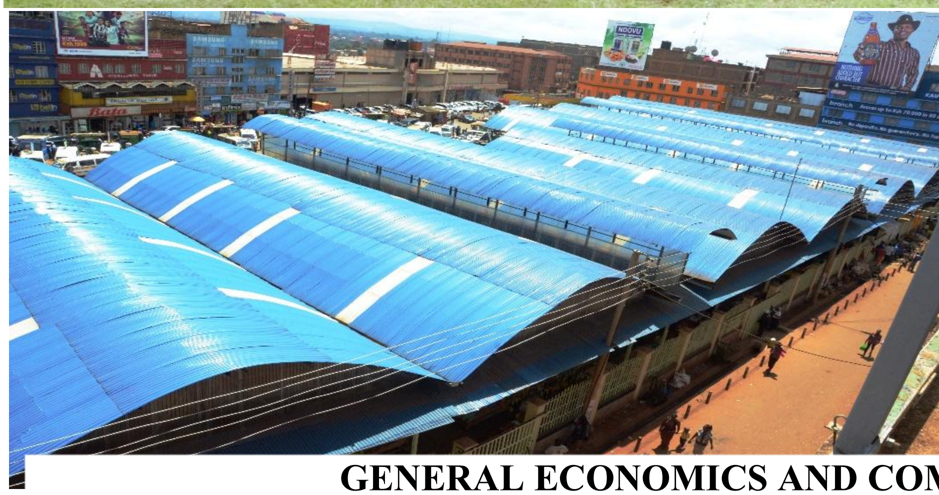
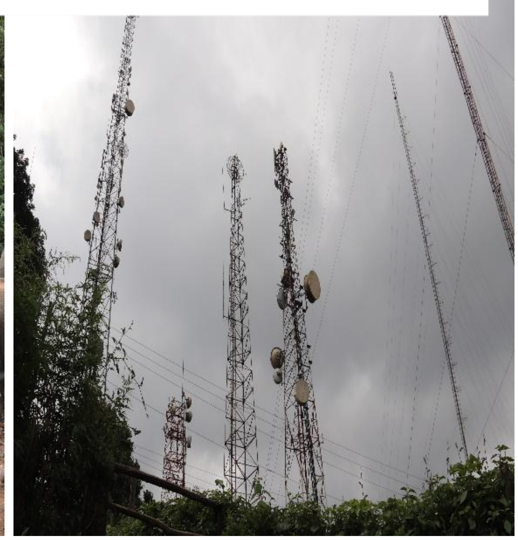
REPUBLIC OF KENYA

COUNTY GOVERNMENT OF NYERI



GENERAL ECONOMICS AND COMMERCE AFFAIRS SECTORAL PLAN 2023-2032



Theme: “Accelerating socio-economic transformation to a more competitive, inclusive and resilient economy”

GENERAL ECONOMICS AND COMMERCE AFFAIRS SECTORAL PLAN FOR NYERI COUNTY

SECTOR VISION

A competitive economy with sustainable and equitable social-economic development.

SECTOR MISSION

To promote innovative and transformative economic interventions for investment promotion, enhanced growth, and sustainable development.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
CAJ	Commission on Administrative Justice
CBO	Community Based Organizations
CCTV	Closed-circuit Television
CGN	County Government of Nyeri
CEC	County Executive Committee Member
CRA	Commission on Revenue Allocation
CeREB	Central Region Economic Bloc
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
CSSD	Central Sterile Services Department
DANIDA	Danish International Development Agency
DTF	Decentralized Treatment Facility
FBO	Faith Based Organizations
GDP	Gross Domestic Product
GECA	General Economics and Commerce Affairs
GIS	Geographic Information System
GOK	Government of Kenya
HDI	Human Development Index
HDU	High Dependence Unit
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technologies
IFMIS	Integrated Financial Management Information System
JSC	Judicial Service Commission
KDSP	Kenya Devolution Support Program
KFS	Kenya Forest Services
KNBS	Kenya National Bureau of Statistics
KUSP	Kenya Urban Support Program
LAN	Local Area Network
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MSME	Micro Small and Medium Enterprise
MTP	Medium Term Plan
NGAO	National Government Administration Officers
PBO	Public Benefits Organizations
PFM	Public Finance Management Act
PLWDs	People Living with Disabilities
PPDA	Public Procurement and Disposal of Assets
PPP	Public Private Partnership
RMCAH	Reproductive, Maternal, Child Adolescent Health
SDGs	Sustainable Development Goals
UDG	Urban Development Grant
UHC	Universal Health Coverage
UIG	Urban Institutional Grant
UNDP	United Nations Development Programme

GLOSSARY OF COMMONLY USED WORDS

Demographic Dividend: The accelerated economic growth that is achieved through a reduction in the population growth rate coupled with strategic investments in the health, education, and economic opportunities for the population.

Disaster: A serious disruption of the functioning of a community or society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community/society to cope using its own resources.

Disaster risk reduction: Systematic development and application of policies, strategies, and practices to minimize vulnerabilities and disaster risks throughout a society, to prevent or to limit adverse impact of hazards, within the broad context of sustainable development.

Evaluation: The systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation, and results. The main objective is to determine the relevance and fulfilment of objectives, as well as efficiency, effectiveness, impact, and sustainability.

Flagship/Transformative Projects: These are projects with high impact in terms of employment creation, increasing county competitiveness, revenue generation among others. They be derived from the Vision 2030 or may be from County Specific Transformative Agenda.

Impact: Positive and negative, intended, or unintended long-term results produced by an organization operation, either directly or indirectly. Relates to the goal level of the log frame hierarchy.

Indicator: Quantitative and qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an organization's operations.

Industrial Park: It is a zoned and planned area for the purpose of industrial development being a portion of an area separate from zones set aside for commercial, residential, and agricultural purposes.

Monitoring: A continuing function that uses the systematic collection of data on specified indicators to inform management and the main stakeholders of an ongoing organization operationof the extent of progress and achievement of results in the use of allocated funds.

Monitoring, Evaluation and Reporting Framework: The policy and operational context and process of ensuring policy priorities and intentions are delivered and/or are being delivered as intended, as measured against clearly defined performance indicators.

Outcome: An intermediate result generated from several outputs relative to the objective of a programme or intervention.

Output: The products, capital goods and services which results from an organization/ institution/ agency operation.

Programme: A grouping of similar projects and/or services performed by a Ministry or Department to achieve a specific objective; The Programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Public Participation/Consultation is a democratic process of engaging people in thinking, deciding, planning, and playing an active part in the development and operation of services that affect their lives.

