M&amp;E</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ Devolution of functions and resources in the department and other important sectors</li> <li>▪ Strong collaboration with partners in data collection, processing and management</li> <li>▪ Institutional support from donors for training and equipping of facilities</li> <li>▪ The importance attached to data need for planning creates an environment for funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unclear guidelines on the functions of the department between the county and national governments</li> <li>▪ Sustained loss of personnel to private and civil society organisation</li> <li>▪ Political interference on professional exercises e.g. poverty assessment</li> <li>▪ Security threats on data management</li> <li>▪ Prevalence and rising poverty</li> </ul>

6.5.3 Issues, Causes and Proposed Interventions by Sub-sector

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ Weak linkage between data and planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate and/or inaccurate data pool to guide planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen the link between data and planning</li> <li>▪ Set up county data collection and management structure capable of generating all data required at county planning level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish documentation centres at all Sub-counties</li> <li>▪ Equip all documentation centres with relevant and updated information systems</li> <li>▪ Recruit data officers</li> <li>▪ Acquire mainframe/ servers with the relevant software for data process</li> <li>▪ Recruit and train personnel</li> <li>▪ Conduct surveys to collect essential data for information processing</li> </ul>
	<p>Inability to monitor and evaluate project and programs</p>	<ul style="list-style-type: none"> <li>▪ Inadequate resource allocation for monitoring and evaluation activities</li> <li>▪ Lack trained personnel to undertake evaluation</li> <li>▪ Poor project design that do not take into account evaluation</li> <li>▪ Inadequate data to facilitate evaluation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure all projects and programs initiated are well monitored and where possible evaluated at appropriate intervals</li> <li>▪ Ensure data generated from monitoring and evaluation informs projects and program designs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop county level indicators for all sectors</li> <li>▪ Design project with data capture as part of the cost component</li> <li>▪ Undertake medium term evaluation of CIDP</li> <li>▪ Recruit and train staff</li> <li>▪ Develop County M&amp;E policy</li> <li>▪ Set up and equip County M&amp;E unit</li> <li>▪ Prepare quarterly Sub-county M&amp;E reports</li> <li>▪ Prepare county M&amp;E reports</li> <li>▪ Monthly M&amp;E visits</li> </ul>



<b>Sub-sector</b>	<b>Issues</b>	<b>Causes</b>	<b>Immediate Objectives</b>	<b>Proposed Intervention</b>
	<ul style="list-style-type: none"> <li>Levels and capacity of staff</li> </ul>	<ul style="list-style-type: none"> <li>Transitional; issues</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all cadres are adequately staffed</li> <li>Enhance capacity</li> </ul>	<ul style="list-style-type: none"> <li>Recruit staff in all cadres</li> <li>Train the personnel to improve efficiency</li> <li>Procure equipment</li> </ul>
<b>Performance contract</b>	<ul style="list-style-type: none"> <li>Performance measurement and contract design</li> </ul>	<ul style="list-style-type: none"> <li>Job description not matching tasks assigned</li> <li>Inefficiency</li> <li>Failure to undertake core functions by staff</li> </ul>	<ul style="list-style-type: none"> <li>Develop performance management policy</li> </ul>	<ul style="list-style-type: none"> <li>Redesign the job description</li> <li>Define measurable targets for each job description</li> <li>Implement the performance management policy</li> </ul>
	<ul style="list-style-type: none"> <li>Performance appraisals not reporting achieved results clearly</li> </ul>	<ul style="list-style-type: none"> <li>Vaguely defined performance outputs which are difficult to measure</li> </ul>	<ul style="list-style-type: none"> <li>Have well defined outputs that are specific and measurable</li> </ul>	<ul style="list-style-type: none"> <li>Define outputs and targets in a measurable and in an objective way</li> <li>Train staff on performance appraisal system (PAS) benefits</li> </ul>
<b>Poverty</b>	<ul style="list-style-type: none"> <li>Prevalent and rising poverty level</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate capital</li> </ul>	<ul style="list-style-type: none"> <li>Provide seed capital for income generating activities</li> </ul>	<ul style="list-style-type: none"> <li>Poverty alleviation kitty/loan</li> <li>Public training and empowerment</li> </ul>

## 6.5.4 Priority Programmes and projects

## (i) On-going Projects/Programmes

Project Name	Location	Objectives	Targets to be met	Description of Activities
Community Empowerment and Institutional Support Program (CEISP)	5 Sub-counties (Imenti South, Central, Tigania East and West and Igembe North)	<ul style="list-style-type: none"> <li>▪ Improve data and record management for planning</li> <li>▪ Build the capacity of communities for project planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5 units to be constructed and equipped</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction and equipping of the units</li> <li>▪ Training of communities on project management</li> <li>▪ Training of personnel</li> </ul>

## ii) New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Monitoring and evaluation of CIDP	1	Countywide	Track progress of CIDP implementation	All projects implemented	Field visits	200	MCG
County Data Centre/ Bureau	1 change the rankings	County HQs	Improve data collection and management	1 Centre operational by June 2015	Construction of building Procure equipment Hire staff Develop website	152	County Go MCG
Sub-county Planning units (construction)	2	Sub-county 3	Improve planning at Sub-county	3 Units constructed by 2016	Construction of buildings and equipping	40	GoK and CGM

County baseline survey	3	Countywide	Collect data for baseline in all sectors	A functional data base by 2015 June		20	
Improvement of facilities with- in the County (renovation)	4	County and Sub-county HQs	Improve data management and projects/ program monitoring	County HQs and 8 Sub-counties	Procure vehicles, equipment and software	20	
Staff recruit- ment	5	County HQs	Improve service delivery	By June 2015	Hiring Advertising training	55	
Performance contracting services	6	County HQs	Ensure set targets are achieved	All County staff	Design and implement per- formance contracts specific to departments	8	MCG
Poverty eradi- cation projects	8	Countywide	Poverty allevia- tion and enhance community	One programme per Sub-county	Proposal development and funding	100	MCG

### 6.5.5 Budget Projections

Project Name	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018
Monitoring and evaluation of CIDP	Countywide	200		50	100	50	
County Data Centre/ Bureau	County HQs	152		80	72	-	
Sub-county Planning units (construction)	Sub-county 3	40		15	15	10	
County baseline survey	Countywide	20		15	3	2	
Improvement of facilities within the County (renovation)	County and Sub-county HQs	20		10	10	-	
Staff recruitment	County HQs	55		40	10	5	
Performance contracting services	County HQs	8		6	1	1	
Poverty eradication projects	Countywide	100		50	50	-	
<b>Total</b>		<b>595</b>		<b>266</b>	<b>261</b>	<b>68</b>	

### 6.5.6 Role of Stakeholders

Name of Stakeholders	Roles
National Government	Provide leadership in terms of national policies on which County regulatory framework
County Government	Articulate the county issues on the national policies and formulate guidelines for the county
Development Partners	Provide resources and technical advice for program implementation
Private sector	Invest in the county to enhance job creation and wealth accumulation for better prosperity
Civil society organisations	Partner with the county government to improve the lives of county residents and provide oversight role to the CGM
Community	Identify priority project within their areas and play oversight role to the CGM in projects implementation

### 6.5.7 Implementation, Monitoring and Evaluation

The implementation, monitoring and evaluation mechanism of public resources plays great role in ensuring that the objectives of the project/programme are realised. It ensures that the constrained resources are used to realize maximum benefits. It therefore means that monitoring and evaluation require to be strengthened. Collaboration among various development agencies namely the donor agencies, CBOs, NGOs, the government and other stakeholders is necessary through strong networking system. The County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process.

### 6.5.8 Feedback and Response Mechanisms

- i. Regular reports and bulletins
- ii. Web postings
- iii. Local media broadcast and interviews
- iv. Surveys

## 6.6 Health

### 6.6.1 Brief Description

The County has a fairly functional health care system with 183 health facilities of which 116 are public, 44 faith-based, 3 non-governmental organization and 20 private sector owned. The sector interventions have been skewed towards curative services with 150 per cent hospital bed occupancy in the public sector. Leadership and governance in the sector is established in form of available service charters and therapeutic committees in some facilities. The human resources for health in the county is well skilled but limited in terms of numbers for certain cadres. Financing is mainly from the National Government of Kenya, Development Partners, Private Sector, Individuals and now the County Government.

### 6.6.2 Sectoral Vision, Mission, Goal and Objectives

#### **Vision**

A healthy population in Meru County for sustainable social and economic development

#### **Mission**

To ensure residents of Meru County are healthy through implementation of promotive and preventive health interventions, and improved access to and utilization of quality curative services

#### **Goal**

To ensure Meru County residents have access to and utilize affordable quality health services to improve health outcomes

#### **Sector Objectives**

The set objectives for Meru County Health for the Plan period are as captured below:

- To ensure a well Led and Coordinated Meru County Health System that is responsive to the needs of residents by the end of the plan period
- To ensure quality health services are accessible to all residents of Meru County by the end of the plan period

- Ensure there is an adequate number of skilled human resources for health in Meru County to provide quality services by the end of plan period
- Ensure Meru County has adequate health commodities and devices to provide effective/quality services throughout the plan period
- Ensure Meru County has the necessary evidence to inform planning and effective implementation of activities throughout the plan period
- To have all planned Meru County Health activities fully financed throughout the plan period

### 6.6.3 Situational Analysis

Meru County has a well-organized County Health Department led by the Cabinet Secretary and a well skilled and motivated team of professionals. The County Health Department caters for the needs of mainly the local population and whose key characteristics are highlighted in the table below. About 40% of the total County population is below 15 years; and 15% of its women are in the child bearing age (15-49 years).

**Table 9: Key Demographic Characteristics of the Meru County Residents:**

1	Population total		1,437,300
2	Population Female	52%	745,048
3	Population Male	48%	692,252
4	Households		335,151
5	Population under 1 year	3%	41,814
6	Population under 5 years	15%	210,694
7	Population under 15 years	40%	570,766
8	Population 15-24 years	24%	338,151
9	Women of childbearing age (15–49yrs)	23%	330,981
10	Estimated Number of Pregnant Women	7%	96,577
11	Estimated Deliveries	4%	61,986
12	Estimated live births	8%	108,146
13	Neonates 0- 28 days	1%	18,550
14	Population 25-59 years	34%	486,257
15	Population over 60 years	6%	86,352
16	Estimated Emergency obstetric complications	1%	9,638
17	Estimated of post abortion cases	1%	11,858
18	Population 6-11 Months (50% of <1yrs)		20,907
19	Population 12-59 Months (80% of < 5yrs)		152,260
20	Population 6-59 Months (90% of < 5yrs)		189,625

The Goal of Meru County Health sector aim is to have *universal access to affordable quality health services for all residents* by focusing on: i) Promotive Health; ii) Preventive Health; and iii) Curative Services.

Health Services provision at the County Level is centered around the tenets described by both the *Kenya Essential Package of Health Services (KEPH)* and *Schedule IV of the Kenya Constitu-*

tion 2010. These two key documents define mandates/roles/responsibilities for interventions and service delivery at Level - 1 (Community), Level – 2 (Dispensary), Level – 3 (Health Centre), Level – 4 (Sub-county/ district) and Level - 5 (County Referral) of the health system.

Data shows that today, the biggest cause of morbidity in the County is Malaria at 33% followed by Respiratory Tract Infections (27%), Worm Infestations (17%), Diarrheal Diseases (14%) and Injuries due to Accidents. HIV prevalence (at about 3%) remains below the threshold for an epidemic status (5%) and below the national prevalence at 5.6%.

The number of clients who visited and were attended to at the health facilities in 2012 is as highlighted in the tables hereunder.

**Table 10: Number of Outpatients Seen at Various Levels of the Health System in Meru County**

Number	Pt Type	Number of Out Patients			Total
		Facility L- 2&3	L-4	L-5	
1	New	759,249	142,776	80,424	982,449
2	Revisits	409,557	93,208	16,296	519,061
<b>Total</b>		<b>1,168,806</b>	<b>235,984</b>	<b>96,720</b>	<b>1,501,510</b>

Table 10 above shows that most outpatients are seen at the Level 5, -2 and 3 of the health facilities within Meru County; this constitutes more than half of all visits made by individuals to access medical services. It is also seen that more than half of those attended at the Level -2 & -3 facilities make repeat visits indicating limited knowledge and skills that is an indication of the lack of capacity in the sectors human resources and inability for health (HRH) at this level to correctly diagnose and treat conditions/diseases that brought clients to the clinic. This further points to the use of pharmaceutical products that have efficacy deficits and/or the presence of poor adherence by patients to the prescribed treatment(s).

In general, lack of and/or the limited present of capacity to correctly diagnose diseases and/ or monitor treatment at most service sites in the County has added to the strain on the health facilities; both lowered the quality of services and contributed to poor treatment outcomes. Both imaging and laboratory equipment and the requisite skilled human resources to operate them too are a significant gap in most of our health facilities and system.

**Table 11: Number of Inpatients seen at various Levels of the Health System in Meru County**

In Patients				
Facility L- 2&3	L-2&3	L-4	L-5	Total
<b># of patients</b>	2,690	8,622	<b>10,078</b>	<b>21,390</b>

The County Referral Hospital (Level-5) currently admits as many patients as the other facility levels put together. The hospital is very congested and often patients share beds due to the limited bed-capacity and the inability currently of both Health Centres and Sub-county Hospitals to take in some of these patients who would otherwise have been served in their home turf. The lack of, and/or limited ward space and beds in these health facilities has been the key reason for the overstretched inpatient facilities at the Meru County Referral Hospital.

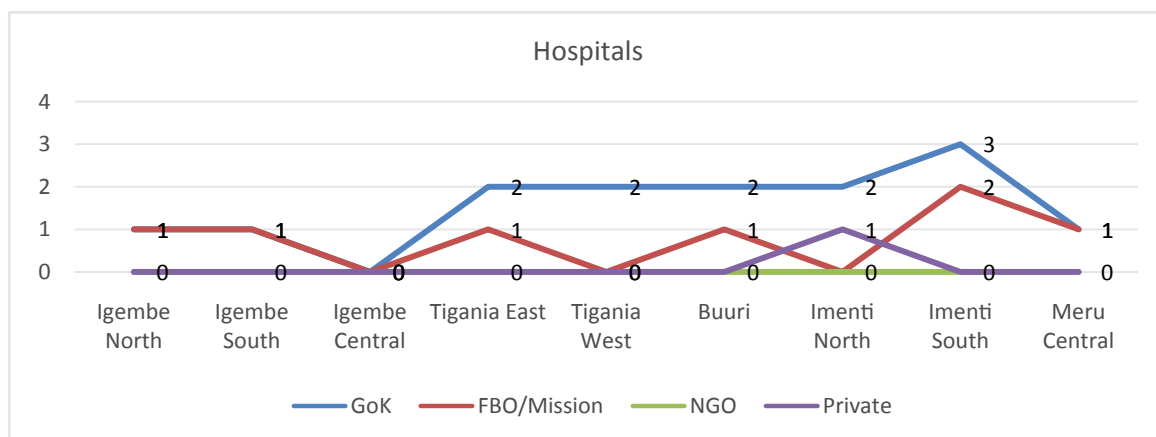


Figure 1: Graph showing number of hospitals in the County by level and ownership:

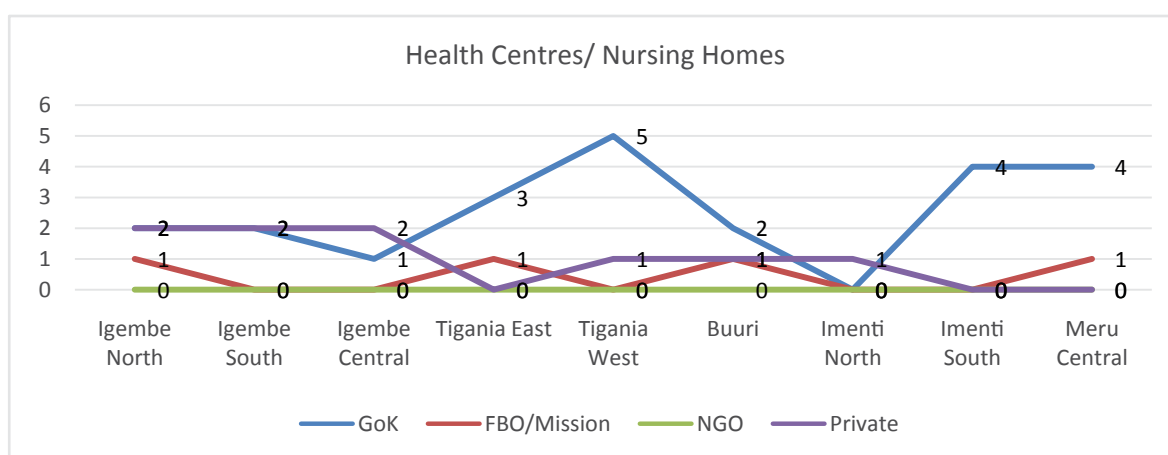


Figure 2: Number of health centres and nursing homes in the County by level and ownership:

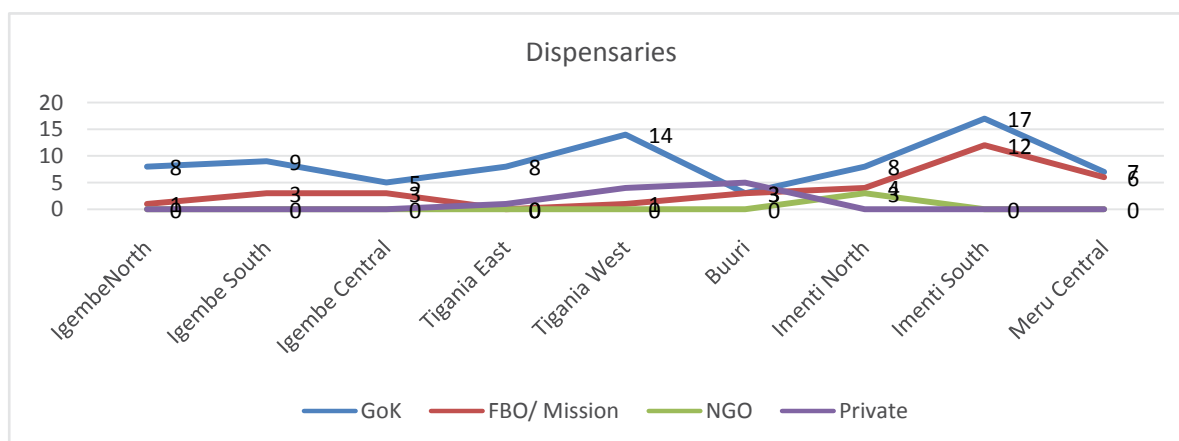


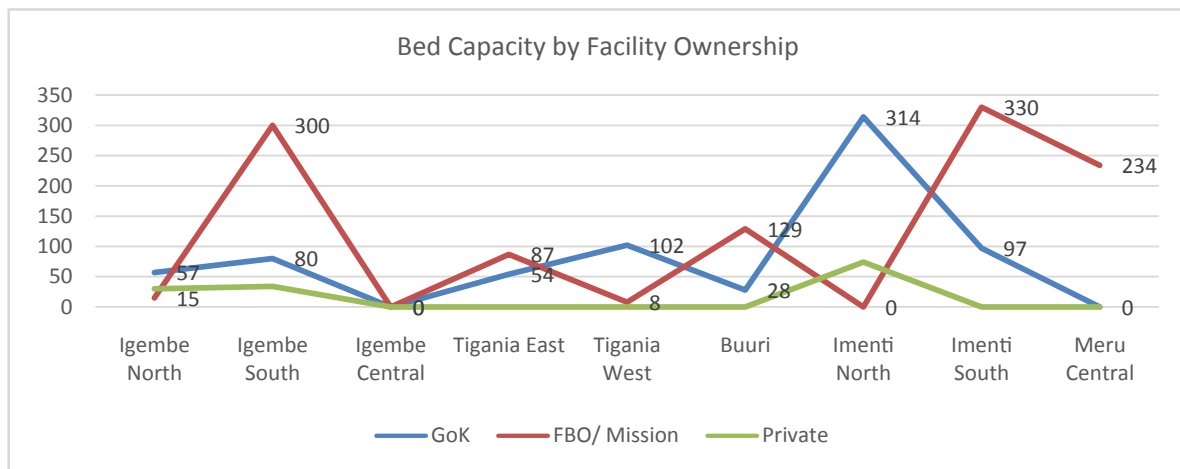
Figure 3: Number of Dispensaries in the County by Level and Ownership

It is instructive to know that; overall, the Faith-based Organization (FBO) run facilities have more bed capacity than the other sectors put together in Meru County. The concentration of this is however in three Sub-counties (Igembe South, Imenti South and Imenti Central). Below is the



analysis of bed capacity in Meru County by type of facility ownership and location.

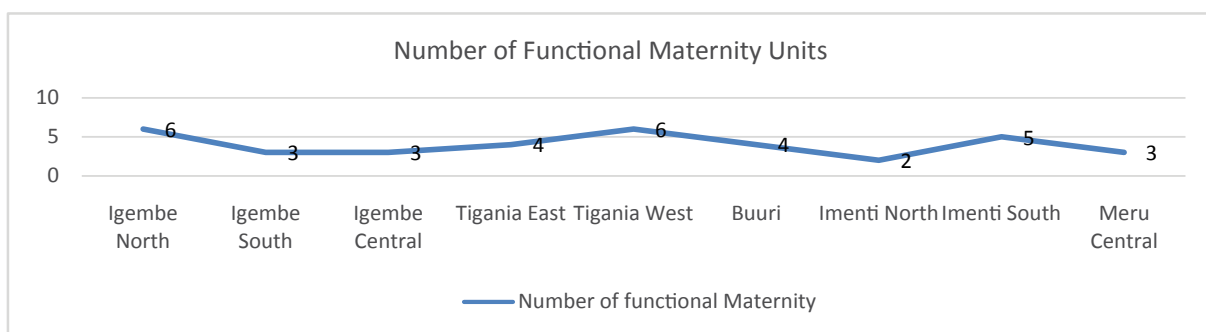
**Figure 14: Number of Beds in the County by Facility Ownership and Location**



Uptake of health services in Meru County has improved steadily over the last few years. However, health service seeking behaviour for most non-curative services remains low; and many of those who seek curative services do so rather late. For example, overall, 52% (against 58% national average) of women in the County deliver at home. Meru County has an under-5 mortality of 72 per 1000 and infant deaths being 54 per 1000.

There is an inadequate number of well-equipped and functional public sector facilities to cater for the rising need for services. Currently, for example, only 36 (19%) facilities in the entire County have functional maternity units as shown in Figure 15

**Figure 15: Number of Functional Maternity Units in the County by Facility Location:**



Many factors stand in the way of improved access to health services in Meru County including the long distances those seeking services have to travel, an average of 13 Kilometres.

Currently, the County has 24 functional ambulances and only six dedicated ambulance drivers. Therefore, the County depends largely on drivers from the Provincial Administration.

Meru County Health has about 1,122 human resources for health (HRH) serving in the public sector. The number of HRH by cadre and Sub-county is shown in Table 12.

Table 12: The Cadre and Number of HRH per District and Sub-county

Cadre	District										Total
	Igembe North	Igembe South/Central	Tigania East	Tigania West	Buuri	Imenti North	Meru Central	Imenti South			
Medical Consultants	0	2	0	0	0	14	0	0	0	16	
General Medical Officers	2	4	2	1	1	14	1	4	29		
Clinical Officers	4	16	9	1	4	22	8	10	74		
Dentists	0	4	0	0	0	2	0	0	6		
Community Oral Health Officers	1	1	0	1	1	2	0	2	8		
Pharmacists	0	1	0	1	0	8	2	3	15		
Dental Technologists	0	0	0	0	0	4	0	0	4		
Nurses	52	93	52	89	49	249	72	134	790		
Laboratory Technologist	4	5	2	4	7	17	3	3	45		
Health Record & Information Officers	0	2	1	2	1	7	0	2	15		
Public Health Officer/technicians	10	18	14	15	11	23	27	24	142		
Health Promotion Officer	0	1	0	0	0	2	0	0	3		
Nutritionists	0	1	0	2	1	2	0	1	7		
Pharmaceutical Technologists	0	1	2	2	1	2	2	2	12		
Occupational Therapists	0	0	0	0	0	4	0	1	5		
<b>Total</b>	<b>73</b>	<b>149</b>	<b>82</b>	<b>118</b>	<b>76</b>	<b>372</b>	<b>115</b>	<b>186</b>	<b>1,171</b>		

Cadre	Sub-county/District										Total
	Igembe North	Igembe South/Central	Tigania East	Tigania West	Buuri	Imenti North	Meru Central	Imenti South			
Medical Engineering Technologists	1	2	0	1	0	4	1	0			9
Radiographers	0	1	0	0	0	4	1	1			7
Medical Social Workers	0	0	0	0	0	2	1	0			3
Procurement officers	1	0	0	0	0	2	0	0			3
Health Administrative Officers	1	1	2	1	1	4	1	2			13
Accountants	0	0	0	0	0	4	0	0			4
Secretaries	1	1	1	1	1	6	2	1			14
Clerks	0	4	0	3	0	9	2	0			18
Drivers	1	5	0	1	0	5	1	2			15
Telephone operators	0	0	0	0	0	2	0	0			2
Mortuary Attendants	0	0	0	0	0	2	0	0			2
<b>Total</b>	<b>5</b>	<b>14</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>44</b>	<b>9</b>	<b>6</b>			<b>90</b>

## b). Key Stakeholders in Health Service provision

The following key stakeholders play an important role in helping Meru County Health to achieve its set Vision and Mission.

Stakeholder	Key Role/ Responsibility
National Government	Providing guidelines; policies; standards, referral services, financing, Training
County Government	Providing county specific guidelines; policies; standards, health services delivery, financing, training, infrastructure development, community mobilization for health maintenance and service utilization; and reporting on performance as required.
Community	Need identification for planning, health maintenance; service demand and utilization; feedback on quality of services.
Faith Based Organizations	Health services delivery, financing, training, infrastructure development, community mobilization for health maintenance and service utilization and reporting on performance as appropriate.
Private Sector	Health services delivery, financing, training, infrastructure development, community mobilization for health maintenance and service utilization; and reporting on performance as appropriate.
Development Partners/ Donor Agencies	Capacity building for service delivery; financing; infrastructure development; advocacy and community mobilization for health maintenance and service utilization; and reporting on performance as appropriate.
Health and Funds Management Committees e.g. County Health Management Board; Health Facility Management Committee; Constituency Development Fund Committee, etc	Prioritizing available funds for infrastructure development; supervision of the health facilities; ensure community participation in planning and implementation of programmes/projects
Tertiary and Mid-Level Medical Training Institutions	Pre- and in-service training of healthcare professionals; research ; advisory roles for better service delivery; bringing diversity beyond the Meru Community in human resources for health in both faculty and students

A clear mapping of all the stakeholders and their level of effort and contribution to health indicators in Meru County has not been undertaken and documented.

### e). SWOT Analysis

The SWOT analysis of Meru County Health is shown below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- County government committed to investing in the sector to improve health outcomes</li> <li>- Skilled Human Resources for Health</li> <li>- Existence of functional Sub-county health management teams</li> <li>- Presence of a fairly functional Health Infrastructure in all 9 sub-counties.</li> <li>- Having a Regional Referral Hospital in Meru County</li> <li>- A well educated population (73% can read and write) that facilitates health seeking behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>- Political interference in the implementation of health policies including running of health facilities and public health interventions.</li> <li>- Lack of specialized services e.g. Oncology, Intensive Care, Dialysis, Advanced Imaging Etc.</li> <li>- Weak diagnostic services (Laboratory and Imaging) leading misdiagnosis of conditions</li> <li>- Lack of adequate staff in some cadres i.e. Nutritionists, Surgeons, Gynaecologists' and Dentists</li> <li>- Lack of adequate equipment</li> <li>- Poor health information management system</li> <li>- Lack of diversity in Human Resources for Health (it is very Meru-Centric)</li> <li>- Limited enforcement of policies and regulations (related to Public Health, Health Commodity Quality)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Out of County investors and donors with resources to finance health interventions</li> <li>- Web-based health information tools and systems to support service delivery</li> <li>- Weak health systems in neighbouring Counties that get their residents to seek services in Meru County</li> <li>- Leveraging on the complementary strengths of other sectors such as Education, Agriculture</li> <li>- Unexplored income generating activities including skills development for other sector</li> </ul>	<ul style="list-style-type: none"> <li>- Competition for resources including financial and human.</li> <li>- Lack of support from sectors providing complimenting services (Agriculture, Roads, IT)</li> <li>- Alternative medical services and unethical practices</li> <li>- Emerging diseases and resistance to current known diseases/conditions</li> <li>- Increased cost of healthcare delivery</li> </ul>

## 6.6.4 Health Sector Gap Analysis

An overview of the Meru County Health sector gap analysis is as below:

### Leadership and Governance

In line with the national common standards on Leadership and Governance of the health sector and the various levels within it, the existing mechanisms intended to provide leadership and governance in Meru County are defined by Public Health Act. This law has provided the basis for the creation and operation of County, Sub-county and Facility Health Management Boards; therapeutic committees, and development and implementation of service charters.

The Meru County Health Department has developed new terms of reference (ToRs) to guide the constitution and operations of the Health Management Boards and/or Committees. This will in particular, ensure better coordination, support and oversight in general, for effective service delivery. The resultant strengthened leadership and, in part, the teams running facilities will facilitate the effective addressing of identified gaps at various levels of the health system in the County.

- *Needed: Support for and objective recruitment of members to the various Health Management Boards/ Committees in line with the TORs*

Internal policies at the facility level in Meru County are weak; and therefore need to be reviewed and aligned to provide an enabling environment for better work performance. This review should be done however, without loss of the organization's core positive values and accountability. *Needed: Support for review and implementation of policies to strengthen Meru County Health to deliver quality services to residents.*

### Service Delivery

Strengthening service delivery is crucial to the achievement of the health-related Millennium Development Goals (MDGs), which include the delivery of interventions to reduce child mortality, maternal mortality, and to reduce the burden relayed to the HIV epidemic, tuberculosis and malaria..

Health service delivery in Meru has improved over time with the strengthening of health systems in the Country under the guidance of the National Health Sector Strategic Plans. However there are still gaps that require to be addressed through concerted effort. Health services in the County have been comprehensive and we have provided preventative, curative, palliative and rehabilitative, and health promotion services. The greater investment over the years has however been skewed towards curative/treatment services.

- *Needed: Greater investment in promotive and preventive health to reduce (new) incidence of diseases and improve wellness among residents of Meru County.*

The Meru County Referral Hospital (Level-5) is the largest health facility and caters for most public sector inpatient services and management of difficult outpatient referrals. The hospital has inadequate infrastructure and other resources needed to provide quality services to clients from within the County and without. There is needed to prepare and implement a comprehensive site development and utilization master plan. The new site plan will guide the development and maximization of both space utilization and rational placement of various/specific facilities for

efficient flow of goods and services to minimize time spent and movement in service of clients.

- *Needed: i) Regular audits of available structural space, number of staff and workload; and ii) facility upgrades/renovations to meet the increasing demand for quality services.*

It is evident that currently the quality of health services in Meru County is way below the expected standard with the number of revisits and readmissions being unacceptably high at the Level 2 & 3 facilities. 70.7% (409,559/579249) of the clients attended to in 2012 at the Level-2 &-3 facilities made repeat visits.

There is lack of coordination in service delivery across provider types, types of care, levels of service delivery, and for both routine and emergency preparedness. Referral services too are not up to standard due to lack of adequate ambulances in the County. Referrals across sectors is also poorly coordinated. Accountability and efficiency in the sector is also poor with lack of emphasis or measures to minimize wastage of resources.

There is a need to ensure services are of high quality in Meru County, i.e. that they are effective, safe, centred on the patient's needs and given in a timely fashion. The public sector lacks service delivery standards; and where service charters are available, they are not adhered to; and the therapeutic committees in facilities do not carry out service delivery audits regularly.

- *Needed: The development and implementation of: i) a comprehensive evidence informed skills development programme which ensures our frontline staffs have skills that match demands in the community for better health outcomes; ii) health services standards to improve service delivery*

While the necessary safety standards and protocols exist and are at various degrees of implementation at the health facilities there is need, as part of the safety improvement strategy, to undertake regular reviews of these; and provide to staff and clients the necessary tools including radiation protection clothing, induction/training to reduce risk, and disinfectant as appropriate, etc.

- *Needed: The development and implementation of a plan to strengthen sustainably the Meru County health capacity to provide quality diagnostic (imaging and lab) services to support evidence informed clinical practice.*

Clinical practice that results in quality service is, in addition to health provider skills and access to and use of diagnostic equipment/tools and medicines, a function of the access and mandatory use of guidelines and service protocols/standards. Further, service charters are becoming the norm in the service industry but compliance with the set milestones of performance is often poor. Meru County Health will review, and/or develop and implement appropriate service guidelines, policies, protocols and service charters; and guide their effective implementation and monitoring to improve the quality of services to clients as appropriate. Further, Meru County will embrace and/or encourage other stakeholders too to embrace use of ICT tools (e-health platforms including mobile phones, computers, e.t.c) to improve communication; data acquisition/electronic record keeping, data analysis and use for quality service provision.

- *Needed: The development and implementation of a plan to strengthen the use of modern ICT technology in Meru County to support evidence informed clinical practice.*

Both through outreach and as part of the community strategy, the health providers have over the years undertaken albeit to a limited degree, community mobilization through use of various

communication strategies to improve the health seeking behaviour of target communities to ensure early diagnosis and treatment of conditions. The outreach services seek to take some of the simple interventions to the people, and refer cases as appropriate to its facility for specialized treatment. There is also poor participation of the target population in service delivery design and assessment.

- *Needed: Implementation of the community strategy and participation of the community to improve access and use of health services in Meru County.*

### **Human Resource for Health (HRH)**

Human Resources for Health (HRH) in the county is fairly skilled in general, but the number in most cadres is below that needed to provide quality services. Nurses make up the bulk of the health care staff in Meru County Health, with 738 in total servicing currently.

The number of health workers consultants/specialists (in various fields of medicine) serving is very low to enable Meru County handle difficult cases effectively. There are only 16 consultants serving in the public sector in Meru County. The target will be to attract and retain adequate numbers of skilled staff in the key cadres; and achieve high staff satisfaction that ensures an annual retention rate of at least 90% in all major staff cadres. There is therefore need to develop strategies that ensure the attraction, recruitment and/or maintenance of staff to attain the desired staff to client/population ratio for quality service provision.

Adequate housing and attendant amenities provided to staff at their place of work or in any easily accessible and secure location can improve their motivation and performance. The Meru County Health Department has used the stimulus funds to improve the living quarters for staff at the health facilities and provided limited recreational facilities. This however remains work in progress, and more will be done during this current strategic plan period to both cater for the current unmet need and for the expanding staff ranks in line with anticipated growth to guarantee quality services for all. The Meru County Health Department will, during the current Strategic Plan period, undertake a limited task-time-motion study; and a mapping of the number, skills and location of various cadres of HRH to inform health staff needs quantification.

- *Needed: Development and Implementation of an evidence-informed HRM Plan that ensures Meru County has skilled HRH to deliver quality health services to residents.*

### **Strategic Information**

A health information system provides the needed evidence for decision-making; and serves four key functions: data i) generation, ii) compilation, iii) analysis and synthesis, and iv) communication and use.

The health information system should collect data from health and other relevant sectors, analyse that data and ensure the overall quality, relevance and timeliness; and convert the data into information for health-related decision-making.

Appropriate dissemination and communication of data/evidence are therefore essential attributes of the health information system.

In Meru County, individual level data about the patient's profile, health-care needs and treatment that serve as the basis for clinical decision-making is not up to standard; and there is also poor



storage of the data collected. This therefore complicates patient follow up. Health facility level data, both from aggregated facility level records and from administrative sources (such as drug procurement records) is captured minimally and not used widely by the health management teams to determine resource needs, guide purchasing decisions (for drugs, equipment and supplies) or support community outreach. Data quality is also poor, and on the most part, does not represent the services available to the population.

Meru County Health will strengthen the currently very weak gathering and use of strategic information for planning and effective programmes implementation. Both regular monitoring and evaluation of projects/programmes; and research (including implementation research), are currently very limited in Meru County. There is therefore need for the establishment of a responsive health information system in Meru County

The Meru County Health Department will also collaborate with teaching institutions and provide grants to those seeking to provide evidence to support scale up of the current and initiation of new interventions as appropriate. Further, the results of such research will be published and shared widely to improve service standards and contribute to the available body of knowledge.

- *Needed: development and implementation of: i) an elaborate plan to strengthen the Meru County Health Management Information System; and ii) Health Research Agenda to build the necessary evidence base.*

### **Commodity Security**

According to the WHO framework, a well-functioning health system ensures equitable access to essential medical products, vaccines and technologies of assured quality, safety, efficacy and cost-effectiveness, and their scientifically sound and cost-effective use. The health commodities used to facilitate the provision of health services in Meru County are supplied by Kenya Essential Medicines and Supplies Agency (KEMSA). Prior to the transfer of health services to the County Government, the health facilities had virtual accounts and drawing rights that allowed them to receive and pay for commodities from KEMSA.

The number of skilled staff at the pharmacy department in most health facilities in Meru County is very limited and in some instances a great drawback to quality service delivery. Lack of capacity to undertake demand forecasting, and timely acquisition and analysis of consumption data to facilitate demand forecasting and commodity procurement are partly to blame. This HRH gap needs to be addressed in earnest to ensure appropriate patient counselling and dispensing of medicines and other pharmaceutical commodities in line with acceptable standards. Meru County Health will recruit and retain skilled staffs, and have skills of others improved through training and mentorship.

.Adherence to standard operating procedures (SOPs) for commodity receipt, storage, issuance and dispensing and reporting too have been weak at health facilities in Meru County. In addition, lack of adequate space at the work areas in the dispensing pharmacy (s) and warehouses/stores has been identified as a key gap; and which needs to be addressed to improve motivation and productivity of staff, service provision and the comfort of the clients waiting for services. Many of the pharmacies and warehouses lacks secure doors and windows, have poor raking and limited shelf-space; in addition to having sub-optimal ambient conditions (temperature and humidity control) for commodity storage.

To improve efficiency in service provision, Meru County Health will strengthen the number and skills of staff in the pharmacy department, provide adequate work-space in the dispensing pharmacy (s) and warehouses/stores, ensure timely acquisition and analysis of quality consumption data to facilitate demand forecasting and commodity procurement, and procure and maintain tools (including computers and attendant software) used in dispensing at the pharmacies and commodity management in the drug-stores. To ensure the derived demand is quantified to inform procurement and provision of adequate commodities, regular demand forecasting meetings will be held with the user-departments especially the representatives from the Clinical Services (pharmacy, outpatient clinics, the wards and outreach).

- *Needed: development and implementation of: i) an effective commodity security plan; and ii) pharmaceutical dispensing standards that improve the quality of health care services for residents of Meru County.*

## **Health Financing**

The financing arrangements for health services in Meru County do largely mirror those prevailing at the national level. The Government of Kenya contributes greatly to the development of infrastructure (facilities and attendant equipment), procurement and provision of health commodities; and the training, recruitment and maintenance of the majority of HRH in service today. The development partners and the County Government are the other key financiers of health services in Meru County. The private sector, employer groups and individuals finance health services in Meru County through medical insurance and/or direct payment for services received especially at the non-public sector facilities. In general, the resources committed to finance the health care sector in Meru County and nationally today remains lower than those required to provide world-class health services for all.

Over the last thirty years donors (public and private-sector institutions, and individuals) have provided both tied and non-tied funding for public service oriented activities. While both funding models remain in operation, the former is getting dominant and therefore those seeking financing are expected to develop specific proposals that state clearly the targets (programme performance indicators and attendant budgets) for consideration by donors, national governments and/or corporations or individuals in the private sector.

To ensure sustainable financing of its activities, the Meru County Health Department will develop and effectively implement well thoughtout and/or innovative resource mobilization, allocation and management strategies. To obtain sustainable funding over the long term, the Senior Leaders of the Meru County Health ought to embrace fundraising as a team sport to ensure development of responsive proposals that meet the donor needs and interests or build the requisite capacity to generate our own revenue from Income Generating Activities (IGA). Further, the Meru County Health Department will develop strategic partnerships with individuals and institutions in Europe, North America and on the African continent to mobilize resources to finance the implementation of its activities to improve health outcomes. A clear and effective mechanism to coordinate these teams will be developed.

- *Needed: The development and Implementation of an Innovative Resource Mobilization and Management Strategy to ensure all planned Meru County Health projects/programmes are sustainably funded.*

### 6.6.5 Issues, Causes and Proposed Interventions by Sub-sector

Below is a tabular representation of issues identified by key stakeholders in health within the Meru County and the proposed interventions to address them:

Issues	Causes	Immediate Objectives	Proposed Interventions
High prevalence of communicable diseases	Poor immunization coverage, HIV infection, Malaria, Pneumonia, Diarrheal diseases and other neglected diseases	Eliminate Communicable Conditions	Raise Immunization coverage
			Child Health through IMCI strategy
			Screening for communicable conditions
			Antenatal Care, LLITNs provision
			Prevention of Mother to Child HIV Transmission and scaling eMTCT in MCH and Maternity
			Integrated Vector Management
			Good hygiene practices
			Roll out Community Strategy
			HIV and STI prevention
			Scale up CCCs services for PLHIV
Control and prevention neglected tropical diseases			
High morbidity and mortality from Non communicable diseases	Cancers, hypertension, Diabetes	Halt, and reverse the rising burden of non communicable conditions	Health Promotion & Education for NCD's
			Institutional Screening for NCD's
			Rehabilitation
			Workplace Health & Safety
			Specialized cancer management by setting Cancer centre
			Food quality & Safety
			Roll out Community Strategy
			Palliative care
			Specialized clinics
			Comprehensive youth friendly services
Operative surgical services			
Specialized Therapies			
Rising burden of injuries and violence	RTAs, Gender based and domestic violence	Reduce the burden of violence and injuries	Health Promotion and education on violence / injuries prevention
			Workplace Health & Safety and mainstreaming GBV
			Pre hospital Care with efficient referral systems (ambulances)
			OPD/Accident and Emergency
			Management for injuries in Critical care units (ICU, HDU, Theatres)
			Rehabilitation centres

Issues	Causes	Immediate Objectives	Proposed Interventions
High risk of STI/HIV, teenage pregnancies, abortion, drug and substance abuse	FGM, Ignorance, Idleness, early sexual debut, peer pressure	Minimize exposure to health risk factors	Health Promotion including health Education including through school health programmes and youth programmes for youth out of schools
			Sexual education including through school health programmes and youth programmes for youth out of school
			Substance abuse addict rehabilitation
			Micronutrient deficiency control
			Establish youth friendly centres
			Scale up MARPS Program
			Physical activity through recreation programmes
High maternal, neonatal and childhood mortalities and morbidities	Haemorrhages, abortions sepsis, obstructed labour, pre-eclampsia, pre-maturity, birth asphyxia, hypothermia, malnutrition, anaemia	Provide essential health services to address maternal, neonatal and child health	Ensure services are provided by skilled Human Resource
			Provide Integrated MCH / Family Planning services
			Strengthen BEMONC & CEMONC
			Roll out Community Strategy
			Provide Focused Antenatal Care
			Strengthen Newborn services
Weak inter-sectoral collaboration	Unhelpful Competition between sector players	Strengthen collaboration with other sectors	Joint planning and implementation
			Development and measurement of indicators specific to the activities related to better collaboration between sector players
			Have an Reward and acknowledging system for those that show improvement in this regard

### 6.6.6 Strategies to Address Overall Gaps, Needs and Opportunities Identified in the

#### Health Sector in Meru County

To address the identified challenges/needs and exploit opportunities presented by the external environment, Meru County Health will use the following main strategies:

#### Leverage on Existing Structures and Systems

The Meru County Government has inherited a fairly functional health system. Meru County Health will review the existing structures and systems at various levels with a view of retaining what works and exploring more effective alternatives for those that do not.

#### Mobilise Resources to Support Strategies

The County Health Department will develop a forward looking, innovative Resource Mobilization and Management Strategy that seeks to ensure sustainable financing of the planned activities. This will seek to guarantee the flow current resources into the health sector from the national government and other key partners/stakeholders; and to develop new sources of financing including via tapping into emerging markets and/or developing our own income generating

activities. Better financial planning, allocation, use and accounting of the obligated resources too will improve the available resources for investment in the priority projects.

### **Create and/or Strengthen Strategic Partnerships**

The sector will develop new and/or strengthen existing partnerships with the National Government, the Development Partners, Implementers, the Community and other stakeholders as appropriate to further our set objectives.

### **Creating Synergy with Other Sectors to Deliver Optimal Health Services**

Meru County Health recognizes health and wellness can only be fully realized if other sectors contribute their efforts and resources too. The production and consumption of safe and quality foodstuffs (of all kinds) has impact on health outcomes. Improving literacy levels among County residence has a huge correlation with their ability to understand key health messages, wellness and disease states; and therefore their own contribution to promotive and preventive health interventions, and utilization of available curative services. Further, improving the road network facilitates faster movement of people and enables more residents to access health care services.

### **Support Research to Inform Sector Decisions**

Effective and sustainable interventions are those supported by compelling evidence. The existence of compelling evidence does motivate/inspire many to action including in resource commitment and support for planned activities. Meru County Health will develop a Research Agenda and facilitate those who seek to undertake research to support programme implementation and/or contribute to the existing body of knowledge. Meru County Health will therefore deliberately promote Operational and/or Implementation Research to ensure its projects/programmes are evidence informed.

### **Priority Programmes and Projects**

There are on-going Health Sector projects in Meru County. Some flagship and other projects have also been identified for implementation. These are highlighted in the tables below:

#### **i). On-going Projects**

<b>Project Name</b>	<b>Location</b>	<b>Description of Activities</b>	<b>Reasons for Stalling</b>	<b>Way Forward</b>
KK Mwethe, Kaathi, Kande-bene and Matabithi dispensaries	Tigania East	Construction and equipping	Inadequate funding	Allocate more funds to complete construction and equipping
Kimachia dispensary Machegene dispensary	Tigania West	Construction and equipping	Inadequate funding	Allocate more funds to complete construction and equipping
Runogone, Kianjuri and Ngiine dispensary	Imenti North	Construction and equipping	Inadequate funding	Allocate more funds to complete construction and equipping
Meru County Health Department block	Imenti North	Construction and equipping	Inadequate funding	Allocate more funds to complete construction and equipping

ii) New Projects  
 a. Flagship Projects

Flagship Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KSh s. Million)	Source of Funds
1 Model Health Centre	1	I g e m b e Central	Improve access to learning on best practice and provision of quality health services in Meru County	1 Model Health Centre built, equipped and operational	Construction, furnishing equipping, and staffing	50	Meru County Government and Partners
1 Advanced Health Sector Training Institute	1	M e r u Central	Improve skills of HRH in Meru County	1 Advanced Health Training Institute built, equipped and operational	Construction, furnishing equipping, and staffing	200	Meru County Government and Partners

## b. Other Projects

The other Main Health Projects proposed for implementation over the next 5 years in Meru County and Projected Costs are captured below:

Other Projects						
Project Name	Location/ Level	Objectives	Target	De- scrip- tion of Activi- ties	Total KShs. (Million)	Source of Funding
Renovate, equip and maintain the existing facilities in all 9 Sub-counties	In all the 9 Sub-counties	To ensure quality health services are accessible to all residents of Meru County by the end of 2018	9		300	Meru County Government and partners
Build, equip and maintain Level -2-3 and 4 facilities in all 9 Sub-counties	In all the 9 Sub-counties		130		400	Meru County Government and partners
Build, equip and maintain Operating theatres at the Sub-county (Level – 4) Hospitals	In the 7 Sub-counties		9		75	County Government and partners
Procure, install and maintain X-RAY machines at the Sub-county (Level-4) Hospitals in Meru County	In the 7 Sub-counties		9		54	Meru County Government and partners
Build, equip and maintain an ICU	Meru Level 5 Hospital		1		350	MCG and partners
Build, equip and maintain a Renal Unit	Meru Level 5 Hospital		1		70	MCG and partners
Build, equip and maintain a HDU	Meru Level 5 Hospital		1		65	MCG and partners

Other Projects						
Project Name	Location/ Level	Objectives	Target	De- scrip- tion of Activi- ties	Total KShs. (Million)	Source of Funding
Build, equip and maintain a Cancer Centre	Meru Level 5 Hospital		1		480	MCG and partners
Build, equip and maintain a Physiotherapy Unit	Meru Level 5 Hospital		9		35	MCG and partners
Build and equip a Model Health Centre and support its operations	Igembe Central		1		50	MCG and partners
Procure and maintain Ambulances	5 per each Sub-county		48		135	MCG and partners
Procure and maintain Utility Vehicles	2 Vehicles per Sub-county		18		27	MCG and partners
Procure, install and maintain Standby Generators	In all the 9 Sub-counties		38		19	MCG and partners
Develop and maintain the needed infrastructure to improve water supply in all health facilities	In all the 9 Sub-counties		100%		5	MCG and partners
Build and maintain incinerators at health facilities for medical waste management	In all County Health facilities		116		23	MCG and partners



Other Projects						
Project Name	Location/ Level	Objectives	Target	De- scrip- tion of Activi- ties	Total KShs. (Million)	Source of Funding
Build and main- tain staff houses for the Core Facility manage- ment team (and HRH covering nights)	In all the 9 Sub-counties	Ensure there is an adequate number of skilled HRH in Meru County to provide quality ser- vices by the end of 2016	14 hospi- tals; 23 health centres		120	MCG and partners
Build, equip and support oper- ations of the Advanced Health Sector Training Institute	Meru Central Sub-county		1			MCG and partners
Recruit and/or maintain ade- quate numbers of skilled HRH for service deliv- ery in the Public Sector	All Health facilities		2574		3,000	MCG and partners
Procure, ware- house and dis- pense adequate quality health commodities line with national and international standards	All Health fa- cilities in line with County Health Policy	Ensure Meru County has adequate health com- modities and devices to provide ef- fective/qual- ity services throughout the plan period	1%		793	MCG and partners

Other Projects						
Project Name	Location/ Level	Objectives	Target	De- scrip- tion of Activi- ties	Total KShs. (Million)	Source of Funding
Facilitate Meru County health (health facilities and system) to undertake M&E and research to gather evidence to inform planning and programme implementation; and contribute to the existing knowledge	Next to Meru County HQ	Ensure Meru County has the necessary evidence to inform planning and effective implementation of activities throughout the plan period	100%		36.7	MCG and partners
Completion, furnishing, equipping and maintenance of County Health Department Building	All 9 Sub-counties and County level	To ensure a well Led and Coordinated Meru County Health System that is responsive to the needs of residents by the end of 2014	100%		27	MCG and partners
Support to Meru County Health Dept and its Health Management Boards/ Committees at various levels to provide leadership and governance for effective service delivery	All 9 Sub-counties and County level		100%		45.125,	MCG and partners

Other Projects						
Project Name	Location/ Level	Objectives	Target	De- scrip- tion of Activi- ties	Total KShs. (Million)	Source of Funding
Facilitate Operations ( payment of utility bills and running of vehicles, wages for contract staff, etc) and Maintenance (buildings and utilities, etc)	Next to Meru County HQ		100%		1,300	MCG and partners

### 6.6.7 Budget Projections

Budget Projections							
Program/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Model Health Centre	Igembe Central	50		20	20	5	5
Advanced Health Sector Training Institute	Meru Central	200		80	80	20	20
Renovate, equip and maintain the existing facilities	In all the 9 Sub-counties	300	33	60	70	70	67
Build, equip and maintain Level -2 and -3 facilities	In all the 9 Sub-counties	400	70	80	90	80	80
Build, equip and maintain Operating theatres at the Sub- county (Level – 4) Hospitals	In the 7 Sub- Counties	75	15	15	15	15	15
Procure, install and maintain X-RAY machines at the Sub- county (Level-4) Hospitals in Meru County	In the 7 Sub- counties	54	13	13	13	7.5	7.5
Build, equip and maintain an ICU	Meru Level 5 Hospital	350	150	100	30	10	10
Build, equip and maintain a Renal Unit	Meru Level 5 Hospital	70	30	10	10	10	10
Build, equip and maintain a HDU	Meru Level 5 Hospital	65	25	10	10	10	10
Build, equip and maintain a Cancer Centre	Meru Level 5 Hospital	480	70	150	150	80	30
Build, equip and maintain a Physiotherapy Unit	Meru Level 5 Hospital	35	10	10	5	5	5

<b>Budget Projections</b>							
Procure and maintain Ambulances	5 per each Sub-county	135	30	30	30	30	15
Procure and maintain Utility Vehicles	2 Vehicles per Sub-county	27	15	4	4	2	2
Procure, install and maintain Standby Generators	In all the 9 Sub-counties	19	5	5	5	2	2
Develop and maintain the needed infrastructure to improve water and electricity supply at health facilities	In all the 9 Sub-counties	5	1	1	1	1	1
Build and maintain incinerators at health facilities for medical waste management	In all the 9 Sub-counties	120	30	30	30	30	30
Build and maintain staff houses for the Core Facility Mxt team (and HRH covering nights)	In all County Health facilities	23	4	6	5	5	3
Recruit and/or maintain adequate numbers of skilled HRH for service delivery in the Public Sector	All Health facilities	3,000	600	600	600	600	600
Procure, warehouse and dispense adequate quality health commodities line with national and international standards	All Health facilities in line with County Health Policy	793	142	150	158	167	176
Facilitate Meru County health (health facilities and system) to undertake M&E and research to gather evidence to inform planning and programme implementation; and contribute to the existing knowledge	All Sib-counties in Meru county	36.7	6.7	8	8	7	7
Completion, furnishing, equipping and maintenance of County Health Department Building	Next to the County Headquarters	27	10	15	0.6	0.7	0.7
Facilitate Operations (payment of utility bills and running of vehicles, wages for contract staff, etc) and Maintenance (buildings and utilities, etc)	All Health Facilities in the 9 Sub-counties	1,300	250	250	270	270	260
Support to Meru County Health Dept to provide leadership and governance for effective service delivery (develop and disseminate the Strategic & Operational Plans, policies; and facilitate meetings and visits of Health Management teams to carry out their mandate)	All levels of Meru County Health	45.125	7.125	8	9	10	11
<b>Total</b>		<b>7,609.825</b>	<b>1,516.825</b>	<b>1,665</b>	<b>1,623.6</b>	<b>1,437.2</b>	<b>1,367.2</b>

### 6.6.8 Income Generation Mechanisms

Mechanism /Source	Expected Income (KShs. Million)	Sustainability Mechanisms
Hospital user fees	80	Improving and diversification of services, encouraging enrolment with health insurance providers
Premises inspection and licensing fees	5	Development of clear guidelines

### 6.6.9 Sustainability of Interventions

Meru County Health will involve the target community and other key stakeholders in the design (identification of needs, planning) and implementation of projects/programmes to ensure buy-in and enduring support for sustainability. The early seeking of concurrence on the identified needs, the appropriate solutions, the approach and cost of implementation, and indicators of performance and feedback to the various stakeholders on progress will go a long way to ensuring the chosen projects/programmes are supported for timely completion and enduring service to the residents of Meru County.

Every one, whether individual, interest groups (CSOs, Academia, Friends of Meru County in Diaspora, etc.), communities, the National Government, and/or the Development Partners will be encouraged to partner with Meru County Health and Government to facilitate the realization of our stated intent to have: *Meru county residents have access to and utilize affordable quality health services to improve health outcomes.*

### 6.6.9 Implementation, Monitoring and Evaluation

#### a). Implementation Framework

The Sector-specific Strategic Plan will be operationalized via the development and implementation of a fully costed Annual Operational Plan (AOP)/Framework.

#### b). Policy, Legislative and Regulatory Framework

The County Government will enact specific policies, laws and regulations to guide the health sector.

#### c). Monitoring and Evaluation Framework

The effective implementation, monitoring and evaluation of public sector interventions go along to ensuring the achievement of the set objectives in service of the target population. Data acquisition, analysis and use of the evidence generated for planning and programmes implementation is rather weak and needs to be strengthened through investment to create an integrated and effective M&E system. A revamped County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process. The matrix describing in detail the priority projects/activities, costs, sources of funds, implementation timeframes, monitoring indicators, implementing agencies and sources of data, will be developed as a part of the Annual Operational Plan for each year.

The Overall Meru County Health Sector M&E Framework covering the first 5 years of the CIDP is as highlighted below:

Monitoring and Evaluation Framework									
Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Renovate, equip and maintain the existing facilities in all 9 Sub-counties	To ensure quality health services are accessible to all residents of Meru County by the end of 2018	In all the 9 Sub-counties	300	MCG and partners	4yrs	County Government	Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	On-going
Build, equip and maintain Level-2-3 and 4 facilities in all 9 Sub-counties		In all the 9 Sub-counties	400	MCG and partners	4yrs	MCG	Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New
Build, equip and maintain Operating theatres at the Sub-county (Level – 4) Hospitals		In the 7 Sub-counties	75	MCG and partners	4yrs	MCG	Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New
Procure, install and maintain X-RAY machines at the Sub-county (Level-4) Hospitals in Meru County		In the 7 Sub-counties	54	MCG and partners	4yrs	MCG	Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed workplan	Reports; Invoices; LPOs; Minutes of health committees	New

Monitoring and Evaluation Framework										
Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Build, equip and maintain an ICU		Meru Level 5 Hospital	350	MCG and partners	4yrs	MCG	Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New	
Build, equip and maintain a Renal Unit		Meru Level 5 Hospital	70	MCG and partners	4yrs	MCG	Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New	
Build, equip and maintain a HDU		Meru Level 5 Hospital	65	MCG and partners	4yrs		Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New	
Build, equip and maintain a Cancer Centre		Meru Level 5 Hospital	480	MCG and partners	4yrs	MCG	Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New	
Build, equip and maintain a Physiotherapy Unit		Meru Level 5 Hospital	35	MCG and partners	4yrs	MCG	Number (%) of client accessing quality services against the agreed work plan	Reports; Invoices; LPOs; Minutes of health committees	New	

Monitoring and Evaluation Framework										
Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Build and equip a Model Health Centre and support its operations		Igembe Central	50	MCG and partners			Number (%) of client accessing quality services against the agreed work plan; Number (%) of HRH trained/ mentored on best practice at the Model Health Centre	Reports; In-voices; LPOs; Minutes of health committees	New	
Procure and maintain Ambulances		5 per each Sub-county	135	MCG and partners	4yrs	MCG	Number (%) of client provided with ambulance services in line with the agrees county health standard;	Reports; In-voices; LPOs; Minutes of health committees	New	
Procure and maintain Utility Vehicles		2 Vehicles per Sub-county	27	MCG and partners	4yrs	MCG	Number (%) of supportive supervision visits undertaken in line with the agreed work plan	Reports; In-voices; LPOs; Minutes of health committees	New	
Procure, install and maintain Standby Generators		In all the 9 Sub-counties	19	MCG and partners	4yrs	MCG	Number (%) of health facilities without power outages	Reports; In-voices; LPOs; Minutes of health committees	New	



## Monitoring and Evaluation Framework

Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Develop and maintain the needed infrastructure to improve water supply in all health facilities		In all the 9 Sub-counties	5	MCG and partners	4yrs	MCG	Number (%) of health facilities with piped regular and adequate amount of water	Reports; Invoices; LPOs; Minutes of health committees	New
Build and maintain incinerators at health facilities for medical waste management		In all County Health facilities	23	MCG and partners			Number (%) of health facilities with functional in line with international standards	Reports; Invoices; LPOs; Minutes of health committees	New
Build and maintain staff houses for the Core Facility management team (and HRH covering nights)	Ensure there is an adequate number of skilled HRH in Meru County to provide quality services by the end of 2016	In all the 9 Sub-counties	120	MCG and partners	4yrs	MCG	Number (%) of health facilities with adequate staff houses in line with the agreed plan.	Reports; Invoices; LPOs; Minutes of health committees	New
Build, equip and support operations of the Advanced Health Sector Training Institute		Meru Central Sub-county		MCG and partners	4yrs	MCG	Number (%) of HRH in Meru County trained at the Advanced Hektor Sector Training Institute	Reports; Invoices; LPOs; Minutes of Training Institute's Mxt Board	New

Monitoring and Evaluation Framework									
Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Recruit and/or maintain adequate numbers of skilled HRH for service delivery in the Public Sector		All Health facilities	3,000	MCG and partners	4yrs	MCG	Number (%) of health facilities with adequate number of skilled HRH; Number (%) of HRH providing health services in line with guidelines	Reports; Payroll; work plans; human resource records	New
Procure, warehouse and dis-pense adequate quality health commodities in line with national and international standards	Ensure Meru County has adequate health commodities and devices to provide effective/quality services throughout the plan period	All Health facilities in line with County Health Policy	793	MCG and partners	4yrs	MCG	Number (%) of health facilities without stock out of health commodities; Number (%) of clients accessing appropriate health commodities in line with treatment guidelines	Reports; Invoices; LPOs; Delivery notes; Payment Vouchers; Bin Cards; Minutes of health committees	New

Monitoring and Evaluation Framework

Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Facilitate Meru County health (health facilities and system) to undertake M&E and research to gather evidence to inform planning and programme implementation; and contribute to the existing knowledge	Ensure Meru County has the necessary evidence to inform planning and effective implementation of activities throughout the plan period	Next to Meru County HQ	36.7	MCG and partners	4yrs	MCG	Number (%) of health facilities reporting accurately and in a timely manner; Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan; Number (%) of project programmes designed using evidence generated by Meru County health	Reports; Invoices; LPOs; Delivery notes; Payment Vouchers; Bin Cards; Minutes of health committees	New
Completion, furnishing, equipping and maintenance of County Health Department Building	To ensure a well Led and Coordinated Meru County Health System that is responsive to the needs of residents by the end of 2014	All 9 Sub-counties and County Level	27	MCG and partners	4yrs	MCG	Number (%) of health facilities reporting accurately and in a timely manner; Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan; Number (%) of project programmes designed using evidence generated by Meru County health	Reports; Invoices; LPOs; Delivery notes; Payment Vouchers; Minutes of health committees	New

Monitoring and Evaluation Framework									
Project Name	Objectives	Actual Sub-county/ Ward	Total (KShs. Million)	Source of Funding	Time-frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Support to Meru County Health Dept and its Health Management Boards/ Committees at various levels to provide leadership and governance for effective service delivery		All 9 Sub-counties and County Level	45.125	MCG and partners	4yrs	MCG	Number (%) of health facilities reporting accurately and in a timely manner; Number (%) of facilities providing quality services; Number (%) of client accessing quality services against the agreed work plan; No. of project programmes designed using evidence generated by Meru County health	Reports; Invoices; LPOs; Payment Vouchers; Minutes of health committees	New
Facilitate Operations ( payment of utility bills and running of vehicles, wagons for contract staff, etc) and Maintenance (buildings and utilities, etc)		Next to Meru County HQ	1,300	MCG and partners	4yrs		Number of health facilities reporting accurately and in a timely manner; Number of facilities providing quality services; Number of client accessing quality services against the agreed work plan; Number of project programmes designed using evidence generated by Meru County health	Reports; Invoices; LPOs; Payment Vouchers; Minutes of health committees	New

### 6.6.10 Feedback and Response Mechanisms

- Chalk boards
- Suggestion boxes
- Customer satisfaction surveys
- Operational research
- Facility open days
- Community dialogue days
- Staff score cards
- Stakeholder forums
- Performance Reports
- On line platforms including web sites, chat rooms and social media

## 6.7 Social Protection, Culture and Recreation

### 6.7.1 Brief Description

The Social Protection, Culture and Recreation Sector is made up of the following inter-related sub-sectors: Sports, National Heritage and Culture, Social Development, Special Programmes, Children and, Youth Affairs and Gender.

Sports within Meru County has been in existence though lowly and poorly harnessed and so many talents are untapped. With regard to National Heritage and Culture, Meru County is rich with diverse cultural practices exhibited through songs and dances, traditional beliefs, artworks, culinary arts, artefacts, cultural sites and the Njuri Ncheke council of elders which is a unique and recognized form of government both nationally and internationally. There exist a museum at the county which if fully equipped which can act as tourist attraction besides being an educational centre on traditional values to our children at both primary and secondary schools. There is one public library and several community libraries at the Sub-county level that require promotion, equipping and digitalization.

Some of the recreational facilities as outlined in schedule four of the county government Act include *theatres, parks, casinos, video shows, cinema* and *racecourses* which are non-existent in Meru County. The County has one officially known park Mwenda-Antu park, which is under construction. In terms of Social development, registration of groups is underway as well as support to the aged. Assistance to the People with disabilities (PWDs) and older persons has been minimal and need to be scaled up to reach a wider range. There are children's department in the county and sub-counties but not adequately facilitated to handle children matters.

## 6.7.2 Sector Vision, Mission and Objectives

### Vision

A leading provider of social services for quality life for the residents

### Mission

To optimally exploit resources for empowerment and nurturing of talents

### Objectives

- Empower the marginalized and enforce affirmative action
  - Explore, exploit and nurture talents in the populace
  - Promotion and preservation of positive cultural practices and heritage
- Eradicate retrogressive cultural practice

## 6.7.3 Situational Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Availability of public land for development of social services and facilities.</li> <li>• Diverse talents across the board</li> <li>• Rich cultural background</li> <li>• Skilled manpower</li> <li>• Favourable location for cultural tourism</li> <li>• Good will from stakeholders and county government</li> <li>• Existence of cultural sites for tourists' attraction.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural rigidity</li> <li>• Understaffing</li> <li>• Inadequate funding?</li> <li>• Dependency syndrome among the youth</li> <li>• Negative perception of technical skills</li> <li>• Ignorance/inadequate information about affirmative programmes</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Existence of untapped talent among the youth</li> <li>• Good market for sports</li> <li>• Favourable legislations under the constitution and county government Act</li> <li>• Favourable climatic conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Other counties with more developed cultural tourism</li> <li>• Well established sports centres and training grounds outside the county</li> <li>• Illegal smuggling of traditional artefacts</li> <li>• Competition from well developed and famous cultural communities e.g. Maasai</li> </ul>

#### 6.7.4 Issues, Causes and Proposed Interventions by Sub-sector

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
Sports	Untapped talents	Inadequate facilities and professional knowledge and awareness	To identify and tap diverse talents	Provide resources to enable tapping and nurturing talents  Initiate awareness programs on the benefits of sports activities
Culture Recreational facilities	Unexploited cultural potential	Inadequate resources	To exploit culture for social-economic empowerment  To expand/develop recreational facilities	Map, conserve and exploit recreational facilities  Provide resources for adequate recreational facilities
Social services	Limited recreational facilities  Little upscale of affirmative programmes  Uncoordinated support for the needy by NGOs	Minimal patronage of these facilities and inadequate funds Inadequate funding and lack of awareness  Lack of oversight office in the County	Reach a wider range of beneficiaries  To narrow the gap between the advantaged and disadvantaged groups  To oversee the activities of all NGOs operating in the County	Scaling up of programmes and initiatives and sensitization.  Youth and Women grants and awareness creation  Start oversight office that will coordinate and take stock of NGOs activities in the County  To collaborate with them

## 6.7.5 Priority Programmes and projects

### On-going Projects/Programmes

#### (a) Flagship Projects

Programme/ Project Name	Location/ Sub- county/ Ward	Objectives	Targets	Description of activities
Imenti South Communi- ty Cultural Centre	Mitunguu - Imenti South	To establish a model cultural centre for other cultural centres in all Sub-coun- ties	Develop one (1) model cultural centre.	<ul style="list-style-type: none"> <li>• Develop Design,</li> <li>• Collection of Artefacts, bidding and awarding</li> <li>• Display of Ameru tradition- al values and artefacts</li> </ul>

#### b) Other Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
Capacity build- ing for persons with disability	Meru – Maua towns	To impart technical skills to enable self employment thereby dis- engaging the group from the streets	Equip all Physically im- paired persons with relevant training and skills and mop them out of the streets	<ul style="list-style-type: none"> <li>• Development of a concept paper, im- plementation strategy and exit strategy.</li> <li>• Training and place- ment support</li> </ul>
Scouting, developing and nurturing of sport talents by sports group formation	All Sub-counties	To promote sports and nurture di- verse talents among the youth and children	Hold Sub-coun- ty tournament in preparation for the annual County tourna- ment	<ul style="list-style-type: none"> <li>• Register youth in vari- ous sports activities</li> <li>• Arrange the in- ter-ward tournament all through to the county level</li> </ul>
Base ball com- plex	Kirirwa – Central Imenti	Promote base ball game for sports tourism	Establish a model sports complex	<ul style="list-style-type: none"> <li>• Upgrading of the play ground and construc- tion of a sports com- plex.</li> </ul>



iii) New projects  
Flagship Projects

Flagship Projects							
Programme/ Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Rehabilitation of stadia and public play grounds	4	North Imenti (Kinoru stadia) and Buuri stadia (Timau) Maua stadia (Igembe South) Imenti south Sub-county	To promote sporting activities within the county	• Four stadia	Fencing, stone-pitching, and construction of the fields	700	MCG and National Government
Construction and refurbishment of social halls and cinema halls and promotion of sports	5	Sub-county Headquarters	To provide a centre for sports talent development and engagement of youth	• All nine Sub-counties	Construction of social and cinema halls Formation and training of sports clubs	500	MCG Donors
Establishment of talent academy	6	County HQs	To diversify the approaches to gainful livelihoods for the youth	Continuous project	Initial planning -Construction - Recruitment of students and staff	1,250	MCG & Development partners
Establishment of Sports Academy & Sports University	7	Kirirwa Central Imenti	To establish a sports tourism centre and promote sporting culture	Continuous project	Initial planning -Construction - Recruitment of students and staff	2,000	MCG & Development partners

Flagship Projects							
Programme/ Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of sports club with a Golf course (Members club)	1	Meru forest	Promote golf as a sport in the county	Continuous		500	MCG & Development partners
County Marathon	2	County headquarters	Promotion of integration and cohesion	One Marathon held annually	-Event promotion -Identification and marking of route -Invitation of guest runners	50	MCG & Development partners
Mountain bike climbing	3	Buuri (Mt. Kenya)	Promotion of integration and cohesion	One event annually	-Event promotion -Identification and marking of route -Invitation of guest runners	30	MCG & Private sector

b. Other Projects

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of cultural centres	7	Sub-county headquarters	Create a centre for cultural preservation and development	Eight community cultural centres	<ul style="list-style-type: none"> <li>Designing, bidding, awarding and implementation</li> </ul>	50	National Government Meru County Government
Erection of Heroes monuments and naming of streets	8	County headquarters and other major municipalities	To honour the heroes and preserve history	A monument with the names of all Meru Heroes and streets named after them	<ul style="list-style-type: none"> <li>Designing, bidding, awarding and implementation</li> <li>Gazettement of the named streets</li> </ul>	200	Meru County Government
Establishment of Njuri Ncheke shrines	9	All Sub-counties	To enhance community governance promotion of Meru culture	Eight Njuri Ncheke Shrines	<ul style="list-style-type: none"> <li>Designing, bidding, awarding and implementation</li> </ul>	100	Meru County Government
Establishment & of cultural village homes	11	All Sub-counties	To promote local and international tourism	Eight cultural village homes	<ul style="list-style-type: none"> <li>Designing, bidding, awarding and implementation</li> </ul>	450	National government & Meru County government

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Organize annual community cultural festival	5	County headquarters	To enhance cultural celebration and recognize cultural diversities/cohesion	One cultural festival held per annum	<ul style="list-style-type: none"> <li>• Mobilization of communities</li> <li>• Purchase of materials and preliminary festivals</li> </ul>	150	Meru County Government & partners
Rehabilitation and equipping of the museum	6	County headquarters	Improve cultural preservation Increase the number of visitors	One museum	<ul style="list-style-type: none"> <li>• Repairs maintenance</li> <li>• Purchase of materials and training of personnel</li> </ul>	100	Meru County Government
Rehabilitation and Equipment of Libraries	4	Main public library and community libraries	To provide wide range of reading materials	Continuous and according to need	<ul style="list-style-type: none"> <li>• Gaps/Needs analysis</li> <li>• Acquisition of materials</li> </ul>	50	Meru County Government & development partners
Mapping of cultural sites and practitioners	10	Countywide	Identify location for future planning and development	By end of financial year 2013/2014	<ul style="list-style-type: none"> <li>• Data collection</li> <li>• Identification and engagement of researchers and documentation</li> </ul>	10	Meru County Government

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Empowerment grants for Youth, Women & Persons living with disability	2	Countywide	Empowerment for affirmative action and impart entrepreneurial skills	Continuous	<ul style="list-style-type: none"> <li>Capacity building on entrepreneurial skills</li> <li>Dispatch of the grants</li> <li>Monitoring and evaluation</li> </ul>	450	Meru County Government
Rehabilitation of street children and Support for OVCs	1	In all towns and market places	To improve the security and support them to have a productive life.	Continuous	<ul style="list-style-type: none"> <li>Do profiling</li> <li>Rehabilitation</li> <li>Placement to homes</li> <li>Give education or vocational training</li> </ul>	250	National Government and Meru County Government
Up-scaling of affirmative programmes	12	All Sub-counties	Expansion of support to older and disabled persons	Continuous	<ul style="list-style-type: none"> <li>Identification and vetting, cash transfer</li> </ul>	250	National Government and Meru County Government

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of rehabilitation centre	3	County headquarters	To rehabilitate the street children and drug addicted youths	Within 2 years	<ul style="list-style-type: none"> <li>Identification of land, designing, stakeholders involvement, construction and sourcing for qualified rehabilitation trainers</li> </ul>	500	Meru County Government and Donors
Development of public parks	13	1 in each Sub-county	Provide recreation centres for the public	Five (5) years	<ul style="list-style-type: none"> <li>Identification of sites, development</li> </ul>	9	Meru County Government and Donors
Development of high altitude training grounds	14	Nyambene/ Mt Kenya region	Provide recreation and training grounds centres for the sports fraternity	1	<ul style="list-style-type: none"> <li>Identification of land, designing, stakeholders involvement, construction and sourcing for qualified rehabilitation trainers</li> </ul>	10	Meru County Government and Donors

## 6.7.6 Budget Projections

Budget Projections							
Programme/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Imenti-south community cultural centre	Mitunguu – Imenti South	100	60	10	10	10	10
Capacity building for the persons with disability	Meru , Maua, Timau, Nkubu	500	25	155	120	100	100
Sports group formation	All Sub-counties	450	20	280	50	50	50
County marathon	County headquarters	50	10	10	10	10	10
Base ball complex	Kirwiro – Imenti Central	1000	-	600	200	100	100
Rehabilitation of stadia and public play grounds	Kinoru, Timau, Nkubu, Maua, Muthara	700	-	280	224	112	84
Establishment of sports clubs, social halls and cinema halls	All Sub-counties	500	-	250	150	50	50
Establishment of talent academy	Kariene –Mwanganthia	1.25	10	450	400	250	140
Establishment of sports Academy	Kirirwa – Central Imenti	2	-	800	400	400	400
Establishment of a members club with a golf course	Meru forest	500	-	200	200	100	-
Mountain Bike Climbing	Mt. Kenya ( Buuri)	40	-	10	10	10	10
Erection of Heroes monument and renaming of streets	Meru Town and Sub-county headquarters	200	-	50	50	50	50
Establishment of cultural centres	The 9 Sub-county	500	10	190	100	100	100
Establishment of Njuri Ncheke Shrines	The 9 Sub-counties	100	-	30	30	20	20

Budget Projections							
Programme/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Establishment of cultural village homes	The 9 Sub-counties	450	2	148	100	100	100
Organize annual community cultural festival	County Headquarters	120	-	30	30	30	30
Rehabilitation and equipping of the museum	County Headquarters	100	2	30	30	20	18
Rehabilitation and Equipment of Libraries	County Headquarters	50	-	30	10	5	5
Mapping of cultural sites and practitioners	Countywide	5	-	3	1	1	-
Empowerment grants for Youth and women	All nine Sub-counties	450	69	100	100	100	81
Up scaling of affirmative programmes	All nine Sub-counties	250	5	70	70	55	50
Rehabilitation of street children support of OVCs	All nine Sub-counties	250	50	50	50	50	50
Establishment of rehabilitation centre	Kanuni – Igembe South	500	-	400	50	25	25
Development of public parks	Nine (9) Sub-county headquarters	9	0.3	4.7	2	1	1
Development of high attitude grounds	Mt Kenya region/Nyambene	10	-	-	5	5	-
<b>Total</b>		<b>10,084</b>	<b>263.3</b>	<b>4,180.7</b>	<b>1,754</b>	<b>1,484</b>	<b>1,430</b>



### 6.7.7 Income Generation Mechanisms

Mechanism/Means/Source	Expected Income (KShs. Million)	Sustainability Mechanisms
MCG funding	6000	<ul style="list-style-type: none"> <li>• Adherence to the budget, government legislations and policies.</li> <li>• Prudent management</li> </ul>
Development partners and donor funding and revenue collection from parks, recreational facilities and sports stadia	3424	<ul style="list-style-type: none"> <li>• Adherence to funding guidelines and policies, proper reporting and accountability</li> <li>• Clear exit mechanisms</li> </ul>
Revenue collection from parks, recreational facilities and sports stadia	110	<ul style="list-style-type: none"> <li>• Adherence to revenue collection policy</li> <li>• Prudent management of revenue collected.</li> <li>• Vetting of personnel</li> </ul>
Liquor Licensing	40	<ul style="list-style-type: none"> <li>• Sale of licenses</li> </ul>
Sports endowment fund through lottery program/scheme	50	<ul style="list-style-type: none"> <li>• Lottery sale</li> </ul>

### 6.7.8 Role of Stakeholders

Name of Stakeholder	Roles
National Government	Policy formulation, standardisation, funding
County Government	Civic education, funding, M&E
Faith Based Organizations	Sponsorship, funding, civic education, M&E
Community Based Organizations	Civic education, funding
Private sector	Partnership purposes
Beneficiaries	Participatory M&E, needs identification

## 6.7.9 Implementation, Monitoring and Evaluation

### i Implementation Framework

Sub-Sector	Manpower Requirement
Culture	<ul style="list-style-type: none"> <li>• Culture – Chief Officer (1)</li> <li>• Director For Culture (1)</li> <li>• Personal Assistants (3)</li> <li>• Cultural Officers (6)</li> <li>• Administrative Staff (10)</li> </ul>
Sports	<ul style="list-style-type: none"> <li>• Sports – Chief Officer (1)</li> <li>• Director For Sports (1)</li> <li>• Personal Assistants (3)</li> <li>• Sports Officers (10)</li> <li>• Administrative Officer (10)</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Youth Officers (3)</li> </ul>
Gender and Social Services	<ul style="list-style-type: none"> <li>• Gender/Social Services Officers (3)</li> </ul>

### ii Policy, Legislative and Regulatory Framework

- County cultural, sports, gender, elderly and disability policies
- Liquor licensing and control legislation
- Betting control legislation

### iii Framework for Monitoring and Evaluation

The implementation, monitoring and evaluation mechanism of public resources plays a great role in ensuring that the objectives of the project/programme are realised. It ensures that the constrained resources are used to realize maximum benefits. It therefore means that monitoring and evaluation require to be strengthened. Collaboration among various development agencies namely the donor agencies, CBOs, NGOs, the government and other stakeholders is necessary through strong networking system. The County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process. The matrix describing in detail the names of priority projects, costs, timeframes, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sectors is as follows:

Monitoring and Evaluation Framework									
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Imenti South Community Cultural Centre	To establish a model cultural centre to act as reference point to enable development of others in all sub-counties	Mitunguu-Imenti South	100	MCG	5yrs	MCG Department of culture	<ul style="list-style-type: none"> <li>• Components completed</li> </ul>	<ul style="list-style-type: none"> <li>• Actual structures</li> <li>• Procurement documents</li> <li>• Completion certificates</li> <li>• Site meeting minutes</li> </ul>	On-going
Rehabilitation of stadia and public play grounds	To promote sporting activities within the county	North Imenti (Kinoru) and Buuri (Timau). Sub-county Headquarters	250	MCG	5yrs	MCG Department of sports	<ul style="list-style-type: none"> <li>• No. of stadia and play grounds rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>• Actual work done</li> <li>• BQs</li> <li>• Payment vouchers</li> </ul>	On-going by Min. of Youth & sports
Establishment of sports clubs, social and cinema halls	To provide a centre for sports talent development and engagement of youth	Sub-county Headquarters	500	MCG	5yrs	MCG Department of sports	<ul style="list-style-type: none"> <li>• No. of sports club established and social halls constructed</li> </ul>	<ul style="list-style-type: none"> <li>• Membership registers</li> <li>• Actual halls structures</li> <li>• Procurement documents</li> </ul>	New

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Establishment of talent academy	Promotion of talents within the county	Kariene -Mwangania (Imenti Central)	1.25	MCG	5yrs	MCG Department of sports	<ul style="list-style-type: none"> <li>Training facilities</li> </ul>	<ul style="list-style-type: none"> <li>No. of trainees enrolled</li> </ul>	New	
County marathon	Promotion of integration and cohesion	County Headquarters	50	MCG	1yr	MCG Department of culture	<ul style="list-style-type: none"> <li>Marathon held</li> </ul>	<ul style="list-style-type: none"> <li>No. of participants, prizes awarded</li> </ul>	New	
Establishment of cultural E-centres	Create a centre for cultural preservation and development	Sub-county Headquarters	500	MCG	5yrs	MCG Department of culture	<ul style="list-style-type: none"> <li>No. of cultural centres established</li> </ul>	<ul style="list-style-type: none"> <li>Actual structures, procurement documents</li> </ul>	New	
Organize annual community cultural festival	To enhance cultural celebration and recognize cultural diversities/cohesion	County Headquarters	150	MCG	1yr	MCG Department of culture	<ul style="list-style-type: none"> <li>Festival held</li> </ul>	<ul style="list-style-type: none"> <li>No. of participants</li> <li>Exhibits</li> </ul>	On-going by Min. of Culture	

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Rehabilitation and equipping of the museum	For cultural preservation	County Headquarters	100	MCG	5yrs	MCG National museums of Kenya	<ul style="list-style-type: none"> <li>Rehabilitated structures</li> <li>Materials bought /collected</li> </ul>	<ul style="list-style-type: none"> <li>Procurement documents</li> <li>No. of items bought / collected</li> </ul>	On-going by Min. of Heritage	
Rehabilitation and Equipment of Libraries	To provide wide range of reading materials	Main public library and community libraries	50	MCG	5yrs	MCG KNLS	<ul style="list-style-type: none"> <li>Rehabilitated structures, reading materials bought</li> </ul>	<ul style="list-style-type: none"> <li>Procurement documents</li> <li>Reading materials bought</li> </ul>	On-going by Min. of Heritage	
Mapping of cultural sites and practitioners	Identify location for future planning and development	Countywide	10	MCG	5yrs	MCG Department of culture	<ul style="list-style-type: none"> <li>Sites and practitioners identified and documented</li> </ul>	<ul style="list-style-type: none"> <li>Number of sites and practitioners</li> </ul>	New	
Youth/ Gender/ person with Disability Capacity building for both youth and women	Empowerment for affirmative action and impart entrepreneurial skills	Countywide	450	MCG	5yrs	MCG	<ul style="list-style-type: none"> <li>Training programme developed and trainers sourced</li> </ul>	<ul style="list-style-type: none"> <li>Number of Youth and women trained</li> </ul>	New	

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Up scaling of affirmative Programmes	Expansion of support to older and disabled persons	Countywide	250	National GoK  MCG	5yrs	MCG National GoK	<ul style="list-style-type: none"> <li>List of beneficiaries</li> <li>Number of forums held</li> <li>Homes visits and photographs of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Amount disbursed to individuals and change of life</li> </ul>	Ongoing for Gender and social services	
Establishment of rehabilitation centre	To rehabilitate the street children and drug addicted youths	County Headquarters	500	MCG Donors	5yrs	MCG / donors	<ul style="list-style-type: none"> <li>Tendering</li> <li>Procurement</li> <li>Minutes of meetings</li> <li>Site records</li> </ul>	<ul style="list-style-type: none"> <li>Procurement documents and number of victims enrolled</li> </ul>	New	
Development of public parks	Provide recreation centres for the public	One in every Sub-county	9	MCG Donors	5yrs	MCG /development partners	<ul style="list-style-type: none"> <li>Site records</li> <li>Minutes of meetings</li> <li>Tendering</li> <li>Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Number of parks opened for public patronage</li> </ul>	On going	
Establishment of Sports Academy & Sports University	To establish a sports tourism centre and promote sporting culture	Kirirwa Central Imenti	2000	MCG & Development partners	5yrs	MCG	<ul style="list-style-type: none"> <li>Tendering</li> <li>Procurement</li> <li>Minutes of meetings</li> <li>Site records</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>Completion certificate</li> <li>A functioning sports complex</li> </ul>	New	

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Establishment of sports club with a Golf course(Members club)	To Promote golf as a sport in the county	Meru forest	500	MCG Development partners & investors	- Mmmmm5m	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Site records</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Completion certificate</li> <li>• A functioning Sports Club</li> </ul>	New	
Mountain bike climbing	Promotion of integration and cohesion	Buuri (Mt. Kenya)	30	MCG & Private sector	5years	MCG	<ul style="list-style-type: none"> <li>• Procurement documents</li> <li>• Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Records on the marathon i.e video evidences</li> </ul>	New	
Erection of Heroes monuments and naming of streets	To honour the heroes and preserve history	County Headquarter and other major municipalities	200	MCG	5years	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Records on the construction</li> <li>• The monuments and the gazette notice</li> </ul>	New	
Establishment of Njuri Ncheke shrines	To enhance community governance promotion of Meru culture	All Sub-counties	100	MCG	5years	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Records on the construction</li> <li>• The monuments and the gazette notice</li> </ul>	New	

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Establishment & of cultural village homes	To promote local and international tourism	All Sub-counties	450	National government & MCG	5years	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Records on the construction</li> </ul>	New	
Empowerment grants for Youth, Women & Persons living with disability	Empowerment for affirmative action and impart entrepreneurial skills	Countywide	450	National government & MCG	5years	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Progress report</li> <li>• Recruitment lists</li> <li>• Vetting report</li> </ul>	<ul style="list-style-type: none"> <li>• Field reports</li> <li>• Social audit reports</li> <li>• Audit reports</li> </ul>	New	
Rehabilitation of street children and Support for OVCs	To improve the security and support them to have a productive life.	In all towns and market places	250	National government & MCG	5years	MCG & partners	<ul style="list-style-type: none"> <li>• Recruitment lists</li> <li>• Profiling reports</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation reports</li> <li>• Reports from the respective homes</li> </ul>	On-going has been done by NGOs and CBOs	



### 6.7.10 Feedback and Response Mechanisms

- Through public forums in various Sub-counties, customer satisfaction surveys
- Through the media and journals
- Personal visits to assess the programmes and engagement of the community
- Through reports from youth officers and administrators at the Sub-county level
- Administering questionnaires through village administrators

## 6.8 Education

### 6.8.1 Brief Description

There has been rapid expansion of education in terms of enrolment and infrastructure as a result of Free Primary Education (FPE) and Free Secondary Education (FSE). The county has 15 education divisions and zones. There are 813 Early Childhood Development Centres (ECDs) with a total enrolment of 61,870 of which 28,925 is male and 32,945 female. The total number of ECD teachers is 1,202 making the teacher child ration to be 1:51. The sector comprises of 647 primary schools with a total enrolment of 335,879 pupils and 5,520 teacher and 192 secondary schools with a total enrolment of 54,682 students against 1,825 teachers. The county level of literacy stood at 53 per cent in 2012, with the sex ratio being 40 per cent male and 60 per cent female. The sector has four Sub-sectors, namely:

- i. Pre-Primary – ECDE
- ii. Home Craft Centers
- iii. Village Polytechnics
- iv. Child Care Centers

### 6.8.2 Sector Vision and Mission

#### Vision

A well educated and skilled society for sustainable development.

#### Mission

Facilitate provision of quality education, training, mentorship, research and innovation for capacity building and prosperity.