Sector: Is a composition of departments, agencies and organizations that are grouped together according to services and products they provide. They produce or offer similar or related products and services and share common operating characteristics.

Sector Working Group: Is a technical working forum through which government departments and partners/stakeholders consult on sector issues and priorities.

Stakeholders: Agencies, organizations, groups, or individuals who have a direct or indirect interestin the operation, or its evaluation.

Sustainability: The continuation of benefits from an intervention after major assistance has been completed.

Target: A result to be achieved within a given time frame through application of available inputs.

FOREWORD

The General Economics and Commerce Affairs Sector Plan (2023-2032) provides elaborate policies, programs and projects that will be implemented within the plan period for the transformation of the sector. It provides key strategies that will be used in addressing the development issues already identified in the plan for the ultimate prosperity of the sector. These have been prioritized on the basis of the lessons learnt from the implementation of the first and second generation of Nyeri County Integrated Development Plans (CIDPs) while being cognizant of the global, regional and national socio political, technological and economic environment. The county government identifies the GECA Sector as critical in creating a competitive financial environment by introducing legal and institutional reforms that will enhance transparency in all transactions, build trust and make enforcement of justice more efficient as well as ensuring a connectivity through robust information and communication systems. This sector being an enabler will enhance efficient operations of all the other sectors. Following the success already achieved in the first 10 years of implementation of devolution since 2013, the sector will build on these successes and ensure an upward trajectory for the next 10 years of the plans implementation for all the sector indicators.

In order to ensure that this happens, the County Government of Nyeri will provide a conducive environment to ensure a smooth flow of resources to all the other sectors that depend on this sector through the improvement of sector's infrastructure in the County. For realization of these aspirations, the sector proposes the implementation of Key Sector Flagship projects during the plan period such as the up scaling of the county connectivity program and the Enterprise Resource Planning (ERP)

The implementation of the Sector plan will be undertaken in the spirit of partnerships for ownership and success. The County Government will work closely with the private sector and other stakeholders in the implementation of specific programmes and projects in order to bridge the gap in the respective resource requirements while mainstreaming other sectors in its implementation. Considering that this is a support sector to all other sectors, a multi-Sectoral collaboration approach will be used in the implementation of the proposed projects and programs.

For structured implementation; the County Integrated Development Plans, Departments and Agencies' Strategic plans and Annual Development Plans will be aligned to this sector plan in order to embrace the existing implementation framework. Implementation will also be linked to the Results-Based Management Framework through Performance contracts and Staff performance appraisal system. A robust monitoring, evaluation and reporting framework will be put in place for periodic tracking of the results achieved which will be disseminated to the relevant agencies and corrective measures undertaken to improve implementation.

It's my hope and trust that this sector plan shall continue to set the pace in the right direction for further development of the County economy even as it creates the foundation for the next phase of efficient and effective programmes and projects implementation.

H.E. Edward Mutahi Kahiga, EGH
The Governor,
COUNTY GOVERNMENT OF NYERI

PREFACE

With a measured demeanour and a sense of responsibility, I present the GECA Sector Plan, 2023-2032, a meticulously devised roadmap aligned with the directives of the County Government Act of 2012. As stewards of Nyeri County's developmental trajectory, it is incumbent upon us to offer insights into the origin, purpose, methodology, and significance of this sector plan.

This Sector Plan originates from the provisions of the County Government Act, 2012, delineating our responsibility in steering the county toward progress. The foundational review of performance in the last ten years, involving data collection, collation, and analysis, has informed the contours of this sector plan.

The Sector Plan is not a mere document; but is rather the cornerstone of the County Integrated Development Plans for the next decade. Its adaptability is evident through annual revisions, aimed at assessing progress and aligning with evolving dynamics.

Our commitment to objectivity has been unwavering in formulating this plan. However, subjectivity emerges where data is absent, and the fluidity of the Implementation framework acknowledges its susceptibility to policy guidelines from the county treasury.

The preparation of this document involved thorough stakeholder and departmental consultations. Sector working groups and a dedicated secretariat, appointed by the CEC for Finance in consultation with the County Secretary and County Commissioner, have navigated the intricacies of GECA planning.

This Sector Plan transcends conventional documentation which will is an internal policy instrument designed to guide county planning in future. However, its reach extends beyond, serving the informational needs of county residents and stakeholders for academic, personal, or various other purposes.

GECA, as the anchor, orchestrates a harmonious interplay, fostering an environment where the collective progress of our county is not just a possibility but an inevitability.

The profound significance of this plan is accentuated in its role as the precursor to the subsequent County Integrated Development Plans (CIDPs). It serves as a foundation propelling us forward, an imperative considering the ever-changing landscape of our county.

To remain relevant and effective, the plan is not static. An embedded annual review process ensures that our strategies evolve with the challenges and opportunities unfolding in our dynamic county.

As I contemplate the future, I envisage a Nyeri County that epitomizes progress and prosperity. This document transcends being a mere plan, which is a commitment to the collective aspiration of a thriving county in the years and decades to come.

Comparing our current efforts to this GECA sector plan to achievements made in the previous ten years, improvements stand out. This continuity of progress is a testament to our dedication to learning, adapting, and improving for the benefit of Nyeri County.

In conclusion, this preface serves not only as an introduction but as an invitation for you, the reader, to embark on this journey with us as we remain optimistic to see a vibrant and economic growing County.

Robert Thuo Mwangi
County Executive Committee Member
FINANCE, ECONOMIC PLANNING & ICT

Diana Kendi Taricia
County Executive Committee Member
TRADE, TOURISM, CULTURE & COOPERATIVES

ACKNOWLEDGEMENT

The GECA sector plan 2023-2032 has been prepared through a collaborative and all-inclusive process where views and opinions were sought from different individuals and stakeholders. This process could not have been accomplished without the commitment, dedication, sacrifice and determination of the members of staff of the County Government, Members of the County Assembly, citizens, and other stakeholders who provided valuable inputs.

I wish to start by expressing my sincere gratitude to H.E the Governor Mutahi Kahiga, EGH and H.E the Deputy Governor David Waroe Kinaniri for providing visionary leadership and immeasurable support in developing this plan. Special recognition goes to the County Executive Committee Members; Mr. Robert Thuo Mwangi for Finance and Economic Planning, Kendi Tarichia for Trade, Culture and Tourism for their tireless guidance and insights. I also wish to highly appreciate the Chief Officer for Economic Planning, M/s Mercy Ngacha under whose direction, technical support and guidance made this process a success.