#### Sector Objectives

- To ensure access, retention, transition and quality in all the Sub-sectors
- To alleviate levels of illiteracy and promote acquisition of professionalism from early stages
- To promote county and national cohesion and integration
- To promote research and innovation for social economic development

### 6.8.3 Situational Analysis

#### A. Stakeholders Analysis

	<b>Name of Stakeholders</b>	<b>Stakeholder Expectations from the County</b>	<b>County Expectations on the Stakeholder</b>
1.	Ministry of Education (MoE), County Education Board (CEB)	Curriculum supervision and evaluation	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Policy Guidelines</li> <li>• Assessment Criteria, policy implementation</li> </ul>
2.	Schools	Support through provision of required resources	<ul style="list-style-type: none"> <li>• Curriculum implementation, supervision and evaluation</li> </ul>
3.	Parents / Community	Involvement / Consultations on key decisions	<ul style="list-style-type: none"> <li>• Curriculum support</li> <li>• Provision of resources</li> </ul>
4.	Politicians	Involvement / Consultations on key decisions	<ul style="list-style-type: none"> <li>• To support and provide goodwill</li> </ul>
5.	NGOs, CBOs, FBOs	Enabling environment and clear policies. Accountability	<ul style="list-style-type: none"> <li>• Support to curriculum implementation</li> <li>• Capacity building and resource provision</li> <li>• Spiritual guidance</li> </ul>
6.	Government agencies e.g. KICD, TSC, KNEC	Monitor and Evaluate	<ul style="list-style-type: none"> <li>• Curriculum review, evaluations &amp; staffing</li> </ul>
7.	School committees e.g. PTA and BOMs.	Involvement in major decisions	<ul style="list-style-type: none"> <li>• Ensure quality teaching/ learning</li> </ul>

**B. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Existence of infrastructure for ECDE and village polytechnics</li> <li>• Availability of trained teachers and instructors within the county</li> <li>• Good will from the county government and FBOs</li> <li>• Supportive stakeholders especially the house committee on education</li> <li>• Agriculturally productive areas hence low drop out</li> <li>• Existing infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• Understaffing</li> <li>• Low enrolment at ECDE level</li> <li>• Poor infrastructure in some areas</li> <li>• Non-existence of child care facilities</li> <li>• Negative attitude towards village polytechnics</li> <li>• Non-existence of home craft centre's</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Government and county funding</li> <li>• connectivity to schools</li> <li>• Support from county assembly</li> <li>• Availability of young, caring and informed parents</li> </ul>	<ul style="list-style-type: none"> <li>• Emergence of street children</li> <li>• Unpredictable transition which may cause conflict between the ECDE and the primary school</li> <li>• Negative perception on free primary school Education.</li> <li>• Drugs and substance abuse</li> <li>• Retrogressive cultural practices</li> <li>• High Poverty levels in some areas</li> <li>• Irresponsible parenthood especially in urban areas</li> <li>• Delegation of parental obligations e.g. the working class</li> <li>• Lack of political goodwill/political interferences</li> <li>• Inadequate funds</li> </ul>

## 6.8.4 Issues, Causes and Proposed Interventions by Sub-sector

	Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
1.	Pre-primary	<ul style="list-style-type: none"> <li>• Low enrolment</li> <li>• Negative attitude leading to low enrolment</li> <li>• Limited and privatised</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate infrastructure</li> <li>• lack of teachers</li> <li>• expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Increase net enrolment rate to 90%</li> </ul>	<ul style="list-style-type: none"> <li>• Provide resources both physical and human.</li> <li>• Enact favourable legislation to make ECDE compulsory</li> </ul>
2.	Village Polytechnics	<ul style="list-style-type: none"> <li>• Limited Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness</li> <li>• Rigid mind set and unfriendly curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness and diversify the curriculum</li> <li>• Improve enrolment</li> </ul>	<ul style="list-style-type: none"> <li>• Re-brand the youth polytechnics</li> <li>• Provision of resources</li> </ul>
3.	Child-care Facilities	<ul style="list-style-type: none"> <li>• Limited facilities</li> <li>• Non existence in some areas</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate resources</li> <li>• Unclear policies</li> </ul>	<ul style="list-style-type: none"> <li>• To offer a conducive environment for healthy and physical development of the child</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of day care centres and rehabilitation centres Provide resources</li> <li>• Special units for children with special needs</li> </ul>
4.	Home Craft Centres	<ul style="list-style-type: none"> <li>• Limited Facilities</li> <li>• Non existence in other areas</li> </ul>	<ul style="list-style-type: none"> <li>• Negative Attitude</li> <li>• Inadequate Funding</li> <li>• Unclear policies</li> </ul>	<ul style="list-style-type: none"> <li>• To create awareness</li> <li>• To develop handicraft skills</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce home craft centres throughout the County</li> <li>• build Capacity</li> <li>• Provide resources</li> </ul>

### 6.8.5 Priority Programmes and Projects

#### (i) On-going Projects/Programmes

##### (a) Flagship Projects

Project name	Location	Objectives	Targets	Description of activities
Model Secondary schools	Each constituency	Improve education standards	Two in each constituency	Construction of classrooms, dormitories, laboratories and multi-purpose halls
Renovation and expansion of youth polytechnics	Kiirua, Kanyakine	Improve transition to tertiary education	One technical institute and two youth polytechnics	Construction of tuition blocks and workshops

#### ii) Stalled Projects

Project Name	Location	Description of Activities	Reasons for Stalling
Mulathankari Girls	Imenti North	Construction of a dormitory and ablution block	Inadequate funds

#### iii) New projects

##### (a) Flagship

Programme/Project Name	Priority Ranking	Location / Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
To construct technical teachers training institute	1	County level	To produce technical teachers / instructors	To train 500 instructors for polytechnics by 2017.	Putting up infrastructure Registration Recruitment of trainees	50	MCG MoE Stakeholders
To construct technical training institute	2	County level	To produce technical instructors	To train 500 instructors for polytechnics by 2017.	Putting up infrastructure Registration Recruitment of trainees	50	MCG MoE Stakeholders

Pro-gramme/ Project Name	Pri- ority Rank- ing	Location / Level	Objec- tives	Targets to be met	Description of Activities	Estimat- ed Cost (KShs. Million)	Source of Funds
To provide ICT integra- tion at all levels	3	All edu- cational institutions	To promote e-learn- ing in the coun- ty	All primary, sec- ondary schools, polytech- nics and tertiary institu- tions by 2017	Capacity building for teachers  Provision of ICT facilities	500	MCG and MoE
To con- struct/ ren- ovate youth polytechnics	4	Sub-coun- ty/ ward	To produce technical instruc- tors	To train 1000 in- structors for poly- technics by 2017.	Putting up infrastructure  Registration  Recruitment of trainees	100	MCG MoE  Stake- holders

**(b) Other Projects**

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimat- ed Cost (KShs. Million)	Source of Funds
Employ- ment of ECDE teachers on con- tract basis	1	All public primary schools in the county	To facili- tate effec- tive learn- ing  / curricu- lum imple- mentation	900 pre- school teachers	<ul style="list-style-type: none"> <li>• Advertise- ment</li> <li>• Short listing</li> <li>• Recruitment</li> <li>• Posting</li> </ul>	540	MCG
Con- struction of class rooms for pre- schools.	2	All wards (45)	To provide adequate and con- ducive en- vironment for teach- ing and learning	813 ECDE class- rooms by 2017	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Hiring of labour and payments</li> </ul>	270	MCG

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Construction of a workshop for every polytechnic	3	All wards (45)	To provide adequate and conducive environment for teaching and learning	45 workshops by 2017	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Hiring of labour and payments</li> </ul>	7.5	MCG
Funding of Special schools and special units co-curricular activities	4	County level	To support co-curricular activities.	County to national activities	<ul style="list-style-type: none"> <li>• Programmes</li> <li>• Budgeting</li> <li>• Activities</li> <li>• Sourcing for transport</li> <li>• Feeding and accommodation</li> </ul>	10	MCG
Special schools and special units resource allocation	5	County level	To support the special schools and units with equipment	At least one special school in every Sub-county	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Inspections</li> <li>• Recording</li> <li>• Storing</li> </ul>	40	MCG
Primary co-curricular activities subsidy	6	County to national level	To subsidise the primary schools activities	County to national level	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Meetings</li> <li>• Programmes</li> <li>• Sourcing for transport</li> </ul>	5	MCG
Employment of polytechnic instructors on contract basis	7	8 instructors per polytechnic in the county.	To facilitate effective learning/ curriculum implementation	2 instructors per polytechnic per year	<ul style="list-style-type: none"> <li>• Advertisement</li> <li>• Short listing</li> <li>• Recruitment</li> <li>• Posting</li> </ul>	81	MCG

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Capacity building for ECDE teachers	8	County level	To equip teachers with necessary pedagogical skills	813 pre-school teachers	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Programming</li> <li>• Invitation letters</li> <li>• Hiring of halls</li> <li>• Sourcing for facilitators</li> <li>• Hiring of venues</li> </ul>	2.439	MCG
Capacity building for ministry of education and county staff	9	All county and Sub-county officers and secondary teachers	To replenish skills for effective curriculum implementation	Ministry officials, primary and secondary school teachers	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Programming</li> <li>• Invitation letters</li> <li>• Report writing</li> <li>• Sourcing for facilitators</li> <li>• Venue booking,</li> </ul>	3.5	MCG
Endowment fund	10	County level	To enhance retention and transition from secondary to tertiary sub-sectors	Starting September 2014	<ul style="list-style-type: none"> <li>• Opening the bank account</li> <li>• constituting the county bursary committee</li> <li>• Invitations</li> <li>• Meetings</li> <li>• Allocation of funds</li> <li>• Recordkeeping</li> </ul>	250	MCG



Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Standards assessment in primary schools and benchmarking	12	All wards	To determine the level of curriculum implementation	All wards (813 primary schools)	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Programming</li> <li>• Invitation letters</li> <li>• Assessment</li> <li>• Report writing</li> <li>• Review meetings</li> <li>• Feedback</li> </ul>	8.13	MCG
County pre-KCPE evaluation	13	County level	To determine the level of preparedness for class 8 candidates for KCPE	County level	<ul style="list-style-type: none"> <li>• Invitations for meetings</li> <li>• Item setting and moderations</li> <li>• Distributions</li> <li>• Storage</li> <li>• Identification of item</li> <li>• Evaluation report</li> </ul>	1.335	MCG
Standard assessment in secondary schools	14	All wards (45 wards)	To determine the level of curriculum implementation	All wards (330 schools)	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Programming</li> <li>• Invitation letters</li> <li>• Assessment</li> <li>• Report writing</li> <li>• Review meetings</li> <li>• Feedback</li> </ul>	4.95	MCG

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Equip- ping of pre- schools	15	All wards (45 wards)	To provide appropriate child care facilities	All wards (813 pre- schools)	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Procurement</li> <li>• Installation</li> <li>• Inspections</li> <li>• Recording</li> <li>• Storage</li> </ul>	81.3	MCG
Equip- ping of polytech- nics	16	All poly- technics	To provide adequate equipment to equip the learn- ers with competi- tive skills.	All poly- technics in the 45 wards	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Procurement</li> <li>• Installation</li> <li>• Recording</li> <li>• Storage</li> </ul>	90	MCG
Construc- tion of child care facilities(- day care centres)	17	At Sub-county level	To provide security and health for work- ing parents in urban areas.	All s\ Sub-coun- ties	<ul style="list-style-type: none"> <li>• Buying land</li> <li>• Constructing</li> <li>• Equipping and mainte- nance</li> </ul>	18	MCG
Employ- ment of caretakers for the day care centres	18	At Sub-county level	To offer care and security for children before they join formal education	All Sub-coun- ties	<ul style="list-style-type: none"> <li>• Advertise- ment</li> <li>• Short listing</li> <li>• Recruitment</li> <li>• Posting</li> </ul>	5.4	MCG
Estab- lishment of home craft cen- tres	19	One per Ward level	To exploit and nurture handcraft skills for self reli- ance.	All wards (45)	<ul style="list-style-type: none"> <li>• Buying land,</li> <li>• Constructing</li> <li>• Equipping, and mainte- nance</li> </ul>	135	MCG

Other Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Introduction of feeding program for ECDE (as from 2014)	20	813 pre-schools - One school per ward	To enhance enrolment and good health for the learners	All pre-schools (813)	<ul style="list-style-type: none"> <li>• Piloting</li> <li>• Procurement and supply</li> <li>• Storage</li> <li>• Sourcing for labour to prepare</li> <li>• Record keeping</li> <li>• Preparing stores</li> </ul>	24	MCG

#### 6.8.6 Budget Projections

Budget Projections							
Programme / Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
To construct teacher technical training institute	County level	50	-	25	25		
To provide ICT integration at all levels	All educational institutions	500	-	200	100	200	
Employment of ECDE teachers on contract basis	All public primary schools in the county	540	108	108	108	108	108
Construction of 2 class rooms for pre-schools.	All wards(45)	270	54	54	54	54	54
Construction of a workshop for every polytechnic	All wards(45)	67.5		67.5			

Budget Projections							
Programme / Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Special schools and special units	County level	10	2	2	2	2	2
Special schools and special units	County level	40	8	8	8	8	8
Primary co-curricular activities subsidy	County to national level	5	1	1	1	1	1
Employment of polytechnic instructors on contract basis	8 instructors per polytechnics in the county.	1.2	0.240	0.240	0.240	0.240	0.240
Capacity building for ECDE teachers	County level	2.439	0.813	0.813	0.813		
Capacity building for ministry of education and secondary school teachers	All County and Sub-county officers and secondary teachers	3.500	0.700	0.700	0.700	0.700	0.700
Endowment fund	County level	250	50	50	50	50	50
Standards assessment in primary schools	All wards	8.13	1.626	1.626	1.626	1.626	1.626
County pre-KCPE evaluation	County level	1.35	0.27	0.27	0.27	0.27	0.27
Standards assessment in secondary schools	All wards(45 wards)	4.95	0.990	0.990	0.990	0.990	0.990
Equipping of pre-schools	All wards(45 wards)	81.3	16.26	16.260	16.260	16.260	16.260

Budget Projections							
Programme / Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Equipping of polytechnics	All poly-technics	90	10	-	28	32	30
Construction of child care facilities(day care centres)	At Sub-county level	18	-	4	10	4	-
Employment of caretakers for the day care centres	At Sub-county level	5.4	-	2.16	1.08	1.08	1.08
Establishment of home craft centres	One per Ward level	135	27	27	27	27	27
Introduction of feeding program for ECDE (as from 2014)	813 pre-schools	120	-	20	30	50	20
<b>Total</b>		<b>2,213.769</b>	<b>280,899</b>	<b>589,559</b>	<b>464,979</b>	<b>557,166</b>	<b>321,166</b>

### 6.8.7 Income Generation Mechanisms

	Mechanism/Means/Source	Expected Income	Sustainability Mechanisms
1.	Donor funding, (American friends of Kenya, USAID)	50 million per year worthy of equipments and technical assistance	<ul style="list-style-type: none"> <li>Meeting donor requirements e.g. keeping the inventories of equipments.</li> <li>Prudent management of donor funds</li> </ul>
2.	Income generating activities in polytechnics e.g. establishment of tree nurseries, making of beehives and affordable greenhouses	100 million per year	<ul style="list-style-type: none"> <li>Seedling Sales</li> <li>Sale of honey</li> </ul>

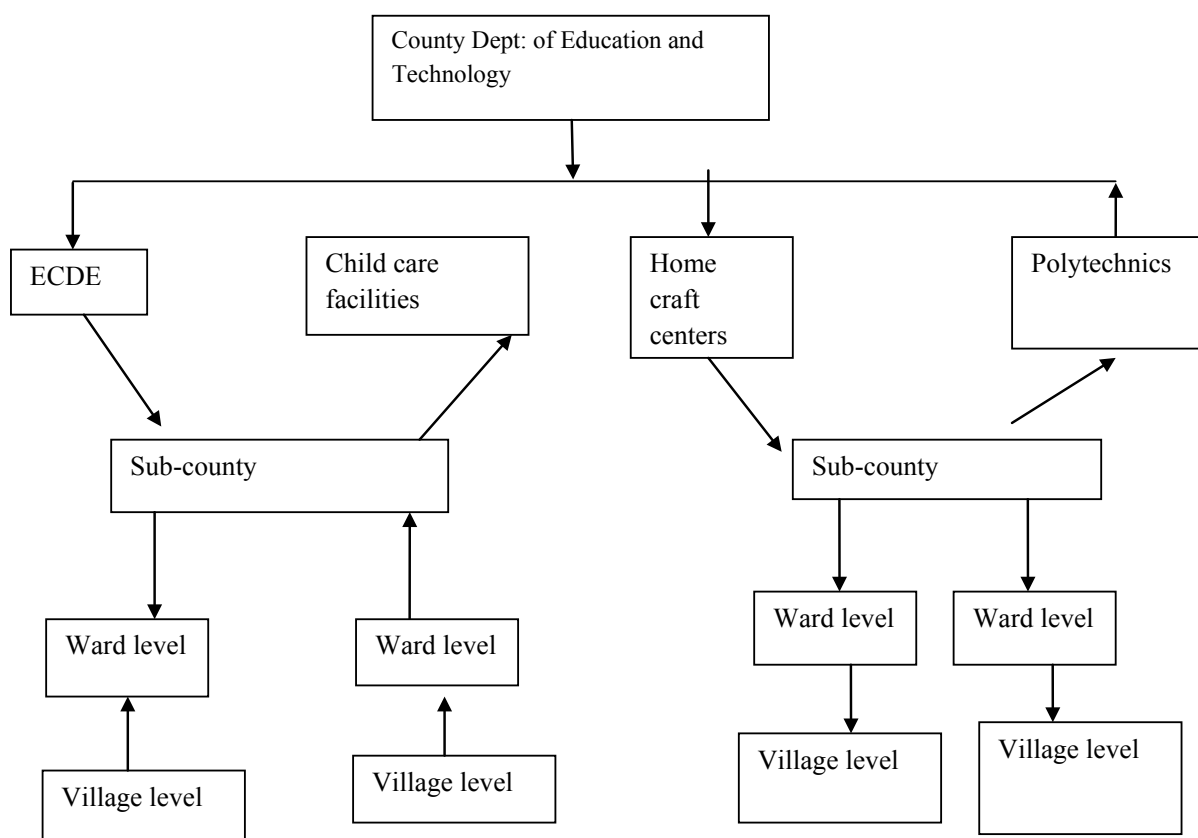
### 6.8.8 Role of Stakeholders

Name of Stakeholder	Roles
Ministry of education	Curriculum ,supervision and evaluation

Schools	Curriculum implementation, supervision and evaluation
Parents	Curriculum support, provision of resources
Politicians	To support and provide goodwill
NGOs	To support curriculum implementation, capacity building and provide resources
Government agencies e.g. KICD, TSC, KNEC	Curriculum review, evaluations, staffing
Faith based organizations	Spiritual nourishment, sponsorship of schools
Other county departments	Positively contribute towards cross cutting issues
Community leaders and members	Donate resources e.g. land and consume education
Security agencies	Protect children

### 6.8.9 Implementation, Monitoring and Evaluation

#### (i) Implementation Framework



#### (ii) Policy, Legislative and Regulatory Framework

The sector is guided by various policy documents and laws. These include the:

- Millennium Development Goals

- Kenya vision 2030
- The Constitution of Kenya -2010
- Sessional Paper Number 1 of 2005, Kenya Education Sector Support Program (KESSP)
- Gender policy on education of 2007
- Basic education Act of 2013
- TSC Act of 2012
- Children’s Act of 2001
- The TIVET Policy on Technical and Vocational Training.
- National Early Childhood Development Policy Framework- 2006
- Early Childhood Development and Education Policy Draft- 2013

**(iii) Framework for Implementation, Monitoring and Evaluation**

Framework for Implementation, Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Employment of ECDE teachers on contract basis	To facilitate effective learning/curriculum implementation	All public primary schools in the County	540	MCG	5 years by June 2017	MCG / MoE	<ul style="list-style-type: none"> <li>• Advertisements</li> <li>• Recruitment list on merit</li> <li>• Interview schedule</li> <li>• List of applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Final list</li> <li>• Posting</li> <li>• Letters</li> <li>• Casualty returns from schools</li> </ul>	New	
Construction of 2 class rooms for pre-schools per year.	To provide adequate and conducive environment for teaching and learning	All wards (45)	270	MCG	5 years by June 2017	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Site records</li> </ul>	<ul style="list-style-type: none"> <li>• Deliveries</li> <li>• Invoices</li> <li>• Payment vouchers</li> <li>• Inspection minutes, site visits</li> <li>• Logbooks</li> <li>• Visitors books</li> </ul>	New	
Construction of a workshop for every polytechnic	To provide adequate and conducive environment for teaching and learning	All wards (45)	7.5	MCG	By June 2015	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement,</li> <li>• Minutes of meetings</li> <li>• Site records</li> </ul>	<ul style="list-style-type: none"> <li>• Deliveries</li> <li>• Invoices</li> <li>• Payment vouchers</li> <li>• Inspection minutes</li> <li>• Site visits</li> <li>• Logbooks</li> <li>• Visitors books</li> </ul>	New	



Framework for Implementation, Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Special schools and special units co-curricular activities funding	To support co-curricular activities.	County level	10	MCG	From 2014 to June 2017	MCG	<ul style="list-style-type: none"> <li>Activity budgets and schedules</li> <li>More pupils participation</li> </ul>	<ul style="list-style-type: none"> <li>List of teams and payment schedules</li> <li>Work tickets</li> <li>Certificates and trophies won</li> </ul>	On going under MoE and parents.	
Special schools and special units resource allocation	To support the special schools and units with equipment	County level	40	MCG	From 2013 to June 2017	MCG	<ul style="list-style-type: none"> <li>Tendering</li> <li>Procurement,</li> <li>Minutes of meetings</li> <li>Records</li> </ul>	<ul style="list-style-type: none"> <li>Deliveries, invoices</li> <li>Inventory books</li> <li>Payment vouchers</li> <li>Inspection minutes</li> <li>Logbooks</li> <li>Visitors books</li> </ul>	New	
Primary co-curricular activities subsidy	To subsidise the primary schools activities	County to national level	5	MCG	From 2014 to June 2017	MCG	<ul style="list-style-type: none"> <li>activity budgets and schedules</li> <li>More pupils participation</li> </ul>	<ul style="list-style-type: none"> <li>List of teams and payment schedules</li> <li>Work tickets</li> <li>Certificates and trophies won</li> </ul>	On going under MOE and parents	

Framework for Implementation, Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Employment of polytechnic instructors on contract basis	To facilitate effective learning/curriculum implementation	8 instructors per polytechnics in the County	81	MCG	From 2013 to June 2017	MCG	<ul style="list-style-type: none"> <li>• Advertisements,</li> <li>• Recruitment list on merit</li> <li>• Interview schedule list of applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Final list</li> <li>• Posting letters</li> <li>• Casualty returns from schools</li> </ul>	New
Capacity building for ECDE teachers	To equip teachers with necessary pedagogical skills	County level	2.439	MCG	From 2013 to June 2016	MCG	<ul style="list-style-type: none"> <li>• Training schedules,</li> <li>• Invitation</li> <li>• Letters</li> <li>• Venue booking</li> </ul>	<ul style="list-style-type: none"> <li>• Program</li> <li>• List of participants</li> <li>• Payment</li> <li>• Schedules</li> <li>• Registration and feedback forms</li> </ul>	Ongoing by MoE
Capacity building for ministry of education and county staff	To replenish skills for effective curriculum implementation	All County and Sub-county officers and secondary teachers	3.5	MCG	From 2014 to June 2017	MCG	<ul style="list-style-type: none"> <li>• Training schedules,</li> <li>• Invitation</li> <li>• Letters</li> <li>• Venue booking</li> </ul>	<ul style="list-style-type: none"> <li>• Program</li> <li>• List of participant</li> <li>• Payment schedules</li> <li>• Registration and feedback forms.</li> </ul>	Ongoing by MoE

Framework for Implementation, Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Endowment fund	To subsidise fees for poor and bright secondary school students	County level	250	MCG	From 2013 to June 2017	MCG and well wishers	<ul style="list-style-type: none"> <li>Bursary forms</li> <li>Endorsed by chiefs and churches</li> <li>Advertisement</li> </ul>	<ul style="list-style-type: none"> <li>Rise in school</li> <li>Enrolment Bursary forms,</li> <li>Allocation schedules</li> </ul>	New	
Standards assessment in primary schools	To determine the level of curriculum implementation	All wards	8.13	MCG	From 2013 to June 2017	MCG and MoE	<ul style="list-style-type: none"> <li>School lists for</li> <li>Assessment,</li> <li>Minutes for meetings</li> </ul>	<ul style="list-style-type: none"> <li>School assessment reports</li> <li>List of panel members</li> <li>Work tickets</li> <li>Payment schedules</li> </ul>	Budgeting and Ongoing under the MoE	
County pre-KCPE evaluation	To determine the level of preparedness for class 8 candidates for KCPE	County level	1.335	MCG	From 2013 to June 2017	MCG and MoE	<ul style="list-style-type: none"> <li>Minutes for meetings</li> <li>School lists for evaluation</li> <li>Panel members lists</li> <li>Budgets</li> </ul>	<ul style="list-style-type: none"> <li>Exam schedules</li> <li>List of supervisors and invigilators</li> <li>Payment schedules</li> <li>Result analysis</li> </ul>	Ongoing at school level	

Framework for Implementation, Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs.) Million	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Standards assessment in secondary schools	To determine the level of curriculum implementation	All wards (45 wards)	4.95	MCG	From 2013 to June 2017	MCG and MoE	<ul style="list-style-type: none"> <li>School lists for Assessment,</li> <li>Minutes for meetings</li> </ul>	<ul style="list-style-type: none"> <li>School assessment reports</li> <li>List of panel members</li> <li>Work tickets</li> <li>Payment schedules</li> </ul>	Ongoing under the Ministry of Education
Equipping of pre-schools	To provide appropriate child care facilities	All wards (45 wards)	81.3	MCG	From 2013 To June 2017	MCG	<ul style="list-style-type: none"> <li>Minutes for recommendations</li> <li>Budgets,</li> <li>Advertisement</li> <li>Tendering and procurement</li> <li>Increased enrolment</li> </ul>	<ul style="list-style-type: none"> <li>Deliveries, invoices</li> <li>Visitors books</li> <li>Logbooks</li> <li>Inventories</li> </ul>	New
Equipping of polytechnics	To provide adequate equipment to equip the learners with competitive skills.	All polytechnics	90	MCG		MCG	<ul style="list-style-type: none"> <li>Minutes for recommendations</li> <li>Budgets,</li> <li>Advertisement</li> <li>Tendering and procurement</li> <li>Increased enrolment</li> </ul>	<ul style="list-style-type: none"> <li>Deliveries, invoices</li> <li>Visitors books</li> <li>Logbooks</li> <li>Inventories,</li> </ul>	New

Framework for Implementation, Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Construction of child care facilities(- day care centres)	To provide security and health for working parents in urban areas.	At Sub-county level	18	MCG		MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement,</li> <li>• Minutes of meetings</li> <li>• Site records</li> </ul>	<ul style="list-style-type: none"> <li>• Deliveries</li> <li>• Invoices</li> <li>• Payment vouchers</li> <li>• Inspection minutes</li> <li>• Site visits</li> <li>• Logbooks</li> <li>• Visitors books</li> </ul>	New	
Employment of caretakers for the day care centres	To offer care and security for children before they join formal education	At Sub-county level	5.4	MCG	2013 to June 2017	MCG	<ul style="list-style-type: none"> <li>• Advertisement</li> <li>• Recruitment list on merit</li> <li>• Interview schedule</li> <li>• List of applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Final list</li> <li>• Posting Letters</li> </ul>	New	
Establishment of home craft centres	To exploit and nurture handcraft skills for self reliance.	One per Ward level	135	MCG	2013 to June 2017	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement</li> <li>• Minutes of meetings</li> <li>• Site records</li> </ul>	<ul style="list-style-type: none"> <li>• Deliveries, invoices</li> <li>• Payment vouchers</li> <li>• Inspection minutes,</li> <li>• Site visits</li> <li>• Logbooks</li> <li>• Visitors books</li> </ul>	New	

Framework for Implementation, Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs.) Million	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Introduction of feeding program for ECDE (as from 2014)	To enhance enrolment and good health for the learners	813 pre-schools	24	MCG	2013 to June 2017	MCG	<ul style="list-style-type: none"> <li>• Tendering</li> <li>• Procurement,</li> <li>• Minutes of meetings,</li> </ul>	<ul style="list-style-type: none"> <li>• Deliveries, invoices</li> <li>• Payment vouchers</li> <li>• Inspection minutes,</li> <li>• Logbooks</li> <li>• Visitors books</li> </ul>	New

- **(iv) Feedback and Response Mechanisms** Through the media e.g. engage the public in a programme where they can raise issues
- Organised public forums at the various levels e.g. the village, ward, Sub-county and the county
- Use of write ups like journals and magazines
- Development of tools for M & E like interview schedules and questionnaires
- Meetings with MoE officials, TSC staff and the Teachers to get feedback
- During school district and county education days

Visit to schools and polytechnics

## 6.9 Infrastructure

### 6.9.1 Brief Description

This is one of the major sectors that influence competitiveness of the County. Infrastructure development is basically through direct investment by the government e.g. roads construction, electrification, transport, housing etc. The County must enhance its competitiveness by investing in infrastructural development. The County has poor road network, especially the feeder roads within the wards.

- Poor road network is responsible for the underdevelopment in the County. For instance, the tourism potential of the County is not fully exploited owing to poor road network. The sector involves the following sub-sectors:-
- Roads
- Transport
- Energy
- Public Works

## Housing

### 6.9.2 Sector Vision, Mission, and Objectives

#### Vision

A model county in transport and infrastructural development.

## **Mission**

Provide safe, quality and adequate transport and infrastructure facilities for social-economic development.

- **Sector Objectives**

- To develop and maintain a high quality road network linking all corners of the County to enhance economic development.
- To promote and develop the use of alternative sources of energy such as wind and solar energy.
- To increase access to safe and decent housing facilities for the County residents through provision of housing, development of policy and regulation.
- To develop and maintain world class Public Works facilities such as Airports within our County.
- To collaborate with local Universities and research institutions to develop alternative low cost construction methods for infrastructural projects
- To develop and manage the county infrastructure in a sustainable manner
- To create an effective leading infrastructure network

To formulate policies and by laws to guide and regulate the infrastructural sector.



## 6.9.2 Situational Analysis

### A. SWOT Analysis

<b>Strengths</b>	<b>Weakness</b>
<p>Increased funding from government;</p> <p>Coordinated planning among the sub-sectors;</p> <p>Technical staff available;</p> <p>Adequate labour force;</p> <p>Availability of cheap road construction technology elsewhere that can be borrowed</p> <p>Availability of local universities with whom we can partner to spearhead research;</p>	<p>Inadequate technical staff;</p> <p>Lack of adequate construction materials e.g. murrum;</p> <p>Insufficient funding;</p> <p>Scarcity of construction machinery;</p> <p>Limited capacity for local contractors;</p> <p>Lack of cooperation between the Infrastructure Sub-sectors;</p> <p>High cost of project costs;</p> <p>Poor facilities maintenance regimes;</p> <p>Poor road design</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Availability of fuel levy fund;</p> <p>Road mapping and classification;</p> <p>Low rural electrification coverage;</p> <p>Well educated population where manpower can be drawn;</p> <p>Ability to acquire new roads construction equipment;</p>	<p>High cost of construction materials;</p> <p>Encroachment of road reserves;</p> <p>High regulatory compliance cost e.g. NEMA fees;</p> <p>Lack of way leaves;</p>

**B. Stakeholder Analysis**

Stakeholders	County Government's Expectation of Stakeholder	Stakeholder's Expectation of County Government	Roles/Responsibilities
National Government	<ul style="list-style-type: none"> <li>• Financial support for the budgets and projects programs</li> <li>• Training and development of staff</li> <li>• Cooperation where overlap of projects exists</li> </ul>	<ul style="list-style-type: none"> <li>• Well prepared project proposals</li> <li>• Prudent utilization of allocated funds</li> <li>• Timely Returns and reports</li> <li>• Cooperation where overlap of projects/programmes exists</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate policies necessary for investment in infrastructure sector</li> <li>• Regulate the construction sector</li> <li>• Create environment conducive for private sector to participate in development</li> <li>• Construct and maintain all roads</li> <li>• Allocation of funds for establishment and maintenance of the road network, buildings</li> <li>• Provision of technical advice as may be required</li> </ul>
Donors, NGOs , CBOs etc	<ul style="list-style-type: none"> <li>• Collaborative/ Networking of projects/ programmes implementation cycle</li> <li>• Long term support e.g. grants and loans.</li> <li>• Alignment of activities to county vision &amp; mission</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent, responsible and accountable management of resources</li> <li>• Good partnership in project implementation, monitoring &amp; evaluation</li> <li>• Alignment of activities to county vision &amp; mission</li> </ul>	<ul style="list-style-type: none"> <li>• Financing the establishment of the physical facilities</li> <li>• Provision of funds for construction of new projects</li> <li>• Provide technical advice to the government</li> <li>• Provision of construction plants</li> <li>• Capacity building on participatory development, project operation and maintenance</li> </ul>
Local community	<ul style="list-style-type: none"> <li>• Prudent use of resources</li> <li>• Information on needs assessment</li> <li>• Involvement and participation in projects/programmes' activities</li> <li>• Support by tax payment</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability and transparency</li> <li>• Information dissemination</li> <li>• Improving the standards of living</li> <li>• Security</li> </ul>	<ul style="list-style-type: none"> <li>• Safe and sustainable use of the infrastructure facilities</li> <li>• Assist in maintenance of the facilities by providing unskilled labour</li> </ul>

Stakeholders	County Government's Expectation of Stakeholder	Stakeholder's Expectation of County Government	Roles/Responsibilities
Devolved funds committee e.g. CDF	<ul style="list-style-type: none"> <li>• Supplement allocation of resources to various projects</li> <li>• Supervise the implementation of the projects</li> <li>• Maintain unclassified roads within the county</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Provision of technical expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Supplement allocation of resources to various projects</li> <li>• Supervise the implementation of the projects</li> <li>• Maintain unclassified roads within the county</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>• Community mobilization</li> <li>• Facilitation of investments</li> <li>• Lobbying relevant authorities</li> <li>• Alignment of activities to county vision &amp; mission</li> <li>• Corporate- social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Disseminate information on investment opportunities</li> <li>• Provision of policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Supplement infrastructure maintenance.</li> <li>• Promote public private partnership</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>• Timely implementation of projects</li> <li>• Delivery of quality projects</li> <li>• Affordable pricing of projects</li> <li>• Adherence to site instructions</li> </ul>	<ul style="list-style-type: none"> <li>• Clear and good project designs and Bill of Quantities</li> <li>• Timely payments for works done</li> <li>• Transparency in award of contracts</li> <li>• Clear site instructions.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure projects are completed on time and are of the quality expected</li> </ul>

6.9.3 Issues, Causes and Proposed Interventions by Sub-sector

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
1.Roads	<ul style="list-style-type: none"> <li>-Many un-tarmacked roads</li> <li>-Inadequate funds allocation</li> <li>-Poor planning</li> <li>-Lack of materials testing centre in the county.</li> <li>-Encroachment to road reserves.</li> <li>-Scarcity of construction plants for hire.</li> <li>-Inadequate qualified local contractors</li> <li>-Black spots- Mukuiru, Subuiga</li> </ul>	<ul style="list-style-type: none"> <li>-Low budgetary allocation</li> <li>-Insufficient trained staff</li> <li>-Lack of law enforcement</li> <li>- Poor road design</li> </ul>	<ul style="list-style-type: none"> <li>-Improve the current road to better standards</li> <li>-Introduce training to local contractors</li> <li>-Sensitising the road users</li> <li>-Hire more technical staff and train the existing ones</li> <li>-Collaborate with local Universities such as Meru University to establish a Materials Testing Lab</li> <li>- Speed control measures</li> </ul>	<ul style="list-style-type: none"> <li>-Improve all roads to bitumen standards</li> <li>-Acquire machinery and equipment e.g. purchase a grader for every Sub-county.</li> <li>-To demarcate all road corridors</li> <li>-Introduce material testing centre</li> <li>- Bumps, road signs, fly-overs</li> </ul>
2.Transport	<ul style="list-style-type: none"> <li>- Traffic jam in Meru town.</li> <li>- Use of animal transport in the town</li> <li>- Obstruction of traffic along Kairan-ya-Kathita road</li> <li>- Non adherence to set picking and dropping bays.</li> <li>- Roads accidents along major tarmac roads</li> <li>- Lack of road furniture e.g. information road signs, road marking etc</li> <li>-Many unpaved roads within our urban centres</li> <li>-Insufficiently developed bus parks in our urban centres</li> </ul>	<ul style="list-style-type: none"> <li>- No walk ways and cycle lanes</li> <li>- Doing business on the road sides e.g. car mechanics</li> <li>- Lack of alternative route from town</li> <li>- Too many vehicles in Town</li> <li>-Vandalism of road signs</li> </ul>	<ul style="list-style-type: none"> <li>Construct walk ways and cycle lanes</li> <li>Full enforcement of traffic rules</li> <li>Installation of informative road signs</li> </ul>	<ul style="list-style-type: none"> <li>Construct by-passes/ring roads to ease traffic flow.</li> <li>Set designated areas for businesses</li> <li>Enforcement of traffic rules</li> </ul>

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
3.Energy	<ul style="list-style-type: none"> <li>-Limited coverage</li> <li>-Over-reliance on biomass sources of energy</li> <li>-Untapped local energy resources</li> <li>-Way- leave challenges</li> <li>-Limited co-ordination with other stakeholders when extending grid network</li> <li>-Vandalism</li> <li>-Poor workmanship on distribution</li> </ul>	<ul style="list-style-type: none"> <li>-Insufficient funding</li> <li>-Inadequate supervision</li> <li>-Poverty</li> <li>- Limited awareness</li> </ul>	<ul style="list-style-type: none"> <li>-Expand access to public utilities and households</li> <li>-Explore, exploit and develop all energy generating Resources</li> <li>-Promote and encourage the use of clean energy resources</li> <li>-Development of policies, laws and regulations for proper management</li> <li>-Development of solar park and explore wind prospects northern part of the county and Nyambene</li> </ul>	<ul style="list-style-type: none"> <li>-Data collection on wind energy potential in the county</li> <li>-Develop community based small hydro-project</li> <li>-Develop solar parks in the northern part of the county</li> <li>-Civic education to the public on the protection of energy supply equipment</li> <li>-Promote the development and use of biogas</li> <li>-Promote adoption and use of LPG in the rural areas</li> </ul>

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
4. Public works	<ul style="list-style-type: none"> <li>-Many uncompleted buildings</li> <li>-Inadequate fund allocation</li> <li>-Poor planning</li> <li>-Late documentation</li> <li>-Lack of material testing in the county</li> </ul>	<ul style="list-style-type: none"> <li>-Low Budgetary allocation</li> <li>-Funds disbanded in phases.</li> <li>-Inadequate trained technical staff.</li> <li>Client rushing for document at the last minute</li> </ul>	<ul style="list-style-type: none"> <li>-Facilitate adequate provision of cost effective government buildings and other public works</li> <li>-Development and maintain building facilitation for government operators</li> <li>- Development and maintain technical and quality audit for building and other public works in the public sector</li> <li>-Sensitise the client on the need to observe timeless when requesting for documentation</li> </ul>	<ul style="list-style-type: none"> <li>-Liaise with clients to improve on budgetary allocation to complete structures on time</li> <li>-Improve on staffing levels</li> <li>-Introduce material testing centre in the county</li> </ul>
5. Housing	<ul style="list-style-type: none"> <li>-High cost of housing</li> <li>-Unavailability of land</li> <li>-Lack of a mortgage scheme for housing government officers</li> <li>-Grabbing of government houses</li> <li>-Poorly regulated building industry</li> </ul>	<ul style="list-style-type: none"> <li>-Expensive building materials</li> <li>-Poor planning and grabbing</li> <li>-No legal framework to set up a mortgage scheme</li> <li>-Corruption among the former local and municipal authorities</li> </ul>	<ul style="list-style-type: none"> <li>-Introduce low cost building technology</li> <li>-Re-possession of grabbed land</li> <li>-Develop a legal framework for mortgage scheme</li> <li>-Reposes all grabbed houses</li> <li>-Prepare and implement a strict building regulations</li> </ul>	<ul style="list-style-type: none"> <li>-Awareness on advantages of low cost structures</li> <li>-Full enforcing land laws</li> <li>-Drafting a mortgage framework</li> <li>-Do stock-taking of all county government houses.</li> <li>-Enforce the building code</li> </ul>

## 6.9.4 Priority Programmes and Projects

### On-going Projects/Programmes

#### (a) Flagship Projects

Programme/ Project Name	Location/ Sub-county/ Ward	Objectives	Targets	Description of Ac- tivities
LAPSSET	Meru North	Open up the Northern corridor	Linking Lamu to Southern Sudan	Construction of new road from Lamu to South Sudan part of which traverses Meru County
Rural Electrification Program	Countywide	Power to institutions and promote small scale industries	To light up market centres and institutions	Installation of power lines transformers and sub stations

#### b) Other Projects

Other Projects				
Project Name	Location	Objectives	Targets to be met	Description of Activities
D482 (Meru-Mikinduri-Maua road)	Imenti North-Tigania East and West and Igembe South	To link Imenti North-Tigania East and West and Igembe South	52km	Construction to bitumen standards
KK - Njohne links	Igembe Central	Linking KK to Njohne	12km	Construction to bitumen standards
Meru County Roads	Entire County	To link Ward HQs	300km	To turn all weather roads in probase standard
Routine maintenance and spot improvement of all classes D & E and unclassified roads	Entire County	Transform them to all weather standards.	300km	Improving roads to Low volume seal standards, Carriage way grading and gravelling  Drainage works;  Protection works
Muriri-Micii –Mikuru	Tigania East	Linking C92 – D482	15km	Construction to bitumen standards.

Other Projects				
Project Name	Location	Objectives	Targets to be met	Description of Activities
Connecting all primary schools and market centres to electricity.	Countywide	Improve electricity connectivity	All unconnected primary schools and market centres.	Electricity connection
Construction of county headquarters and Governor's office.	Meru town	Ensure that all county staff are well accommodated	1	Construction of county headquarters
Construction of Sub-county headquarters	All 9 Sub-counties	Ensure that all county staff are well accommodated	9 Sub-counties	Construction of offices
Refurbishment of government houses	Entire County	Have a conducive living environment	All government houses within the county	Renovation of the houses
Street lighting	Meru Town, Maua, Nkubu, Timau, Githongo Kianjai, Laare, Mitunguu, Muthara, Mikinduri, Mutuati, Igoji, Gatimbi, Athiru Gaiti, Kiirua, Kibirichia and at least one market in every ward	Have well lit urban areas and markets improve security	All major urban centres and market in the County	Street lightning installation
Small scale energy production plants e.g. Biogas and small HEP stations.	All Sub-counties	Avail cheap sources of energy and conserve environment	9 wards	Construction of biogas plants. Installation of turbines
Completion of Gaitu Airstrip	Imenti Central	Revival and increase number of activities		Completion of project



## ii) New projects

## b. Flagship

Programme/Project Name	Priority Ranking	Location/Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (Million KShs)	Source of Funds
Meru Bypass	1	Meru town	To ease traffic congestion	30 Km	Construction to bitumen standard	2,700	World Bank

## 6.9.5 Budget Projections

Programme/Project	Location/Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/2018
Roads improvements	Classes D&E and all unclassified County Roads to be improved	4,400	600	1200	1,200	1,400	
Rural electrification & street lighting -Small scale energy production	Entire County	690	80	100	250	260	
Construction of County Headquarters and Governor's office.	Meru Town	360		360			
Construction of Sub-county Headquarters Gaitu Airstrip	Sub-counties	50 200			50 100	100	
<b>Total</b>		<b>5,700</b>	<b>680</b>	<b>1,660</b>	<b>1,600</b>	<b>1,760</b>	

## 6.9.6 Income Generation Mechanisms

Mechanism/Means/Source	Expected Income (KShs. Million)	Sustainability Mechanisms
Parking fees	50	Marking out and creating new parking bays.
Cess	100	Enforce revenue collection by formulating by laws.
Rental income	25	Reposes all county government houses.
Hire out construction plants	50	Acquire, manage and maintain construction plants e.g. Graders, Rollers, Water boozers
Long-term borrowing from Lenders	100	Have proper repayment plans.

## 6.9.7 Implementation, Monitoring and Evaluation

### (i) Implementation Framework

**a). Human Resources Requirements Roads and Transport:** 1 Director Roads and Structures, 1 Engineer Roads, 9 County Roads Officers, 10 Secretaries/Office Assistants, 10 drivers

**Energy:** 1 Director (Energy), 1 Engineer (Electrical Works), 3 Technical Staff, 2 Secretaries/Office Assistants, 1 driver.