The directors and other officers from all the subsectors are also appreciated for providing critical input as part of the technical team.

Special thanks go to the National Treasury and Ministry of Planning through the State department of Planning for providing guidelines that were used in preparation of this sector plan. These guidelines provided direction on the content and arrangement of the document. To all our development partners, your technical and financial support is highly appreciated.

Finally, I take this chance to appreciate the efforts of the expanded GECA sector Secretariat drawn from all the subsector Special thanks goes to the Core Technical team comprising of Chief Officer Finance and Accounting Mr. John Ngugi, Director Economic Planning FA Mwai S. Mathenge, Senior Economist Mr. Chris Gathogo, Economists Germano Wang'ombe,Ruth Kimiti and Kelvin Kiruki, Ms. Damaris Gichuhi and Ms. Susan Njuguna, Harrison Ngari and Peter Theuri for their commitment and dedication throughout the preparation process of compiling, editing and formatting of the document.

While I may not mention everyone who participated, I do acknowledge all those individuals who directly or indirectly contributed to the success of the development and production of this Plan.

Thank you.

George Mwangi
Accounting Officer/Chair of the SWG
General Economics and Commerce Affairs

EXECUTIVE SUMMARY

General Economics and Economic Affairs sector comprises of nine subsectors namely; Accounts, Procurement, Internal audit, Revenue Mobilization, Economic Planning budgeting M&E, Trade Development and Industrialization, Tourism, Cooperatives, ICT. The goal of the sector is to monitor, evaluate and oversee the management of public finances and economic affairs as well as enhance the technological adoption of ICT in all County Government services.

This Sector Plan presents the programs and projects that will be implemented during the 2023-2032 plan period. It addresses the identified emerging issues, challenges, and it is set to realize the goals of Kenya Vision 2030.

The Plan is divided into five chapters outlined as follows;

Chapter One provides the introduction of the Plan highlighting the general overview of the County

Chapter Two provides the situation analysis of the sector which include sectoral key achievements, development issues, their causes, opportunities and challenges, crosscutting Issues and emerging issues.

Chapter three presents the sector development strategies and programs which include sector flagship projects and the cross-sectoral linkages. Among the key programs and projects identified are; acquisition of modern ICT infrastructure and improvement of trading environment by construction and renovation of markets. Key flagship projects in the sector include development of Nyeri Industrial and Business Park and construction of Nyeri County Modern Amphitheatre and Leisure Park

Chapter Four outlines the implementation mechanisms that entail the institutional arrangement which highlights the various institutions and their specific roles in the implementation of the plan.

Chapter Five provides the monitoring, evaluation and reporting framework that will enable tracking implementation of this sector plan, its continual review and updating. It also entails the monitoring and evaluation matrix which will guide the implementing agencies in undertaking the planned activities as well as providing a framework for Monitoring, Evaluation and Reporting.

CHAPTER ONE: INTRODUCTION

1.1 County Overview

This chapter provides the background information on the socio-economic aspects that contribute towards development of the county. The chapter provides a description of the county in terms of the background position and size, location, physiographic and natural conditions, administrative and political units' demographic features as well as the human development index.

1.1.1 Background

Nyeri County has an estimated population of 828,805 persons consisting of 49 percent male and 51 percent female according to the projections by KNBS, 2022. Most of the inhabitants of the County are from the Kikuyu community who are predominantly farmers growing tea and coffee as cash crops. They also engage in subsistence farming of crops such as maize, beans, assorted vegetables, and sweet potatoes as well as small scale livestock farming. Other communities living in the county include Luo, Meru, Kamba, Embu, Borana, Somali and virtually all Kenyan communities who are mostly engaged in own businesses or employed by the government.

Kikuyus traditionally believed in one god, called Ngai (the provider), living at the top of Mount Kenya. However, most of them have today abandoned their traditional beliefs for Christianity. The most dominant Christian faiths are the Presbyterian, Methodist, Catholic, Anglicans, Pentecostals and Akorino denominations. There's a small number of residents, mainly found in major urban centers, who ascribe to Islam and Hindu religions.

The County lies between two water towers i.e., Mount Kenya and the Aberdare ranges with agriculture as the main economic activity. The County is renowned for horticultural farming. Other agricultural activities which act as a source of income include dairy farming and fish keeping. There are a number of light industries, tea and coffee factories providing a market and employment to the locals. The County headquarter is located in Nyeri Town which is easily accessible from all the eight sub counties. Nyeri is also a home to re-known personalities including the late President Mwai Kibaki, Nobel Peace Prize laureate the late Prof. Wangari Maathai and renowned Olympic (Boston and Chicago) marathon medalist Catherine Ndereba.

The county is easily accessible by road from Nairobi and the neighboring counties. It takes about two hours travel to Nyeri from Nairobi (approximately 150km), two hours from Nakuru (approximately 167km), 45 minutes from Nanyuki (approximately 60km) and one and a half hours from Nyahururu (approximately 100km). There is no regular transport by air to Nyeri although there are three airstrips namely Mweiga on the Nyeri-Nyahururu highway, Nyaribo on the Nyeri- Nanyuki road about 15km from Nyeri town and the Nanyuki air strip near Nanyuki Town.

Nyeri County forms part of the Central Region Economic Bloc (CeREB) that is made up of 10 counties. The regional block provides a means of promoting harmonized trade and economic development within the region. The other counties that make the economic block include Kiambu, Kirinyaga, Murang'a, Nyandarua, Meru, Tharaka Nithi, Embu, Nakuru and Laikipia.

1.1.2 Position and Size

Nyeri County is one of the 47 counties in Kenya and is located in the central region of the country. It covers an area of 3,325 Km^2 and is situated between longitudes 36038" east and 37020" east and between the equator and latitude 00 380 south. It borders Laikipia County to the north, Kirinyaga County to the east, Murang'a County to the south, Nyandarua County to the west and Meru County to the northeast.

Figure 1: Location of the County in Kenya

1.1.3 Physiographic and Natural Conditions

Nyeri County lies within the central highlands of Kenya and is divided into two main topographic regions which are plains and highlands. The topographic features in the county include the mountain, rivers, water bodies and hills. The highest point in the County is Mount Kenya which is 5199m above sea level while the lowest point is at Sagana river in Mukurweini Central ward which is 1192m above sea level. The County has an average slope area of 8.8%.

The main physical features of the county are Mount Kenya at the eastern side and the Aberdare ranges (3,999m above sea level) to the west side of the County. The northern part is flat (Kieni East and Kieni West

Sub counties), whereas the southern part of the county has steep ridges and valleys, with a few hills such as Karima, Nyeri and Tumutumu. These hills affect the pattern of rainfall, thus influencing the mode of agricultural production and the type of agricultural produce.

The county has a forest coverage of 38% which is above the recommended minimum level of 10%. There are two gazetted forests, Mt. Kenya Forest and the Aberdare Ranges. In each of the forest, there are various forest sub stations which include Nanyuki, Gathiuru, Naromoru, Kabaru, Hombe, Ragati and Chehe in Mt. Kenya and Muringato, Kabage, Zaina, Zuti, and Kiandongoro in the Aberdares. However, the forest cover is under threat of decreasing due to increased deforestation and human encroachment.

The major rivers found in the county are Ewaso Ng'iro, Chania, Gura and Amboni from Aberdare Forest and Nairobi River from Mt Kenya. Sagana river is jointly fed by rivers from both Mt. Kenya and Aberdare rivers. Among other rivers found in the county are Ragati river. The permanent and seasonal rivers in the County are the main source of water for agricultural, domestic and industrial development across the County.

1.1.4 Ecological Conditions

The county has two forest eco-systems, namely Aberdare and Mt. Kenya. The county has twelve (12) isolated forested hills under the management of County Government. The major ones based on their sizes are Gachirichiri, Karima and Tumutumu. The forests are a valuable resource to the County as they are a source of products such as timber, fuel, fodder, herbal medicine among others. In addition, these forests play vital roles which include maintenance of water cycle, wildlife habitat and are also repository of a wide range of biodiversity. Since soil conditions in the county are almost similar, agricultural productivity is influenced by rainfall intensity and temperature conditions.

1.1.5 Climatic Conditions

The county being located within the highland zone of Kenya, receives conventional rainfall in most of its parts. The rains are experienced in two seasons, long rains occurring from March to May while the short rains are experienced from October to December. This pattern however has been adversely affected by the recent climatic changes being experienced globally.

The annual rainfall ranges between 1,200mm-1,600mm during the long rains and 500mm-1,500mm during the short rains. In terms of altitude, the county lies between 3,076 meters and 5,199 meters above sea level. The precipitation is highest in the month of April and lowest in the months from June to September.

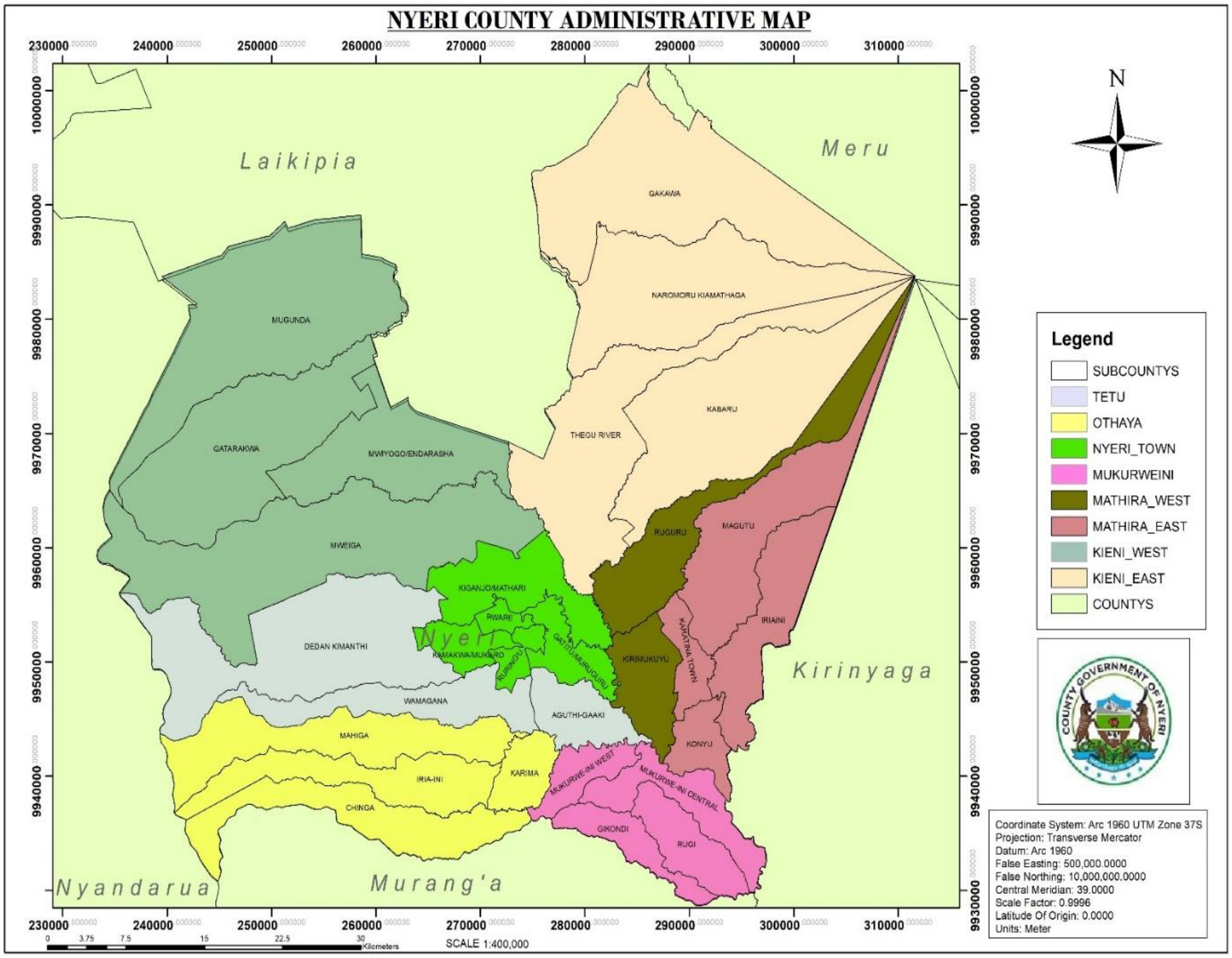
The County's monthly mean temperature ranges from 12.8 ^{0} C to 20.8 ^{0} C with February and March being the hottest months while July is the coldest month of the year. However, areas around Mount Kenya experience low temperatures throughout the year.

1.1.6 Administrative and Political Units

Nyeri County is sub-divided into various administrative and political units. These administrative and political units are very fundamental for the management and service delivery to the citizenry.

These units are the sub-counties, divisions, locations, and sub-locations. This is illustrated by figure 2, Table 1 and Table 2 below.