**Public Works and Housing:** 1 County Works Officer, 2 Architect, 2 Structural Engineers, 2 Quantity Surveyors, 2 Building Surveyors, 2 Mechanical Engineers, 9 Clerk of Works, 10 Secretaries, 10 Drivers.

### b). Organizational Chart

#### (ii) Policy, Legislative and Regulatory Framework

The proposed policies, legislation and regulations that need to be put in place for the sector:

- By-laws governing parking areas and collection of fees.
- Laws governing the axle loads limit.
- Laws governing encroachment of road reserves.
- Sensitization of community on importance of infrastructure maintenance e.g. erection of sub-standard road bumps.
- Imposing heavy fines on culprits of transformers vandalism.
- Use of technology to curb vandalism e.g. having alarm and other security measures.
- Restriction of sub-standard houses in the urban areas.

#### (iii) Framework for Monitoring and Evaluation

The implementation, monitoring and evaluation mechanism of public resources plays great role in ensuring that the objectives of the project/programme are realised. It ensures that the constrained resources are used to realize maximum benefits. It therefore means that monitoring and evaluation require to be strengthened. Collaboration among various development agencies namely the donor agencies, CBOs, NGOs, the government and other stakeholders is necessary through strong networking system. The County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process. The priority projects, costs, time-frames, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sub-sectors is described in the matrix below:

Framework for Monitoring and Evaluation										
Project Name	Objectives	Outcomes	Actual Sub-county/ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
D482 (Meru-Mikinduri-Maua road)	To link Meru, Tigania East and West and Igembe South	<ul style="list-style-type: none"> <li>Improved economic activities</li> <li>Improved security</li> <li>Improved accessibility of various county places</li> </ul>	Meru, Tigania East and Igembe South	1,782	GoK	2 yrs	KeRRA	No. of km tar-macked	Routine monitoring and reports to county assembly	On-going
KK- Njohne links	Linking KK to Njohne	<ul style="list-style-type: none"> <li>Improved economic activities.</li> <li>Improved security</li> <li>Improved accessibility of various county places</li> </ul>	Igembe Central	400	GoK	6 Months	KeRRA	No. of km tar-macked	Routine monitoring and reports to county assembly	On-going
Routine maintenance and spot improvement of all classes D & E and urban roads.	Transform them to all weather standards.	<ul style="list-style-type: none"> <li>Improved economic activities.</li> <li>Improved security</li> <li>Improved accessibility of various county places</li> </ul>	Embu County	3,600	GoK	5 yrs	KURA/KeRRA	No. of km tar-macked	Routine monitoring and reports to county assembly	New
Amos Loop, Ruiriri-Isiolo, Muriri-Isiolo, Thangatha Bridge, Muriri-Micii - Mikuru	Linking C92 - D482	<ul style="list-style-type: none"> <li>Improved economic activities</li> <li>Improved security</li> <li>Improved accessibility of various county places</li> </ul>	Tigania East	2,097	GoK	1 yr	KeRRA	No. of km tar-macked	Routine monitoring and reports to county assembly	On-going

Framework for Monitoring and Evaluation										
Project Name	Objectives	Outcomes	Act u a l Sub-coun-ty/ward	Project cost (KShs. Mil - lion)	Source of Funds	T i m e Frame	Imple-menting Agency (ies)	Monitor- ing Indi- cators	Means of Verifica- tion	Imple- m e n - tation Status
Connecting all primary schools and market centres to electricity.	Improve electricity connectivity	<ul style="list-style-type: none"> <li>Improved economic activities.</li> <li>Improved security</li> </ul>	Countywide	410	GoK	5 yrs	R u r a l Electrification Authority	No pri- m a r y schools and mar- kets con- nected with elec- tricity.	Routine monitoring and reports to coun- ty assembly	On-go- ing
Construction of County Head- quarters and Gov- ernor's residence.	Ensure that all county staff are well accommo- dated.	<ul style="list-style-type: none"> <li>Improved service delivery</li> </ul>	Meru town	360	GoK	5 yrs	P u b l i c works	No. of units con- structed	Routine monitoring and reports to coun- ty Assembly	New
Construction of Sub-county Head- quarters.	Ensure that all county staff are well accommo- date	<ul style="list-style-type: none"> <li>Improved service delivery</li> </ul>	All Sub-coun- ties	50	GoK	5 yrs	P u b l i c works	No. of units con- structed	Routine monitoring and reports to coun- ty assembly	New

- **(iv) Feedback and Response Mechanisms**
- Through the media e.g. engage the public in a programme where they can raise issues
- Organised public fora at the various levels such as the village, ward, Sub-county and the county
- Use of write ups like journals and magazines
- Development of tools for M & E like interview schedules and questionnaires
- Through monthly progress reports presentation to stakeholders

Through site meetings with stakeholders

## 6.10 Water and Sanitation

### 6.10.1 Brief Description

Water and sanitation sector involves the provision of domestic water to households and community water points in towns and rural areas. It also works on provision of the sewerage services. The sector supplies safe and enough quantities of water to areas where there is a service provider. In rural areas there are various community based water supply projects that compliment the services provided by main stream water service providers.

The County has eleven permanent rivers with the major one being the Kathita River, a tributary of River Tana. The County also has 12 shallow wells, 30 protected springs, two water pans, 16 dams and 105 boreholes. These form the major sources of water for domestic use and irrigation.

- The County has three major water service providers:
- Mewass operating in Meru town and its environs.
- Imethawasco operating in the rural areas and other towns.

Domwass operating various schemes in the county rural areas.

The average distance to the nearest water point in 2009 was between 1.5 and 8 Km. This has however been reduced following the use of CDF funds to finance community water projects with the aim of bringing water closer to the people. The number of households with access to piped water stands at 21,920 while households with access to portable water are 6,744. This contrasts sharply with the abundance of water as only 2 percent of the population has access to piped water.

#### **Sub-sectors**

- a). Domestic water supply
- Urban supply

Rural supply

- b). Sanitation services

- Urban services (sewerage, eco-san toilets)

Rural services (VIP latrines, septic tanks )

### 6.10.2 Sector Vision, Mission and Objectives

#### Vision

Improved living standards through provision of water and sanitation services

#### Mission

To supply safe, portable and adequate quantities of water to the residents of Meru County

- **Sector Objectives**
  - Sustainable management of water and sanitation infrastructure in the county
  - Improve sanitation services in the county
  - Increase number of residents with access to safe water
- Improve sanitation services in the county

### 6.10.3 Situational Analysis

#### A. SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Strong customer base</li> <li>• Adequate water resources</li> <li>• Well trained human resource capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Catchment areas degradation by farmers</li> <li>• Dilapidated infrastructure</li> <li>• Marginalisation</li> <li>• Uneven wealth distribution</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Proximity to Mt. Kenya water tower &amp; the Nyambene ranges</li> <li>• Availability of permanent rivers</li> <li>• Private public partnership arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicts with neighbouring communities</li> <li>• Climate change</li> <li>• Water rationing</li> </ul>

## B. Stakeholder Analysis

	Stakeholder	Expectations from the County	County expectations on the Stakeholder
1	Consumers	<ul style="list-style-type: none"> <li>• Provision of clean and safe water for consumption</li> <li>• Provision of quantifiable water for irrigation and other domestic uses</li> <li>• Sustainable consumption of water and management of catchment areas</li> <li>• License the water services providers and regulate them</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in maintenance of the facilities by providing unskilled labour</li> <li>• Formation of WRUAs for sustainable water resources use</li> <li>• Maintain and conserve water catchment areas</li> </ul>
2	Development Partners	<ul style="list-style-type: none"> <li>• Provision of technical advice and Enforcement of water laws</li> <li>• Mobilize the required funds for project completion and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Financing community water projects</li> <li>• Undertake evaluation and monitoring of projects</li> <li>• Provide technical advice</li> </ul>
3	National Governments Departments and county governments	<ul style="list-style-type: none"> <li>• License the water services providers and regulate them</li> <li>• Relevant information</li> <li>• Enabling laws</li> <li>• Statistical data</li> </ul>	<ul style="list-style-type: none"> <li>• formulation of regulatory policies necessary to guide development of the water sector</li> <li>• Support investors (e.g. research, technology development, incubation etc)</li> </ul>
4	Interested Groups, CBOs	<ul style="list-style-type: none"> <li>• Corporate social responsibility</li> <li>• Proper supervision of the projects</li> </ul>	<ul style="list-style-type: none"> <li>• Support for the water sector</li> </ul>

### 6.10.4 Issues, Causes and Proposed Interventions by Sub-sector

Sub-sector	Issues	Causes	Objectives	Proposed Intervention
Domestic Water	Old and Dilapidated Systems	Lack of Infrastructure Lack of Finance	Rehabilitate Existing Infrastructure	Rehabilitation and expansion of the existing infrastructure
	Low Coverage	Lack of Finance	Increase coverage from the current 2% to 50% -Construct huge dams to provide enough supply throughout the year	Construction of New Infrastructure Engage PPPs
Sanitation	Poor/low sewerage systems (0.01%)	Lack of finances Poor planning and poor systems	To increase access to sewerage services	Construction of sewer systems, eco-san and VIP latrines
	Poor storm water drainage		To have properly drained towns  To have a central collection and purify the same for irrigation	Put up separate storm drainage systems and sewer system  Engage PPPs

### 6.10.5 Priority Programmes and Projects

#### (i) On-going Projects/Programmes

##### (a) Flagship Projects

Programme/Project Name	Location/Sub-county/ Ward	Objectives	Targets	Description of activities
Construction of Maua water and sewerage system	Maua town	To increase access to water supply system and provide sewer system	20,000 households access water and sewerage systems	Augmentation of water supply system
Rehabilitation of Dams in Timau area				Construction of sewerage system



## b) Other Projects

Other Projects					
Project Name	Location	Objectives	Targets to be Met	Description of Activities	
Community based water projects	Meru County	Support community based initiatives	3 communities in every Sub-county	Completion of stalled community based water projects Construction of new community based water initiated projects Rehabilitation of dams in Timau area	
Tigania water supply	Tigania East and Tigania West constituency	Provide clean and reliable water services in both Sub-counties	Provide water to 25,000 households in the supply area	Construction of Thangatha water supply system Rehabilitation of the old systems	
Timau	Buuri Sub-county	To rehabilitate and expand the existing water supply system	Provide enough water to Timau town with a population of 30,000	Overhaul the existing distribution system	
Nkubu	Imenti South	To increase water supply system and provide sewer services	Provide water supply and sewerage services to residents of Nkubu town and its environs targeting a population of 50,000 people	Construction of a new water supply system Rehabilitation of existing water supply infrastructure	
Kanyakine	Imenti South	To expand existing water supply area and reduce cost of supply	Provide clean water to the residents in the supply area and its environs targeting 30,000 people	Construction of a sewer system Construction of a new water supply system Rehabilitation of the existing infrastructure	

Other Projects					
Project Name	Location	Objectives	Targets to be Met	Description of Activities	
Mwimbi water project	Igoji area in Imenti South	To provide access to clean water for people living in the area	Provide clean water in the supply area targeting 25,000 people	Construction of new pipelines to Egoji area	
Igembe North, Igembe South and Igembe Central	Igembe North, Igembe South and Igembe Central	Provide access to water in the Sub-county Provide water for livestock	Provide reliable water in the area	Drilling of boreholes in all major towns Provide rain water harvesting structures for the households Construct dams for water storage	
Mitunguu	Imenti South	Increase population with access to water	Provide clean water to 20,000 people living in the supply area	Rehabilitation of existing water supply system	
Meru water project	Imenti North	To increase population with access to clean water	Provide access to clean water to 80,000 people from the current 57,000 people	Augmentation and expansion of treatment works Expansion of existing distribution system	
Meru sewerage system	Imenti North	Increase coverage of the existing sewerage system	Provide access to sewerage services from 5% to 70% of Meru town	Construction of sewerage treatment works Expansion of existing sewerage works	

Other Projects					
Project Name	Location	Objectives	Targets to be Met	Description of Activities	
Ruiri	Buuri and Tigania West	Provide water to residents living in the supply area	Provide water to 50,000 people in the area	Rehabilitation of the existing water system Construction of boreholes in the area Construction of water harvesting structures Providing of rain water harvesting facilities at the house hold level	
Provision of consumer meters	Meru County	Provide sustainable measures for water supply provision	Provide 100,000 consumer meters	Metering of all water consumers in the entire county	
Geophysical aerial mapping	Meru County	Provide detailed maps for water points in the county	Map the entire county to produce maps showing ground water potential areas	Aerial survey Production of spatial maps	

## iii) New Projects

## a. Flagship Projects

New Flagship Projects							
Pro-gramme/ Project Name	Pri- ority Rank- ing	Loca- tion/ Level	Objectives	Targets to be met	Description of Activities	Estimat- ed Cost (KShs. Million)	Source of Funds
Meru County bulk water supply system	2	Meru County	Provide clean water in the coun- ty	Provide water to existing water supply systems	Construction of bulk system from Kathita and Mutonga rivers  Construction of storage dam in mount Kenya forest along Kathita river	6,000	Interna- tional donors and govern- ment
Two major dams on both Mt. Kenya and Nyambene Hills	1	Meru County	Enough wa- ter for both domestic and irriga- tion	Com- pletion of two mega Dams	Harness the rivers and lakes	100,000	PPPs
One major sewerage system	3	Lower part of Meru town	To collect & Purify the same for ir- rigation and fertilizer plant instal- lation	One mega sew- erage system	Purify and processing of fertilizer	50,000	PPPs

## b. Others

Project Name	Priority R a n k - ing	Loca- tion/ Level	Objectives	Targets to be Met	Description of Activities	E s t i - m a t e d C o s t (KShs. M i l - l i o n)	S o u r c e of Funds
Mikin- duri water project	1	Tiga- nia East	Provide clean water to Mikinduri town and its environs	To provide access to water for 40000 peo- ple	Construc- tion of water supply system from Thanan- tu river	250	MCG and national govern- ment

## 6.10.6 Budget Projections

Budget Projections							
Programme/ Project	Location/Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 2018
Community based water projects	Countywide	500	100	100	100	100	100
Maua water supply	Maua town	1,200	200	250	250	250	250
Tigania water supply	Tigania East and Tigania West Sub-county	400	150	100	50	50	50
Timau	Buuri	35	35				
Nkubu	Imenti South	800	160	160	160	160	160
Kanyakine	Imenti South	180	36	36	36	36	36
Mwimbi water project	Igoji area in Imenti South	30	30				
Igembe North		800	160	160	160	160	160
Igembe South		600	120	120	120	120	120
Igembe Central		600	120	120	120	120	120
Imenti Central		600	120	120	120	120	120
Mitunguu	Imenti South	50	10	10	10	10	10
Meru water project	Imenti North	80	16	16	16	16	16
Meru sewerage system	Imenti North	1,500	300	300	300	300	300
Ruiri	Buuri and Tigania West	300	60	60	60	60	60
Consumer meters	Countywide	400	80	80	80	80	80
Aerial mapping	Countywide	500	100	100	100	100	100
Mikinduri water project	Tigania East	250	50	50	50	50	50
Meru water bulk supply system	Countywide	10,000			5,000	2,500	2,500
Two mega Dams	Mt. Kenya and Nyambene	100,000		30,000	50,000	20,000	
One major Sewerage system	Lower part of Meru town	50,000		10,000	20,000	20,000	
<b>Total</b>		<b>168,825</b>	<b>1,847</b>	<b>41,782</b>	<b>76,732</b>	<b>44,232</b>	<b>4,232</b>

### 6.10.7 Income Generation Mechanisms

Mechanism/Means/Source	Expected Income	Sustainability Mechanisms
<ul style="list-style-type: none"> <li>▪ Charges for Water and sewerage services</li> <li>▪ Syndicated loans</li> <li>▪ Public private partnership</li> </ul>	15 billion	Metering of all water connection to reduce NRW, to maximize revenue so as to reduce cost of operations freeing up more funds for development

### 6.10.8 Implementation, Monitoring and Evaluation

#### i. Implementation Framework

Projects are to be implemented by both national and county governments based on sustainability and ease of maintenance.

National Level Government	County Level Government	Water Service Provider
<ul style="list-style-type: none"> <li>• Cabinet secretary</li> <li>• Principle secretary</li> <li>• Water service board</li> </ul>	<ul style="list-style-type: none"> <li>• County executive</li> <li>• County Chief officer</li> </ul>	<ul style="list-style-type: none"> <li>• Managing director</li> <li>• Technical manager</li> <li>• Commercial manager</li> <li>• Human resource manager</li> <li>• Internal auditor</li> <li>• Procurement manager</li> <li>• ICT manager</li> <li>• Water quality officer</li> <li>• Scheme manager</li> <li>• Mechanical officers</li> <li>• Administration staff</li> <li>• Billing and revenue clerks</li> <li>• Laboratory technician</li> <li>• Chemical attendant</li> <li>• Plumbers</li> <li>• Line patrollers and meter readers</li> </ul>

#### ii. Policy, Legislative and Regulatory Framework

- Water sector regulation mode on water quality, human resource and revenues usage
- Framework on how the water service and sanitation programmes will be run for the beneficial of all parties

### Framework for Monitoring and Evaluation

Framework for Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Community based water projects	Support community based initiatives	Countywide	500	MCG, CDF and development donors	5 years	MCG and community groups	No. of projects completed No. of people who have access to clean water	Financial reports on expenditure Completion certificates Site visit reports	Ongoing and proposed
Maua water and sewerage system	Provide water and sewerage services in the area	Maua town in Igembe South	1,200	National /county government, donors, revenue from water sales, CDF, loans and development partners	5 years	National, county governments, water service provider	No. of people connected to supply systems and ease of access to water and sewerage services	Reports and records from Department of Water	On going
Tigania water supply	Provide clean and reliable water services in both Sub-counties	Tigania East and Tigania West	400	National /county government, donors, revenue from water sales, CDF, and development partners	5 years	National, county governments, water service provider	No. of people connected to supply systems	Reports and records from Department of Water Household surveys	On going

Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Timau	To rehabilitate and expand the existing water supply system	Buuri	35	National / MCG, donors, revenue from water sales, CDF, and development partners	1 Year	National and MCG, water service provider	No. of people connected to supply systems	Reports and records from Department of Water	On going	
Nkubu	To increase water supply system and provide sewer services	Imenti South	800	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Reports and records from Department of Water	On going	
Kanyakine	To expand existing water supply area and reduce cost of supply	Imenti South	180	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Records and reports from Water department	On going	
Mwimbi water project	To provide clean water for people who do not have access to water	Imenti South	30	National /MCG, donors, revenue from water sales, CDF, and development partners	1 year	National, MCG, water service provider	No. of people connected to supply systems	Household surveys Key Informant Interviews Reports and records from Department of Water	On going	



Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Igembe North Water project	Provide access to water in the dry areas Provide water for livestock	Igembe North	800	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Records from Department of Water Site visits	On going	
Igembe South Water project	Provide access to water in the dry areas	Igembe South	600	National / MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Records from Department of Water Site visits	On going	
Igembe Central Water project	Provide access to water in the dry areas	Igembe Central	600	National / MCG, donors, revenue from water sales, CDF, and development partners	5 years	National / MCG, water service provider	No. of people connected to supply systems	Records from Department of Water Site visits	On going	
Imenti central Water project	Provide access to water in the dry areas	Imenti Central	600	National / MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Records from Department of Water Site visits	On going	

Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Mitunguu	Increase population with access to water	Imenti South	50	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Reports and records from Department of Water Household surveys Key Informant Interviews	On going	
Meru water project	To increase population with access to clean water	Imenti North	80	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Reports and records from Department of Water Household surveys	On going	
Meru sewerage system	Increase coverage of the existing sewerage system	Imenti North	1,500	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Reports and records from Water department	On going	
Ruiri	Provide water to residents living in the supply area	Buuri	300	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems	Reports and records from Department of Water Household surveys Key Informant Interviews	On going	

Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Provision of consumer meters	Provide sustainable measures for water supply provision	Meru County	400	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	No. of meters installed	Reports and records from Department of Water Site visits	On going	
Mapping of county resources	Meru county	Provide detailed maps for water points in the county	500	National /MCG, donors, revenue from water sales, CDF, and development partners	5 years	National, MCG, water service provider	Existence of maps	Records and reports from Water department	Proposed	
Mikinduri water project	Tigania East	Provide clean water to Mikinduri town and its environs	250	National /MCG, donors, revenue from water sales, CDF, loans and development partners	5 years	National, MCG, water service provider	No. of people connected to supply systems and ease of access to water and sewerage services	Reports and records from Department of Water	Proposed	
Meru County bulk water supply system	Meru County	Provide water to existing water supply systems	10,000	National /MCG, donors, revenue from water sales, CDF, loans and development partners	3 years	National, MCG, water service provider	No. of people connected to supply systems and ease of access to water and sewerage services	Reports and records from Department of Water	Proposed	

### iii. Feedback and Response Mechanisms

Community questionnaires; Records from consumers; Suggestions from the stakeholders; Public barazas.

## 6.11 Financial Services, Trade, Co-operatives and Enterprise Development

### 6.11.1 Brief Description

The trade sub-sector is responsible for the promotion of orderly growth of trade in the county through provision of business development services and trade regulation. It is also responsible for promotion of investment and for implementing the national trade policy at county level.

The co-operative sub-sector is responsible for procurement (especially the farm inputs and allied services), marketing services, member education, mobilization of savings, loan disbursement and sale of consumer goods. The county has high agricultural potential which has attracted various commercial banks and other financial institutions. There are sixteen commercial banks, eight microfinance institutions, four village banks and a number of SACCOs. The strong presence of the various financial institutions indicates that the county has high potential for commercial services.

The Central Bank of Kenya has a currency centre in Meru town which acts as a banker to the commercial banks operating in the county. Major insurance firms operating in the county include APA Insurance, UAP Insurance, CIC Insurance among others. There are several SACCOs whose membership ranges from farmers to salaried employees such as YETU Sacco, Capital Sacco, Solutions Sacco, Ntiminyakiru Sacco among others; which offer credit to its members.

- The sub-sectors under this sector are:
- Trade.
- Co-operatives.

Enterprise development

### 6.11.2 Sector Vision, Mission and Objectives

#### Vision

A self-reliant county

#### Mission

To facilitate orderly growth and development of financial services, co-operatives, trade, and enterprises in the county

## Sector Objectives

- ***Co-operatives Sub-sector Objectives***

- To promote economically viable cooperative societies
- To increase market access and value addition
- To improve access to affordable credit to boost production
- To promote capacity building in cooperative management

To promote the culture of saving (savings mobilization)

- ***Trade Sub-sector Objectives***

- To promote investment
- To promote growth of micro, small and medium enterprises (credit, marketing, business development services, sectoral associations, etc.)
- To promote appropriate technology-based commerce (e-commerce, m-commerce, etc.)
- To promotion of fair trade practices
- To promote cross-county trade, export business and domesticating bilateral & regional trade
- To build the capacity of traders
- To collect business information and manage county business information centres
- To manage county physical markets and regulate hawking activities

### 6.11.3 Situational Analysis

#### a). Stakeholder Analysis

##### i). Cooperatives

	Stakeholder	Expectations from the County	County expectations on the Stakeholder
1	Cooperative societies	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Facilitative rules/laws</li> <li>• Help for societies with challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Governed well</li> <li>• Improve production</li> <li>• Quality service to the members</li> <li>• Adherence to the rules/laws</li> <li>• Support County initiatives</li> </ul>
2	Society Members	<ul style="list-style-type: none"> <li>• Proper supervision of the society</li> <li>• Auditing</li> <li>• Information/education</li> </ul>	<ul style="list-style-type: none"> <li>• To be loyal to the societies</li> <li>• Reports on any irregularities</li> </ul>
3	National Government	<ul style="list-style-type: none"> <li>• Implementation of the policy and regulations</li> <li>• Provide relevant data</li> <li>• Advice on general development of cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Support capacity building efforts (e.g. training of boards, management, members)</li> <li>• Market information intelligence</li> </ul>
4	National and International cooperative organizations (KUSCCO, Coop Bank, CIC, KERUSSU, NACHU, ICA, WOCCU, ACCOSCA, etc.)	<ul style="list-style-type: none"> <li>• Relevant information</li> <li>• Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Partnerships</li> </ul>
5	NGOs and other development partners	<ul style="list-style-type: none"> <li>• Relevant information</li> <li>• Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Partnerships</li> </ul>
6	Community	<ul style="list-style-type: none"> <li>• Corporate social responsibility</li> <li>• Proper supervision of the society</li> </ul>	<ul style="list-style-type: none"> <li>• Support for the cooperative movement</li> </ul>

## ii). Trade

	Stakeholder	Expectations from the County	County expectations on the Stakeholder
1	Individual traders	<ul style="list-style-type: none"> <li>• Access to working capital</li> <li>• Affordable credit</li> <li>• Trader-friendly rules/laws</li> <li>• Training</li> <li>• Information on markets</li> </ul>	<ul style="list-style-type: none"> <li>• Observance of the county rules/laws</li> <li>• Expand businesses</li> <li>• Create employment</li> <li>• Contribute to county revenue</li> <li>• To repay loans</li> </ul>
2	Sector associations (e.g. Jua Kali Associations, Producer Business Groups, Traders Assoc, Chamber of commerce and industry)	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Facilitative rules/laws</li> </ul>	<ul style="list-style-type: none"> <li>• Governed well</li> <li>• Improvement in production</li> <li>• Quality service to the members</li> <li>• Adherence to the rules/laws</li> <li>• Support County initiatives</li> </ul>
3	Government organizations	<ul style="list-style-type: none"> <li>• Information related to trade</li> <li>• Partnerships with the county</li> <li>• Relevant reports and statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information on their areas</li> <li>• Interpret and implement relevant county reports</li> </ul>
4	NGO	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Supportive rules/laws</li> </ul>	<ul style="list-style-type: none"> <li>• Governed well</li> <li>• Quality service to the beneficiaries</li> <li>• Adherence to the rules/laws</li> <li>• Support County initiatives</li> </ul>
5	Learning/Training institutions (TVET, Youth Polytechnics, Consultants, etc)	<ul style="list-style-type: none"> <li>• Relevant Information</li> <li>• Financial support (e.g. bursaries)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide relevant skills and knowledge to the learners</li> </ul>
6	Financial service providers (MFIs, Banks, Govt funds, SACCOs, etc)	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Facilitative rules/laws</li> <li>• Relevant information on their operations</li> </ul>	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Quality service to the members</li> <li>• Adherence to the rules/laws</li> <li>• Support County initiatives</li> <li>• Direct investments</li> </ul>

**b). SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• A good number of cooperatives in existence/operating (115 societies)</li> <li>• Experienced in mobilizing savings (approx. Ksh. 2 billion)</li> <li>• Institutions experienced in lending</li> <li>• Joint Loan Board Fund in existence</li> <li>• Most of the government funds channelled through the financial institutions/SACCOs (e.g. Youth Fund, Women Enterprise Fund, CDF, etc)</li> <li>• Market research on prices of essential commodities on-going</li> <li>• Formation of Producer Business Groups</li> <li>• Many entrepreneurs trained</li> <li>• Marketing of goods in EAC, AGOA</li> </ul>	<ul style="list-style-type: none"> <li>• Most of the enterprises are in distributive trade</li> <li>• Low capital base for financial institutions</li> <li>• Low capacity to supervise the institutions</li> <li>• Low capacity to collect and update data on the sector</li> <li>• High level of default on loans</li> <li>• Lack of collateral security</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Large untapped co-operative market in the county</li> <li>• Established Sacco or savings in the county</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from outside</li> </ul>



### 6.11.4 Issues, Causes and Proposed Interventions by Sub-Sectors

#### a). Cooperatives sub-sector:

	<b>Issues/Challenges/ Problems</b>	<b>Causes</b>	<b>Proposed Intervention</b>
1.	Marketing systems especially in Coffee industry bedevilled by Cartels that dictate on producer prices without considering the farmers' production costs	<ul style="list-style-type: none"> <li>Inadequate knowledge on international coffee trade</li> </ul>	<ul style="list-style-type: none"> <li>Branding of commodities handled by co-operatives aimed at confirming their originality and identity.</li> <li>Streamlining marketing systems for commodities handled by cooperatives</li> <li>Conduct trade fairs/exhibitions and facilitating trade mission in the county</li> </ul>
2.	Farm input acquisition complications	Import restrictions, mobility and tariffs applicable in international trade	<ul style="list-style-type: none"> <li>Lobby National Government to review relevant laws</li> </ul>
3.	Undercapitalization -particularly in SACCOs and other co-operative institutions which access credit for onward lending.	Ambitious lending policy (3 times of deposits too early)	<ul style="list-style-type: none"> <li>Encourage SACCOs to review their lending policies</li> <li>Amalgamation of weak societies to enjoy economies of scale</li> <li>Educate members to improve their savings</li> <li>Training and education services to committee members/board of directors, staff members and general members of the society.</li> </ul>
4.	Poor loan management that at times lead to delinquencies	Limited capacity in governance	<ul style="list-style-type: none"> <li>Improvement of societies management/leadership through inculcating corporate governance</li> </ul>
5	Milk hawking that leads to high adulteration frequencies and levels	Poor prices	<ul style="list-style-type: none"> <li>Liaise dairy farming closely with Meru Central Dairy Union for assured markets and quality due to value –addition</li> </ul>
6	Politicking aimed at satisfying individual interests	Personal interest	<ul style="list-style-type: none"> <li>Review Legislation to shield cooperatives from political manipulation/interference</li> </ul>
7	Internal Wrangles	Mismanagement	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Regular inspections and spot checks</li> <li>Timely audits</li> </ul>
8	Limited management capacity in Irrigation –based co-operatives	Limited experience with management of irrigation based cooperatives	<ul style="list-style-type: none"> <li>Cooling facilities</li> <li>Semi-processing the products</li> </ul>

**b). Trade sub-sector:**

	<b>Issues/Challenges/Problems</b>	<b>Causes</b>	<b>Proposed Intervention</b>
1.	Inadequate funding for JLBS	<ul style="list-style-type: none"> <li>Limited funds</li> <li>Total reliance on a single source (government)</li> </ul>	<ul style="list-style-type: none"> <li>County and national government to increase funding</li> <li>County government to source for donors</li> </ul>
2	In-access to JLBS loans by women and youth	<ul style="list-style-type: none"> <li>Security offered for JLBS loans beyond the reach of women and youth (e.g. Title deeds)</li> </ul>	<ul style="list-style-type: none"> <li>Review of security requirements for JLBS requirements e.g. group guarantee system</li> </ul>
3	High default rate	<ul style="list-style-type: none"> <li>Some loans issued in 1959 where security was not a requirement</li> </ul>	<ul style="list-style-type: none"> <li>Review the operations policy (e.g. to allow writing unrecoverable loans)</li> </ul>
4	Limited capacity to provide training to entrepreneurs	<ul style="list-style-type: none"> <li>Limited funding</li> <li>Illiterate community</li> <li>Inadequate staff</li> </ul>	<ul style="list-style-type: none"> <li>Increase funding</li> <li>Innovative training methods</li> <li>Increase staffing levels to the village unit</li> </ul>
5	Limited information on available credit facilities	<ul style="list-style-type: none"> <li>Inadequate staff</li> <li>Low promotion of services</li> </ul>	<ul style="list-style-type: none"> <li>Use of public Barazas</li> <li>Increase staffing levels to the village unit</li> </ul>
6	Exploitation of traders by middlemen	<ul style="list-style-type: none"> <li>Inadequate knowledge on the market structure</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Conduct economic viability studies with a view to discourage exploitation by middle-men.</li> <li>Advocacy for the provision of market infrastructure</li> </ul>
7	Starting a new enterprise	<ul style="list-style-type: none"> <li>Registration is only in Nairobi</li> <li>Restrictive trade licensing (high fees, multiple licenses)</li> </ul>	<ul style="list-style-type: none"> <li>Devolve registration of business</li> <li>Review the licensing system</li> <li>Regulation of business</li> </ul>
8	Stiff competition for small enterprises	<ul style="list-style-type: none"> <li>Large enterprises</li> <li>Low capacity to withstand competition</li> </ul>	<ul style="list-style-type: none"> <li>Special support to small enterprises</li> <li>Promotion and facilitation of the intra, inter county trade and cross-border trade.</li> <li>Management of county physical markets and regulation of hawking activities</li> </ul>
9	Inadequate information on enterprises in the county	<ul style="list-style-type: none"> <li>Lack of data collection mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Develop a system to help collect data on the enterprises</li> <li>Collection of business information and management of county business information centres Promotion of use of e-commerce</li> </ul>

### 6.11.5 Priority Programmes and Projects

#### a). On-Going Projects/Programmes

##### i). Flagship Projects

Programme/ Project Name	Location/ Sub-coun- ty/ Ward	Objectives	Targets	Description of activities
<b>Trade</b>				
Establishment of business information centre	Meru Town	<ul style="list-style-type: none"> <li>• One-stop shop for information traders on markets, business training etc.</li> </ul>	All business community in the county	<ul style="list-style-type: none"> <li>• Renting of premises</li> <li>• Purchase of equipment</li> <li>• Installation of connectivity</li> <li>• Collection of data/information</li> <li>• Analysis and storage of data</li> <li>• Recruitment and training of staff</li> </ul>

##### b) Other On-going Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
Meru trade development joint loans board	Meru town County Headquarters	<ul style="list-style-type: none"> <li>• Give trade loans to small business enterprises</li> <li>• Uplift the standards of living among the traders</li> <li>• Create self-employment among traders</li> </ul>	• Business community in Meru county	<ul style="list-style-type: none"> <li>• Training of traders on trade matters</li> <li>• Disbursement of loans to traders – recovery of disbursed loans</li> </ul>

c). Other New Projects

Other New Projects							
Project Name	Priority Ranking	Location/ Level	Objectives	Targets to be Met	Description of Activities	Estimated cost (Millions Kshs)	Source of Funds
Promote the following groups to co-operative - motor bikes, women groups and youth groups		Youth and women Sacco to be established in every s/ county Every Sub-county to establish one	<ul style="list-style-type: none"> <li>• Mobilize savings</li> <li>• Create employment &amp; wealth</li> <li>• To empower youths through employment</li> </ul>	<ul style="list-style-type: none"> <li>• Every Sub-county to establish at least one</li> <li>• Recruit 15,000 youths</li> </ul>	<ul style="list-style-type: none"> <li>• We should come up with a training program</li> <li>• Training programs</li> </ul>	2	<ul style="list-style-type: none"> <li>• MCG</li> <li>• National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Capacity building for societies		The whole county	To improve on production, quality and enhance income	<ul style="list-style-type: none"> <li>• 43 coffee</li> <li>• 22 dairy</li> <li>• 7 multi-purpose</li> <li>• 54 Sacco</li> <li>• 1 cotton society</li> <li>• Establish at least 5 Miraa based co-operatives</li> <li>• Establish 6 banana co-operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Training program design</li> <li>• Mobilize participants</li> <li>• Training delivery</li> <li>• Monitoring &amp; evaluation</li> </ul>	5	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>

Facilitate electricity supply to coffee factories	Selected factories in some counties	To reduce cost of processing	<ul style="list-style-type: none"> <li>• 20 factories</li> </ul>		3	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Computerization of coffee societies	Countywide	To improve on governance	<ul style="list-style-type: none"> <li>• 125 coffee factories</li> </ul>	<ul style="list-style-type: none"> <li>• Training programs</li> </ul>	10	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Facilitate acquisition of coolers for 15 dairy societies	Countywide	Encourage dairy farming which will create employment	<ul style="list-style-type: none"> <li>• 15 dairy societies (20,000 farmers reached)</li> </ul>	<ul style="list-style-type: none"> <li>• Training programs</li> <li>• Procurement</li> </ul>	3	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Facilitate acquisition of a coffee mill for the county	County HQ	Value addition of coffee	<ul style="list-style-type: none"> <li>• 43 coffee societies (120,000 farmers reached)</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• 20</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Initiate a program on coffee improvement – cherry advance payment system	All the coffee growing areas	Encourage farmers to improve on coffee production and quality	<ul style="list-style-type: none"> <li>• 43 coffee societies</li> <li>• 120,000 farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• 100</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Subsidized fertilizer & inputs for coffee farmers	All the coffee growing areas	To increase on coffee quantity and quality	<ul style="list-style-type: none"> <li>• 43 co-operative societies translating to 120,000 farmers.</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt procurement</li> </ul>	<ul style="list-style-type: none"> <li>• 500</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>

County union of SACCOs	Countywide	To assist weaker and upcoming SACCOs	<ul style="list-style-type: none"> <li>• 20 SAC-COs</li> </ul>	<ul style="list-style-type: none"> <li>• Avail funds</li> </ul>	<ul style="list-style-type: none"> <li>• 500</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
County union of SACCOs	Countywide	To have bargaining power	<ul style="list-style-type: none"> <li>• 25 Matatu SACCOs</li> </ul>	<ul style="list-style-type: none"> <li>• Avail funds</li> </ul>	<ul style="list-style-type: none"> <li>• 200</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
<b>Trade and Enterprise</b>						
County development bank	Meru town	<ul style="list-style-type: none"> <li>• Advancing affordable credit to MSME</li> <li>• To alleviate poverty among the locals</li> <li>• Increase the level of income</li> </ul>	<ul style="list-style-type: none"> <li>• Loan 20,000 traders</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Disbursement and loan recovery.</li> </ul>	<ul style="list-style-type: none"> <li>• 400</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>
Development and construction of modern markets and shades for all open air markets	All market centres within the county	<ul style="list-style-type: none"> <li>• To shelter the market</li> <li>• To provide social amenities</li> <li>• To have clean markets.</li> </ul>	<ul style="list-style-type: none"> <li>• All market centres.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of modern shades</li> </ul>	<ul style="list-style-type: none"> <li>• 100</li> </ul>	<ul style="list-style-type: none"> <li>• MCG National Government</li> <li>• Development partners</li> <li>• Donors</li> </ul>

Business incubation centres	Meru town	<ul style="list-style-type: none"> <li>To nature upcoming business</li> </ul>	<ul style="list-style-type: none"> <li>One stop incubation centre for upcoming businesses</li> <li>Storage of business information</li> </ul>	<ul style="list-style-type: none"> <li>Establish and operationalize the centre</li> </ul>	50	<ul style="list-style-type: none"> <li>MCG National Government</li> <li>Development partners</li> <li>Donors</li> </ul>
Branding of Meru products	From Meru county to Sub-county level	<ul style="list-style-type: none"> <li>To make Meru products marketable all over the world</li> </ul>	<ul style="list-style-type: none"> <li>Marketable products</li> </ul>	<ul style="list-style-type: none"> <li>Branding of various products</li> </ul>	50	<ul style="list-style-type: none"> <li>MCG National Government</li> <li>Development partners</li> <li>Donors</li> </ul>
Training of traders	Countywide	<ul style="list-style-type: none"> <li>To enhance knowledge about business development</li> </ul>	<ul style="list-style-type: none"> <li>1,000 traders</li> </ul>	<ul style="list-style-type: none"> <li>Organise seminars and train them</li> </ul>	10	<ul style="list-style-type: none"> <li>MCG National Government</li> <li>Development partners</li> <li>Donors</li> </ul>
Market research	Countywide	<ul style="list-style-type: none"> <li>To get information regarding business</li> </ul>	<ul style="list-style-type: none"> <li>To conduct 5 research</li> </ul>	<ul style="list-style-type: none"> <li>Collect the information as outlined in the questionnaire</li> </ul>	5	<ul style="list-style-type: none"> <li>MCG National Government</li> <li>Development partners</li> <li>Donors</li> </ul>

Promotion of inter-county/cross-border trade	1	County level	<ul style="list-style-type: none"> <li>- To access new markets</li> <li>- To increase trade turnover</li> </ul>	<ul style="list-style-type: none"> <li>- Steering committee formed</li> <li>- At least 1 inter-county trade forum formed</li> <li>- Annual inter-county /cross-border trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitate formation of an inter-county trade development forum</li> <li>- Establish a trade promotion committee</li> <li>- Undertake marketing research</li> <li>- Hold inter-county/cross-border trade fairs</li> </ul>	5	<ul style="list-style-type: none"> <li>- MCG</li> <li>- Development partners</li> </ul>
Cooperative mapping		Countywide	To determine the number of cooperatives in & their capacity	No of cooperatives	Baseline Survey Data collection	20	MCG - Development partners



## 6.11.6 Budget Projections

Budget Projections							
Program /Project Name	Location/ Level	Total Budget (KShs. Million)		Timeframe			
		2017/14	2017/15	2017/16	2017/17	2017/18	
<b>Trade and Enterprise Development</b>							
Meru trade development joint board	Meru Town County HQ	50	10	10	10	10	10
County development bank	Meru Town County HQ	400	80	80	80	80	80
Development and Construction of modern markets and shades for all open air markets	Meru Town County HQ	300	60	60	60	60	60
Business Incubation centre	Meru town	50	10	10	10	10	10
Branding of Meru product	From Meru County to Sub-county level	50	10	10	10	10	10
Training of traders	Countywide	10	2	2	2	2	2
Establishment of Department of private sector development	Countywide	30	5	10	5	5	5
	Countywide						
Weights and Measures		39	15.4	5.9	5.9	5.9	5.9
Market research	Countywide	5	1	1	1	1	1
Promotion of inter-county/ cross-border trade	Countywide	5	1	1	1	1	1

Budget Projections							
Program /Project Name	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
<b>Co-operative Department</b>							
Promote the following to Co-operative groups – motor bikes-women groups and youth groups	Youth and women Sacco to be established in every Sub-county  Every Sub-county to establish one	2	0.4	0.4	0.4	0.4	0.4
Capacity building for societies	Countywide	5	1	1	1	1	1
Facilitate Electricity supply to Coffee factories	Selected factories in some counties	8.4	1.6	1.6	1.8	1.6	1.6
Computerization of coffee societies	Countywide	10	2	2	2	2	2
Facilitate acquisition of coolers for 15 dairy societies	Countywide	3	0.6	0.6	0.6	0.6	0.6
Facilitate acquisition of a coffee mill for the County	County headquarters	20	4	4	4	4	4
Initiate a program on coffee improvement – Cherry Advance Payment System	All the coffee growing areas	100	20	20	20	20	20
Subsidized fertilizer & inputs for coffee farmers	All the coffee growing areas	500	100	100	100	100	100
County Union of SACCOs	Countywide	500	100	100	100	100	100
County Union of Matatu SACCOs	Countywide	0.2	0.04	0.04	0.04	0.04	0.04
Cooperative Mapping		20	4	4	4	4	4
<b>Total</b>		<b>2,107.6</b>	<b>428.04</b>	<b>423.54</b>	<b>418.74</b>	<b>418.54</b>	

### 6.11.7 Income Generation Mechanisms

Mechanism/Means/Source	Expected Income (KShs.)	Sustainability Mechanisms
<b>Co-operatives</b>		
Registration of new societies	200,000	Continuous registration
Audit and supervision fees	1,000,000	Audit services
Amendments of the by-laws	100,000	Sensitization of the needs
<b>Trade</b>		
Interest from loans	50,000	Continuous funding of loans
Ministry	2,000,000	Continuous funding of loans
Investment from fixed deposit accounts	150,000	Continuous funding

### 6.11.8 Role of Stakeholders

Name of Stakeholders	Roles
<b>Co-operatives</b>	
Members	<ul style="list-style-type: none"> <li>To be loyal to their societies</li> </ul>
Government both national and county	<ul style="list-style-type: none"> <li>To create an enabling environment through supportive legislation</li> <li>To offer regular extension services</li> <li>To safeguard the interest of members</li> </ul>
Co-operative society	<ul style="list-style-type: none"> <li>To ensure that they are properly governed</li> <li>To practice professionalism</li> </ul>
<b>Trade</b>	
Traders	<ul style="list-style-type: none"> <li>To make prompt repayment of loans</li> <li>To follow the existing trade regulations</li> </ul>
NGOs and other government departments	<ul style="list-style-type: none"> <li>To support the loans scheme by contribution and training</li> <li>To give necessary information towards the betterment of trade</li> </ul>
National government	<ul style="list-style-type: none"> <li>To contribute funds towards the loans</li> <li>To provide policy guidelines</li> </ul>

### 6.11.9 Implementation, Monitoring and Evaluation

#### a) Implementation Framework

##### Co-operatives Sub-sector

##### (i) County Headquarters

Position	Salary Per Month	Allowances Per Month
Chief Officer	120,000	60,000
County Coop Commissioner	100,000	40,000
2 Deputies	80,000 each	40,000 each
1 State Counsel	80,000	40,000
2 Clerical Officer	30,000 each	15,000 each
2 Secretaries	50,000 each	25,000 each
1 Driver	25,000	10,000
Subordinate Staff	15,000	10,000

##### (ii) Audit

Position	Salary Per Month	Allowances Per Month
Director of Co-operative Audit	100,000,000	40,000
2 deputy directors	80,000 each	40,000 each
9 Sub-county auditors	70,000 each	30,000 each

##### (iii) 9 Sub-counties

Positions	Salary Per Month	Allowances Per Month
9 Sub-county Co-operative officers	80,000 each	40,000 each
18 Co-operatives officers	70,000 each	40,000each
9 Secretaries	50,000 each	25,000 each
9 Clerical officers	30,000 each	15,000 each
9 Drivers	25,000 each	15,000 each
9 Subordinate staff	15,000 each	10,000 each

##### Trade Sub-sector

Position	Salary Per Month	Allowances Per Month
County Chief Officer	120,000	60,000
County Director Of Trade	100,000	40,000
Deputy	80,000	40,000
Secretary	50,000	25,000
2 Drivers	25,000 Each	10,000 Each
<b>Subordinate Staff</b>	15,000	10,000

### **6.11.10 Policy, Legislative and Regulatory Framework**

The following policies, legislation and regulations need to be reviewed or put in place for the sector:

- Trade policy
- Enterprise development policy
- County Cooperatives policy
- County Financial sector policy

### **6.11.11 Framework for Monitoring and Evaluation**

The implementation, monitoring and evaluation mechanism of public resources plays a great role in ensuring that the objectives of the project/programme are realised. It ensures that the constrained resources are used to realize maximum benefits. It therefore means that monitoring and evaluation require to be strengthened. Collaboration among various development agencies namely the donor agencies, CBOs, NGOs, the government and other stakeholders is necessary through strong networking system. The County Planning Coordination, Monitoring and Evaluation Unit will offer the required leadership in the process.

## Framework for Monitoring and Evaluation

Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
<b>Co-operatives</b>									
Promote the following Cooperative groups – mobile for bikes-women groups and youth groups	Mobilize savings, create employment & wealth To empower youths through employment	County-wide	2	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>No. Registered</li> <li>Register of societies</li> </ul>	<ul style="list-style-type: none"> <li>Registration certificates</li> </ul>	New
Capacity building for societies	To improve on production, quality and enhance income	County-wide	5	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>No. of training held</li> </ul>	<ul style="list-style-type: none"> <li>Training timetable</li> <li>Attendance register</li> </ul>	On-going
Facilitate Electricity supply to Coffee factories	To reduce cost of processing	County-wide	3	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>Completion certificates from electrical contractors</li> </ul>	<ul style="list-style-type: none"> <li>Meters installed by Kenya power company</li> </ul>	New
Computerization of coffee societies	To improve on governance	County-wide	10	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>No. of societies computerized</li> </ul>	<ul style="list-style-type: none"> <li>Installation certificate by the vendors</li> </ul>	New

## Framework for Monitoring and Evaluation

Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Facilitate acquisition of coolers for 15 dairy societies	Encourage dairy farming which will create employment	County-wide	3	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>No. of societies supplied</li> </ul>	<ul style="list-style-type: none"> <li>Contracts documents signed</li> </ul>	New
Facilitate acquisition of a coffee mill for the County	Value addition of coffee	County-wide	20	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>Physical being of the facility.</li> </ul>	<ul style="list-style-type: none"> <li>Contracts documents signed</li> </ul>	New
Initiate a program on coffee improvement –Cherry Advance Payment System	Encourage farmers to improve on coffee production and quality	County-wide	100	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG / Ministry	<ul style="list-style-type: none"> <li>No. of members benefiting</li> </ul>	<ul style="list-style-type: none"> <li>Society records</li> </ul>	New
Subsidized fertilizer & inputs for coffee farmers	To increase on coffee quantity and quality	County-wide	500	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG	<ul style="list-style-type: none"> <li>No. Of bags supplied</li> </ul>	<ul style="list-style-type: none"> <li>Society records</li> </ul>	New
County Union of SACCOs	To assist weaker and upcoming SACCOs	County-wide	500	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	MCG	<ul style="list-style-type: none"> <li>Election results of committee members/directors.</li> </ul>	<ul style="list-style-type: none"> <li>Registration certificate</li> </ul>	New

Framework for Monitoring and Evaluation

Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
County Union of Matatu SACCOs	To have bargaining power	County-wide	200	<ul style="list-style-type: none"> <li>County government</li> <li>National government</li> <li>Development partners</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>Registered by-laws</li> </ul>	<ul style="list-style-type: none"> <li>Registration certificate</li> </ul>	New
<b>Trade</b>									
Meru trade development joint board	Giving loans to traders  Also alleviate poverty  Increase the level of income	County Wards	25	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>Amount of loan granted by JLB</li> <li>Amount of loan granted by JLB</li> </ul>	<ul style="list-style-type: none"> <li>Disbursement schedules</li> <li>Disbursement register</li> </ul>	On-going
County Development Bank	Advancing affordable credit to MSMEs  To alleviate poverty among the locals  Increase the level of income	County Wards	400	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>Amount of loan granted by the bank.</li> <li>Report on the operations</li> </ul>	<ul style="list-style-type: none"> <li>Disbursement register</li> </ul>	New



Framework for Monitoring and Evaluation

Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Development and Construction of modern markets and shades for all open air markets	To shelter the market  To provide social amenities  To have clean markets.	County-wide	100	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>No. of markets constructed</li> </ul>	<ul style="list-style-type: none"> <li>Observation on the no. constructed</li> </ul>	New
Business Incubation centre	To nature up-coming business	County Wards	50	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and reports of business incubation centre</li> </ul>	<ul style="list-style-type: none"> <li>Observations</li> <li>Visits</li> </ul>	New
Branding of Meru products	To make Meru products marketable all over the world	County-wide	10	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>No. of products branded</li> </ul>	<ul style="list-style-type: none"> <li>Records on the no. Branded</li> </ul>	New
Training of traders	To give the knowledge about business development	County-wide	10	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	5 years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>No. of traders trained in trade matters</li> </ul>	<ul style="list-style-type: none"> <li>Attendance register</li> </ul>	New
Market research	To get information regarding business	County-wide	5	<ul style="list-style-type: none"> <li>County Government</li> <li>National Government</li> </ul>	6 Years	<ul style="list-style-type: none"> <li>MCG</li> </ul>	<ul style="list-style-type: none"> <li>No. Of research conducted</li> </ul>	<ul style="list-style-type: none"> <li>Report on the research conducted</li> </ul>	New

### 6.11.12 Feedback and Response Mechanisms

- The following feedback and response mechanisms will be used:
- Operational website
- Periodic newsletter(quarterly)
- Public barazas
- Questionnaire
- Suggestion boxes at the county, Sub-county and ward headquarters.

Customer satisfaction survey

## 6.12 Industrialization Sector

### 6.12.1 Brief Description

The county has a number of factories which add value to agricultural products. These are mainly owned by the various tea and coffee cooperative societies. There are also factories processing livestock products such as milk. These are mainly owned by farmers' cooperative societies. There are other factories in the county producing bread and animal feeds. These are in small scale and mainly found in Meru Town.

- a. Generally, the sector can be divided into:
- b. Agro-processing
- c. Manufacturing
- d. Small scale cottage industries

### 6.12.2 Sector Vision, Mission and Objectives

#### **Vision**

A nationally and globally competitive industrialized county

#### **Mission**

To facilitate orderly growth and development of industries in the county

- **Sector Objectives**
- To improve efficiency and competitiveness at firm level
- To improve training, research and development
- To provide competitive consumer and industrial goods
- To increase market share in regional markets

To attract strategic investors in agro processing

### A. 6.12.3 Situational Analysis

#### B. Stakeholder Analysis

	<b>Stakeholder</b>	<b>Expectations from the County</b>	<b>County Expectations on the Stakeholder</b>
1	Individual entrepreneurs (industrialists)	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Facilitative rules/laws</li> <li>• Linkage with markets</li> <li>• Funding</li> <li>• Land for industrial use</li> </ul>	<ul style="list-style-type: none"> <li>• Production of quality goods</li> <li>• Corporate social responsibility</li> <li>• To create employment</li> <li>• To support County development initiatives</li> <li>• “Green Production” – environment</li> </ul>
2	National Government	<ul style="list-style-type: none"> <li>• Contribution to achievement of Vision 2030</li> <li>• Provide relevant data/statistics</li> <li>• Advice on general development of industries</li> </ul>	<ul style="list-style-type: none"> <li>• Support capacity building efforts</li> <li>• Attract foreign direct investors (FDIs)</li> <li>• Market information intelligence</li> </ul>
3	Cooperative societies	<ul style="list-style-type: none"> <li>• Enabling environment</li> <li>• Facilitative rules/laws</li> <li>• Help for societies with challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilize funds and establish processing firms</li> </ul>
4	NGOs and other development partners	<ul style="list-style-type: none"> <li>• Relevant information</li> <li>• Enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>• Support investors (e.g. research, technology development, incubation, etc.)</li> <li>• Networking</li> <li>• Partnerships</li> </ul>
5	Community	<ul style="list-style-type: none"> <li>• Corporate social responsibility</li> <li>• Proper supervision of the society</li> </ul>	<ul style="list-style-type: none"> <li>• Support for the industrial sector</li> </ul>

### C. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Existing agro processing industries</li> <li>Available raw materials to feed both agro processing and other manufacturing industries</li> <li>Market for locally produced goods</li> </ul>	<ul style="list-style-type: none"> <li>Most of the enterprises are in agro processing</li> <li>Few industrial firms in the county</li> </ul>
Opportunities	Threat
<ul style="list-style-type: none"> <li>Unexploited industrial opportunities</li> <li>Availability of land to establish industries</li> <li>Processing and packaging of coffee and other agricultural produce</li> </ul>	<ul style="list-style-type: none"> <li>Environmental pollution</li> <li>Exploitation of natural resources</li> </ul>

#### 6.12.4 Issues, Causes and Proposed Interventions

	Issues/ Challenges/ Problems	Causes	Immediate Objectives	Proposed Intervention
1.	Access to capital	<ul style="list-style-type: none"> <li>High cost of capital</li> <li>Limited knowledge on available sources of capital</li> <li>Lack of collateral</li> </ul>	<ul style="list-style-type: none"> <li>Improve access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Setting up an industrial development fund</li> </ul>
2.	Access to modern technology	<ul style="list-style-type: none"> <li>High cost of acquisition</li> <li>Lack of information</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate access to modern appropriate technology</li> </ul>	<ul style="list-style-type: none"> <li>Set up an Industrial Research and Development Agency</li> </ul>
3.	No industrial park/ area in the county	<ul style="list-style-type: none"> <li>High cost of setting up</li> <li>Limited PPPs in the County</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate establishment of an industrial park</li> </ul>	<ul style="list-style-type: none"> <li>Set up an industrial park</li> </ul>
4.	Tools and equipment	<ul style="list-style-type: none"> <li>High cost of acquisition</li> <li>Lack of information</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate access to tools and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Attract investors to set up tools and equipment for production/ supply firms</li> </ul>
5.	Poor performance of industries	<ul style="list-style-type: none"> <li>Mismanagement</li> <li>Poor marketing</li> <li>Political interferences</li> </ul>	<ul style="list-style-type: none"> <li>To revamp the performance of the industries</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building</li> <li>Better marketing strategies</li> <li>Better management</li> </ul>
6.	Lack of branding and standardization	<ul style="list-style-type: none"> <li>Inadequate knowledge on branding and standardization</li> </ul>	<ul style="list-style-type: none"> <li>Access to knowledge on branding and standardization</li> </ul>	<ul style="list-style-type: none"> <li>Training on Branding and Standardization</li> </ul>

## 6.12.5 Priority Programmes and Projects

### i) On-going Projects/Programmes

Project Name	Location	Targets to be met	Description of Activities
Meru coffee farmers union industries (coffee, maize mill, dairy)	Meru town	<ul style="list-style-type: none"> <li>Diversification</li> <li>Value addition</li> </ul>	<ul style="list-style-type: none"> <li>Financial support</li> </ul>
Gaitu cotton ginnery	Gaitu area of Imenti Central	<ul style="list-style-type: none"> <li>Address Mismanagement issues</li> <li>Clearly defined ownership</li> </ul>	<ul style="list-style-type: none"> <li>Financial support</li> <li>Technical support</li> </ul>

### ii) New Projects

#### a) Flagship

Pro-gramme/ Project Name	Priority Rank- ing	Location/ level	Objectives	Tar- gets to be met	Description of Activities	Estimat- ed Cost (KShs. Millon)	Source of Funds
Set up industrial Parks	1	Sub-county level	<ul style="list-style-type: none"> <li>Mentorship for potential industrialist</li> <li>Tap potential of Isiolo resort city</li> <li>LAPSET</li> <li>Clustering of industries</li> </ul>	9 parks operational by end of June 2016	<ul style="list-style-type: none"> <li>Feasibility study</li> <li>Design of the project</li> <li>Resource mobilization</li> <li>Operationalize the industrial parks</li> </ul>	1,000	MCG Donors PPPs

## Others (New)

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Setting up an Industrial Development Fund	1	County level	<ul style="list-style-type: none"> <li>To provide capital funding for Industrialists</li> </ul>	Operational by 2014/2015	<ul style="list-style-type: none"> <li>Feasibility study</li> <li>Design of the project</li> <li>Resource mobilization</li> </ul>	1,000	MCG Donors
Set up an Industrial Research and Development Agency	2	County level	<ul style="list-style-type: none"> <li>Research</li> <li>Develop databank of investment opportunities</li> </ul>	By end of 2016	<ul style="list-style-type: none"> <li>Feasibility study</li> <li>Design of the project</li> <li>Resource mobilization</li> <li>Support to industries</li> </ul>	200	PPP's MCG Donors
Attract investors to set up tools and production equipment	4	County level	<ul style="list-style-type: none"> <li>Make tools and equipment easily available and accessible</li> </ul>	Start campaign by end 2013/2014	<ul style="list-style-type: none"> <li>Design the project</li> <li>Implementation of the project</li> </ul>	100	MCG
Training on Branding and Standardization	3	Sub-county level	<ul style="list-style-type: none"> <li>Branding and standardization of locally produced goods</li> </ul>	Training programme at every Sub-county to start by 2013/2014	<ul style="list-style-type: none"> <li>Training needs assessment</li> <li>Design training programs</li> <li>Implement training</li> </ul>	100	MCG Donors PPP's

6.12.6 Budget Projections

Project Name	Location/Level	Total Budget (KShs. Million)	Timeframe					
			2013/14	2014/15	2015/16	2016/17	2017/2018	
Setting up an Industrial Development Fund	County level	1,000	100	200	200	250	250	
Set up an Industrial Research agency	County level	200	30	40	40	45	45	
Set up Industrial Parks	Sub-county level (9 industrial parks)	1,000	150	250	250	200	150	
Attract investors to set up tools and equipment for production	County level	100	20	20	20	20	20	
Training on Branding and Standardization	County level	100	20	20	20	20	20	
Sub-total – New projects		2,400	320	530	530	535	485	
Support to On-going Projects	County level	150	150					
Support to On-going Projects	County level	500	200	200	50	50		
<b>Total</b>		5,450	990	1,260	1,110	1,120	970	

### 6.12.7 Income Generation Mechanisms

Mechanism/Means/Source	Expected Income (KShs.)	Sustainability Mechanisms
National Government	1,000,000,000	Adherence to constitutional requirements
County Government	1,000,000,000	Levies, fees, taxes, cess, etc.
Donors	550,000,000	Well-designed projects; proposals
PPPs	500,000,000	Set up a resource mobilization office

### 6.12.8 Role of Stakeholders

Name of Stakeholders	Roles
Individual entrepreneurs (industrialists)	<ul style="list-style-type: none"> <li>• Establish industrial firms</li> <li>• Production of competitive quality goods</li> <li>• To create employment</li> <li>• To support county development initiatives</li> <li>• “Green Production” – environment</li> </ul>
National Government	<ul style="list-style-type: none"> <li>• Support capacity building efforts</li> <li>• Attract FDIs</li> <li>• Market information intelligence</li> <li>• Market linkages</li> </ul>
Cooperative societies	<ul style="list-style-type: none"> <li>• Mobilize funds and establish processing firms</li> </ul>
NGOs and other development partners	<ul style="list-style-type: none"> <li>• Support investors (e.g. research, technology development, incubation, etc.)</li> <li>• Networking support</li> <li>• Partnerships</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Support for the industrial sector</li> </ul>

### 6.12.9 Implementation, Monitoring and Evaluation

#### (i) Implementation Framework

- Human Resource Needs
- Staffing for the County Industrial Development Fund
- Staffing for the County Industrial Research Agency
- Staffing for Sub-county Industrial development officers at each Sub-county

#### (ii) Policy, Legislative and Regulatory Framework

- County industrial policy paper/plan
- Environmental regulations laws
- Labour and trade relation laws
- County public private partnership laws



- County investment regulation laws

(iii) Framework for Monitoring and Evaluation

Framework for Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Setting up an Industrial Development Fund	To provide Capital funding for Industrialists	County level	1,000	MCG; Donors; PPPs	2 years	Min of trade and enterprise/ industrialization	No. of applications No. of beneficiaries	Questionnaires Field visits & reports	New
Set up an Industrial Research and Development Agency	Research; Development databank of investment opportunities	County level	200	MCG; Donors; PPPs	3 years	Min of trade and enterprise/ industrialization	No. of new ideas No. of existent up to date databases	Questionnaires Reports	New
Set up Industrial Parks	Mentorship for potential industrialist; Tap potential of Isiolo resort city, LAPSET; Clustering of industries	Sub-county level (9 industrial parks)	1,000	MCG	3 years	Min of trade and enterprise/ industrialization	No. of functional industrial parks No. of industries in the parks	Questionnaires Field visits	New

Framework for Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Attract investors to set up tools and equipment production/supply firms in the county	Make tools and equipment available and accessible	County level	100	MCG Donors PPPs	5 years	Min of trade and enterprise/industrialization	No. of industries/firms established	Field visits	New	
Training on Branding and Standardization	Branding and standardization of locally produced goods	County level	100	MCG; Donors; PPPs	5 years	Min of trade and enterprise/industrialization	No. of New county branded products	Observation Visits Questionnaires	New	
Support to On-going Projects		County level	150	MCG	3 years	Min of trade and enterprise/industrialization	No. of new/diversified products No. Of new production lines	Visits Observations	On-going	
Support to On-going Projects		County level	500	MCG	5 years	Min of trade and enterprise/industrialization	No. industries supported	Observations Visits	On-going	

- **(iv) Feedback and Response Mechanisms**
- County workshops, forums and barazas
- Media campaigns
- County magazines
- Field/site visits

Questionnaire

## 6.13 Land Sector

### 6.13.1 Brief Description

Meru County has a total area of 6,936.2 km<sup>2</sup> out of which 1,776.1 Km<sup>2</sup> is gazetted forest. The human settlement area covers 5160 km<sup>2</sup>. Much of the registered land is found in what was Meru Central where only three sections are not completed while much of the land in what was Meru North is unregistered. The registered land is about 60% which is 3096km<sup>2</sup> or 3,096,000 Ha while the unregistered land is about 40% of the total land area which is 2064 km<sup>2</sup> or 2,064,000 Ha. Land sector comprises of the following sub-sectors:

- **Land Adjudication and Settlements**
- **Land Surveying**
- **Land Administration**
- Land is categorized as:
  - Community land found in the Northern Grazing zone in Meru North
  - Public land (Meru National park, all transportation corridors, all sites owned by national and County Governments, all land under public institutions, all gazetted forested e.g. Lower Imenti Forest, Mt Kenya Forest, Ngare-Ndare Forest and the Nyambene Forest, all land under gazetted hills and land under water resources.

Private land or land under free hold and leasehold tenure system

## Land Category Based on Status

Sections in the Final Stages of Title Processing	Completed sections & Maps Forwarded to Director Of Survey For Fair Printing	Sections under objection cases	Sections under demarcation surveying and land cases	Sections not declared
<ul style="list-style-type: none"> <li>• Akithii III</li> <li>• Uringu I</li> <li>• Kianjai</li> <li>• Buuri A</li> </ul>	<ul style="list-style-type: none"> <li>• Kiengu-Kanjoo</li> <li>• Upper Athiru Gaiti A</li> <li>• Naathu</li> <li>• Akirang' Ondu B</li> <li>• Uringu II</li> <li>• Kitharene</li> <li>• Kigucwa</li> <li>• Mbeu I</li> <li>• Antuamburi</li> <li>• Athig'a Athanja</li> </ul>	<ul style="list-style-type: none"> <li>• Lower Athiru-Gaiti A</li> <li>• Akirang' Ondu A</li> <li>• Antubetwe Kiongo</li> <li>• Mutuati Amwathi II A</li> <li>• Athiru Runjine Ndoleli</li> <li>• Ndoleli Antubetwe Kiongo</li> <li>• Ankamia</li> <li>• Akaiga</li> <li>• Ruiru Rwarera</li> <li>• Sirimon Scheme Buuri</li> </ul>	<ul style="list-style-type: none"> <li>• Amung'eti A</li> <li>• Upper Athiru Gaiti B</li> <li>• Upper Athiru Gaiti C</li> <li>• Lower Athiru Gaiti B</li> <li>• Kirindine B</li> <li>• Rikiau</li> <li>• Amung'enti B</li> <li>• Amwathi Mutuati II B</li> <li>• Amwathi Mutuati I A</li> <li>• Amwathi Mutuati I B</li> <li>• Akirang' Ondu C</li> <li>• Antuambui II</li> <li>• Ntunene II</li> <li>• Giithu</li> <li>• New Kiare</li> <li>• Igarie</li> <li>• Ngongaka</li> <li>• Mbeu III</li> <li>• Egoji East</li> <li>• Nkando – Kiirua</li> <li>• Naari</li> <li>• Ngushishi settlement scheme</li> <li>• Kiagu central imenti</li> </ul>	<ul style="list-style-type: none"> <li>• Naathu B</li> <li>• Gambera</li> <li>• Lower Karama</li> <li>• Lower Buuri</li> </ul>

### 6.13.2 Sector Vision, Mission and Objectives

#### Vision

An excellent county in land management

#### Mission

To facilitate improvement of livelihood through efficient administration, equitable access, secure tenure and sustainable development.

#### Sector Objectives

- To ensure equitable and efficient access to land
- Harmonious and sustainable development of the land resource
- Efficient and effective provision of advisory and technical services
- Efficient and effective resolution of boundaries and land disputes
- To develop and maintain maps and plans to support registration of titles to land
- To ascertain land rights and interests

### 6.13.4 Situational Analysis

#### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Available Skilled manpower</li> <li>• Public support</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of staff</li> <li>• Inadequate equipment and facilities</li> <li>• Inadequate funding</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Availability of technology</li> </ul>	<ul style="list-style-type: none"> <li>• High population growth rate</li> <li>• Political interference</li> <li>• Numerous court cases</li> <li>• Community perceptions on land and its value</li> </ul>

## 6.13.5 Issues, Causes and Proposed Interventions by Sub-sectors

Sub-sector	Issues/ Challenges/ Problems	Causes	Immediate Objectives	Proposed Intervention
Land adjudication	<ul style="list-style-type: none"> <li>Human resource shortage</li> </ul>	<ul style="list-style-type: none"> <li>Retrenchment</li> <li>Employment freeze</li> <li>Natural attrition</li> </ul>	<ul style="list-style-type: none"> <li>To recruit and retain skilled workers</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring</li> <li>Retraining</li> </ul>
		<ul style="list-style-type: none"> <li>Lack of vehicles</li> <li>Poor funding</li> </ul>	<ul style="list-style-type: none"> <li>To provide adequate serviceable vehicles</li> <li>To provide Adequate funding</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing of vehicles</li> <li>Funding</li> </ul>
	<ul style="list-style-type: none"> <li>Equipment deficit</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>To provide adequate funding</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing of adequate equipment</li> </ul>
	<ul style="list-style-type: none"> <li>Numerous court cases</li> </ul>	<ul style="list-style-type: none"> <li>The long duration of time the adjudication process takes</li> <li>The perceptions on land ownerships</li> </ul>	<ul style="list-style-type: none"> <li>Speeding up of the adjudication process</li> <li>Civic education</li> </ul>	<ul style="list-style-type: none"> <li>Timely and adequate provision of funds</li> <li>Civic education</li> <li>Arbitration</li> </ul>
	<ul style="list-style-type: none"> <li>Delays in production of fair prints of maps</li> </ul>	<ul style="list-style-type: none"> <li>Production process centralised</li> <li>Inadequate staffing and machines</li> </ul>	<ul style="list-style-type: none"> <li>Improved co-operation between the County Government and the National Government/ National Land Commission</li> </ul>	<ul style="list-style-type: none"> <li>Decentralise the production process</li> </ul>
	<ul style="list-style-type: none"> <li>Intertribal/ clan boundary disputes</li> </ul>	<ul style="list-style-type: none"> <li>Completion for land and land related resources</li> </ul>	<ul style="list-style-type: none"> <li>Civic education</li> <li>Alternative disputes resolution mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Arbitration especially through the Njuri Ncheke council of elders</li> <li>Civic education</li> <li>Provision of funds</li> <li>Political goodwill</li> </ul>
	<ul style="list-style-type: none"> <li>Poor of supervision adjudication of work</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate human resource and funding</li> </ul>	<ul style="list-style-type: none"> <li>Improved supervision of adjudication work</li> </ul>	<ul style="list-style-type: none"> <li>Adequate funding</li> <li>Recruitment of adequate personnel</li> </ul>

Sub-sector	Issues/ Challenges/ Problems	Causes	Immediate Objectives	Proposed Intervention
Land surveying	<ul style="list-style-type: none"> <li>Office accommodation for the Sub-counties in Meru North</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>To improve office accommodation for Meru North</li> </ul>	<ul style="list-style-type: none"> <li>To Provide Adequate funding</li> </ul>
	<ul style="list-style-type: none"> <li>Inadequate transport</li> </ul>	<ul style="list-style-type: none"> <li>Poor unserviceable vehicle</li> <li>Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>To Provide adequate serviceable vehicles</li> <li>To provide Adequate funding</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing of vehicles</li> <li>Funding</li> </ul>
Spatial planning	<ul style="list-style-type: none"> <li>Lack of modern survey equipment</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>To provide modern survey equipment</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing of modern survey equipment</li> <li>Adequate funding</li> </ul>
	<ul style="list-style-type: none"> <li>Uncontrolled and unplanned land use</li> </ul>	<ul style="list-style-type: none"> <li>Lack of appropriate spatial plans</li> </ul>	<ul style="list-style-type: none"> <li>To prepare spatial plans</li> </ul>	<ul style="list-style-type: none"> <li>Adequate funding</li> </ul>
	<ul style="list-style-type: none"> <li>Failure to adhere to planning standards</li> </ul>	<ul style="list-style-type: none"> <li>Ignorance</li> <li>Inadequate public awareness</li> </ul>	<ul style="list-style-type: none"> <li>Civic education</li> <li>Enhanced enforcement mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Adequate funding</li> <li>Purchasing of vehicles</li> <li>Adequate enforcement personnel</li> </ul>
	<ul style="list-style-type: none"> <li>Poor plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Weak legislation</li> <li>Lack of political good will</li> <li>Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>To improve plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>To prepare county spatial planning laws</li> <li>To provide adequate funds</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of spatial plans</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate funds</li> <li>Inadequate personnel</li> <li>Inadequate technology</li> </ul>	<ul style="list-style-type: none"> <li>To enhance urban spatial planning</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of vehicles</li> <li>Purchase of appropriate technology</li> <li>Provide adequate funds</li> <li>Adequate personnel</li> </ul>

6.13.6 Priority Programmes and Projects

**(i) On-going Projects/Programmes**

<b>On-going Projects/Programmes</b>				
<b>Project Name</b>	<b>Location (Sub-county)</b>	<b>Objectives</b>	<b>Targets to be Met</b>	<b>Description of Activities</b>
Kiengu-Kanjoo	Igembe Central	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Upper Athiru Gaiti A	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Naathu	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Akirang'ondur B	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Uringu II	Tigania West	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Kitharene	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Akithi III	Tigania West	Registration of ownership	Issuance of land certificate	<ul style="list-style-type: none"> <li>• Resolution of queries if any</li> </ul>
Kianjai	Tigania West	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of queries if any</li> </ul>
Buuri A	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of queries if any</li> </ul>
Uringu I	Tigania West	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of queries if any</li> </ul>



On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Kigucwa	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of queries if any</li> </ul>
Mbeu I	Tigania West	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Antuamburi	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Athing'a Athanja	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> <li>• Appeals to the minister</li> </ul>
Lower Athiru-Gaiti A	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Appeal to the minister</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Akirang'ondu A	Igembe Central	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Antubetwe Kiongo	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Mutuati Amwathi II A	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Athiru Runjine Ndoleli	Igembe Central	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Appeal to the minister</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Ndoleli Antubetwe Kiongo	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquire satellite images and Plotting of the land parcels</li> <li>• Appeal to the minister</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Ankamia	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Akaiga	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Amung'enti A	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Upper Athiru Gaiti B	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Upper Athiru Gaiti C	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Lower Athiru Gaiti B	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Lower Athiru Gaiti B	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Kirindine B	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Amung'enti B	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquisition of satellite images</li> <li>• Resolution of committee and arbitration board cases</li> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Amwathi Mutuati II B	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Amwathi Mutuati I A	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Amwathi Mutuati I B	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquisition of satellite images</li> <li>• Resolution of committee and arbitration board cases</li> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Akirang'onde C	Igembe South	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquisition of satellite images</li> <li>• Resolution of committee and arbitration board cases</li> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Antuambui II	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquisition of satellite images</li> <li>• Resolution of committee and arbitration board cases</li> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Ntunene II	Igembe North	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Acquisition of satellite images</li> <li>• Resolution of committee and arbitration board cases</li> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Giithu	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
New Kiare	Tigania West	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Igarie	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Ngongaka	Tigania East	Registration of ownership	Issuance of land certificates	<ul style="list-style-type: none"> <li>• Demarcation and surveying</li> <li>• Preparation of adjudication record</li> <li>• Publication of the register</li> <li>• Resolution of objection cases</li> <li>• Implementation of objection decisions</li> <li>• Fair printing of maps</li> <li>• Resolution of queries if any</li> </ul>
Nturingwi B Local Physical Development Plan	Tigania East and West	To prepare a local Physical development plan	Produce development plan	<ul style="list-style-type: none"> <li>• Review and updating of the plan</li> <li>• Approval by the County government</li> </ul>

On-going Projects/Programmes				
Project Name	Location (Sub-county)	Objectives	Targets to be Met	Description of Activities
Nturingwi A Local Physical Development Plan	Tigania East	To prepare a local Physical development plan	Produce development plan	<ul style="list-style-type: none"> <li>• Review and updating of the plan</li> <li>• Approval by the County government</li> </ul>
Muthara-Muriri zoning plan	Tigania East	To prepare a local Physical development plan	Produce development plan	<ul style="list-style-type: none"> <li>• Approval by the County government</li> </ul>
Gaitu zoning plan		To prepare a zoning plan	Produce a development plan	<ul style="list-style-type: none"> <li>• Circulation of the zoning plan</li> <li>• Incorporation of comments in to final plan</li> <li>• Publication of the final plan</li> <li>• Approval by the County government</li> </ul>

(i) New Projects

New Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
County Spatial Plan		Entire county	To prepare a plan spatial framework to control development	Produce a county spatial plan	<ul style="list-style-type: none"> <li>• Notice of intention to plan</li> <li>• Reconnaissance/field surveys</li> <li>• Acquisition of planning data</li> <li>• Digital mapping of thematic maps</li> <li>• Preparation of base maps</li> <li>• Stakeholders analysis</li> <li>• Launch of plan preparation</li> <li>• Data collection</li> <li>• Data collation/tallying</li> <li>• Data analysis</li> <li>• Prepare draft spatial plan</li> <li>• Presentation of draft spatial plan to stakeholders</li> <li>• Incorporation of stakeholders views in to the draft spatial plan</li> <li>• Presentation of final draft spatial plan to stakeholders</li> <li>• Circulation of draft spatial plan to key stakeholders for comments</li> <li>• Incorporate comments from key stakeholders into final draft plan</li> <li>• Forwarding final spatial plan for approval by County government</li> </ul>	350	MCG



New Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Urban area plans for Sub-county headquarters		Buuri, Imenti South, Tigania west, Tigania East, Igembe Central, Igembe North and Igembe South	To urban area development plans	To produce urban/Town plans for seven County headquarters	<ul style="list-style-type: none"> <li>• Notice of intention to plan</li> <li>• Reconnaissance/field surveys</li> <li>• Acquisition of planning data</li> <li>• Digital mapping of thematic maps</li> <li>• Preparation of base maps</li> <li>• Stakeholders analysis</li> <li>• Launch of plan preparation</li> <li>• Data collection</li> <li>• Data collation/tallying</li> <li>• Data analysis</li> <li>• Prepare draft spatial plan</li> <li>• Presentation of draft spatial plan to stakeholders</li> <li>• incorporation of stakeholders views in to the draft spatial plan</li> <li>• Presentation of final draft spatial plan to stakeholders</li> <li>• Circulation of draft spatial plan to key stakeholders for comments</li> <li>• Incorporate comments from key stakeholders into final draft plan</li> <li>• Forwarding final spatial plan for approval by County government</li> </ul>	156	MCG

New Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Urban area plans for ward headquarters		Entire county	To prepare a spatial framework to control development	Produce a urban area spatial plan for 45 ward headquarters	<ul style="list-style-type: none"> <li>• Notice of intention to plan</li> <li>• Reconnaissance/field surveys</li> <li>• Acquisition of planning data</li> <li>• Digital mapping of thematic maps</li> <li>• Preparation of base maps</li> <li>• Stakeholders analysis</li> <li>• Launch of plan preparation</li> <li>• Data collection</li> <li>• Data collation/tallying</li> <li>• Data analysis</li> <li>• Prepare draft spatial plan</li> <li>• Presentation of draft spatial plan to stakeholders</li> <li>• incorporation of stakeholders views in to the draft spatial plan</li> <li>• Presentation of final draft spatial plan to stakeholders</li> <li>• Circulation of draft spatial plan to key stakeholders for comments</li> <li>• Incorporate comments from key stakeholders into final draft plan</li> <li>• Forwarding final spatial plan for approval by County government</li> </ul>	940	MCG

## 6.13.7 Budget Projections

Budget Projections							
Projects/ Programme Name	Location/ Level	Total (KShs. Million)	Timeframe				
			2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018
Meru County Spatial Plan	Entire County	400	80	140	150	30	
Urban Area Plans for Sub-county Headquarters	Muthara-Muriri	3	3				
Urban Area Plans for Sub-county Headquarters	Urru	3	3				
Urban Area Plans for Sub-county Headquarters	Maua	30		20	10		
Urban Area Plans for Sub-county Headquarters	Kangeta	30		20	10		
Urban Area Plans for Sub-county Headquarters	Laare	30		20	10		
Urban Area Plans for Sub-county Headquarters	Timau	30		20	10		
Urban Area Plans for Sub-county Headquarters	Nkubu	30		20	10		
Urban Area Plans For 47 Ward Headquarters	Each Ward Head-quarter	940		200	260	240	240
Kangeta Adjudication Section	Igembe Central	0.15	0.15				
Nathuu Adjudication Section	Igembe North	0.25	0.25				
Upper Athiru Gaiti A	Igembe South	0.15	0.15				
Akirangonde B Adjudication Section	Igembe North	0.25	0.25				
Kiengu Kanjoo Adjudication Section	Igembe Central	0.25	0.25				
Akithi Iii Adjudication Section	Tigania West	0.2	0.2				
Kianjai	Tigania West	0.3	0.3				
Buuri A	Tigania East	0.15	0.15				
Kitharene	Tigania East	0.35	0.35				
Mbeu I	Tigania West	0.4	0.4				
Athiru Rujine Ndoledi Adjudication Section	Igembe Central	1		1			
Lower Athiru Gaiti A	Igembe South	4		4			
Akirangonde A	Igembe Central	3			3		
Antubetwe Kiongo	Igembe North	4				4	
Amung'enti B	Igembe South	12					12
Kiguchu Adjudication Section	Tigania East	1.4		1.4			
Uringu Ii	Tigania West	1.3		1.3			
Athinga Athanja	Tigania East	2		2			
Antuamburi	Tigania East	2.1		2.1			
Ankamia	Tigania East	4.1			4.1		
Akaiga	Tigania East	3.8			3.8		
Karama	Tigania East	5.9			5.9		
Giithu	Tigania East	5.6			5.6		
Buuri B	Tigania East	7.6				7.6	
New Kiare	Tigania West	5.7				5.7	
Ngongaka	Tigania East	16				16	
Igarie	Tigania East	15				15	
Mbeu Iii	Tigania West	5				5	

Budget Projections							
Projects/ Programme Name	Location/ Level	Total (KShs. Million)	Timeframe				
			2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018
Mumui	Tigania West	16					16
Rwanda Gabera	Tigania East	18.7					18.7
Lower Karama	Tigania East	15					15
Upper Athiru Gaiti B	Igembe South	10					10
Upper Athiru Gaiti C	Igembe South	10					10
Kirindine B	Igembe South	15					15
Amung'enti A	Igembe South	15					15
Mutuati/Amwathi Ii A	Igembe North	16					16
Mutuati/Amwathi Ii B	Igembe North	16					16
Mutuati/Amwathi I A	Igembe North	15					15
Mutuati/Amwathi I B	Igembe North	17					17
Akirang'onde C	Igembe North	17					17
Antuambui Ii	Igembe North	17					17
Ntunene Ii	Igembe North	17					17
Rikiau	Igembe Central	17					17
Ndoleli Antubetwe Kiongo	Igembe Central	1.2					1.2
Naathu B	Igembe North	18.785					18.785
Ruiri Rwarera	Buuri	50		20	20	10	
Sirimon Scheme Buuri	Buuri	10		5	5		
Egoji East	South Imenti	10		5	5		
Nkando in Kiirua	Buuri	5		3	2		
Naari	Buuri	10		5	5		
Ngushishi Settlement scheme	Buuri	10		5	5		
Kiagu	Central Imenti	5		4	1		
<b>Total</b>		<b>1,965.635</b>	<b>88.45</b>	<b>498.80</b>	<b>525.40</b>	<b>333.3</b>	<b>519.685</b>

### 6.13.8 Income Generation Mechanisms for the Sector

- Building plan approval fee
- Subdivision fee
- Change of use fee
- Extension of use fee
- Site inspection fee
- Extension of use/lease fee
- Review of EIA Reports fee
- Sale of Maps/Plans/sketch map fee
- Land committee cases fee
- Adjudication record objection fee
- Arbitration board fee
- Survey fee
- Registry index map amendment fee
- Boundary dispute fee
- Sale of planning liaison committee minutes fee

### 6.13.9 Role of Stakeholders

Name of Stakeholders	Roles
MCG	<ul style="list-style-type: none"> <li>• Mobilise resources</li> <li>• Approval of spatial plans</li> <li>• Management roles</li> <li>• Mobilise local community</li> <li>• Formulate relevant legislation</li> </ul>
County survey office	<ul style="list-style-type: none"> <li>• Implementation of relevant legislation</li> <li>• Management survey function in the county</li> <li>• Advice county government and other agencies on matters relevant to survey</li> </ul>
County spatial planning office	<ul style="list-style-type: none"> <li>• Implementation of relevant legislation</li> <li>• Management of spatial planning in the county</li> <li>• Advice the county government and other agencies on spatial planning</li> <li>• Preparation of various levels of spatial plans</li> </ul>
County adjudication office	<ul style="list-style-type: none"> <li>• Implementation of relevant legislation</li> <li>• Management of adjudication function in the county</li> <li>• Advice the county government and other agencies on adjudication.</li> </ul>
Members of National Assembly	<ul style="list-style-type: none"> <li>• Formulate relevant legislations</li> <li>• Mobilise funds</li> </ul>
National government	<ul style="list-style-type: none"> <li>• Mobilise security where needed</li> <li>• Intervene in policy matters</li> <li>• Policy formulation</li> </ul>
National land commission	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Disputes resolution</li> </ul>
Environment and Land Court	<ul style="list-style-type: none"> <li>• Disputes resolution</li> </ul>
Land Adjudication Committee and the Adjudication Tribunal	<ul style="list-style-type: none"> <li>• Adjudication arbitration and disputes resolution</li> </ul>
Faith based Organisations (FBOs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs)	<ul style="list-style-type: none"> <li>• Mobilisation of funds</li> <li>• Dissemination of information</li> </ul>
The local communities	<ul style="list-style-type: none"> <li>• Giving relevant accurate information</li> <li>• Responding to summons timely</li> <li>• Pay all necessary fees promptly</li> <li>• Adherence to legislations and policies</li> <li>• Be courteous</li> </ul>

### 6.13.10 Implementation Framework

#### B. Human Resources Requirements

Name of Department	Human Resource Requirement
Physical/ Spatial Planning	8 Physical Planners, 8 Technical Officers, 1 Secretary, 1 Clerical Officer
Land Adjudication And Settlement	5 Land Adjudication Officers, 10 Survey Assistants, 2 Driver, 1 Secretaries, 1 Clerical Officer
Survey Department	5 Cartographers, 1 Clerical Officer, 1 Secretary

C. Monitoring and Evaluation Framework

Monitoring and Evaluation Matrix									
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Meru county spatial plan	Prepare Meru county spatial plan	Meru Spatial plan	Entire Meru county	400	Meru County Government	3	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes Base maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New
Urban area plans for Sub-county headquarters	Finalize Mutha-ra-Muriri Development Plan	Mutha-ra-Muriri Development Plan	Mutha-ra-Muriri	3	Meru County Government	1	<ul style="list-style-type: none"> <li>• No. of stakeholders meeting held</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders minutes</li> <li>• Draft plan report</li> <li>• Approval by county Assembly</li> </ul>	On-going
Urban area plans for Sub-county headquarters	Finalize Urru Development Plan	Urru Development Plan	Urru	3	Meru County Government	1	<ul style="list-style-type: none"> <li>• No. of stakeholders meeting held</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders minutes</li> <li>• Draft plan report</li> <li>• Approval by County Assembly</li> </ul>	On-going

Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Urban area plans for Sub-county headquarters	Prepare Maua Development Plan		Maua	30	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New
Urban area plans for Sub-county headquarters	Prepare Kangeta Development Plan		Kangeta	30	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county governor</li> </ul>	New



## Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Urban area plans for Sub-county headquarters	Prepare Laare Development Plan		Laare	30	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New
Urban area plans for Sub-county headquarters	Prepare Timau Development Plan	Timau Development Plan	Timau	30	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New

Monitoring and Evaluation Matrix									
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Urban area plans for Sub-county headquarters	Prepare Nkubu Development Plan	Nkubu Development Plan	Nkubu	30	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New
Urban area plans for 45 ward headquarters	Prepare 45 ward development plans	45 ward urban area development plans	each ward headquarter	940	Meru County Government	1	<ul style="list-style-type: none"> <li>• Commencement of the plan process</li> <li>• No. of stakeholders meeting held</li> <li>• Draft plan</li> <li>• Circulation and publication</li> <li>• Final plan</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of intention</li> <li>• Stakeholders minutes</li> <li>• Digital maps and satellite images</li> <li>• Base-maps</li> <li>• Thematic analysis reports and maps</li> <li>• Draft plan report</li> <li>• Gazette notice and newspaper advertisement</li> <li>• Approval by county Assembly</li> </ul>	New

Monitoring and Evaluation Matrix										
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status	
Kangeta Adjudication section	To issue of ownership documents	Certificate of ownership	Igembe Central	0.15	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Nathuu Adjudication section	To issue of ownership documents	Certificate of ownership	Igembe North	0.25	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Upper Athiru Gaiti A	To issue of ownership documents	Certificate of ownership	Igembe South	0.15	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Akiran-gongdu B Adjudication Section	To issue of ownership documents	Certificate of ownership	Igembe North	0.25	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Kiengu Kanjoo Adjudication Section	To issue of ownership documents	Certificate of ownership	Igembe Central	0.25	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	