Figure 2: County's Administrative and Political Units



Source: County Government of Nyeri, 2022

Table 1: Area (Km^2) by Sub-County

Sub County	Area (Km²)	Divisions	Locations	Sub-locations
Mathira East	130.4	4	16	44
Mathira West	162.3	3	9	31
Kieni West	517.8	2	6	26
Kieni East	448.7	2	10	33
Tetu	216.5	2	8	35
Mukurwe-ini	179.1	4	15	32
Nyeri Central	167.6	1	4	22
Othaya	169.2	4	14	29
TOTAL	***1991.6**	**22**	**82**	**252**
***The total area excludes Mt. Kenya and Aberdare Forests (1333.4 Km²)**				

Source: KNBS ,2022

Table 1 shows that the county is divided into eight administrative sub counties namely, Kieni East, Kieni West, Mathira East, Mathira West, Nyeri Central, Mukurwe-ini, Tetu and Othaya. The county is further subdivided into 22 divisions, 82 locations and 252 sub-locations.

Kieni West Sub County is the largest with a land size of 517.8 Km2 while Mathira East is the smallest with an area of 130.4 Km2. Mathira East has the highest number of locations and sub locations while Nyeri Town has got the least.

1.1.7 County Government Administrative wards by constituency

Nyeri County comprises of 30 wards and villages. Nyeri Central sub-county has the highest number of wards as compared to Mathira West which has the least. This is as illustrated in Table 2 below.

Table 2: County Government Administrative Wards

Sub County	No. of Wards	No. of Villages
Mathira East	4	343
Mathira West	2	258
Kieni West	4	221
Kieni East	4	294
Tetu	3	224
Mukurwe-ini	4	317
Nyeri Central	5	187
Othaya	4	291
Total	**30**	**2135**

Source: County Government of Nyeri, 2022

1.1.8 Political Units (Constituencies and Wards)

The Political units are represented by elected persons at the national and county level. Table 3 shows the distribution of electoral wards by constituency.

Table 3: County's Electoral Wards by Constituency

Constituency	Electoral wards	Ward Names
Mathira	6	Ruguru, Kirimukuyu, Iria-ini, Karatina, Magutu, Konyu
Kieni	8	Gakawa, Naromoru/ Kiamathaga, Thegu River, Kabaru, Gatarakwa, Mugunda, Endarasha/Mwiyogo, Mweiga
Tetu	3	Aguthi/Gaaki, Dedan Kimathi, Wamagana
Mukurwe-ini	4	Rugi, Gikondi, Mukurwe-ini Central, Mukurwe-ini West
Nyeri town	5	Kamakwa/Mukaro, Kiganjo/Mathari, Rware, Ruringu, Gatitu/Muruguru
Othaya	4	Chinga, Mahiga, Iria-ini, Karima
Total	**30**	

Source: IEBC, 2022

Kieni with eight wards has the highest number while Tetu with three has the lowest. This is majory attributed to the fact that Kieni is vast compared to other constituencies in the county. Consequently, Kieni has the highest number of registered voters. Therefore, there is need to intensify civic education, in Kieni Constituency, to ensure all the eligible voters are registered to enable them actively participate in the democratic process as well as channelling more resources towards development of the constituency.

Demographic Features

1.1.9 Population Size, Composition and Distribution

Nyeri County has a total population of 759,164 (2019 population census) people which comprises of 374,288 men, 384,845 women and 31 individuals who are intersex. The County's population accounts for approximately 2% of the entire Country's population. According to the Kenya Population and Housing Census report by KNBS Nyeri's population is distributed across 248,050 households with an average household size of 3 and spread out across 8 sub counties (excluding the forest regions of Aberdare and Mt. Kenya Forest) with varying population densities. However, the County has a population density of 228 people per square kilometre.

This section provides an analytical description of the major demographic characteristics of the County's population and makes population projections that will guide the planning process for the five-year period.

As mentioned before, the County's population is distributed across 8 sub counties and two forest regions. Table 4 below provides sex disaggregated data as per the 2019 census report and projections across the 8 sub-counties for the next five years.

Table 4: Population Projections (by Sub-County and Sex)

Sub- county	Census (2019)				2022 (Projection)				Projection (2025)				Projection (2027)			
	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
Tetu	39,293	41,155	5	80,453	41,343	43,303	5	84,651	43,501	45,562	6	89,069	45,001	47,134	6	92,141
Kieni East	55,360	55,012	4	110,376	58,249	57,883	4	116,136	61,288	60,903	4	122,196	63,402	63,004	5	126,411
Kieni West	43,843	44,677	5	88,525	46,131	47,008	5	93,144	48,538	49,461	6	98,005	50,212	51,167	6	101,385
Mathira East	48,070	50,992	3	99,065	50,578	53,653	3	104,234	53,218	56,453	3	109,674	55,053	58,400	3	113,457
Mathira West	29,480	30,412	3	59,895	31,018	31,999	3	63,020	32,637	33,669	3	66,309	33,763	34,830	3	68,596
Nyeri South (Othaya)	44,115	46,964	2	91,081	46,417	49,415	2	95,834	48,839	51,993	2	100,835	50,524	53,787	2	104,313
Mukurwe-ini	43,975	45,156	6	89,137	46,270	47,512	6	93,788	48,684	49,992	7	98,682	50,363	51,716	7	102,086
Nyeri Central	69,955	70,380	3	140,338	73,605	74,053	3	147,661	77,446	77,917	3	155,366	80,118	80,604	3	160,725
Mt. Kenya Forest*	123	65		188	129	68	-	198	136	72	-	208	141	74	-	215
Aberdare Forest*	74	32		106	78	34	-	112	82	35	-	117	85	37	-	121
Total	**374,288**	**384,845**	**31**	**759,164**	**393,819**	**404,927**	**33**	**798,779**	**414,370**	**426,057**	**34**	**840,461**	**428,662**	**440,753**	**36**	**869,450**

Source: KNBS,2022

****Where M is male, F is female, and T is Total***

From Table 4 above, a significant proportion of the County's population is in the Kieni, Mathira and Nyeri Central regions respectively while Tetu and Mukurwe-ini have the least number of people. The population of women is slightly higher compared to that of men across the sub-counties apart from Kieni East. The County's population is expected to grow to 869, 450 by 2027 from the 759,164 in 2019. This is a growth rate of about 1.72% compared to the anticipated national growth rate of 1.86% within the same period. This influx in population will likely lead to an increase in demand for more land to establish settlements. Bearing in mind that Nyeri is an Agricultural County, it will therefore be important to develop, implement and enforce land use policies to protect Agricultural land. Additionally, the Government will need to put in place measures to raise more resources to cater for the growing population.

County Population Age Structure

Understanding the age structure of a population is crucial for planning purposes. Table 5 below therefore provides the County's age disaggregated data as per the 2019 census results and provides projections up to the year 2027.

Table 5: Population Projections by Age Cohort

Age Cohort	2019 (Census)				2022 (Projection)				2025 (Projection)				2027 (Projection)			
	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
0-4	37,016	36,082		73,098	39,976	40,230		80,206	39,912	40,002		79,914	39,598	39,684		79,281
5-9	77,943	37,313		75,079	39,199	39,917		79,116	39,533	40,373		79,906	39,495	40,221		79,716

10-14	78,855	37,479		76,522	37,322	37,818		75,140	38,442	39,204		77,646	38,666	39,512		78,178
15-19	37,969	35,558		73,527	35,785	36,429		72,214	36,014	36,788		72,802	36,755	37,716		74,471
20-24	29,778	29,391		59,169	34,861	36,153		71,014	36,147	36,516		72,663	36,300	36,765		73,065
25-29	24,018	25,279		49,297	33,935	34,997		68,932	34,521	36,121		70,642	35,407	36,384		71,791
30-34	26,380	28,205		54,585	29,823	31,849		61,672	33,290	33,879		67,169	33,683	34,634		68,316
35-39	25,905	27,229		53,134	27,377	28,943		56,319	26,915	29,674		56,589	29,182	31,003		60,185
40-44	23,836	24,202		48,038	25,455	26,701		52,156	26,871	27,477		54,349	26,582	27,966		54,547
45-49	21,774	21,794		43,568	21,316	23,043		44,359	23,461	25,074		48,536	24,372	25,581		49,952
50-54	18,644	20,024		38,668	18,173	19,447		37,620	18,660	20,581		39,241	20,001	21,868		41,868
55-59	15,916	16,562		32,478	15,828	16,260		32,088	16,207	17,546		33,754	16,518	18,263		34,781
60-64	10,311	11,207		21,518	11,644	12,073		23,716	13,623	14,493		28,116	13,848	15,289		29,137
65-69	8,661	9,507		18,168	9,314	9,868		19,182	8,470	9,817		18,287	9,576	11,325		20,901
70-74	7,986	9,208		17,194	8,529	9,140		17,669	7,371	9,159		16,530	6,983	9,128		16,111
75-79	3,991	6,447		10,438	6,379	7,146		13,525	6,163	8,136		14,300	5,691	8,147		13,838
80+	5,289	9,353		14,642	10,798	11,079		21,876	10,839	11,332		22,171	10,995	12,265		23,259
Age NS**	5	5	31	41	5	5	33	43	6	6	34	45	6	6	36	47
Total	**454,277**	**384,845**	**31**	**759,164**	**405,714**	**421,093**		**826,847**	**416,445**	**436,178**	**34**	**852,660**	**423,658**	**445,757**	**36**	**869,444**

****The age of the intersex population was not provided in the census data and thus they were included among the 5 individuals who did not state their age.***

*****Age Not Specified***

Source: KNBS, 2022

From the data in the table 5 above, it is evident that almost 40% of the County's population is within the 0-19 age bracket. With such population composition, the demand for education and health services is bound to be on the rise and should be prioritized in planning. More information and discussion about the age structure of the population is provided under Table.8

Regarding the population distribution across rural and urban centres, 80.14% of the people reside in rural areas, while 19.86% of the people live within the county's urban areas. Table 6 below provides information on the population distribution across the major urban centres in the county.

Table 6: Population Projections by Urban Area

Urban Area	Census (2019)				2022 (Projection)				Projection (2025)				Projection (2027)			
	M	F	Inter-sex	T	M	F	Inter- sex	T	M	F	Inter-sex	T	M	F	Inter-sex	T
Nyeri	40,697	39,382		80,081	42,821	41,437		84,260	45,055	43,599		88,657	46,609	45,103		91,715
Karatina	12,451	11,100		23,552	13,101	11,679		24,781	13,784	12,289		26,074	14,260	12,713		26,973
Othaya	3,675	2,975		6,650	3,867	3,130		6,997	4,069	3,294		7,362	4,209	3,407		7,616
Mukurwe-ini	3,393	3,115		6,508	3,570	3,278		6,848	3,756	3,449		7,205	3,886	3,568		7,453
Chaka	3,098	2,872		5,970	3,260	3,022		6,282	3,430	3,180		6,609	3,548	3,289		6,837
Kiganjo	1,667	2,342		4,009	1,754	2,464		4,218	1,846	2,593		4,438	1,909	2,682		4,591
Mweiga	1,872	1,737		3,609	1,970	1,828		3,797	2,072	1,923		3,995	2,144	1,989		4,133
Endarasha	1,430	1,313		2,743	1,505	1,382		2,886	1,583	1,454		3,037	1,638	1,504		3,141
Naromoru	4,180	3,917		8,097	4,398	4,121		8,520	4,628	4,336		8,964	4,787	4,486		9,273
Others	932	8,604		9,533	981	9,053		10,030	1,032	9,525		10,554	1,067	9,854		10,918
Total	**73,395**	**77,357**		**150,752**	**77,225**	**81,394**		**158,619**	**81,255**	**85,641**		**166,896**	**84,057**	**88,595**		**172,652**

***The data provided does not include the intersex population**

Source: KNBS 2022

According to the KNBS census report on urbanization, Nyeri County has 8 urban centres/ trading centres with a population of more than 2000 people (The urban/ trading centres are as shown in Table 6 above) and a total urban population of 150,752 people.

Nyeri town is the largest urban centre with a population of 80,081people. The County's urban population is expected to grow to 172,652 people by 2027. In anticipation for this growth, the Government needs to enhance urban planning and provision of services such as water supply and solid waste management within the Urban areas. Furthermore, there needs to be more controlled development within the urban areas and residential areas surrounding the urban centres to avoid congestion and other negative externalities that may arise from the failure to do so.

1.1.10 Population Density and Distribution

Table 7 below provides information on Nyeri County's Population density and distribution disaggregated by sub counties.