Monitoring and Evaluation Matrix										
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status	
Akithi III Adjudication Section	To issue of ownership documents	Certificate of ownership	Tigania West	0.2	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Kianjai	To issue of ownership documents	Certificate of ownership	Tigania West	0.3	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Buuri A	To issue of ownership documents	Certificate of ownership	Tigania East	0.15	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Kitharene	To issue of ownership documents	Certificate of ownership	Tigania East	0.35	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	
Uringu I	To issue of ownership documents	Certificate of ownership	Tigania West	0.3	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going	

## Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Mbeu I	To issue of ownership documents	Certificate of ownership	Tigania West	0.4	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Kiguchwa Adjudication Section	To issue of ownership documents	Certificate of ownership	Tigania East	1.4	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Uringu II	To issue of ownership documents	Certificate of ownership	Tigania West	1.3	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Athanga Athanja	To issue of ownership documents	Certificate of ownership	Tigania East	2	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Antuamburi Adjudication	To issue of ownership documents	Certificate of ownership	Tigania East	2.1	Meru County Government	1	<ul style="list-style-type: none"> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going

Monitoring and Evaluation Matrix									
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Lower Athiru Gaiti A Adjudication	To issue of ownership documents	Certificate of ownership	Igembe South	4	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Akiran-gongdu A	To issue of ownership documents	Certificate of ownership	Igembe Central	3	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Antubetwe Kiongo	To issue of ownership documents	Certificate of ownership	Igembe North	4	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going

## Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Amungendi B	To issue of ownership documents	Certificate of ownership	Igembe South	12	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Athiru Rujine Ndoleli Adjudication Section	To issue of ownership documents	Certificate of ownership	Igembe Central	1	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Ankamia	To issue of ownership documents	Certificate of ownership	Tigania East	4.1	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going

Monitoring and Evaluation Matrix									
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Akaiga	To issue of ownership documents	Certificate of ownership	Tigania East	3.8	Meru County Government	1	<ul style="list-style-type: none"> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> </ul>	<ul style="list-style-type: none"> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Karama	To issue of ownership documents	Certificate of ownership	Tigania East	5.9	Meru County Government	1	<ul style="list-style-type: none"> <li>Land adjudication committee proceeding</li> <li>Adjudication arbitration board proceeding</li> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> <li>Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>Demarcation book and map</li> <li>Publication notice</li> <li>Adjudication proceeding records</li> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going



## Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Giithu	To issue of ownership documents	Certificate of ownership	Tigania East	5.6	Meru County Government	1	<ul style="list-style-type: none"> <li>• Demarcation maps</li> <li>• Declaration</li> <li>• Land adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of maps</li> <li>• No. of cases</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	On-going
Buuri B	To issue of ownership documents	Certificate of ownership	Tigania East	7.6	Meru County Government	1	<ul style="list-style-type: none"> <li>• Demarcation maps</li> <li>• Declaration</li> <li>• Land adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of maps</li> <li>• No. of cases</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	On-going

Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
New Kiare	To issue of ownership documents	Certificate of ownership	Tigania West	5.7	Meru County Government	1	<ul style="list-style-type: none"> <li>• Demarcation maps</li> <li>• Declaration</li> <li>• Land adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of cases</li> <li>• No. of cases</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	On-going
Ngongaka	To issue of ownership documents	Certificate of ownership	Tigania East	16	Meru County Government	1	<ul style="list-style-type: none"> <li>• Demarcation maps</li> <li>• Declaration</li> <li>• Land adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of maps</li> <li>• No. of cases</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	On-going

Monitoring and Evaluation Matrix									
Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Igarie	To issue of ownership documents	Certificate of ownership	Tigania East	15	Meru County Government	1	<ul style="list-style-type: none"> <li>Demarcation maps</li> <li>Declaration</li> <li>Land adjudication committee proceeding</li> <li>Adjudication arbitration board proceeding</li> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> <li>Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>No. of cases</li> <li>No. of cases</li> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going
Mbeu III	To issue of ownership documents	Certificate of ownership	Tigania West	5	Meru County Government	1	<ul style="list-style-type: none"> <li>Demarcation maps</li> <li>Declaration</li> <li>Land adjudication committee proceeding</li> <li>Adjudication arbitration board proceeding</li> <li>No. of Objections cases</li> <li>Implementation of objections</li> <li>Site visits to parcels with queries</li> <li>Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>No. of maps</li> <li>No. of cases</li> <li>Objection proceeding</li> <li>Adjudication map</li> <li>Adjudication record</li> <li>Implementation of objections decision</li> <li>Forwarding letter and Report on resolution of queries</li> <li>Certificate of finality</li> </ul>	On-going

Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Mumui	To issue of ownership documents	Certificate of ownership	Tigania West	16	Meru County Government	1	<ul style="list-style-type: none"> <li>• Declaration notice</li> <li>• Demarcation map</li> <li>• LCC cases proceedings</li> <li>• L and adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of maps</li> <li>• No of LCC proceedings</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	New
Rwanda Gambera	To issue of ownership documents	Certificate of ownership	Tigania East	18.7	Meru County Government	1	<ul style="list-style-type: none"> <li>• Declaration notice</li> <li>• Demarcation maps</li> <li>• LCC cases proceedings</li> <li>• L and adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of maps</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	New

Monitoring and Evaluation Matrix

Project Name	Objectives	Outcome	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame (Yrs)	Monitoring Indicators	Means of Verification	Implementation Status
Lower Karama	To issue of ownership documents	Certificate of ownership	Tigania East	15	Meru County Government	1	<ul style="list-style-type: none"> <li>• Demarcation map</li> <li>• Demarcation maps</li> <li>• LCC cases proceedings</li> <li>• Land adjudication committee proceeding</li> <li>• Adjudication arbitration board proceeding</li> <li>• No. of Objections cases</li> <li>• Implementation of objections</li> <li>• Site visits to parcels with queries</li> <li>• Completion of demarcation</li> </ul>	<ul style="list-style-type: none"> <li>• No of LCC proceedings</li> <li>• Objection proceeding</li> <li>• Adjudication map</li> <li>• Adjudication record</li> <li>• Implementation of objections decision</li> <li>• Forwarding letter and Report on resolution of queries</li> <li>• Certificate of finality</li> </ul>	New

### 6.13.11 Feedback and Response Mechanisms

- Through public forums ( public barazas)
- Through media (print, audio/visual, virtual)
- Through correspondences

Through individual consultation

## 6.14 Agriculture, Livestock and Fisheries Sector

### 6.14.1.1 Brief Description of the Sector - (Agriculture Sub-sector )

In Kenya about  $\frac{3}{4}$  of the population depend on agriculture for their livelihood and survival. About 90% of rural incomes come from agriculture and Vision 2030 strategy has identified agriculture as one of the six key economic pillars expected to drive the economy. The county is divided into 11 Agro – ecological zones (UH3 to LM6). At county level the ministry is composed of Five departments; Agriculture, Livestock, Veterinary and Fisheries.

### 6.14.1.2 Sector Vision, Mission and Objectives

#### Vision

An innovative, Green and commercially oriented agriculture sector

#### Mission

To promote livelihoods and sustainable competitive agriculture, livestock, veterinary, irrigation and fisheries sub-sectors while conserving natural resources.

### 6.14.1.3 Sector Objectives

- To create enabling environment for Agriculture sector development
- Increase agriculture productivity, output and value
- Promote market access and market development for all agricultural products
- Enhance accessibility to affordable inputs and credits
- Increase land utilization through irrigation
- Promote environmental conservation
- Create wealth and employment

Ensure food security and balanced nutrition

### 6.14.1.4 Situational Analysis

#### Stakeholders Analysis

Name of Stakeholder	County Government Expectation of the Stakeholder	Stakeholders Expectation of County Government
Local communities	<ul style="list-style-type: none"> <li>Active participation in development projects</li> <li>Support by tax payment</li> <li>Peaceful and law abiding</li> </ul>	<ul style="list-style-type: none"> <li>Accountability and transparency</li> <li>Information dissemination</li> <li>Improvement of infrastructure</li> <li>Quality services, equitable distribution of resources</li> </ul>
National Government	<ul style="list-style-type: none"> <li>Financial support for projects and programmes</li> <li>Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Equitable distribution of resources</li> <li>Quality service delivery</li> <li>Security</li> <li>Conflict resolution</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>Financial, technical, human resource support</li> <li>Collaborative and networking in project implementation cycle</li> </ul>	<ul style="list-style-type: none"> <li>Conducive working environment</li> <li>Collaborative initiative</li> <li>Political good will</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>Community mobilization</li> <li>Facilitation of investments</li> <li>Credit facilities</li> <li>Value addition and processing</li> </ul>	<ul style="list-style-type: none"> <li>Political good will</li> <li>Enabling environment</li> <li>Transparency and accountability</li> <li>Infrastructure development</li> </ul>

#### A. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Skilled and experienced personnel</li> <li>Rich fertile soils</li> <li>Available water resources</li> <li>Favourable infrastructure</li> <li>Availability of financial institutions</li> <li>Diverse ecological zones</li> </ul>	<ul style="list-style-type: none"> <li>Poor industrialization</li> <li>Land tenure</li> <li>Rigid tradition beliefs</li> <li>Inadequate value addition</li> <li>Low level of agro-processing</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Airport construction at Isiolo</li> <li>Availability of many rivers and water sources</li> <li>Proposed resort city of Isiolo</li> <li>Adequate raw materials for industrialization</li> <li>Proximity to Mt Kenya</li> </ul>	<ul style="list-style-type: none"> <li>Cattle rustling</li> <li>Border conflicts</li> <li>Banning of Miraa trade</li> <li>Environmental degradation</li> <li>Climate change</li> </ul>

## 6.14.1.5 Issues, Causes and Proposed Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Input and credit	<ul style="list-style-type: none"> <li>• High cost of inputs</li> <li>• High interest rate</li> <li>• Unavailability at the right time</li> </ul>	<ul style="list-style-type: none"> <li>• Avail input in time</li> <li>• Avail credit product</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance farmers institutions capacity to order and purchase fertilizer in bulk</li> <li>• Develop credit products which are affordable to small scale farmers</li> </ul>
Postharvest crop losses	<ul style="list-style-type: none"> <li>• Lack of stores among farmers</li> <li>• Poor produce handling</li> </ul>	<ul style="list-style-type: none"> <li>• Increase storage facilities</li> <li>• Improve produce handling</li> </ul>	<ul style="list-style-type: none"> <li>• Invest on grain Storage Facilities and Driers</li> <li>• Cold Storage Facilities for fresh produce</li> <li>• Training on produce handling</li> </ul>
Agro processing	<ul style="list-style-type: none"> <li>• Inadequate agro processing facilities</li> <li>• Barriers to rural agro processing (licenses, product standards, availability and high cost of equipments)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased agro processing facilities</li> <li>• Remove barriers to rural agro-processing</li> </ul>	<ul style="list-style-type: none"> <li>• Support development of agro processing facilities</li> <li>• Training in agro processing practices</li> </ul>
Markets and marketing infrastructure	<ul style="list-style-type: none"> <li>• Seasonal fluctuations in production</li> <li>• Poor access roads</li> <li>• Low produce quality</li> <li>• Poor market facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase storage capacity</li> <li>• Quality standards increased</li> <li>• Improve access roads</li> <li>• Improve market structures</li> </ul>	<ul style="list-style-type: none"> <li>• Establish price stabilization fund</li> <li>• Develop storage facilities</li> <li>• Grading of access roads</li> <li>• Construct hygienic market structures</li> </ul>
Adoption of improved/new technologies	<ul style="list-style-type: none"> <li>• Inadequate extension staff (staff, farmers ratio of 1:1584)</li> <li>• Lack of affordable credit</li> <li>• Lack of agriculture sector website to reinforce service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural extension staff supported</li> <li>• Affordable credit developed</li> <li>• Agriculture website established</li> </ul>	<ul style="list-style-type: none"> <li>• Support agricultural extension system for advisory and technology transfer services</li> <li>• Development of affordable credit products</li> <li>• Support establishment of agriculture website and IT based system</li> </ul>
Adoption of farming as business	<ul style="list-style-type: none"> <li>• Inadequate knowledge on farm business planning</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption rate increased</li> </ul>	<ul style="list-style-type: none"> <li>• Increase sensitization campaign on farming as business</li> <li>• Staff/farmers training on farm business planning</li> </ul>
Pests and disease incidence	<ul style="list-style-type: none"> <li>• Lack of pest monitoring equipment</li> <li>• Lack of surveillance</li> <li>• Inaccessible to proper sprayer equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced pest and disease incidences</li> </ul>	<ul style="list-style-type: none"> <li>• Intensify surveillance</li> <li>• Intensify integrated pest management practices</li> <li>• Spraying</li> </ul>



6.14.1.6 Priority Programmes and Projects

On-going Projects/Programmes

(a) Flagship Projects

On-going Projects						
Programme/ Project Name	Location/ Sub-county/ Ward	Objectives	Targets	Estimated Cost (KShs. Million)	Description of activities	Sources of funds
Food grain storage and marketing support	Countywide (Medium and lower zones)	Establish reserve food grain stores for food security  Promote and expand grain value addition and warehousing to cushion farmers against price fluctuations	To develop one model grain cleaning, sorting and warehousing stores in each sub- county	400	<ul style="list-style-type: none"> <li>• Site selection and construction/ renting of warehouses</li> <li>• Procurement and installation of equipment</li> <li>• Purchase and installation of cleaning and sorting equipment</li> <li>• Empower farmer organizations to take up the activities</li> </ul>	MCG Development partners  Initiating farmers  PPP

## iii) New Projects

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Agricultural input supply support	2	County-wide	Empower farmer organizations to purchase in bulk, stock and distribute major farm inputs	One farmer organization per ward (45)	<ul style="list-style-type: none"> <li>Feasibility study and selection of participating farmer organizations</li> <li>Establishment of revolving fund</li> <li>Group training</li> <li>Provide credit facility for groups</li> <li>Empower farmer organizations to take up the activities</li> </ul>	300	MCG Development partners  Initiating farmers  PPP
Potato value addition and seed potato multiplication	3	Potato growing areas such as Ki-birichia, Kisima & Abothuguchi West	Provide facilities for cleaning, sorting, packing and cold storage of potatoes  Support farmers and groups to bulk clean seed	Three cold storage facilities  20 seed bulking sites  Branding Meru potato	<ul style="list-style-type: none"> <li>Community mobilization, group formation and training</li> <li>Feasibility study, site selection, design and construction of cooling facilities</li> <li>Purchase and installation of equipment</li> <li>Establishment of seed potato multiplication sites</li> </ul>	100	MCG Development partners  Initiating farmers  PPP

## New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Banana value addition and processing	4	County-wide – middle altitude ones	Provide facilities for packing, ripening and processing bananas into diversified products	One processing plant (South Imenti)  Branding Meru banana	<ul style="list-style-type: none"> <li>Community mobilization, group formation and training</li> <li>Feasibility study, site selection, design and construction of processing facilities</li> <li>Purchase and installation of equipment</li> </ul>	100	MCG Development partners  Initiating farmers  PPP
Fruit value addition and processing	5	County-wide	Provide facilities for processing fruits into juice, dried fruits and other products	Promote establishment of pilot processing plants (Mitunguu, Chaaria & Kanuni)	<ul style="list-style-type: none"> <li>Community mobilization, group formation and training</li> <li>Feasibility study, site selection, design and construction of processing facilities</li> <li>Purchase and installation of equipment</li> </ul>	100	MCG Development partners  Initiating farmers  PPP

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Rehabilitation of coffee Sub-sector	6	County-wide (middle altitude zones)	Revive production and establish a countywide coffee milling, marketing and quality management outfit	Increase planting, output and quality to above original levels  Linkage of cooperative societies and estate producers  Branding Meru coffee	<ul style="list-style-type: none"> <li>Carry out a coffee census</li> <li>Campaign for re-establishment and expansion to new areas</li> <li>Capacity building on coffee rehabilitation and management</li> <li>Capacity building on processing, milling and marketing</li> <li>Promote acquisition of a milling plant</li> <li>Promote establishment of a roasting plant</li> <li>Promote establishment of coffee houses</li> </ul>	100	MCG Development partners  Initiating farmers  PPP
Rehabilitation of cotton Sub-sector	7	County-wide (lower altitude zones)	Revive cotton production and establish a countywide marketing and quality management outfit	Increase planting, output and quality to above original levels  Linkage of ginnery with producers  Branding Meru cotton	<ul style="list-style-type: none"> <li>Campaign for re-establishment and expansion to new areas</li> <li>Capacity building on cotton production and quality management</li> <li>Promote revival and expansion of Gaitu ginnery</li> </ul>	50	MCG Development partners  Initiating farmers  PPP

New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Rice & Wheat promotion processing and value addition	8	County-wide	Promote paddy and upland rice production Establish facilities for processing, packing and storage	Two de-hauling and packaging facilities Establish 13 demo sites	<ul style="list-style-type: none"> <li>Community mobilization, group formation and training</li> <li>Establishment of demo sites</li> <li>Feasibility study, site selection, design and construction of processing facilities</li> <li>Purchase and installation of equipment</li> </ul>	50	MCG Development partners Initiating farmers PPP
Crop pest and disease monitoring system	9	County-wide	Establish a facility for monitoring, identifying and controlling pests and diseases before they reach economic damage status	One equipped and functional pathology laboratory at county Nine functional plant clinics in the Sub-counties	<ul style="list-style-type: none"> <li>Creation of laboratory space and equipping the lab</li> <li>Setting a surveillance system for common pests and diseases</li> <li>Setting a database for pests, diseases and pesticides</li> <li>Training plant doctors</li> <li>Establish plant clinics</li> <li>Setting a pest status reporting system</li> <li>Acquisition of pest traps</li> <li>Acquisition of moisture meters</li> </ul>	50	MCG Development partners Initiating farmers PPP

New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Green house technology, (Flowers, French Beans & French Peas	10	County-wide	Promote protected crop technology for increased production of high value crops	Five greenhouses per ward	<ul style="list-style-type: none"> <li>• Construction of green houses</li> <li>• Installation of drip irrigation kits</li> <li>• Crop establishment and management</li> <li>• Farmer training on how to grow crops in greenhouses</li> <li>• Technician training on greenhouse construction</li> </ul>	200	MCG Development partners Initiating farmers PPP
Soil fertility management	11	County-wide	Promote practices for improving soil fertility enhancement and management	One field liaison laboratory Nine sampling and testing kits (one per Sub-county)	<ul style="list-style-type: none"> <li>• Acquisition of portable soil analysis kits</li> <li>• Training of technicians</li> <li>• Establishment of field soil sampling and testing training programme</li> <li>• Setting an IT based soil analysis reporting system</li> </ul>	50	MCG Development partners Initiating farmers PPP

New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Soil and water conservation	12	County-wide	Promote practices for on-farm conservation of soil and water	Two on-farm demonstrations for water harvesting and soil conservation per ward  Initiate structures for flood water control in all major vulnerable hills  Initiate tree planting in all erosion hot-points	<ul style="list-style-type: none"> <li>• Training of technicians and farmers</li> <li>• Identify erosion hot-points</li> <li>• Establish structures for flood water control</li> <li>• Laying of soil conservation structures</li> <li>• Establish on-farm water harvesting structures</li> <li>• Establish on-farm water conservation structures</li> <li>• Tree planting in areas prone to degradation</li> </ul>	200	MCG  Development partners  Initiating farmers  PPP

## New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Miraa (Khat) agro-system diversification and development	13	Miraa growing areas such as Muiringene, Mutuati, Kaelo, Athiru Gaiti, Kiongolo & Kiengu and Meru Town	Facilitate diversification of livelihoods in Miraa enterprises  Develop hygienic marketing facilities	Five integrated on-farm demonstrations  Construct 10 marketing sheds in five Miraa markets	<ul style="list-style-type: none"> <li>Construction of hygienic marketing sheds.</li> <li>Determine crops and livestock that can be grown along with Miraa</li> <li>Design and initiate alternative cropping and livestock systems</li> <li>Initiate livelihood practices compatible with Miraa farming</li> <li>Train farmers on alternative livelihoods</li> </ul>	60	MCG  Development partners  Initiating farmers  PPP
Oil crops development (ground nuts, sunflower, soya bean, castor)	14	County-wide	Facilitate, increase in productivity and value addition of major oil crops	One on-farm demonstration unit per ward (45)	<ul style="list-style-type: none"> <li>Community mobilization and sensitization</li> <li>Procurement and distribution of certified seeds</li> <li>Training on production, value addition and marketing</li> <li>Market survey and linkage to farmer groups</li> <li>Demonstrations on processed products</li> </ul>	50	MCG  Development partners  Initiating farmers  PPP



New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Root crop development (sweet potatoes, yams arrowroots, cassava)	15	County-wide	Increase production, productivity and value addition of major roots	One on-farm demonstration unit per ward (45)	<ul style="list-style-type: none"> <li>Community mobilization and sensitization</li> <li>Procurement and distribution of planting materials of improved varieties</li> <li>Training on production, value addition and marketing</li> <li>Market survey and linkage to farmer groups</li> <li>Demonstrations on processed products</li> <li>Market survey and development</li> </ul>	50	MCG Development partners Initiating farmers PPP
Vegetable crops development (various adapted species)	16	County-wide	Promote increase in production, productivity, value addition and consumption of vegetables	One on-farm demonstration unit per ward (45)	<ul style="list-style-type: none"> <li>Community mobilization and sensitization</li> <li>Procurement and distribution of certified seeds</li> <li>Training on production, value addition and marketing</li> <li>Market survey and linkage to farmer groups</li> <li>Demonstrations on processed products, home preservation and consumption</li> </ul>	30	MCG Development partners Initiating farmers PPP

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Fruits and tree crop development (avocado, mangoes, macadamia, papaya, passion fruits, oranges and tree tomato)	17	County-wide	Promote increase in production, productivity and value addition of fruits	One on-farm demonstration nursery per ward (45)	<ul style="list-style-type: none"> <li>Establishment of plant nurseries</li> <li>Acquisition of elite materials</li> <li>Training on nursery operations and management</li> <li>Distribution of planting materials</li> <li>Demonstrations on processed products</li> <li>Market survey and development</li> </ul>	50	MCG Development partners  Initiating farmers  PPP
Herbs and spices development (various adapted species)	18	County-wide	Promote /increase in production, productivity and value addition of herbs and spices	One on-farm demonstration and bulking unit per Sub-county (9)	<ul style="list-style-type: none"> <li>Acquisition of elite materials</li> <li>Bulking of improved materials</li> <li>Distribution of planting materials</li> <li>Demonstrations on processed products</li> </ul>	20	MCG Development partners  Initiating farmers  PPP

**New Projects**

<b>Project Name</b>	<b>Priority Ranking</b>	<b>Location/level</b>	<b>Objectives</b>	<b>Targets to be met</b>	<b>Description of Activities</b>	<b>Estimated Cost (KShs. Million)</b>	<b>Sources of Funds</b>
Tea Production and Quality	19	Tea growing areas	Expand tea planting and quality management for international standardization for increased output and income	All tea factories	<ul style="list-style-type: none"> <li>• Grow more tea campaign</li> <li>• Capacity building on tea productivity management</li> <li>• Promote Product diversification</li> </ul>	30	MCG Development partners Initiating farmers PPP
Demonstration farms	20	County-wide	Provide facilities for demonstration of standard management practices and bulking of high value materials	One demo farm per Sub-county (9)	<ul style="list-style-type: none"> <li>• Stakeholders mobilization</li> <li>• Land identification and procurement</li> <li>• Establishment of farm units</li> <li>• Bulking of materials</li> <li>• Maintenance and documentation</li> </ul>	30	MCG Development partners Initiating farmers PPP

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
21 Automation of extension and marketing information	County wide	Establish system for exchange of production and marketing information for various commodities	One information centre in every ward (45)	<ul style="list-style-type: none"> <li>Establish agricultural information field kiosks</li> <li>Up-scaling of the E-warehousing</li> <li>Create commodity extension and marketing database</li> <li>Link agric. data system to county website</li> </ul>	50	MCG Development partners Initiating farmers PPP	
22 Weather data monitoring system	County-wide	To provide weather data base for effective production planning	20 weather stations	<ul style="list-style-type: none"> <li>Linking with the existing sub stations</li> <li>Rehabilitation of the existing non functional sub station</li> <li>Establishment of new sub station</li> <li>Net work with the county data mgt system</li> </ul>	50	MCG Development partners Initiating farmers PPP	

New Projects

Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Botanical garden	All the 9 Sub-counties	Preservation of special species, beautification and leisure resort	One main garden in Meru town and 8 smaller sites	<ul style="list-style-type: none"> <li>• Site identification</li> <li>• Designing</li> <li>• Acquisition of planting material and planting</li> <li>• Maintenance and documentation</li> </ul>	30	MCG Development partners Initiating farmers PPP	
KA-GRU Agricultural Training Centre (ATC)	Imenti South	Improve the efficiency and operational capacity of the ATC	Achieve set targets.	<ul style="list-style-type: none"> <li>• Improve irrigation system</li> <li>• Convert old farm garage to an agro-processing unit</li> <li>• Raise dairy breeding stock</li> <li>• Put up a 52 self contained room hostel</li> <li>• Put up cereals stores demo sites</li> </ul>	45	MCG PPP	

New Projects							
Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Sources of Funds
Ag-ricul-tural mech-anisa-tion ser-vices (AMS)	25	Immenti South	Improve the efficiency and operational capacity of the ATC	<ul style="list-style-type: none"> <li>Achieve set targets</li> </ul>	<ul style="list-style-type: none"> <li>Construct office block</li> <li>Procure maize Sheller, sorghum thresher, potato ridger, 7 small tractors and hal-lows, 3 ton trailer, new dozer DB, grader, compactor and water booser</li> </ul>	112	

## 6.14.1.7 Budget Projections

Budget Projections							
Programme /Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/ 18
Food grain storage and marketing support	Countywide	400	50	100	100	100	50
Agricultural input supply support	Countywide	300	50	80	70	50	50
Potato value addition	Countywide	100	20	30	20	15	15
Banana value addition and processing	Countywide in middle altitude areas	100	20	30	20	15	15
Fruit value addition and processing	Countywide	100	10	20	30	20	20
Rehabilitation of coffee Sub-sector	Countywide	100	20	20	20	20	20
Rehabilitation of cotton Sub-sector	Countywide	50	10	10	10	10	10
Rice / Wheat promotion, value addition and processing	Countywide	50	10	10	15	10	5
Crop pest and disease monitoring system	Countywide	50	5	10	15	10	10
Green house technology: French Beans, French peas	Countywide	200	30	60	70	20	20
Soil fertility management	Countywide	50	10	20	10	5	5
Soil and Water conservation	Countywide	200	30	60	50	30	30
Miraa agro-system diversification and devel- opment	Countywide	60	12	12	12	12	12
Oil crops development (ground nuts, sunflow- er, soya bean, castor oil crop)	Countywide	50	10	10	10	10	10
Root crop development (sweet potatoes, yams arrowroots, cassava)	Countywide	50	10	10	10	10	10

Budget Projections							
Programme /Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/ 18
Fruits and tree crop development (avocado, mangoes, macadamia, papaya, oranges and passion fruits, tree tomato)	Countywide	50	5	10	15	10	10
Vegetable crops development (various adapted species)	Countywide	25	5	5	5	5	5
Herbs and spices development (various adapted species)	Countywide	25	5	5	5	5	5
Tea Production and Quality	Tea growing areas	25	5	5	5	5	5
Demonstration farms	Countywide	30	5	10	5	5	5
Automation of extension and marketing information	Countywide	50	15	20	5	5	5
Weather data monitoring system	Countywide	50	5	10	15	10	10
Botanical garden	Countywide	30	5	5	10	5	5
<b>Total</b>		<b>2145</b>	<b>347</b>	<b>552</b>	<b>527</b>	<b>387</b>	<b>332</b>



### 6.14.1.8 Income Generation Mechanisms

<b>Institution</b>	<b>Mechanism/Means/Source</b>	<b>Expected Income (KShs. Million)</b>	<b>Sustainability Mechanisms</b>
Agriculture Machinery Services (AMS) Mitunguu	Maize shelling, Road grading, Dam construction, Dam survey and design, ploughing	15	Maintenance of plants and equipment
Kaguru ATC	Hosting various courses and workshops meetings	10	Availability of revolving fund

6.14.1.9 Implementation, Monitoring and Evaluation

Monitoring and Evaluation Framework									
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Potato value addition	To improve on value of produce for increased market price	County-wide	100	Donors, Well-wishers, MCG, NGOs, Initiating farmers	5yr	Department of agriculture	<ul style="list-style-type: none"> <li>Structure on site</li> </ul>	Procurement record and stored produce	New project
Fruit processing	Transform fruits into juice for increase income and employment	County-wide	100	Donors, Well-wishers, MCG, NGOs, Initiating farmers	5yr	Department of agriculture	<ul style="list-style-type: none"> <li>Operational equipment on site</li> <li>Type and quantity of fruits processed</li> </ul>	Procurement and installation record	New project
Banana processing	Diversify the form in which banana can be sold for increased revenue	County-wide	100	Donors, Well-wishers, MCG, NGOs, Initiating farmers	5yr	Department of agriculture	<ul style="list-style-type: none"> <li>Operational equipment on site</li> </ul>	Procurement record	New project

Monitoring and Evaluation Framework

Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Marketing information	To provide local and external market information for various commodities	County-wide	50	MCG	5yr	Department of agriculture	<ul style="list-style-type: none"> <li>Number of information desks equipped</li> </ul>	Record of information disseminated	New project
Market survey for various value chain	To provide information gap on various value chains	County-wide	50	MCG		Department of agriculture	<ul style="list-style-type: none"> <li>Beneficiaries of the survey information</li> </ul>	Back to office market survey report	New project
Rice promotion processing and value addition	To improve on the rice produce for increased market price	County-wide	50	Donors, Well-wishers, MCG, NGOs, Initiating farmers	3yrs	Department of agriculture	<ul style="list-style-type: none"> <li>Operational processing</li> <li>Quantity processed</li> </ul>	Procurement record Record of quantity processed	New project

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Grain value addition	Market price of grain increased through storage	County-wide	200	Donors, Well wishers, MCG, NGOs, Initiating farmers	5yrs	Department of agriculture	<ul style="list-style-type: none"> <li>Storage structure on site</li> <li>Quantity and type of grains store</li> </ul>	Handing over certificate of construction	New project	
Promotion of oil crop production	To improve on livelihood through affordable inputs, increased productivity as well as value addition and processing	County-wide	50	MCG	3yrs	Department of agriculture	<ul style="list-style-type: none"> <li>No. of groups formed</li> </ul>	Training report Soil analysis report Market survey report	New project	
Promotion of root crop production	To improve on livelihood through affordable inputs, increased productivity as well as value addition and processing	County-wide	50	MCG	3	Department of agriculture	<ul style="list-style-type: none"> <li>Number of farmers undertaking root crop production</li> <li>No. Of groups formed</li> </ul>	Training record Soil analysis report Market survey report	New project	

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Price stabilization	To provide subsidy to encourage farmers stay in production	County-wide	100	Donor , Well-wishers, MCG, NGOs, Initiating farmers	5	Department of agriculture	<ul style="list-style-type: none"> <li>Crops subsidised</li> </ul>	Minutes of subsidy formulation report	New project	
Botanical garden		County-wide	30	Donors, Well-wishers, MCG, NGOs, Initiating farmers	5	Department of agriculture	<ul style="list-style-type: none"> <li>Operational garden in place</li> </ul>	Implementation report	New project	
Nursery establishment	To raise mangoes, pawpaws and passion fruit seedlings for planting	County-wide	40	MCG Initiating farmers	3	Department of agriculture	<ul style="list-style-type: none"> <li>Nursery structure on site and operational</li> </ul>	Implementation report	New project	
Input supply	To provide input to resource poor farmers for increased food security and income	County-wide	200	MCG	5	Department of agriculture	<ul style="list-style-type: none"> <li>Type of input procured</li> <li>No. of beneficiaries</li> </ul>	Implementation report	New project	

Monitoring and Evaluation Framework

Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Green house technology	To promote modern technology for increased production of high value crops income	County-wide	200	MCG	1	Department of agriculture	<ul style="list-style-type: none"> <li>Green house structure on site and operational</li> </ul>	No. of beneficiaries Implementation record	New project
Demonstration farm	To provide bulking material for traditional high value crops and serve for result demonstration	County-wide	30	MCG	2	Department of agriculture	<ul style="list-style-type: none"> <li>Operational demonstration farms in place</li> </ul>	No. of demo farms record	New project
Soil fertility management	To improve on soil fertility	County-wide	50	MCG	2	Department of agriculture	<ul style="list-style-type: none"> <li>Soil analysis kits</li> <li>No. of structures laid</li> <li>Trees planted</li> </ul>	Implementation report	New project
Crop pest and diseases monitoring system	To identify and control before pest reaches economic damage status	County-wide	50	MCG	1	Department of agriculture	<ul style="list-style-type: none"> <li>Pest traps in place</li> <li>Moisture meters</li> </ul>	Implementation report	New project

Monitoring and Evaluation Framework

Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Revival of coffee Sub-sector	To revive coffee Sub-sector for increased output	County-wide	100	MCG	1	Department of agriculture	<ul style="list-style-type: none"> <li>Barazas, meetings, field days</li> </ul>	Reports of activities carried out	New project
Revival of cotton Sub-sector	To revive cotton Sub-sector for increased output	County-wide	50	MCG	1	Department of agriculture	<ul style="list-style-type: none"> <li>Barazas, meetings, field days</li> </ul>	Reports of activities carried out	New project
Tea productivity and quality	To grow more tea campaign for increased output and income	County-wide	25	MCG	1	Department of agriculture	<ul style="list-style-type: none"> <li>Barazas, meetings, field days</li> </ul>	Reports of activities carried out	New project

#### **6.14.1.10 Feedback and Response Mechanisms**

- Interviews /Questionnaires
- Reports
- Internet (ICT)

Workshops/Seminars

### **6.14.2 Livestock Production Sub-sector**

#### **6.14.2.1 Objectives**

- Increase livestock production and productivity
- Enhance investment in the Livestock Sector
- Increase availability of Processed livestock products
- Increase Market Access for Livestock and Livestock Products
- Mainstream cross cutting issues e.g. environment, emergency preparedness, gender equity, HIV/AIDS

Collaboration and Linkages with other Agencies



## 6.14.2.2 Issues, Causes, Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Productivity in Dairy Enterprise(milk)	<ul style="list-style-type: none"> <li>• Poor pricing of milk.</li> <li>• Poor and inadequate feeds and feeding</li> <li>• Poor quality cow</li> <li>• Poor extension information flow</li> </ul>	<ul style="list-style-type: none"> <li>• Build storage facilities for fodder</li> <li>• Encourage fodder establishment and storage</li> <li>• Promote commercial fodder production</li> </ul>	<ul style="list-style-type: none"> <li>• Price stabilisation fund established for products and inputs.</li> <li>• Adoption of appropriate technologies</li> </ul>
Productivity in Poultry Enterprise(local and exotic)	<ul style="list-style-type: none"> <li>• Poor Feeds and feeding</li> <li>• Poor housing facilities</li> <li>• Poor disease control</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of homemade feeds</li> <li>• Improve housing and disease control</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of appropriate technologies</li> <li>• Establishment of poultry enterprise</li> <li>• Establish elaborate management for poultry disease control</li> </ul>
Productivity of Rabbits Enterprise(meat)	<ul style="list-style-type: none"> <li>• Traditional beliefs with regard to eating habits</li> <li>• Poor and inadequate feeds and feeding</li> <li>• Poor housing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of home-made and commercial feeds</li> <li>• Improve in breeds and breeding. Promotion of rabbit consumption</li> <li>• Sensitize people on rabbit meat consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of rabbit enterprise</li> <li>• Adoption of appropriate technologies</li> <li>• Procure equipment</li> </ul>
Productivity in Dairy goats production	<ul style="list-style-type: none"> <li>• Poor breeding stock</li> <li>• Lack of value addition facility</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of commercial feeds</li> <li>• Improve in breeds and breeding</li> <li>• Set up a milk value addition facility</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of dairy goats enterprise</li> <li>• Adoption of appropriate technologies</li> <li>• Procure equipment value addition of dairy products</li> </ul>

Issues	Causes	Immediate Objectives	Proposed Intervention
Productivity in Bee keeping	<ul style="list-style-type: none"> <li>• Lack of equipment for honey harvesting and processing</li> <li>• Problem of bees occupation and absconding</li> <li>• Poor product marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Promote commercial honey harvesting.</li> <li>• Research on issues of occupation and absconding</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of appropriate technologies</li> <li>• Procure equipment for honey harvesting and processing</li> <li>• Training on bee hives and clothing</li> </ul>
Productivity in Beef enterprise	<ul style="list-style-type: none"> <li>• Poor and inadequate feeds and feeding</li> </ul>	<ul style="list-style-type: none"> <li>• Pasture establishment</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building to farmers on proper feeding systems</li> <li>• Adoption of appropriate technologies</li> </ul>
Market for Processed livestock products	<ul style="list-style-type: none"> <li>• Poor market infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Establish value addition Create market networks</li> </ul>	<ul style="list-style-type: none"> <li>• Construct the three facilities for processing</li> </ul>

### 6.14.2.3 Priority Programmes and Projects

#### On-going Projects/Programmes

##### (a) Flagship Projects

Programme/ Project Name	Location/ Sub-county/ Ward	Objectives	Targets	Description of activities
Promote Live-stock Productivity and marketing	County-wide	<ul style="list-style-type: none"> <li>• Improve livestock production and productivity</li> <li>• Create market access</li> </ul>	All livestock farmers	<ul style="list-style-type: none"> <li>• Capacity building to farmers</li> <li>• Develop livestock market facilities</li> </ul>

##### b) Other Projects

Project Name	Location	Objectives	Targets to be met	Description of Activities
Milk Processing Project	County-wide	<ul style="list-style-type: none"> <li>• Enhance milk cooling and processing</li> </ul>	Processing plant constructed	<ul style="list-style-type: none"> <li>• Construction of milk processing plant</li> </ul>
Livestock Marketing Project (LMP)	County-wide	<ul style="list-style-type: none"> <li>• Establish market information centres</li> <li>• Crashes and loading ramps</li> <li>• Farmers and butchers training</li> </ul>	<ul style="list-style-type: none"> <li>• Information centres</li> <li>• Farmers trained</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing communication programmes e.g. advertising, public relations and personal selling</li> <li>• Training of stakeholders</li> </ul>

## iii) New Projects

New Projects							
Project Name	Priority Ranking	Location / Level	Development Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Dairy cattle improvement and Artificial Insemination	1	County-wide (1 per ward)	Enhance value addition for milk  Increase evening milk production  Improving cattle breeds	Collection centres in high production areas  Three cooling plants  High milk production breed	Training on feed management, breeding and housing  Value addition training  Construction of coolers  Produce high quality semen	100	County  Private public partnership, National government
Live-stock marketing	2	County-wide	Improve livestock marketing by establishing markets with proper animal management facilities	Two major markets  Four small markets	Design and construction of markets, yards, offices and watering places  Purchase of weighing bridges and vet equipment	80	County  Private public partnership, National government
Pasture and fodder development	3	County-wide	Increase availability of fodder products through enhanced commercial production, baling and storage	10 producer groups	Group organization and training  Procurement of seed  Establish regional large scale baling, storage and distribution	100	County  Private public partnership, National government

New Projects							
Project Name	Priority Ranking	Location / Level	Development Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Goat milk production, processing & value addition	4	County-wide	Develop goat milk value addition facilities  Increase production and consumption of goat milk	Complete and equip the existing processing plant at Kaguru  Six coolers in major producing areas  50 bucks  10 farmer groups per ward	Complete processing plant with fencing and outlet canteen  Installed coolers  Equipment purchased  Breeding bucks purchased  Technician and farmer training conducted	100	County  Private public partnership, National government
Poultry (local and exotic chicken) development	5	County-wide	Increase productivity of small farm units  Promote white meat production, processing and consumption	Processing facility constructed  10 farmer groups per ward	Establishment of slaughter facility for poultry  Purchase breeding stock of local chicken  Technician and farmer training	50	County  Private public partnership, National government
Bee keeping	6	County-wide	Increase honey production and value addition  Empower polytechnics to make beehives and honey harvesting gears	One refinery built  90 apiaries set  12 producer groups trained per ward	Farmers group formation and training  Technician training in polytechnics Purchase beehives  Construct and equip refinery	70	County  Private public partnership, National government

New Projects							
Project Name	Priority Ranking	Location / Level	Development Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Rabbit production	7	County-wide	Increase productivity of small farm units  Promote white meat production, processing and consumption	Processing facility constructed  10 farmer groups per ward established	Design and construction of slaughter slaps for rabbit  Purchase of breeding bucks  Technician and farmer training	20	County  Private public partnership, National government
Pig production	8	County-wide	Increase productivity of small farm units.  Promote white meat production, processing and consumption.	Processing facility constructed.  10 farmer groups per ward established	Technician and farmer training  Promote consumption  Purchase of breeding stock  Design and construction of slaughter slaps for pigs	20	MCG  PPP  National government
Rangeland productivity development	8	County-wide (rangelands of the county)	Increase livestock production and productivity for economic livelihoods and food security in dry areas  (beef cattle, goats, sheep)	Six demonstration ranches  Twenty ranching groups trained	Controlled breeding and breed selection of adapted stock  Formation of producer groups  Training in ranch management	50	County  Private public partnership, National government

New Projects							
Project Name	Priority Ranking	Location / Level	Development Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Demonstration farms	9	County-wide	Relevant livestock species as per the county	Two demonstrations established per ward	Establish a stock section in farm Stock management	50	County Private public partnership, National government
Animal registration (recordings) and standards	10	All Sub-counties(9)	Increase value of livestock through registration and branding	Establishment of computerised county records	Registration of stock in the stud book Farmers training on standards	10	County Private public partnership, National government
Live-stock fund	11	County-wide	Subsidise the buying of live-stock and livestock inputs	Establish stabilisation fund and operation modalities	Establishment of fund	60	County Private public partnership, National government
Emerging livestock promotion	12	All Sub-counties(9)	Promote keeping of new and emerging livestock species to increase food safety net and diversity of livestock products	One demonstration per ward	Purchase breeding stock of special species e.g. quail, guinea etc.  Demonstrate husbandry practices	10	County Private public partnership, National government

## 6.14.2.3 Budget Projections

Programme/ Project Name	Location/ Level	Total Budget (KShs. M i l - lion)	Timeframe				
			2013/ 14	2014/ 15	2 0 1 5 / 16	2016/ 17	2017/ 18
Dairy cattle im- provement	All Sub-coun- ties	100	20	20	20	20	20
Livestock marketing	All Sub-coun- ties	80	20	20	20	10	10
Pasture and fodder development	All Sub-coun- ties	100	20	20	20	20	20
Goat milk produc- tion, processing and value addition	All Sub-coun- ties	100	30	20	20	20	10
Poultry (local chick- en) development	All Sub-coun- ties	50	10	10	10	10	10
Bee keeping	All Sub-coun- ties	70	20	15	15	10	10
Rabbit Production	All Sub-coun- ties	20	5	5	3	3	4
Rangeland Produc- tivity Development	All Sub-coun- ties	50	10	10	10	10	10
Demonstration farms	All Sub-coun- ties	50	10	10	10	10	10
Animal registration (recordings) and standards	All Sub-coun- ties	10	4	3	1	1	1
Livestock Fund	All Sub-coun- ties	60	5	5	15	15	20
Emerging livestock promotion	All Sub-coun- ties	10	2	2	2	2	2
<b>Total</b>		<b>700</b>	<b>156</b>	<b>140</b>	<b>146</b>	<b>131</b>	<b>127</b>