Table 7: Population distribution and density by Sub-County

Sub- County	2019 (Census)			2022 (Projection)			2025 (Projection)			2027 (Projection)		
	Area (Km²)	Population	Density	Area (Km²)	Population	Density	Area (Km²)	Population	Density	Area (Km²)	Population	Density
Tetu	217	80,453	372	217	84,651	391	217	89,069	411	217	92,141	426
Kieni East	449	110,376	246	449	116,136	259	449	122,196	272	449	126,411	282
Kieni West	518	88,525	171	518	93,144	180	518	98,005	189	518	101,385	196
Mathira East	130	99,065	760	130	104,234	799	130	109,674	841	130	113,457	870
Mathira West	162	59,895	369	162	63,020	388	162	66,309	409	162	68,596	423
Nyeri South	169	91,081	538	169	95,834	566	169	100,835	596	169	104,313	617
Mukurwe-ini	179	89,137	498	179	93,788	524	179	98,682	551	179	102,086	570
Nyeri Central	168	140,338	837	168	147,661	881	168	155,366	927	168	160,725	959
Mt. Kenya Forest*	611	188	0	611	198	0	611	208	0	611	215	0
Aberdare Forest*	722	106	0	722	112	0	722	117	0	722	121	0
	3,325	**759,164**	**228**	**3,325**	**798,779**	**240**	**3,325**	**840,461**	**253**	**3,325**	**869,450**	**261**

Source: KNBS 2022

Nyeri County has a population Density of 228 people per square kilometer which is significantly higher compared to the National density of 82. With an expected increase in population, the County's population density is expected to reach 261 people per square kilometer by 2027. The population density is higher in Nyeri Central Sub County considering that it is largely an urban region and lowest in the expansive rural Kieni sub-counties. The current and expected continued high concentration of people within Nyeri Central, Othaya and Mathira sub-counties requires continuous investment in both social and physical infrastructures to cater for their needs.

The low population density in the Kieni region relative to the land size implies that there is a lot of unutilized land whose potential could be tapped for Agricultural purposes. However, the climatic condition of this region makes it hard to undertake rain-fed agriculture and thus the government should invest in improving irrigation within this region as a measure to promote food security.

Population Projection by Broad Age Groups

Table 8 below provides data on the select age groups within the County as per the KNBS census report, 2019 and their projections up to 2027

Table 8: Population Projections by Broad Age Groups

Age Group	2019 (Census)			2022 (Projection)			2025 (Projection)			2027 (Projection)		
	M	F	T	M	F	T	M	F	T	M	F	T
Infant Population (<1 Year)	7,398	7,367	14,765									
Under 5 Population	37,016	36,082	73,098	39,976	40,230	80,206	39,912	40,002	79,914	39,598	39,684	79,281
Pre-School (3- 5 Years)	22,356	21,599	43,955	23,799	24,063	47,862	23,856	24,090	47,946	23,734	23,939	47,673
Primary School (6 –13 Years)	61,600	60,301	121,901	61,187	62,145	123,332	62,298	63,550	125,848	62,456	63,693	126,149
Secondary School (13 –19 Years)	54,032	50,637	104,669									
Youth (15 –29 Years)	91,765	90,228	181,993	104,581	107,579	212,160	106,682	109,425	216,107	108,462	110,865	219,327
Women of Reproductive Age (15 – 49Years)		191,658	191,658		218,115	218,115		225,529	225,529		2,300,489	2,300,489
Economically Active Population (15 – 64 Years)	234,531	239,451	473,982	254,197	265,893	520,090	265,710	278,150	543,860	272,647	285,467	558,114
Aged (65+)	25,927	34,515	60,442	35,020	37,233	72,253	32,843	38,444	71,288	33,245	40,865	74,109

Approximately 23.97% of the county's population is within the youthful age bracket (15-29 years) while 50.23% is within the reproductive age bracket (15-49 years). The number of women who are within the reproductive age bracket account for about 49.8% of the women population. The county enjoys a huge labour force with about 62.98% of its population being within the working age bracket of between 15 and 65 years.

Further, the population of children under five years' accounts for about 10% of the population while those within the preschool age bracket of between 3 and 5 years of age make up 5.79% of the County's population. On the other hand, individuals within the primary school and secondary school age brackets (6-13 years and 13-19 years respectively) are about 29.84% of the County's population. This demographic profile calls for concerted efforts between the different levels of government towards improvement of educational and health facilities and creation of more employment opportunities.

1.1.11 Population of Persons with Disability

Table 9: Population of Persons with Disability by Type, Age and Sex

Type	0 - 14				15 – 24				25 – 34				35 - 54				55+			
	M	F	Inter- sex		M	F	Inter- sex	T		F	Inter- sex	T	M	F	Inter- sex	T	M	F	Intersex	Total
Hearing																				2513
Speech																				2437
Visual																				6530
Mental																				5468
Physical																				11243
Self- care																				3692
Other																				0

Source: KNBS,2022

Nyeri County has a population of 21,860 individuals with disabilities. This accounts for approximately 2.4% of the entire Country's population of PLWDs. Out of the 21,860 PLWDs, 8,588 are male while 13,270 are female. Notably, the County's disability prevalence stands at 3.2 which is higher than the National prevalence of 2.2. Some of the factors that affects disability prevalence include tendencies in health conditions, environmental factors, prevalence of occurrence of traffic accidents, natural disasters, conflicts, and substance abuse. Based on this, it is important to access the reason behind the high disability prevalence and to put in place measures towards reducing it, and to develop social protection programs aimed at helping and empowering the population of PLWDs.

1.1.12 Demographic Dividend Potential

Demographic dividend refers to the potential of accelerated economic growth that may result from a decline in a county's mortality and fertility and the subsequent change in the age structure of the population. Demographic Dividend presents to counties the opportunity to accelerate economic growth and achieve sustainable development and social change. The focus areas of demographic dividend include health and wellbeing; education and skills development; employment and entrepreneurship and rights, governance, and youth empowerment. To maximize on the county's potential to reap its demographic dividend it is, necessary to make strategic investments in the focus areas. The expected outcome from such strategic interventions would be increased incomes and better quality of life for the citizens. Table 10 below provides some indicators of the County's demographic dividend potential.

Table 10: Demographic Dividend Potential

Category	2019	2023	2024	2025	2026	2027
Population Size	759,164.00	835,408	844,012	852,615	861,008	869,397.00
Population below 15 (%)	29.60%	28.19%	28.02%	27.85%	27.56%	27.28%
Population 15 – 64 (%)	62.43%	63.20%	63.50%	63.79%	63.99%	64.20%
Population above 65 (%)	7.96%	8.61.%	8.48%	8.36%	8.44%	8.52%
Dependency Ratio	0.6	0.58	0.57	0.57	0.56	0.56
Fertility Rate	2.9	2.8	2.8	2.8	2.8	2.7

Source: KNBS, 2022

On the other hand, The Demographic Window is defined to be that period in a county's demographic evolution when the proportion of population of working age group is particularly prominent. This occurs when the demographic architecture of a population becomes younger and the percentage of people able to work reaches its height. Technically, it occurs when the proportion of children and youth under 15 years falls below 30 per cent and the proportion of people 65 years and older is still below 15 per cent, this window lasts about 30-40 years. The population structure and indicators show that County is in its demographic window and therefore has a high demographic dividend potential that ought to be harnessed.