6.14.2.4 Implementation, Monitoring and Evaluation

i) Policy, Legislative and Regulatory Framework

Livestock development policy

ii) Framework for Implementation, Monitoring and Evaluation

Monitoring and Evaluation Framework									
Project Name	Objectives	Location / Level	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Dairy goat development ( Value addition of goat milk by building a processing plant setting of coolers)	Equip the existing value addition facility for dairy goat milk	Kaguru ATC	124	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government.</li> </ul>	By 2014	County Director of livestock production	1 facility with fence & outlet canteen & training done	Report and photos	On-going
Dairy cow improvement coolers, and training	Establish value addition facilities for dairy cow milk	County-wide	72.3	<ul style="list-style-type: none"> <li>• MCG</li> <li>• National Government</li> <li>• NGOs</li> </ul>	By 2017	Sub - County Officer for livestock production	Cooler facility per Sub-county & training done	Report and photos	New
Rabbit development Establishment of slaughter slaps for rabbit	Establishment of slaughter facility for rabbits	County-wide	12	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2017	Sub - County Officer for livestock production	Slaughter slabs	Report	New

Monitoring and Evaluation Framework									
Project Name	Objectives	Location / Level	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Poultry development	Establishment of slaughter for poultry	Meru town	52	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2015	County Director of livestock production	1 slaughter facility established	Report and photos	New
Establishment of slaughter slaps for poultry									
Establishment of livestock market and yard	Ensure relevant live-stock species	County-wide	11.1	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2015	County director of livestock production	2 markets established & training done	Report	New
Establishment of demonstration farms	Build demonstration farms	All Sub-counties (9)	18.2	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2016	Sub-county officer for livestock production	Livestock sections in the farm established	Report	New
Establishment of livestock fund	Subsidise the buying of semen and elite stock	All Sub-counties	67.4	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2017	Sub-county officer for livestock production	Fund	Report	New

Monitoring and Evaluation Framework

Project Name	Objectives	Location / Level	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Bee keeping developed activities including refineries	Keeping beehives Establish honey refineries	All Sub-counties (9)	67.4	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2017	Sub-county officer for livestock production	Refineries Apiaries set	Report	New
Emerging livestock promotion	Diversify animal Increase enterpris-	All Sub-counties (9)	33.7	<ul style="list-style-type: none"> <li>• MCG</li> <li>• National Government</li> </ul>	By 2014	Sub-county officer for livestock production	Livestock program	Report	New
Animal registration (recordings) and standards'	Increase value of livestock	All Sub-counties (9)	13.4	<ul style="list-style-type: none"> <li>• MCG</li> <li>• National government</li> </ul>	By 2015	Sub-county officer for livestock production	Animals registered by study-book	Report	New
Pasture and fodder establishment	Access to fodder enhanced	All Sub-counties (9)	33.7	<ul style="list-style-type: none"> <li>• MCG</li> <li>• Private Public Partnership</li> <li>• National Government</li> </ul>	By 2017	Sub-county officer for livestock production	Variety of Pastures and foddors	report	New

Monitoring and Evaluation Framework									
Project Name	Objectives	Location / Level	Project Cost (KShs Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Beef production	Improve livestock production	County, Sub-county, wards	67.4	<ul style="list-style-type: none"> <li>• MCG</li> <li>• National government</li> </ul>	By 2017	County Director of livestock production & Sub-county officers of livestock production	Breeds and no. of herds	report	New

### 6.14.2.5 Veterinary Sub-Sector Objectives

- To increase livestock health and productivity
- To enhance investment in livestock sector
- Safeguard human health
- Increase market access for livestock and livestock products
- Improve animal disease and pest control
- Support demand driven livestock research and extension services

Mainstream cross cutting issues (gender, HIV AIDS, integrity and governance)

### 6.14.2.6 Issues, Causes, Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Institutional, Policy and Legal Framework for Veterinary services	Delays in revision of veterinary laws: Caps 356,364,366 360,345	Providing an enabling environment for the development of the Veterinary sector	Revision, amendment of the Veterinary Acts. Timely and strict implementation of the Act and policy
Infrastructure, facilities such as vehicles, offices and Human Resources Capacity	Inadequate funding Poor technology	Improving service delivery	Improve funding Recruit more staff
Rehabilitation of Tse-tse control research land and others offices	Lack funds for developing the facilities	Documentation of the land ownership	Reverting the ownership to public ownership
Price stabilization	Fluctuating prices of livestock commodities	Constant monitoring of prices of commodities and information dissemination to farmers	Provide funds for price stabilization and construction of regional storage facilities
Value Addition and inadequate Marketing structures	Inadequate collaboration and funding	Improve on value addition and marketing	Improve on funding and credit facilities
Cost/availability of inputs	Non organized acquisition of inputs	Bulk purchase of inputs by regions in the county	Putting up of regional input facilities

### 6.14.2.7 Priority Programmes and Projects

#### (i) On-going Projects/Programmes

##### a) Stalled Projects

Project Name	Location	Description of Activities	Reasons for stalling	Way Forward
Municipal slaughter house	Meru town	Daily livestock slaughter	Legal issue	Revive
Kiburine Tsetse control station	Kiburine	Control trypanosomiasis disease	Under funding	Full funding
District Veterinary Laboratories	Sub-county offices	Prompt disease diagnosis	No funding	Funding

## (ii) New Projects

New Projects							
Project Name	Priority Ranking	Location / Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Disease and vector control	1	County-wide & areas bordering Meru national park (Tsetse)	Eradicate notifiable diseases - tsetse fly, ticks	70% animal coverage  Reduce fly population to less than 10%.	<ul style="list-style-type: none"> <li>Vaccination - Large animal vaccination of notifiable diseases</li> <li>Small animal vaccination (Rabies-Dogs)</li> <li>Poultry (NCD, FP)</li> <li>Livestock movement control</li> <li>disease surveillance and reporting</li> <li>Livestock movement control</li> <li>Dip management training</li> <li>Tsetse traps setting &amp; spray</li> </ul>	80	MCG  Development partners  Initiating farmers  PPP
a) Tick control b) Tsetse control c) Notifiable and zoonotic diseases				Reduce tick population to less than 10%			
Veterinary public health	2	County-wide	Safeguard human health	100% coverage	<ul style="list-style-type: none"> <li>Slaughterhouse inspection &amp; licensing</li> <li>Meat inspection</li> <li>Meat carriers licensing</li> <li>Slaughter men licensing</li> </ul>	30	MCG, Development partners, Initiating farmers, PPP
Hides & skins and leather development	3	County-wide	Wholesome hides and skins	High Quality hides and skins	<ul style="list-style-type: none"> <li>Training flayers, stakeholders, hides and skins, inspection, licensing of H&amp;S, stores and Banda's.</li> <li>Issue dispatch notes</li> </ul>	10	MCG, Development partners, Initiating farmers, PPP

New Projects							
Project Name	Priority Ranking	Location / Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Disease surveillance	4	County-wide	Prompt outbreak reporting	Report captured same day	<ul style="list-style-type: none"> <li>Disease search and reporting</li> <li>Issuance of livestock movement permits</li> </ul>	10	MCG, Development partners, Initiating farmers, PPP
Veterinary inspectorate	5	County-wide	Provision of Quality services and inputs	100% coverage	<ul style="list-style-type: none"> <li>Inspection and supervision of services rendered by private service providers viz; Agro-vet shops, Artificial insemination services</li> <li>Clinical services</li> <li>Tick control services</li> </ul>	10	MCG, Development partners, Initiating farmers, PPP
Rabies control	6	County-wide	Eradicate rabies	All stray dog destroyed	Vaccination and certification of all dogs and cats	10	MCG, Development partners, Initiating farmers, PPP
Training & extension	7	All county	Knowledge empowerment	80% coverage	Baiting of stray dogs and cats Lectures & demonstrations	20	County Government, Development partners, Initiating farmers, PPP



New Projects							
Project Name	Priority Ranking	Location / Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Rehabilitation of Kiburine tsetse control station	8	Imenti North	Trypanosomiasis control	Station	Fencing of the station land  Removal of the squatters  Rehabilitate the station	10	County Government,  Development partners,  Initiating farmers, PPP
District Veterinary Laboratories	9	All Sub-counties	Prompt disease diagnosis	Handle 50% of all diagnostic samples	Simple disease diagnosis; viz; <ul style="list-style-type: none"> <li>Blood/gland smear exam</li> <li>Mastitis test</li> </ul>	20	County Government,  Development partners,  Initiating farmers, PPP
County slaughter house	10	County headquarters	Safeguard human health	Slaughter house	Rehabilitate slaughter house  Reopen slaughterhouse activities	10	County Government,  Development partners,  Initiating farmers, PPP
Automation of extension and research information	11	County-wide	Establish system for exchange of research, production and marketing data	Information centre in every ward	Establish livestock information field kiosks	45	County Government,  Development partners,  Initiating farmers, PPP

### 6.14.2.8 Budget Projections

Budget Projections							
Programme/ Project	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Animal Disease and vector control	Countywide	80	20	15	15	15	15
Veterinary Public health	Countywide	30	6	6	6	6	6
Veterinary inspectorate	Countywide	10	2	2	2	2	2
Disease surveillance	Countywide	10	2	2	2	2	2
Rabies control	Countywide	10	2	2	2	2	2
Quality control of inputs and services	Countywide	30	6	6	6	6	6
Hides and skins/leather development	Countywide	10	2	2	2	2	2
Vector control - tsetse fly, tick control	Countywide	30	6	6	6	6	6
Kiburine tsetse control station	Kiburine	20	5	9	2	2	2
Sub-county veterinary laboratories	Countywide	50	10	10	10	10	10
Municipal slaughter house	Countywide	10		1	8	1	
Automation of extension research and marketing information	Countywide	45	10	10	10	10	5
<b>Total</b>		<b>335</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>64</b>	<b>58</b>

### 6.14.2.9 Income Generation Mechanisms in the Sector

Mechanism/Means/Source	Expected Income (KShs Million)	Sustainability Mechanisms
Meat inspection fees Slaughterhouses/meat carriers/slaughter-men/ hides and skins licences	8	Facilitate meat inspectors./ constant supervision
Vaccination fees	3	Provision of vaccines

## 6.14.2.10 Framework for Implementation, Monitoring and Evaluation

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Animal vaccination	Disease control	County	59	MCG	5yr	Veterinary Department	No. Disease outbreaks	Reports	Annual	
VET Public Health	Safeguard human health	County	27	MCG	5yr	Veterinary Department	No. of carcasses inspected	Complaint report	Continuous	
Disease Surveillance	Disease outbreak reporting	County	9	MCG	5yr	MCG	No. of stock routes/farms visited	No. of reports received	MCG	
Capacity building	Empower extension workers & farmers	County	22.5	MCG	5yr	MCG	No. of training sessions	No. trained	MCG	
Dog baiting	Reduce dog bites/rabies	County	9	MCG	5yr	MCG	Programmes	No. destroyed	MCG	
Hides & Skins/Leather Development	High quality leather	Countywide	2.7	MCG	5yr	MCG	Grading	Quality	MCG	
Veterinary inspectorate	Quality veterinary inputs	DO	9	MCG	5yr	MCG	Inspections	.	MCG	
Supervision of A.I. Clinical Services, Tick Control Services	Quality services	MCG	18	MCG	5yr	MCG	Service quality	Questionnaire	MCG	

Monitoring and Evaluation Framework									
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Vector control (Tsetse & dip management training)	Reduce tick & vector diseases	Igembe S & Imenti n.	18	MCG	5yr	MCG	No. of flies trapped	No. of traps mounted	MCG
Kibuline tsetse control station	Trypanosomiasis control	Kibuline	10	MCG	2yr	MCG	Station	Photos, BQs	MCG
District veterinary offices	Prompt disease diagnosis	Countywide	9	MCG	1yr	MCG	Offices	Photos, BQs	MCG
Municipal slaughter house	Safeguard human health	Countywide	10	MCG	3yr	MCG	Slaughter House	Photos, BQs	MCG

#### **6.14.2.11 Feedback & Response Mechanisms**

- Public barazas
- Interviews
- Reports
- Internet and social media networks
- Workshop/seminars
- Suggestion boxes

Questionnaires

#### **6.14.3 Fisheries Sub-Sector**

##### **6.14.3.1 Objectives**

- Provide an enabling environment for the development of the fisheries sector
- Enhance aquaculture production
- Improve value addition, quality assurance and marketing.
- Improve service delivery (Extension and Education)
- Research, information dissemination and collaboration

Provide quality seeds and feeds

## 6.14.3.2 Issues, Causes and Interventions

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
Fisheries	Weak Institutional, Policy and Legal Framework for Fisheries Development	Delays in revision and amendments of CAP 378 of the Fisheries Act	Providing an enabling environment for the development of the fisheries sector	Revision, amendment of the Fisheries Act  Timely and strict implementation of the Act
	Unsustainable utilization of Capture Fisheries Resources	Use of illegal fishing methods like fish poisoning in rivers	Promoting sustainable utilization of inland water bodies and rivers	Regular patrols and surveillance
	Low aquaculture development and production	Inadequate start up capital and information dissemination	Enhancing aquaculture production	Credit facilities  Improve on information dissemination
	Inadequate Infrastructure and Human Resources Capacity	Inadequate funding	Improving service delivery	Improve funding  Recruit more staff
	Low Value Addition and inadequate Marketing structures	Inadequate collaboration and funding	Improve on value addition and marketing	Improve on funding and credit facilities
	Lack of price stabilization fund	Fluctuating prices of agricultural commodities	Constant monitoring of prices of commodities and information dissemination to farmers	Provide funds for price stabilization and construction of regional storage facilities
	High cost/availability of inputs	Non organized acquisition of inputs	Bulk purchase of inputs by regions in the county	Putting up of regional input facilities

6.14.3.3 Priority Programmes and Projects

On-going Projects/Programmes

Kithima Fish Farm project in Buuri Constituency and Kanyakine cold storage fish factory

Flagship Projects

On-going Projects				
Programme/ Project Name	Location/ Sub-county/ Ward	Objectives	Targets	Description of activities
Economic Stimulus Fish Farming Project	In all the Nine Sub-Counties of Meru County, 325 ponds per Sub-county	<ul style="list-style-type: none"> <li>• Providing an enabling environment for the development of the fisheries sector</li> <li>• Promoting sustainable utilization of inland water bodies and rivers</li> <li>• Enhancing aquaculture production</li> <li>• Improve value addition, quality assurance and marketing.</li> <li>• Improving service delivery (Extension and Education)</li> <li>• Research, information dissemination and collaboration</li> <li>• AIA generation for the County government</li> <li>• Provision of quality seeds and feeds</li> <li>• Environmental conservation</li> <li>• Employment creation</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 325 ponds per Sub-county</li> <li>• Harvest of at least 150 Kg per pond (mixed sex fish)</li> <li>• Attain a fish of at least 300 grams</li> <li>• At least 1000 fish stocking density</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization mobilization</li> <li>• Identification and selection of beneficiaries</li> <li>• Pegging and pond construction</li> <li>• Trainings</li> <li>• Stocking</li> <li>• Pond management</li> <li>• Harvesting</li> <li>• Field demos</li> <li>• Value addition</li> <li>• Marketing</li> </ul>
Kanyakine cold storage fish factory	South Imenti Abogeta East Ward	<ul style="list-style-type: none"> <li>• Market outlet for fish</li> <li>• Fish collection and storage centre</li> <li>• Fish processing</li> <li>• Fish feed production</li> <li>• Inputs centre</li> <li>• Ice production</li> </ul>	<ul style="list-style-type: none"> <li>• To handle 5 tons per day</li> <li>• Two tons of ice per day</li> <li>• To cater for at least 10,000 fish farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Market outlet for fish</li> <li>• Fish collection and storage centre</li> <li>• Fish processing</li> <li>• Fish feed production</li> <li>• Inputs centre</li> <li>• Ice production</li> </ul>

c) **Other Projects**

<b>Project Name</b>	<b>Location</b>	<b>Objectives</b>	<b>Targets to be met</b>	<b>Description of Activities</b>
Non-ESP fish ponds	In all 9 sub-counties	<ul style="list-style-type: none"> <li>• Fish production</li> <li>• Income generation</li> <li>• Creation of employment</li> </ul>	100 Kg of fish harvest per pond	<ul style="list-style-type: none"> <li>• Pond pegging</li> <li>• Construction</li> <li>• Stocking</li> <li>• Pond management</li> <li>• Harvesting</li> <li>• Marketing</li> </ul>



(ii) New Projects  
a. Other Projects

Other Projects							
Programme/ Project Name	Priority Ranking	Location/ level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Hatchery for warm fish fingerlings production	1	Kithima in Buuri Sub-county	Quality fingerlings production AIA generation Increase fish production	At least 1,000,000 fingerlings annually To raise over KShs. 7,000,000 annually	<ul style="list-style-type: none"> <li>• Putting up structures</li> <li>• Brood stock acquisition</li> <li>• Egg incubation</li> <li>• Fry management</li> <li>• Marketing</li> </ul>	50	MCG Development partners, Initiating farmers, PPP
Demonstration fish ponds construction	2	In all 9 sub-counties	Increase fish production AIA generation Demo centres	Each fish pond of 300 Sq. metre to raise KShs 100,000 annually	<ul style="list-style-type: none"> <li>• Land acquisition</li> <li>• Pegging the ponds</li> <li>• Constructing the ponds</li> <li>• Stocking</li> <li>• Pond management</li> <li>• Harvesting</li> <li>• Training</li> <li>• Value addition</li> <li>• Marketing</li> </ul>	20	MCG Development partners, Initiating farmers, PPP
Mini Fish feed processing machines	3	In 9 sub-counties Except in South Imenti and Buuri Sub-counties	Quality fish feed production AIA generation Increase fish production	Each machine to produce 2 tons per day initially	<ul style="list-style-type: none"> <li>• Machine acquisition</li> <li>• Hiring or construction of premises</li> <li>• Trainings</li> <li>• Installation of machine</li> <li>• Production of feeds</li> <li>• Marketing of feed</li> </ul>	20	MCG Development partners, Initiating farmers, PPP

Other Projects							
Programme/ Project Name	Priority Ranking	Location/ level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Automation of Extension and Market Information	4	All sub-counties	Marketing	Integration of all fish ponds	Development of integrated data base	10	MCG Development partners, Initiating farmers, PPP
Farm inputs support	5	All sub-counties	Lower cost of inputs	Create regional stores	Construction or hiring of 9 regional stores	300	MCG Development partners, Initiating farmers, PPP
Certification, Branding and standards	6	All sub-counties	Value addition	To brand 2 species, Tilapia and Clarias	Documents	20	MCG Development partners, Initiating farmers, PPP

## 6.14.3.4 Budget Projections

		Budget Projections					
Programme/ Project	Location/ Level	Total Budget KShs. Million	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Hatchery for warm fish fingerlings production	In 5 Sub-Counties- Buuri, North Imenti, South Imenti, Igembe South & Trout Hatchery in South Imenti	500	50	70	100	130	150
Demonstration fish ponds construction (Departmental) and offices	In all Sub-Counties	40	5	6	8	10	11
Mini Fish feed processing machines	In all 9 Sub-Counties	20	8	5	3	2	2
Farm inputs support (liners and fish feeds)	In all 9 Sub-Counties	500	50	70	100	130	150
Construction of fish ponds by fish farmers (civil works)	In all 9 Sub-Counties	500	50	70	100	130	150
Standards, Certification and Branding	In all 9 Sub-Counties	20	5	10	3	1	1
Automation of extension and marketing	In all 9 sub-counties	10	5	2	1	1	1
5 refrigerated trucks and cooler boxes to avoid post-harvest losses	In 5 Sub-Counties- Buuri, North Imenti, South Imenti, Igembe South & Trout Hatchery in South Imenti	50	7	8	10	12	13
10 Pick-ups for timely delivery of fingerlings and Extension services. 9 motor bikes	In all 9 sub-counties	50	7	8	10	12	13
<b>Total</b>		<b>1,690</b>	<b>187</b>	<b>249</b>	<b>335</b>	<b>428</b>	<b>491</b>

### 6.14.3.5 Income Generation Mechanisms in the Sector

Mechanism/Means/Source	Expected Income in KShs Million	Sustainability Mechanisms
Hatchery operations/fingerlings production/Sale of fingerlings	5	Recruitment of new fish farmers in every Sub-county and learning institutions, demonstrations
Increase departmental ponds/Rearing table size fish/Sale of food fish	0.5	Well maintenance of departmental ponds/outsourcing of food fish for selling
Fish trade, sport fishing/licensing/licences	0.5	Marketing/demonstrations/promotions

### 6.14.3.6 Role of Stakeholders

Name of Stakeholders	Roles
Fish farmers	Increasing fish production
Fish traders	Trading in fish by purchasing fish from farmers
Input suppliers	Provision of inputs like liners, fish feeds and seeds
Water sector	Water provision for fish farming
Environmental sector	Environmental Impact Assessment and Audits
Kenya Market Trust and Export Promotion Council of Kenya	Linking farmers to foreign markets
Fisheries extension personnel	Provision of technical extension services
Fishermen	Provide fishing services
Researchers	Conduct research
Financial institutions	Provide financial services, credit facilities
Processors	Processing of fish and value addition
Boat builders	Provision of fishing boats services

6.14.3.7 Implementation, Monitoring and Evaluation

Policy, Legislative and Regulatory Framework

- Revised Fisheries Act Cap 378
- 2012 Fisheries Regulations for Quality Assurance and Safety of Fish

Monitoring and Evaluation									
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Millions)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status
Hatchery for warm fish fingerlings production	Quality fingerlings production AIA generation Increase fish production	Buuri/Kithima ward	50	MCG	2013-2015	Sub-county Fisheries officer	No. of Hatcheries constructed	Site meeting minutes/reports Completion certificate	New project
Demonstration fish ponds construction (Departmental)	Increase fish production AIA generation Demo centres	Every Sub-county	20	MCG	2013-2017	Sub-county Fisheries officer	No. of departmental fish ponds constructed	Reports of completion	New
Mini Fish feed processing machines	Quality fish feed production AIA generation Increase fish production	Every Sub-county	15	MCG	2013-2017	Sub-county Fisheries officer	Number of mini fish feed processing machines purchased	Reports of installed machines	Two purchased being installed

Monitoring and Evaluation										
Project Name	Objective	Actual Sub-county/ward	Project cost (KShs. Millions)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Farm inputs support	Marketing Lower cost of inputs	Every Sub-county	300	MCG	2013-2017	Sub-county Fisheries officer	Farm inputs purchased	Ledger of purchased inputs  Record of sales	New	
Construction of fish ponds by fish farmers	Lower cost of inputs	Every Sub-county	300	MCG	2013-2017	Sub-county Fisheries officer	No. of fish ponds constructed	Report of completed ponds	2275 fish ponds constructed through ESP	
Standards, Certification and Branding	Value addition	Every Sub-county	20	MCG	2013-2015	Sub-county Fisheries officer	No. of standard certificates issued No. of products branded	Record of certification and standard certificates issued	New	
Automation of market information ICT	Improve marketing	Every Sub-county	5	MCG	2013-2016	Sub-county Fisheries officer	No. of automated systems, websites	Functional website	New	

### 6.14.3.8 Feedback and Response Mechanisms

- Public barazas
- Interviews
- Questionnaires
- Reports
- Internet (ICT)
- Workshops/Seminars
- Suggestion boxes

### 6.14.4 Irrigation and Drainage Sub-sector

#### 6.14.4.1 Issues, Causes And Proposed Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Adequacy of water for irrigation	<ul style="list-style-type: none"> <li>• Poor designs irrigation schemes</li> <li>• Low water flows</li> <li>• Catchment degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide professional designs</li> <li>• Alternative water sources</li> <li>• Conservation of water catchment</li> </ul>	<ul style="list-style-type: none"> <li>• Redesigning of existing projects</li> <li>• Introduce efficient water use technologies, water harvesting and storage structures</li> </ul>
Area under irrigation	<ul style="list-style-type: none"> <li>• Expensive irrigation equipment</li> <li>• Inadequate and irregular funding</li> <li>• Inadequate technical personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Promote group approach to irrigation development</li> <li>• Preparation of a workable irrigation funding mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Seek sources for increased and regular funding Recruit more technical personnel</li> </ul>
Efficiency of irrigation water use	<ul style="list-style-type: none"> <li>• Use of inappropriate equipment</li> <li>• Low technical knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure use of appropriate technologies and on farm irrigation water management</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Rehabilitation of existing projects</li> </ul>
Conflicts and project mis-management	<ul style="list-style-type: none"> <li>• Weak and informal irrigation group formations</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen group formations and management</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building and county legislations</li> </ul>
Land tenure	<ul style="list-style-type: none"> <li>• Land is owned by old people locking out the youth.</li> </ul>	<ul style="list-style-type: none"> <li>• Drawing up workable agreements on land use and inheritance</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building and awareness creation</li> </ul>
Irrigation development planning	<ul style="list-style-type: none"> <li>• Lack of sufficient data on irrigation potential</li> </ul>	<ul style="list-style-type: none"> <li>• Improve irrigation data</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake irrigation profile</li> </ul>

## 6.14.4.2 Priority Programmes and Projects

## New Projects

New Projects							
Project Name	Priority Ranking	Location/ level	Objectives	Tar- gets to be met	Description of Activ- ities	Esti- mated Cost (KShs. Mil- lion)	Source of Funds
Rehabilitation of ex- isting major irrigation projects	1	One major project per Sub-coun- ty	Increase land under culti- vation through irrigation Reduce dependence on rain fed agriculture	900 Ha	Construction, instal- lation of remaining works, capacity building and manage- ment	500	Community, MCG and other development partners (NIB, IFAD, KFW, JICA, etc.)
Augmentation of on-going small scale community irrigation projects	2	County- wide	Increase water use effi- ciency and conservation	3000 Ha	Design, construction, capacity building and management	800	Community, MCG and other development partners (NIB, IFAD, KFW, JICA, etc.)
Initiation of irriga- tion water harvesting structures	3	One proj- ect per ward	Promote water harvest- ing and conservation methods	500 Ha	Survey, design and implementation	500	Community, MCG and other development partners (NIB, IFAD, KFW, JICA, etc.)
Development of low water use technolo- gies	4	Two proj- ects per ward	Promote water use effi- ciency	100 Ha	Survey, design and implementation	300	Community, MCG and other development partners (NIB, IFAD, KFW, JICA, etc.)
Initiation of new ma- jor irrigation projects	5	Coun- ty-wide	Increase land under culti- vation through irrigation Reduce dependence on rain fed agriculture	4000 Ha	Survey, design and construction	2,000	Community, MCG and other development partners (NIB, IFAD, KFW, JICA, etc.)



### 6.14.4.3 Budget Projections

Programme/ Project	Location/ Level	Total Budget KShs Million	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Rehabilitation of existing major irrigation projects	Countywide	500	100	100	100	100	100
Augmentation of ongoing small scale community projects	Countywide	800	100	150	250	220	80
Initiation of new major irrigation projects	Countywide	2000	0	500	500	500	500
Initiation of irrigation water harvesting structures	Countywide	500	100	100	100	100	100
Development of low water use technologies	Countywide	300	100	50	50	50	50
<b>Total</b>		<b>4100</b>	<b>400</b>	<b>900</b>	<b>1000</b>	<b>970</b>	<b>830</b>

### 6.14.4.4 Income Generation Mechanisms

Mechanism/Means/ Source	Expected Income KShs Million	Sustainability Mechanisms
Metered water, Water tariffs	15	O&M Manuals, By- laws, Exit strategy by county government

### 6.14.4.5 Implementation, Monitoring and Evaluation

#### i) Policy, Legislative and Regulatory Framework

Proposed policies, legislation and regulations that need to be put in place for the sector

- Irrigation policy
- Sustainability mechanisms policy
- Public Private Partnerships Policy

## ii) Framework for Implementation, Monitoring and Evaluation

Monitoring and Evaluation Framework									
Project Name	Objective	Actual Sub-county/Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency(ies)	Monitoring Indicators	Means of Verification	Implementation Status
Rehabilitation of major irrigation projects	Provision of adequate water for domestic use and livestock	All sub-counties	500	Community/MCG & PPP	By Dec 2016	Irrigation Department and county government	No. of rehabilitated projects Increased acreage under irrigation	Reports and crop cover	New
Completion of on-going small scale community projects	Provision of water for domestic use	One project per Sub-county	800	Community/MCG & PPP	By Dec 2016	Irrigation Department and county government	No. of irrigation farmers No. of projects initiated Increased area under irrigation	Reports Crop yields	New
Initiation of new major irrigation projects	Provide water for schools and surrounding communities		2000	Community/MCG & PPP	By Dec 2017	Irrigation Department and county government	Irrigation machinery	Photos and reports	New
Initiation of irrigation water harvesting structures	Cover areas with no other source of water Safe drinking water	One per ward	500		By Dec 2017		Harvesting structures	Photos and reports	New
Development of efficient water use technologies	Improve the service and reduce UFW	Two per ward	200	Community/MCG & PPP	By Dec 2016	Irrigation Department and county government	Techno-based machineries	Photos and reports	New

#### 6.14.4.6 Feedback and Response Mechanisms

- Administering questionnaires (Customer satisfaction surveys)

Public hearings and meetings

### 6.15 Tourism Sector

#### 6.15.1 Brief Description

Tourism is about people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. Tourism sector is divided into three main sub-sectors, namely, main tourist attractions, hospitality facilities and wildlife.

#### 6.15.2 Sector Vision and Mission

##### Vision

A Preferred tourist destination for all

##### Mission

To promote and preserve wildlife, heritage, culture, sports, artefacts, shrines, environment, traditional foods, security, hospitality, good and welcoming tourist facilities including hotels and lodges.

#### 6.15.3 Sector Objectives

- Tap the potential tourism sub-sector development of the county
- To promote wildlife tourism

Enhance hospitality facilities

#### 6.15.4 Situational Analysis

**The** tourism industry is fairly developed in the county with Meru National Park being the major tourist centre. The Lewa Downs ranch which is privately owned attracts tourists and hosts competitive sports like the cross country, rhino charge and marathons. The county also has Mt. Kenya which is a major tourist destination. The diverse culture and heritage sites like the traditional worship places of the 'Nchuri Ncheke' elders among others are another form of tourist attraction. There is a variety of wildlife such as white elephant, baboons, giraffe, gazelle, buffaloes, rhino, cheetah, zebras and different birds' species. 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.

The hotel industry has approximately 2,500 bed occupancy capacity comprising one to three star hotels. Most hotels are classified as bars and restaurants or unclassified. Tourist class hotels are mostly found within the tourist attraction sites, mainly the Meru National Park, most of which are privately owned.

### A. SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Availability of hospitality facilities e.g. hotels, motels, resorts, pubs and lodges</li> <li>• Diverse sub-cultures and heritage</li> <li>• Brand name (at the slopes of Mt. Kenya)</li> </ul>	<ul style="list-style-type: none"> <li>• Poorly managed hospitality facilities</li> <li>• Lack of skilled people on tourism management</li> <li>• No tourism policy document</li> <li>• Lack of marketing programmes</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Existence of wildlife</li> <li>• Favourable climate</li> <li>• Accessibility</li> <li>• Isiolo Resort City Project</li> <li>• LAPPSET</li> <li>• Proximity to the Airport at Isiolo and Airstrips in Gaitu and in the Meru National Park</li> </ul>	<ul style="list-style-type: none"> <li>• Poaching</li> <li>• Human-wildlife conflict</li> <li>• Inter-communal conflicts</li> <li>• Encroachment of tourist attractions</li> <li>• Forest fires</li> </ul>

#### 6.15.5 Stakeholder Analysis

<b>Stakeholders</b>	<b>Roles/Responsibilities</b>
National government ministries and agencies and departments – Ministry of Trade & Tourism and KWS	<ul style="list-style-type: none"> <li>• Ensure sustainable use of resources within parks and game reserves</li> <li>• Formulation of regulatory policies necessary to guide investment and development of the sector</li> <li>• Provision of technical advice</li> <li>• Enforcement of laws</li> <li>• Mobilise the required funds for project implementation</li> <li>• License the water services providers and regulate them</li> </ul>
County Authorities	<ul style="list-style-type: none"> <li>• Implement the proposed projects</li> <li>• Supervise the implementation</li> <li>• Formulation of by-laws for sustainable and safe use of facilities</li> </ul>
Donors / Development partners	<ul style="list-style-type: none"> <li>• Financing the projects</li> <li>• Undertake evaluation and monitoring of projects</li> <li>• Provide technical advice</li> </ul>

Stakeholders	Roles/Responsibilities
Local Community	<ul style="list-style-type: none"> <li>Assist in maintenance of the facilities by providing unskilled labour</li> <li>Maintain and conserve tourism</li> </ul>
NMK (National Museums of Kenta)	<ul style="list-style-type: none"> <li>Provide technical support in the establishment of botanical garden</li> <li>Naming of trees / plants of economic importance to Meru</li> </ul>
KEFRI (Kenya Forestry Research Institute)	<ul style="list-style-type: none"> <li>Provide technical support on forest rehabilitation</li> <li>Appropriate technologies in forestry</li> </ul>
NGOs / CBOs	<ul style="list-style-type: none"> <li>Community mobilization</li> <li>Tourism management</li> </ul>

#### 6.15.6 Issues, Causes and Proposed Interventions by Sub-sector

Sub-sector	Issues	Causes	Immediate Objectives	Proposed Intervention
Wildlife	<ul style="list-style-type: none"> <li>Poaching</li> <li>Human-wildlife conflict</li> </ul>	<ul style="list-style-type: none"> <li>Lack of enforcement of law</li> <li>No fencing</li> </ul>	<ul style="list-style-type: none"> <li>To enforce the law</li> <li>To establish a fence</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with KWS on enforcement</li> <li>Fencing</li> </ul>
Hospitality Facilities	<ul style="list-style-type: none"> <li>Poor quality services</li> <li>Poorly maintained facilities</li> <li>Lack of hotel classification</li> </ul>	<ul style="list-style-type: none"> <li>Lack of trained staff</li> <li>Inadequate facilities management expertise</li> <li>Non-conformity to set standards</li> </ul>	<ul style="list-style-type: none"> <li>To train staff on hospitality management</li> <li>To train staff on facilities management</li> <li>To educate on set standards and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Education</li> </ul>
Tourist Attractions	<ul style="list-style-type: none"> <li>Lack information on the attraction sites</li> <li>Poor tourism management</li> </ul>	<ul style="list-style-type: none"> <li>Unavailability of data and information</li> <li>Lack of touristic officers</li> </ul>	<ul style="list-style-type: none"> <li>To map out the attraction sites</li> <li>To recruit touristic officers</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of tourists sites</li> <li>Hiring of touristic officers</li> </ul>

## 1.1.7 Priority Programmes and Projects

## a) Others

Project Name	Priority Ranking	Location/Level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Establishment of Conservancy	1	Nyambe	To reduce human-wildlife conflict	1 conservancy	<ul style="list-style-type: none"> <li>Fencing</li> <li>Renovating building</li> <li>Recruitment of staff</li> <li>Marketing</li> </ul>	345	GoM
Profiling / mapping of Tourism Sites	2	County-wide	To map out the sites	All tourism sites	<ul style="list-style-type: none"> <li>Mapping out the sites</li> </ul>	70	GoM
Wildlife Count	3	County-wide	To establish the wildlife population	Major wildlife species	<ul style="list-style-type: none"> <li>To count the wildlife</li> </ul>	10	GoM
Establishing new & Upgrading of existing Hospitality Facilities	4	County-wide	To upgrade hotels, motels, cottages, lodges, restaurants and pubs	At least one hospitality facility per Sub-county	<ul style="list-style-type: none"> <li>To raise the hotel status to 3, 4 or 5 star</li> <li>Offer training on hospitality</li> <li>Renovation/ refurbishment</li> </ul>	200	PPP

## 6.15.8 Budget Projections

Programme/Project	Location/Level	Total Budget KShs Million	Timeframe				
			2013/14	2014/15	2015/16	2016/17	2017/18
Establishment of Conservancy	Crosscounties	345	100	100	50	50	45
Profiling of Tourism Sites	Countywide	70	25	45			
Wildlife Count	Countywide	10		5	5		
Upgrading of Hospitality Facilities	Countywide	200	80	50	20	20	30
<b>TOTAL</b>		<b>625</b>	<b>205</b>	<b>200</b>	<b>75</b>	<b>70</b>	<b>75</b>

## 2. Income Generation Mechanisms

M e c h a n i s m / Means/Source	Expected Income (Millions KShs)	Sustainability Mechanisms
Gate charges at conservancies	450	Techno-based revenue collection system Outsource for revenue collector
Hotel registration fees	50	Techno-based registration system; routine inspections

### 6.15.9 Implementation, Monitoring and Evaluation

#### a) Policy, Legislative and Regulatory Framework

The proposed policies, legislation and regulations that are as summarized below:

- Meru County Tourism Act
- Classification of Touristic Attractions Act
- Classification of Hospitality Facilities Act
- Gazettement of Tourism Attraction Sites
- Anti-poaching Act

## ii) Framework for Monitoring and Evaluation

Monitoring and Evaluation Framework										
Project Name	Objective	Actual Sub-county/ Ward	Project Cost (KShs. Million)	Source of Funds	Time Frame	Implementing Agency (ies)	Monitoring Indicators	Means of Verification	Implementation Status	
Establishment of Conservancy	To reduce human-wildlife conflict	Nyambene	345	MCG	By Dec 2017	MCG & KWS	Conservancy	Pictures and videos	New	
Profiling of Tourism Sites	To map out the sites	County-wide	70	MCG	By Dec 2015	MCG	Profile	Site pictures, videos and maps	New	
Wildlife Count	To establish the wildlife population	County-wide	10	MCG	By Dec 2017	KWS	No. of species counted and the population	Photos, files and documentaries	New	
Upgrading of Hospitality Facilities	To upgrade hotels, motels, cottages, lodges, restaurants and pubs	County-wide	200	PPP	By Dec 2017	MCG & PPP	<ul style="list-style-type: none"> <li>• No. of hotels</li> <li>• No. of motels</li> <li>• No. of pubs</li> <li>• No. of resorts</li> </ul>	Certificates Classification of Hospitality Facilities Act	New	



### 6.15.10: Feedback and Response Mechanisms

- Customer satisfaction survey
- Use of suggestion boxes
- Through public forums in various sub-counties
- Through reports from special interest groups e.g. youth, people with disabilities and women
- Social networks
- Personal visits to assess the programmes and engagement with the community

## 6.16 Environment, Forest and Natural Resource Management Sector

### 6.16.1: Brief Description of the Sector

The sector aims at promoting sustainable management of environment and natural resources to equitably provide for development needs for the current and future generations without causing degradation or ecological scarcities. The sector includes the following sub-sectors:-

- Environment
- Natural Resources
- Forests

### 6.16.2: Sector Vision and Mission

#### Vision

A rich, productive and well maintained diverse environment

#### Mission

To manage the environment and natural resources sustainably

### 6.16.3: Sector Objectives

- To integrate environment and natural resources management into the economic development activities.
- To utilize environmental and natural resources sustainably to cater for our development needs and for the future generations
- To increase the cover, diversity and ecosystem health of indigenous forests in agricultural and natural systems.
- To increase public awareness on the value of the environment and natural resources in economic and social development.
- To mitigate the impacts of climate change by increasing resilience to drought, floods, landslides and other climate change impacts through implementation of appropriate adaptation measures.
- To increase the ability of people to adapt to climate change through introduction of new technologies, and clean consumption and production mechanisms.
- To improve the aesthetic of major towns through beautification programs.

## 6.16.4: Situational Analysis

### A. SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Having fertile soils</li> <li>• Healthy and hardworking people</li> <li>• People have good knowledge base over many issues</li> <li>• Resources are available</li> <li>• High potential and productive environments</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of interest to activities of common good</li> <li>• Scarcity of land due to subdivisions (reducing of land sizes as a unit production per household)</li> <li>• Limited financial resources</li> <li>• Lack of adequate understanding of the nexus between human activities and climate change among the policy makers, land users and the general public</li> <li>• Weak legal provisions</li> <li>• Ignorance</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Solutions to most problems are known and available</li> <li>• Devolution of resources and governance to the county</li> <li>• Presence of mineral deposits</li> </ul>	<ul style="list-style-type: none"> <li>• Getting warmer and dryer everywhere</li> <li>• Declining amounts of forest cover, species and ecological diversity and increasing ecological scarcities</li> <li>• High levels of poverty</li> <li>• Poor infrastructure</li> <li>• Conflicts over resources</li> <li>• Illiteracy levels</li> </ul>

### 6.16.5: Issues, Causes and Proposed Interventions

Issues	Causes	Immediate Objectives	Proposed Intervention
Degradation	Climate change	Mitigation	Public awareness Introduce new technologies
	Increase in pollution	Manage wastes	Implement solid and liquid waste management plans
	Poor land use	Increase land- use planning	Public awareness on land use planning
Degradation	Deforestation	Increase forest cover	Tree planting Afforestation
	Climate change	Mitigation	Tree planting Environmental policy enactment.
Forest fires	Climate change	Reduce forest fires	Improve surveillance
Reducing cover	Encroachment	Increase cover	Reduce encroachment
	Illegal logging	Stop illegal logging	Increase surveillance
Declining soil fertility	poor soil management	Increase soil fertility	Soil and water conservation
Reducing biodiversity	Increasing human activities	Conserve biodiversity	Increase public awareness and land under biodiversity conservation
Reducing water resources	Drying up of wetlands, rivers and springs	Rehabilitate and conserve ecologically sensitive areas	Develop county policies and enforce them together with the existing regulations
Competition of NR conservation with other land use practices	The need to use land profitably as a means of production	Integrate natural resources conservation into household economics	Promote the concept of payment for ecosystem services among the residents

### 6.16.7: Priority Programmes and Projects

(i) On-going Projects/Programmes

#### i) Other Projects

Other Projects				
Project Name	Location	Objectives	Targets to be Met	Description of Activities
Meru Town Sewerage project	Meru Town	-Extension of Meru sewerage to cover Makutano and other newly settled areas	A 5km sewerage system.	<ul style="list-style-type: none"> <li>• Construction</li> </ul>
Establish and improve on sewage systems	All towns in Meru County	To have all towns clean of liquid wastes	Set up a working sewage system in all the towns	<ul style="list-style-type: none"> <li>• Identify and acquiring land for setting sewages in all towns</li> <li>• Draw designs and commission construction works</li> <li>• Establish connectivity networks from all production units to the sewerage</li> </ul>
Afforestation of public hills, valleys and river catchments	Entire County	To increase forest cover, reduce soil erosion, increase availability	Increase forest cover by 5%	<ul style="list-style-type: none"> <li>• Map up the areas to be afforested</li> <li>• Start tree nurseries and planting programmes</li> <li>• Watering and protecting the plantations</li> </ul>
	Ngaya forest	Increase the forest cover	Rehabilitate the forest to its original status	<ul style="list-style-type: none"> <li>• Move out forest encroachers</li> <li>• Plant trees</li> </ul>
	Lower Imenti forest	Increase the forest cover	Rehabilitate the forest to its original status	<ul style="list-style-type: none"> <li>• Move out forest encroachers</li> <li>• Plant trees</li> </ul>
Cleanliness and sanitation	County-wide	To remove dirt and increase, sanitation and cleanliness	Have no dirt and waste water lying around in the town	<ul style="list-style-type: none"> <li>• Put in place waste bins in place and erect proper drainage systems especially in the slums</li> </ul>
storm water management	Maua Town	To develop mechanisms for dealing with storm water in Maua town.	All the water in Maua town contained in a designated pool or lake and used for economic purposes	<ul style="list-style-type: none"> <li>• Demarcate and design a water resource sport facility</li> </ul>

Other Projects				
Project Name	Location	Objectives	Targets to be Met	Description of Activities
Management of plastic bags in towns	County-wide	to Make all towns in Meru free of plastic bags	Clear all plastic bags from all towns and put laws in place to future management	<ul style="list-style-type: none"> <li>• Make laws</li> <li>• Increase surveillance</li> </ul>
Utilizing of rural organic wastes to make composts	County-wide	To utilize organic agriculture wastes in an economic way	To have all the organic agricultural wastes from farmland used profitably	<ul style="list-style-type: none"> <li>• Public awareness and training on technologies to make compost, biogas from agricultural organic wastes</li> </ul>
Reclaiming of grabbed forests, wetlands, sacred, and other public places	County-wide	To reclaim and rehabilitate all grabbed lands	All the grabbed land reclaimed and rehabilitated	<ul style="list-style-type: none"> <li>• Map all the public lands with forests, sacred places.</li> <li>• Rehabilitate all the areas set aside for public utility</li> </ul>
Control of noise pollution	County-wide	To control and regulate noise in the county	All forms of noise pollution controlled	<ul style="list-style-type: none"> <li>• Legislation of laws and domestication of existing laws</li> <li>• Enforce the laws effectively</li> </ul>
Prospecting, mining, processing and commercialization of mineral water, red clay and other commercially viable mineral deposits including Rubbies in Kinna & Iron Ore site at Nkiriri in Central Imenti	County-wide and specially Nyambene for mineral various minerals ( <i>Ituu</i> and <i>Monyo</i> )	To study and apply modern technologies in the utilization of mineral resources	Commercially viable mineral deposits identified, processed and commercialised as an income generation	<ul style="list-style-type: none"> <li>• Mine, process, package and market sparkling mineral water, modelled clay products and other mineral deposits</li> </ul>
Natural Resources	County-wide	Identification & developing infrastructures in mining areas	Number of mining sites identified Infrastructures developed	<ul style="list-style-type: none"> <li>• Identifying mining sites</li> <li>• Developing infrastructure</li> </ul>

## ii) Stalled Projects

Project Name	Location	Description of Activities	Reasons for the stalling	Way Forward
Rehabilitation of Mbututia sacred lake)	Tigania West	<ul style="list-style-type: none"> <li>• Dredge the lake.</li> <li>• Build earth boulders</li> <li>• Investors to build tourist facilities</li> <li>• Ensure water retention all year round</li> </ul>	Lack of funds	<ul style="list-style-type: none"> <li>• Provide funds</li> </ul>
Establishment of the Northern Grazing area conservancy	Nyambe-ne	Developing northern grazing area as a conservancy	Lack of follow-ups and technical inputs	<ul style="list-style-type: none"> <li>• Provide technical inputs in form feasibility study and, mapping, infrastructure development and operationalization</li> </ul>

## iii) New Projects

## a. Flagship

Programme/Project Name	Priority Ranking	Location/level	Objectives	Targets to be met	Description of Activities	Estimated Cost (KShs. Millions)	Source of Funds
Management of Water Catchment Areas	High	Mt. Kenya Area	Protect water catchment areas	Mt. Kenya Water tower	Tree planting	50	GoK

**b. Other Projects**

Other Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Pollution Waste management –Countywide	2	County-wide	To manage wastes in all the towns	Have no wastes in all county towns	<ul style="list-style-type: none"> <li>• Licence private garbage collectors</li> </ul>	20	GoK / MCG
Natural Forest Conservation and Rehabilitation Mt. Kenya Forest	3	County-wide	To rehabilitate and conserve forests	Forests in Meru Conservation	<ul style="list-style-type: none"> <li>• Tree planting</li> <li>• Public awareness</li> </ul>	20	GoK / MCG
Afforestation and agro-forestry	4	County-wide	To increase forest cover	Plant 1000 acres of trees in every Sub-county every year	<ul style="list-style-type: none"> <li>• Tree planting</li> <li>• Establishing tree nurseries</li> <li>• Public awareness</li> </ul>	200	GoK / MCG
Remove Eucalyptus trees from water catchment areas	5	County-wide	To cut down Eucalyptus trees from water catchment areas	No. Eucalyptus trees in Meru water catchment areas	<ul style="list-style-type: none"> <li>• Legal provisions</li> <li>• Mapping</li> <li>• Tree planting</li> </ul>	60	GoK / MCG
Establishment of Northern grazing Area conservancy	6	Nyambene	To make northern grazing area a conservancy	To have the conservancy fully operation by the beginning of second financial year	<ul style="list-style-type: none"> <li>• Mapping</li> <li>• Develop infrastructure</li> <li>• Advertise the area as a conservancy</li> </ul>	200	MCG / GoK & Donors

Other Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Solid Waste management and generation of green energy (garbage collection, disposal, landfills problems)	7	Meru Town County-wide	To collect, sort, transport and process all solid wastes to produce energy	To establish a function solid waste processing plant during the second financial year	<ul style="list-style-type: none"> <li>Buy land for the plant</li> <li>Implement a garbage collection, transportation and processing procedures</li> </ul>	4000	MCG / GoK and PPP
Promotion of agro forestry, fruit trees and multi-purpose forest trees (agro forestry, land cover on agricultural lands)	8	County-wide	To increase tree cover in agricultural lands and income generation through tree crops	1000 acres of high value agro-forestry forest and or fruit trees planted in every Sub-county every year.	<ul style="list-style-type: none"> <li>Identify areas to plant trees</li> <li>Plant trees; fruit trees</li> </ul>	150	MCG / GoK & Donors
Establishment of a botanical garden with indigenous trees of cultural, medicinal and economic value	9	North Imenti or neighbouring Sub-counties	To Identify, conserve and drive economic benefits from Meru cultural knowledge on plants	Botanical garden established by the second year	<ul style="list-style-type: none"> <li>Purchase land for the garden</li> <li>Identify trees to be planted</li> <li>Do landscaping and planting</li> </ul>	150	MCG / GoK and Donors
Development and improvement of sewerage systems	10	Meru Town and other towns	Improve sanitation by managing liquid wastes	Sewage system in Makutano area constructed within the second year	<ul style="list-style-type: none"> <li>Complete maps of sewer extension</li> <li>Make materials and commission a contractor</li> </ul>	4000	MCG / GoK & Donors



Other Projects

Project Name	Priority Ranking	Location/Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Rehabilitation of wetlands and lakes (Mbututia, Nkunga, Nkandone, and Rurii swamps)	11	Tigania West, Buuri and Imenti Central	To rehabilitate all wetland in Meru	Lakes Mbututia and Nkunga, rehabilitated during the 1 <sup>st</sup> & 2 <sup>nd</sup> years and Rurii & Nkandone Swamp during 3 <sup>rd</sup> year	<ul style="list-style-type: none"> <li>Map the wetlands</li> <li>dredge or de silt the lakes</li> <li>Develop infrastructure around the lakes and manage public investments</li> </ul>	4000	MCG / GoK
Generation of green energy from wind energy (County seed money, PPP investments)	12	Meru Town	To utilize available high potential wind resources to generate energy	The wind mills erected and functional during the 2 <sup>nd</sup> and 3 <sup>rd</sup> years	<ul style="list-style-type: none"> <li>Identify technical investors and set up the plant</li> <li>Distribute electricity to the users</li> </ul>	10	MCG / GoK & PPP
Public awareness on environmental conservation and natural resources management and mining sites identification, & infrastructure development	13	County-wide	To increase public awareness on environmental conservation	Public aware of the importance of the environment and natural resources	<ul style="list-style-type: none"> <li>Hold public meetings and workshops with communities</li> </ul>	200	MCG /

Other Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Adapting agricultural productive systems to climate change (promote use of drought resistant crop varieties, better land use management, water harvesting, soil conservation, etc.	14	County-wide	To cushion agricultural productive systems and water resources from impacts of climate	Crops planted are drought resistant varieties  Communities informed on better land use practices, soil management and water harvesting	<ul style="list-style-type: none"> <li>Teach the public on suitable seed varieties</li> </ul>	150	MCG / GoK & Donors
Rehabilitation of Mt. Kenya forests (Such as Upper and Lower Imenti forests)	15	Mt. Kenya region	To rehabilitate Mt. Kenya forests from forces of degradation	Mt. Kenya forest rehabilitated	<ul style="list-style-type: none"> <li>Mapping of the forest</li> <li>Planting trees</li> <li>Protecting trees from humans</li> </ul>	40	MCG / GoK and Donors
Cleanliness and Sanitation in Meru Town and all other towns	16	Meru Town and other Major towns	To remove dirt and increase, sanitation and cleanliness	Meru Town and other towns in Meru are clean and have good sanitation	<ul style="list-style-type: none"> <li>Conduct town cleaning</li> <li>Including drainage in slums</li> </ul>	60	MCG / GoK & Donors
Maua Town storm water management	17	Maua Town	To develop mechanisms for dealing with storm water in Maua town.	Storm water in Maua town managed well and made into use for recreation and water sports	<ul style="list-style-type: none"> <li>Map the lake and the drainage patterns</li> <li>Develop the lake as a recreation facility</li> </ul>	300	MCG / & Donors

Other Projects							
Project Name	Priority Ranking	Location/Level	Objectives	Targets to be Met	Description of Activities	Estimated Cost (KShs. Million)	Source of Funds
Management of plastic bags	18	All towns in Meru	To Make all towns in Meru free of plastic bags	All towns in Meru have no plastic bags littered around	<ul style="list-style-type: none"> <li>• Make laws on the use and disposal of plastic bags</li> </ul>	20	MCG
Utilizing of rural organic wastes to make composts	19	County-wide	To utilize organic agriculture wastes in an economic way	Organic wastes in rural areas are put into use as compost manure and biogas	<ul style="list-style-type: none"> <li>• Public workshops on making compost and biogas with organic wastes</li> </ul>	50	MCG & stakeholders
Reclaiming of grabbed forests, wetlands, other public & sacred places	20	County-wide	To reclaim and rehabilitate all grabbed lands such as Mbugi-e-Ngaii Marania Farm	All public lands are reclaimed and rehabilitated into use as forestlands or recreation centres	<ul style="list-style-type: none"> <li>• Identify grabbed public lands</li> <li>• Map the re-claimed lands</li> </ul>	500	MCG / GoK and Stakeholders
Control of noise pollution	21	County-wide	To control and regulate noise in the county	Noise in Meru controlled	<ul style="list-style-type: none"> <li>• Make laws and enact them to control noise</li> </ul>	10	MCG
Control of charcoal burning on public lands	22	County-wide	To control charcoal burning on public lands	Charcoal burning on public lands banned	<ul style="list-style-type: none"> <li>• Make laws and enact them</li> </ul>	5	MCG

## 6.16.8: Budget Projections

Budget Projections							
Programme/ Project Name	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Establishment of Northern grazing Area conservancy	Nyambene National Reserve	200		200			
Solid Waste management and generation of green energy (garbage collection, disposal, landfills problems)	Meru Town area	4,000		1,500	1,300	1200	
Afforestation of public hills, valleys and river catchments (natural forest cover, riparian forests, Ngaya forest, water catchments, erosion control),	All Wards	200	50	50	50	50	
Promotion of agro forestry, fruit trees and multi-purpose forest trees (agroforestry, land cover on agricultural lands)	All wards	150		75	75		
Green energy generation	County-wide	150		50	30	20	50
Establishment of a botanical garden with indigenous trees of cultural, medicinal and economic value	A Sub-county around Meru Town	200		100	50	25	25
Development and improvement of sewerage systems	Meru Town and all other major towns	4,000	10	1,000	2,800	100	90
Rehabilitation of wetlands and lakes (Mbututia, Nkunga and Rurii swamp)	Tigania west, Buuri and Imenti Central	60	15	45			
Generation of green energy from wind energy (County seed money, PPP investments)	Nyambene / Tigania and Buuri	4,000	200	1,500	1,300	1000	

Budget Projections							
Programme/ Project Name	Location/ Level	Total Budget (KShs. Million)	Timeframe				
			2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Public awareness on environmental conservation and natural resources management	All wards	200	30	100	30	30	10
Adapting agricultural productive systems to climate change (promote use of drought resistant crop varieties, better land use management, water harvesting, soil conservation, etc.	All wards	150	10	50	50	20	20
Rehabilitation of Mt. Kenya forests (Such as Upper and Lower Imenti forests)	North Imenti, Central Imenti, South Buuri	40	5	20	5	5	5
Removal of Eucalyptus from water catchment and river banks	All wards	60	5	25	10	10	10
Prospecting , mining, processing and commercialization of mineral water, red clay, and other commercially viable mineral deposits including Rubbies in Kinna and Iron Ore in Kiriri in C. Imenti	Countywide and specially Nyambene for mineral various minerals (ituui, and Monyo)	200	15	100	40	40	5
Cleanliness of towns and sanitation	Countywide	60	10	30	5	5	10
Maua Town storm water management	Maua town	300	10	200	45	45	
Management of plastic bags in towns	Countywide	20	5	15			
Utilizing of rural organic wastes to make composts	Countywide	50	5	30	5	5	5
Reclaiming of grabbed forests, wetlands and other public places	Countywide	500	5	300	60	60	75
Charcoal burning	Countywide	5	2	1.5	1	0.5	
Control of noise pollution	Countywide	10	5	5			
<b>Totals</b>		<b>14555</b>	<b>382</b>	<b>5396.5</b>	<b>5856</b>	<b>2615.5</b>	<b>305</b>

### 6.16.8: Income Generation Mechanisms

Mechanism/Means/Source	Expected Income (KShs. Million)	Sustainability Mechanisms
Public private partnerships investments (such as garbage collection, energy generation plant,	8, 000	Regulate the partnerships
Sale of energy to the national grid	1500	The plant must be well managed
Licences to timber loggers, sand and stone miners,	100	Continued afforestation and replacement
Sale of seedlings	50	Maintain seed nurseries
Fees from conservancy and other tourist attraction areas	300	Properly manage the conservancy and regulate tourism facilities
Leasing land to tourism investors	20	Signing leasehold contracts
Fees and fines (from environmental impacts assessment, and environmental polluters)	100	Learn EIA professionally and effectively

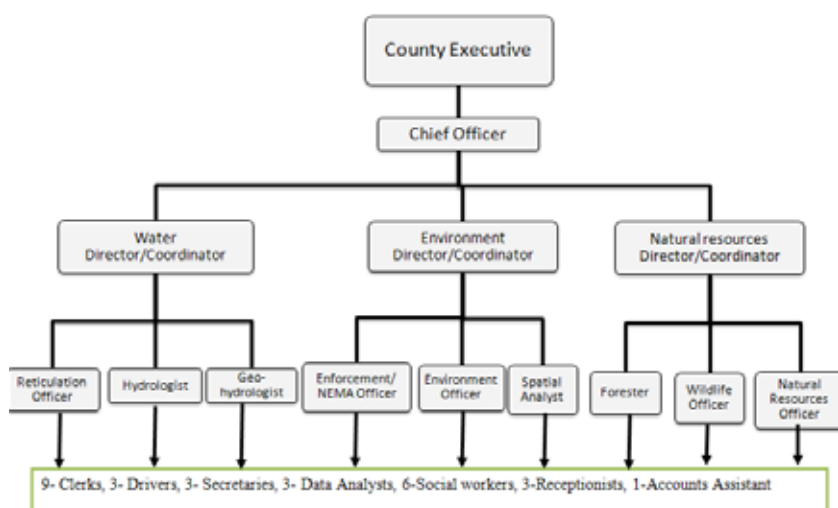
### 6.16.9: Role of Stakeholders

Stakeholders	Roles/Responsibilities
National government ministries and agencies and departments – Ministries responsible for environment, minerals, natural resources, water, wildlife – KFS, (Kenya forestry Service) NEMA; WRMA (Water Resources Management Authority) KARI;	<ul style="list-style-type: none"> <li>• Formulation of regulatory policies necessary to guide investment and development of the sector</li> <li>• Provision of technical advice; Enforcement of laws</li> <li>• Mobilise the required funds for project implementation</li> <li>• License the water services providers and regulate them.</li> </ul>
County Authorities	<ul style="list-style-type: none"> <li>• Implement the proposed projects; Supervise the implementation; Formulation of by-laws for sustainable and safe use of facilities.</li> </ul>
Donors / Development partners	<ul style="list-style-type: none"> <li>• Financing the projects</li> <li>• Undertake evaluation and monitoring of projects</li> <li>• Provide technical advice.</li> </ul>
Local Community	<ul style="list-style-type: none"> <li>• Assist in maintenance of the facilities by providing unskilled labour</li> <li>• Formation of WRUA'S for sustainable water resources use</li> <li>• Maintain and conserve environment.</li> </ul>
Water Services Providers. Such as MEWASS, IMETHA,	<ul style="list-style-type: none"> <li>• Provision of safe water and adequate waste water disposal systems</li> <li>• Set up the necessary infrastructure to enable the provide water to the local community</li> <li>• Protect water catchment areas.</li> </ul>

Stakeholders	Roles/Responsibilities
NMK (National Museums of Kenya)	<ul style="list-style-type: none"> <li>Provide technical support in the establishment of botanical garden</li> <li>Naming of trees / plants of economic importance to Meru</li> </ul>
KEFRI (Kenya Forestry Research Institute)	<ul style="list-style-type: none"> <li>Provide technical support on forest rehabilitation, appropriate technologies in forestry</li> </ul>
NGOs / CBOs such as (CES) Center for Environmental Stewardship; CFA –(Community Forest Associations); WRUA (Water Resource Users Association)	<ul style="list-style-type: none"> <li>Community mobilization, Land Resource allocations.</li> </ul>
Kenya Wildlife Services	<ul style="list-style-type: none"> <li>Ensure sustainable use of resources within parks and game reserves;</li> </ul>

### 6.16.10: Implementation, Monitoring and Evaluation

#### Implementation Framework



### 6.16.11: Policy, Legislative and Regulatory Framework

Proposed policies, legislation and regulations that need to be put in place for the sector

1. Policy on use of plastic bags
2. Policy on charcoal burning on public lands
3. Policy on uprooting of Eucalyptus trees
4. Policy on privatization of garbage collection
5. Policy on Public Private Partnerships
6. Policy on littering the towns
7. Enactment of EMCA 1999 on wetlands and riparian areas

## 6.16.12: Framework for Monitoring and Evaluation

Monitoring and Evaluation Framework										
Programme/ Project name	Objective	Actual Sub-coun- ty/ Ward	Proj- ect cost (KShs. Million)	Source of Funds	Time Frame	Implement- ing Agen- cy(ies)	Monitoring Indi- cators	Means of Verifica- tion	Imple- men- tation Status	
Establishment of Northern grazing Area conservancy	Reduce wildlife-human conflict	Nyambene National Reserve	200	MCG	By 2014	MCG-Ministries of Environment, Tourism and infrastructure	<ul style="list-style-type: none"> <li>No. facilities established and fenced</li> </ul>	Procurement of land title deed	New	
Solid Waste management and generation of green energy (garbage collection, disposal, landfills problems)	reduce wastes in all towns	Meru Town area	4,000	MCG	By 2016	MCG&PPP	<ul style="list-style-type: none"> <li>Amount of garbage collected and disposed</li> <li>Energy plant developed</li> <li>Energy production</li> </ul>	All wastes collected transported and processed	New	
Afforestation of public hills, valleys and river catchments (natural forest cover, riparian forests, Ngaya forest, water catchments, erosion control),	Increase forest cover	All Wards	200	MCG	By 2017	Forestry department	<ul style="list-style-type: none"> <li>No. of hills of hills afforested</li> <li>No. of rivers and water catchment rehabilitation</li> <li>Areas erosion has been contained</li> </ul>	Trees planted	New	



Monitoring and Evaluation Framework

Programme/ Project name	Objective	Actual Sub-coun- ty/ Ward	Proj- ect cost (KShs. Million)	Source of Funds	Time Frame	Implement- ing Agen- cy(ies)	Monitoring Indi- cators	Means of Verifica- tion	Imple- men- tation Status
Promotion of agro forestry, fruit trees and multi-purpose forest trees (agroforestry, land cover on agricultural lands)	increase forest cover	All wards	150	MCG	By 2016	Agriculture and Forestry	<ul style="list-style-type: none"> <li>Acres planted with fruit trees and no. acres planted with cultural, medicinal and economic value trees</li> </ul>	Fruit trees and multi-purpose tree crops planted	New
Establishment of a botanical garden with indigenous trees of cultural, medicinal and economic value	conserve plants of cultural and economic value	A Sub-coun-ty around Meru Town	200	MCG	By 2015	CGM - Environment & forestry	<ul style="list-style-type: none"> <li>Land procured</li> <li>Designs made</li> <li>Plants planted</li> </ul>	botanical garden established	New
Development and improvement of sewerage systems	to improve on sewerage in Meru	Meru Town and all other major towns	4,000	MCG	By 2016	Town management Councils	<ul style="list-style-type: none"> <li>Kms of sewerage line built</li> </ul>	Sewerage developed	New
Rehabilitation of wetlands and lakes (Mutubutia, Nkunga and Rurie swamp)	Rehabilitate wetlands	Tigania West, Buuri and Imenti Central	60	MCG	By 2015	GoK - Environment	<ul style="list-style-type: none"> <li>No. of acres rehabilitated</li> </ul>	Lake rehabilitated and developed	New

Monitoring and Evaluation Framework										
Programme/ Project name	Objective	Actual Sub-county/ Ward	Proj- ect cost (KShs. Million)	Source of Funds	Time Frame	Implement- ing Agen- cy(ies)	Monitoring Indi- cators	Means of Verifica- tion	Imple- men- tation Status	
Generation of green energy from wind energy (County seed money, PPP investments)	Generate electricity from wind energy	Nyambene / Tigania and Buuri	4,000	MCG	By 2016	Energy	<ul style="list-style-type: none"> <li>No. points mapped</li> <li>No. windmills erected</li> <li>Kwts produced</li> </ul>	No. households/ industries using green energy	New	
Public awareness on environmental conservation and natural resources management	Increase public awareness	All wards	200	MCG	By 2015	Environment	<ul style="list-style-type: none"> <li>No. organizations and people trained</li> </ul>	Reports and certificates issued	New	
Adapting agricultural productive systems to climate change (promote use of drought resistant crop varieties, better land use management, water harvesting, soil conservation, etc.	protect crops from impacts of climate change	All wards	15	MCG	By 2016	Agriculture and environment	<ul style="list-style-type: none"> <li>No. of drought resistant crops introduced</li> </ul>	Crops are drought resistant varieties	New	

## Monitoring and Evaluation Framework

Programme/ Project name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implement- ing Agen- cy(ies)	Monitoring Indi- cators	Means of Verifica- tion	Imple- men- tation Status
Rehabilitation of Mt. Kenya forests (Such as Upper and Lower Imen-ti forests)	Rehabilitate Mt. Kenya forests	North Imenti, Central Imenti, South Buuri	40	MCG	By 2015	Forestry	<ul style="list-style-type: none"> <li>Acres of areas rehabilitated</li> </ul>	Trees planted	New
Removal of Eucalyptus from water catchment and river banks	Eucalyptus removed from water catchments	all wards	60	MCG	By 2016	Environment	<ul style="list-style-type: none"> <li>Areas Eucalyptus is removed</li> </ul>	Catchment areas re-stored	On going
Meru Town cleanliness and sanitation	To clean towns in Meru	Meru Town and all towns in Meru	100	MCG	2014	Environment	<ul style="list-style-type: none"> <li>Absence of dirt in the town</li> </ul>	Meru town and other towns clean	New
Maua Town storm water management	Storm water in Maua managed	Maua		MCG	2015	Environment	<ul style="list-style-type: none"> <li>All storm water managed</li> </ul>	Storm water in Maua managed	New
Management of plastic bags in towns	The menace of plastic bags managed	County-wide		MCG	2014	Environment	<ul style="list-style-type: none"> <li>No. plastic bags littered in all towns</li> </ul>	Plastic bags removed from towns	New

Monitoring and Evaluation Framework										
Programme/ Project name	Objective	Actual Sub-county/ Ward	Project cost (KShs. Million)	Source of Funds	Time Frame	Implement- ing Agen- cy(ies)	Monitoring Indi- cators	Means of Verifica- tion	Imple- men- tation Status	
Utilizing of rural or- ganic wastes to make composts	Rural organ- ic wastes utilized in production	County- wide		MCG	2015	Environment, agriculture and energy	<ul style="list-style-type: none"> <li>Organic waste in rural areas utilized</li> </ul>	Rural organic wastes used for compost and energy	New	
Reclaiming of grabbed forests, wetlands and other public places	To reclaim grabbed lands	County- wide		MCG	2015	Environment, water forests	<ul style="list-style-type: none"> <li>All grabbed land reclaimed</li> </ul>	Grabbed lands re- claimed	New	
Control of noise pollu- tion	To control noise	County- wide		MCG	2014	Environment	<ul style="list-style-type: none"> <li>All types of noise con- trolled</li> </ul>	Noise con- trolled	On go- ing	
Burning of charcoal on public lands regulated	To regulate burning of charcoal on public lands	County- wide		MCG	2014	Natural re- sources	<ul style="list-style-type: none"> <li>Burning of charcoal regu- lated</li> </ul>			

#### 6.16.13: Feedback and Response Mechanisms

The county project implementing personnel and the relevant stakeholders will be holding public barazas with the communities around the project areas at the start of every project to share with them the planned activities and the expected benefits. This may be used to inform on the situation before the project starts. The project implementing team will also be holding the barazas regularly to inform them on the progress and obtain their feedback on the project progress. Pamphlets on the progress of the project will also be circulated to the community during these meetings.

# CHAPTER SEVEN

## RESOURCE MOBILIZATION FRAMEWORK

### 7.0 Introduction

The execution of this plan requires the commitment of human and financial resources. The Integrated Development plan aims to achieve adequate, more predictable and sustainable resourcing that fully supports the achievement of the County Government objectives.

### 7.1 Budget Projection

The table below provides the indicative 5-year budget projection for implementation of the county integrated development plan. In accordance with the County Governments Act, 2012 and the Public Financial Management Act, 2012, the integrated development plan and budget will be reviewed annually. As a result, some of the budget items may be adjusted when the corresponding development targets are reviewed and changed.

**Table 13: 5-Year Budget Projection for the Integrated Development Plan**

5-Year Budget Projection for the Integrated Development Plan							
Sector	Sub-sector	Total Budget (KShs. Million)	2013/14	2014/15	2015/16	2016/17	2017/18
Governance and Public Administration	The Governor and County Executive Committee	1,770.000	186.000	1,229.000	310.000	45.000	-
	County Public Service	16,779.000	971.000	2,504.000	3,538.000	4,431.000	5,355.000
	County Public Finance/Treasury	69.000	21.000	23.000	10.5000	8.5000	6.000
	County Assembly	232.000	72.5000	128.000	16.000	15.5000	-
	<b>Sub Total 1</b>	<b>18,870.000</b>	<b>1,250.500</b>	<b>3,884.000</b>	<b>3,874.500</b>	<b>4,500.000</b>	<b>5,361.000</b>
Information and Communication Technology (ICT)		2,456.000	105.900	1,034.700	590.000	413.000	312.400
<b>Sub Total 2</b>		<b>2,456.000</b>	<b>105.900</b>	<b>1,034.700</b>	<b>590.000</b>	<b>413.000</b>	<b>312.400</b>
Justice, Cohesion and Security for Development		2,340.000	35.000	915.000	630.000	425.000	335.000
<b>Sub Total 3</b>		<b>2,340.000</b>	<b>35.000</b>	<b>915.000</b>	<b>630.000</b>	<b>425.000</b>	<b>335.000</b>
Disaster Preparedness and Management		223.000	47.000	45.000	43.000	45.000	43.000
<b>Sub Total 4</b>		<b>223.000</b>	<b>47.000</b>	<b>45.000</b>	<b>43.000</b>	<b>45.000</b>	<b>43.000</b>
Planning		595.000	-	266.000	261.000	68.000	-
<b>Sub Total 5</b>		<b>595.000</b>	<b>-</b>	<b>266.000</b>	<b>261.000</b>	<b>68.000</b>	<b>43.000</b>
Health		7,609.825	1,516.825	1,665.000	1,623.600	1,437.200	1,367.200
<b>Sub Total 6</b>		<b>7,606.825</b>	<b>1,516.825</b>	<b>1,665.000</b>	<b>1,623.600</b>	<b>1,437.200</b>	<b>1,367.200</b>
Social Protection, Culture and Recreation		10,084.000	263.300	4,180.700	2,402.000	1,754.000	1,484.000
<b>Sub Total 7</b>		<b>10,084.000</b>	<b>263.300</b>	<b>4,180.700</b>	<b>2,402.000</b>	<b>1,754.000</b>	<b>1,484.000</b>
Education		2,213.769	280.899	589.559	464.979	557.166	321.166
<b>Sub Total 8</b>		<b>2,213.769</b>	<b>280.899</b>	<b>589.559</b>	<b>464.979</b>	<b>557.166</b>	<b>321.166</b>
Infrastructure		5,700.000	680.000	1,660.000	1,600.000	1,760.000	-
<b>Sub Total 9</b>		<b>5,700.000</b>	<b>680.000</b>	<b>1,660.000</b>	<b>1,600.000</b>	<b>1,760.000</b>	<b>-</b>
Water and Sanitation		168,825.000	1,847.000	41,782.000	76,732.000	44,232.000	4,232.000
<b>Sub Total 10</b>		<b>168,825.000</b>	<b>1,847.000</b>	<b>41,782.000</b>	<b>76,732.000</b>	<b>44,232.000</b>	<b>4,232.000</b>

5-Year Budget Projection for the Integrated Development Plan							
Sector	Sub-sector	Total Budget (KShs. Million)	2013/14	2014/15	2015/16	2016/17	2017/18
Financial Services, Trade, Co-operatives and Enterprise Development		2,107.600	428.040	423.540	418.740	418.740	418.540
<b>Sub Total 11</b>		<b>2,107.600</b>	<b>428.040</b>	<b>423.540</b>	<b>418.740</b>	<b>418.740</b>	<b>418.540</b>
Industrialization Sector		5,450.000	990.000	1,260.000	1,110.000	1,120.000	970.000
<b>Sub Total 12</b>		<b>5,450.000</b>	<b>990.000</b>	<b>1,260.000</b>	<b>1,110.000</b>	<b>1,120.000</b>	<b>970.000</b>
Land Sector		1,965.635	88.450	498.800	525.400	333.300	519.685
<b>Sub Total 13</b>		<b>1,965.635</b>	<b>88.450</b>	<b>498.800</b>	<b>525.400</b>	<b>333.300</b>	<b>519.685</b>
Agriculture, Livestock and Fisheries	Agriculture (Crops)	2,145.000	347.000	552.000	527.000	387.000	332.000
	Livestock Production	700.000	156.000	140.000	146.000	131.000	127.000
	Veterinary Services	335.000	71.000	71.000	71.000	64.000	58.000
	Fisheries Development	1,690.000	187.000	249.000	335.000	428.000	491.000
	Irrigation and Drainage	4,100.000	400.000	900.000	1,000.000	970.000	830.000
<b>Sub Total 14</b>		<b>8,970.000</b>	<b>1,161.000</b>	<b>1,912.000</b>	<b>2,079.000</b>	<b>1,980.000</b>	<b>1,838.000</b>
Tourism		625.000	205.000	200.000	75.000	70.000	75.000
<b>Sub Total 15</b>		<b>625.000</b>	<b>205.000</b>	<b>200.000</b>	<b>75.000</b>	<b>70.000</b>	<b>75.000</b>
Environment, Forest & Natural Resources Management		14,555.000	382.000	5,396.500	5,856.000	2,615.500	305.000
<b>Sub Total 16</b>		<b>14,555.000</b>	<b>382.000</b>	<b>5,396.500</b>	<b>5,856.000</b>	<b>2,615.500</b>	<b>305.000</b>
<b>Grand Total</b>		<b>252,589.829</b>	<b>9,280.914</b>	<b>65,712.799</b>	<b>98,285.219</b>	<b>61,728.906</b>	<b>17,581.991</b>

## 7.2 Resourcing

The revenue base of the county government consists of internal as well as external sources.

- a. Internal sources of revenue will include-
- b. Property taxes and rates
- c. Entertainment taxes
- d. Licences and permits
- e. User fees and charges

## Penalties

- a. External sources currently include-
- b. Transfers from national government in accordance with Article 203 (2)
- c. Any conditional or unconditional grant from national government

## Grants from development partners

The direct transfer from national government under (a) above for financial year 2013/14 is Ksh. 4, 800,000,000.00

Table below shows the expected revenues in the year 2013/2014. It is expected that the revenues will grow at about 15 per annum.

**Table 14: Expected Internal and External Revenue over the Planned Period:**

Mechanism/ Means/Source	Expected Income for 2013/2014 (KShs. Million)	Sustainability Mechanisms
National gov- ernment revenue allocation to the county	4,800,000,000	Constitution 2010, county revenue allocation of > 15% of national revenue, compliance with PFM act 2012 and guidelines from the controller of budget
Property rates	57,300,000	Enactment & Enforcement of County laws, passing county finance bill, preparation of county valuation roll, sensitization of stakeholders
Plot rents	41,770,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Single Business Permit	114,594,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, inspections, sensitization of stakeholders
Conservancy fees	20,675,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Sewage fees	3,000,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Parking fees	171,014,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, staff rotation, automation of collection, sensitization of stakeholders
Cess	136,553,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, staff rotation, sensitization of stakeholders
Market fees	51,700,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, Staff rotation, improvement of open air markets , automation of collection, sensitization of stakeholders



Mechanism/ Means/Source	Expected Income for 2013/2014 (KShs. Million)	Sustainability Mechanisms
Pre primary fees	200,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
House rents	18,000,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, preparation of monthly defaulters list, repair and maintenance of rental houses, sensitization of stakeholders
Advertisement	40,100,000	Enactment & Enforcement of County laws, review of fees & charges, passing county finance bill, inspections, sensitization of stakeholders
Application fees	12,024,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Interest on Rates	5,238,000	Enactment & Enforcement of County laws, passing county finance bill, preparation of county valuation roll, review of fees & charges, sensitization of stakeholders
Building plan approvals	4,300,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, inspections, sensitization of stakeholders
Stall rents	10,254,000	Enactment & Enforcement of County laws, passing county finance bill, Repair and maintenance of stalls , review of fees & charges, sensitization of stakeholders
Plot clearance fees	2,472,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Freehold title fees	2,150,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Fire charges	3,930,000	passing county finance bill, review of fees & charges, sensitization of stakeholders
Survey fees	1,505,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Slaughter fees	6,093,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, sensitization of stakeholders
Occupation permits/ inspection fees	7,985,000	Enactment & Enforcement of County laws, passing county finance bill, review of fees & charges, inspections, sensitization of stakeholders
Others miscellaneous income	100,000,000	Enactment & Enforcement of County laws, passing county finance bill, sensitization of stakeholders
<b>Total</b>	<b>5,610,857,000</b>	

Source: Meru County Treasury Projections, 2013

Notes: local revenue is projected to grow by 15% annually. Other miscellaneous income includes sundry debtors, tender fees, court fines, penalties on late payments, revenue from other devolved

*functions etc*

### **7.3 Financial Strategy**

The county government will embark on an elaborate financial strategy aimed at creating sustainable resourcing for implementing the integrated development plan. The county government will pursue the following financial strategies:

#### **7.3.1: Revenue Raising Strategies**

The county government will proactively enhance its internal and external revenue sources.

##### **Internal revenue raising strategies**

The following approaches will be used to raise internal revenue:--

- i. Enactment & Enforcement of County laws, passing county finance bill, preparation of county valuation roll, review of fees & charges staff rotation automation of collection improvement of open air markets preparation of monthly defaulters list, repair and maintenance of rental houses sensitization of stakeholders

##### **External revenue raising strategies**

The county government will pursue the following in order to raise external revenue:-

- ii. Acquisition strategies such as special events, cause related marketing, e-mail marketing, direct response advertising; all intended to bring in new donors to the county, to raise awareness, raise visibility and branding of the county.
- iii. Nurturing or cultivating strategies e.g. capital campaigns, planned giving, major gift resource mobilization that will bring existing donors to higher levels of giving.
- iv. Initiating joint funding frameworks and mechanisms with national government for capital projects or sectoral programs
- v. Streamlining financial management systems to enhance credit worthiness
- vi. Loans and other financing frameworks in favour of physical infrastructure
- vii. Strengthening partnerships and relationships with development partners, non-state actors and other government agencies
- viii. Embarking on public private partnerships models geared towards provision of public services

#### **7.3.2 Asset Management Strategies**

A robust system of Asset management will reduce operating costs, raise cash and improve the efficiency of service delivery, enhance community life, and increase the useful life of available resources. County assets include land and buildings, motor vehicles, plant and machineries and equipment. The county government will institute prudent asset management systems and processes, which will include-

- i) Developing an Assets Performance Measurement Framework to provide a framework for performance management
- ii) Development of county asset register
- iii) Valuation of all county assets
- iv) Uniform and consistent reporting formats for financial sustainability performance measures
- v) Adoption of asset management accounting principles such as depreciation
- vi) Disposal of obsolete assets as prescribed under the Public Procurement and Disposal Act, 2005 or its amendment
- vii) Timely and efficient repair and maintenance of assets to reduce wastage and breakages
- viii) Purchasing and operating high quality assets that generate value for money to the county
- ix) Allocation and application of assets' system based on need and value addition to the realization of integrated development plan
- x) Sharing of assets among various county government departments to reduce on wastage
- xi) Safeguarding and protection of assets to ensure maximum security and reduce cases of theft
- xii) Development and adoption of county asset management policy and law

### 7.3.3 Financial Management Strategies

The success of this plan will largely depend on the financial management systems and process adopted by the county government. The county government will therefore pursue the following strategies-

- i) Adoption of Integrated Financial Management Information System (IFMIS) in all county departments
- ii) Enhancing budget and expenditure control mechanisms
- iii) Adopting prudent debt management policy
- iv) Adopting accountability systems through continuous monitoring, reporting and provision of timely financial information in accordance to accounting standards
- v) Adopting modern public accounting systems
- vi) Ensuring compliance with public procurement policies systems
- vii) Adopting efficient cash management system
- viii) Strengthen local internal controls for efficiency and integrity
- ix) Ensuring that there is adequate and qualified personnel in accounts and finance department
- x) Enacting necessary county financial management laws

- xi) Collecting, processing, maintaining, transmitting, and reporting data
- xii) Supporting financial planning/budgeting activities

#### **7.3.4 Capital Financing Strategies**

Some approaches on deliver capital financing will include the following:

- i. Asset liquidation and leasing
- ii. Asset-based lending
- iii. Equity negotiations
- iv. Bank financing
- v. Government loans
- vi. Identifying long term capital financing instruments
- vii. Prioritizing infrastructure to be financed to minimize stalled projects
- viii. Establishing and initiating public private partnership infrastructure funding instruments and mechanisms
- ix. Accessing affordable loans sourced locally or internationally

#### **7.3.5 Operational Financing Strategies**

The county government will pursue the following operational financing strategies-

- i. Utilization of internal revenue to finance operational costs
- ii. Maintenance of costs sharing in financing operational costs
- iii. Efficient cash flow management to support operational costs and ensuring short term borrowing for cash balance management is applied only when necessary
- iv. Minimizing operational costs in service delivery
- v. compliance with
- vi. Increasingly higher standards of financial reporting and control, and prudent management of risk
- vii. Sound processes and information infrastructure

#### **Strategies for Enhancing Cost Effectiveness**

The county government will pursue the following measures to ensure cost effectiveness of public service delivery-

- i. Developing county policy to govern and manage costs related to service delivery
- ii. Ensuring that the costs of providing public services directly relate to the intended public benefits
- iii. Continuous monitoring of public expenditures vis-à-vis the intended benefits
- iv. Instituting accountability mechanisms for all public expenditures
- v. Instituting decision criteria to be adopted when choosing any model of providing public services

# CHAPTER EIGHT

## IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

### 8.1 Introduction

This section presents the monitoring and evaluation framework that will be used to implement and track progress on implementation of projects and programmes at the county level. It will also highlight the roles and the responsibilities of various stakeholders in the implementation, monitoring and evaluation of County Integrated Development Plan. The County will put in place a County Monitoring and Evaluation system to serve the needs of the County Government, while complimenting the National M & E system. This will be conducted through County Integrated Monitoring and Evaluation System (CIMES) whose main aim will be to improve the effectiveness and quality of tracking of implementation of various development policies, strategies and programmes. To ensure that there is a clear way of measuring performance, the County will develop a Performance Management Plan that will see that all commitments made in the CIDP are translated into performance contracts with public officers in the county.

### 8.2 Institutional Framework for Monitoring and Evaluation

The Meru County Government, under the leadership of the Governor, will provide strategic leadership, through development and implementation of supportive environment, policies and programmes. During this process, stakeholders including the Governor, County Executive Committee, County Assembly, County Public Service Board , County Treasury, private sectors and the public will be involved and the roles of the major stakeholders are as outlined below. The roles are as provided in the constitution and the relevant laws.

#### **Governor**

- Provide leadership in the county's governance, development and implementation; leadership to the county executive committee and administration based on the county policies and plans
- Promote democracy, good governance, unity, cohesion and peace and order within the county;
- Be accountable for the management and use of the county resources;
- Promote and facilitate citizen participation in the development of policies and plans, and delivery of services in the county.

### **County Executive Committee (CEC)**

- Prepare proposed legislation for consideration by the county assembly
- Implement, within the county, national legislation to the extent that the legislation requires
- Manage and coordinate the functions of the county administration and its departments; and
- Perform any other functions conferred on it by this Constitution or national legislation.
- Provide the county assembly with full and regular reports on matters relating to the county.

### **County Public Service Board (CPSB)**

- Appoint persons to hold or act in offices of the county public service and facilitate the development of coherent, integrated human resource
- Exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under this Part
- Prepare regular reports for submission to the county assembly on the execution of the functions of the Board
- Advise county government on implementation and monitoring of the national performance management system in counties

### **County Treasury**

- Develop and implement financial and economic policies in the county
- Preparing the annual budget for the county and coordinating the preparation of estimates of revenue and expenditure of the county government and co-ordinating the implementation of the budget of the county government
- Mobilize resources for funding the budgetary requirements of the county government and putting in place mechanisms to raise revenue and resources
- Manage the county government's public debt and other obligations and developing a framework of debt control for the county
- Ensure compliance with accounting standards prescribed and published by the Accounting Standards Board from time to time
- Ensure proper management and control of, and accounting for the finances of the county government and its entities in order to promote efficient and effective use of the county's budgetary resources
- Maintain proper accounts and other records in respect of the County Revenue Fund, the County Emergencies Fund and other public funds administered by the county government

- Monitor the county government's entities to ensure compliance with this Act and effective management of their funds, efficiency and transparency and, in particular, proper accountability for the expenditure of those funds

### **Public- Private Partnership Forum**

- Formulate policy guidelines on public private partnerships
- Ensure that all projects are consistent with the national priorities specified in the relevant policy on public private partnerships
- Approve project proposals submitted to it by a contracting authority
- Formulate or approve standards, guidelines and procedures for awarding contracts and standardized bid documents
- Review the legal, institutional and regulatory framework of public private partnerships

### **The Public**

They include the citizens, civil society organizations, and all persons residing in the county (see County Government Act Section 2 on Interpretation). The role of the public will be:-

- To participate in service delivery through organized forums
- Provide feedback on the quality of services provided
- To initiative individually or in organized groups monitoring of programme implementation
- To provide alternative ideas of how better to provide services

## **8.3 Monitoring and Evaluation Framework**

Implementation, Monitoring and Evaluation will be managed at the departmental level and coordinated by the county planning unit. The public will be engaged through these structures in monitoring and evaluating the performance of the county. The overall purpose for Monitoring and Evaluation in Meru County will be:

### **8.3.1 To facilitate informed Decision-making for Improvement**

Evaluation will be conducted with project improvement and policy enlightenment hence acting as “decision-oriented” evaluation. This will provide valuable insights into how the project is operating, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future. This evaluation will also provide the information for decision – thus helping to set priorities, guides the allocation – of resources, facilities the modification and refinement of project structures and activities; and signal the need for additional personnel & resources. Finally, it is also intended to determine a change of course for a project.

### **8.3.2 Evaluation for Effect – Impact Assessment**

This will be done to take stock of what has been done. It will attempt to show the cause – effect relationships between the project activities and the change that may have occurred. It will also show how well the project objectives are being achieved or have been achieved with the intention to feedback its findings into future planning. This will entail measuring and judging the actual results of development projects in relation to the planned outcomes.

### **8.3.3 Evaluation for Accountability**

All projects will be proactive by planning for evaluation right from the initial stages. Project planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in a project – e.g. beneficiaries, managers, staff, donors, public at large.

### **8.3.4 Evaluation as an Educational (learning) Process**

This will seek to maximize on people’s participation. This evaluation will be a human centered assessment of the extent of people’s participation, how well participation is doing and what affect the project is having intended beneficiaries. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself. The county will undertake two types of evaluations for various projects namely mid-term and end of project evaluations: Mid-term will be undertaken to review progress and propose alterations to project design during the remaining period of implementation while end of project evaluation will be conducted at the completion of the project period. The specific types and timing of evaluations for various projects will be determined at the design and planning stage of each project. The matrix for implementation, monitoring and evaluation is detailed in each of the sector plans in chapter 6. The matrix details the names of priority projects, costs, timeframes, monitoring indicators, monitoring tools, implementing agencies, source of funds and implementation status for the various sectors. For effectiveness, participatory methods and tools will be used throughout the project stages from design to evaluation. These include evaluation; transect walks, Focused Group Discussions, and Observation.