From Table 10 above, The County's fertility rate in 2019 was 2.9 compared to the National average of 3.4. Additionally, 62.43 percent of the county's population is within the productive age bracket. To take advantage of this demographic composition, the county should invest in programmes that increase employment and harness the productivity of this age bracket. Failure to provide opportunities to the growing young population will result in rising unemployment and an increased risk of social upheavals. Nyeri County is on the right track as projections show that the dependency ratio will reduce gradually meaning the number of dependents will reduce and thereby, with lower dependency ratio there is likely to be increased productivity, growth, and overall development in the county.

1.2 Background Information (Sector)

This sector is made up of eight subsectors which generally contribute towards socio-economic development while ensuring adherence to the efficient and prudence in public finances, and provides a conducive trading environment for the Nyeri people.
The following summary shows the mandate of each sub-sector towards realization of the objectives for the sector;

S/No.	Subsector	Mandate/Responsibilities
1.	Accounts	i. To develop, coordinate and implement financial policies in the county ii. To monitor County Government entities for prudent financial management iii. Establishing financial systems to enable innovativeness and adaptability of public Services to the needs of users

S/No.	Subsector	Mandate/Responsibilities
		iv. Managing the County Government 's public debt and other obligations and developing a framework of debt control for the County v. Consolidating the annual appropriation accounts and other financial statements of the County Government in a format determined by the Accounting Standards Board vi. Acting as custodian of the inventory of the County Government's assets except when provided otherwise by other legislation or the Constitution vii. 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 viii. Assisting the County Government in developing capacity for efficient, effective, and transparent financial management ix. Advising the County Government entities, the County Executive Committee, and the County Assembly on financial matters x. Strengthening financial and fiscal relations between the National Government and County Governments
2.	Procurement	i. Initiating procurement policies ii. Implementing existing supplies regulations, procedures, and systems. iii. Recommending disposal of unserviceable stores iv. Implementing procurement manual v. Preparing procurement plans vi. Sourcing for suppliers vii. Conducting stock control viii. Stock taking and stock audit ix. Implementing e-procurement strategies
3.	Internal Audit	i. Reviewing the governance mechanisms of the entity and mechanisms for transparency and accountability with regard to the finances and assets of the entity. ii. Conducting risk-based, value-for-money and systems audits aimed at strengthening internal control mechanisms that could have an impact on achievement of the strategic objectives of the entity iii. Verifying the existence of assets administered by the entity and ensuring that there are proper safeguards for their protection iv. Providing assurance that appropriate institutional policies and procedures and good business practices are followed by the entity

S/No.	Subsector	Mandate/Responsibilities
		v. Evaluating the adequacy and reliability of information available to management for making decisions with regard to the entity and its operations
4.	Revenue Mobilization	i. Collecting, receiving, and accounting for County revenue ii. Advising the county executive committee on all matters relating to the administration and enforcement of collection of count revenue. iii. Providing quarterly statements to the county treasury with copies to the national treasury and the commission on revenue allocation. iv. Mobilising local revenue resources for funding the budgetary requirements of the county government and putting in place mechanisms to raise revenue and resources
5.	Economic Planning, Budgeting, monitoring and Evaluation	i. Planning, analysis and review of government policies, strategies, programmes and projects and provision of advice on economic planning and budgeting, ii. Collection, analysis and storage of statistical data and information on all development issues affecting the welfare of the residents of Nyeri iii. Coordinating the County Planning budgeting process iv. Managing the County Government's public debt and other obligations and developing a framework of debt control for the County. v. Assisting the County Government in developing capacity for efficient, effective, and transparent financial management vi. Advising the County Government entities, the County Executive Committee, and the County Assembly on Financial matters vii. Strengthening financial and fiscal relations between the National Government and County Governments viii. Monitoring and evaluation of the county's projects and programs and make quarterly and annual reports.
6.	Trade Development and Industrialization	i. Develop wholesale and Retail Markets ii. Provide affordable financing and training on financial leveraging iii. Providing business linkages iv. Market management v. Investment promotion and facilitation Training on product development vi. Marketing and exposure Programs through trade shows and exhibition vii. Allocation of Trading places in County Public Markets.
7.	Tourism	i. Develop and implement county tourism policy ii. Collaborate with stakeholders in establishing and enforcing a code of practice for tourism at all levels.

S/No.	Subsector	Mandate/Responsibilities
		iii. To develop, promote and diversify tourism products and cultural heritage for increased economic growth. iv. Sensitize local communities on the conservation of tourism resources and attractions v. To promote and develop all aspects of performing arts, visual arts, tangible and intangible cultural heritage and indigenous health, nutrition and environment for sustainable development. vi. Coordinate capacity development and setting of standards in the hospitality industry vii. Undertake and coordinate research in the county in regards to the tourism industry. viii. Set, regulate and monitor standards of service for hotels, restaurants and regulating tourism enterprises with oversight authority in all matters tourism. ix. Internal and external resource mobilization in consultation with the treasury for the development of tourism. x. Liaise and collaborate with international, national and regional institutions on tourism issues.
8.	Cooperatives Development	i. Promoting and facilitating registration of co-operatives ii. Providing audit services, enforcement of audit requirements and standards, iii. Carrying out inspections into the affairs of county co-operatives iv. Promoting and facilitating co-operative societies engaged in value addition, v. Ensuring compliance with co-operative legislation, vi. Providing co-operative advisory services, vii. Facilitating collaboration and linkages with co-operatives and stakeholders for the benefit of the movement and promoting good governance in the management of the co-operative societies.
9.	ICT	i. Software Development/Acquisition ii. Network Infrastructure (LAN/WAN, Telephony iii. Web design and Maintenance(Intranet and Internet) iv. End User Support v. End User Training and ICT skills capacity development vi. Encourage innovations in technology development, use of technology, systems, and general workflows within the County; vii. Promote Information sharing, transparency, and accountability within CGN and towards the general public viii. Promote efficient communication among County staff and stakeholders ix. Ensure that ICT facilities are fully accessible to users with special needs

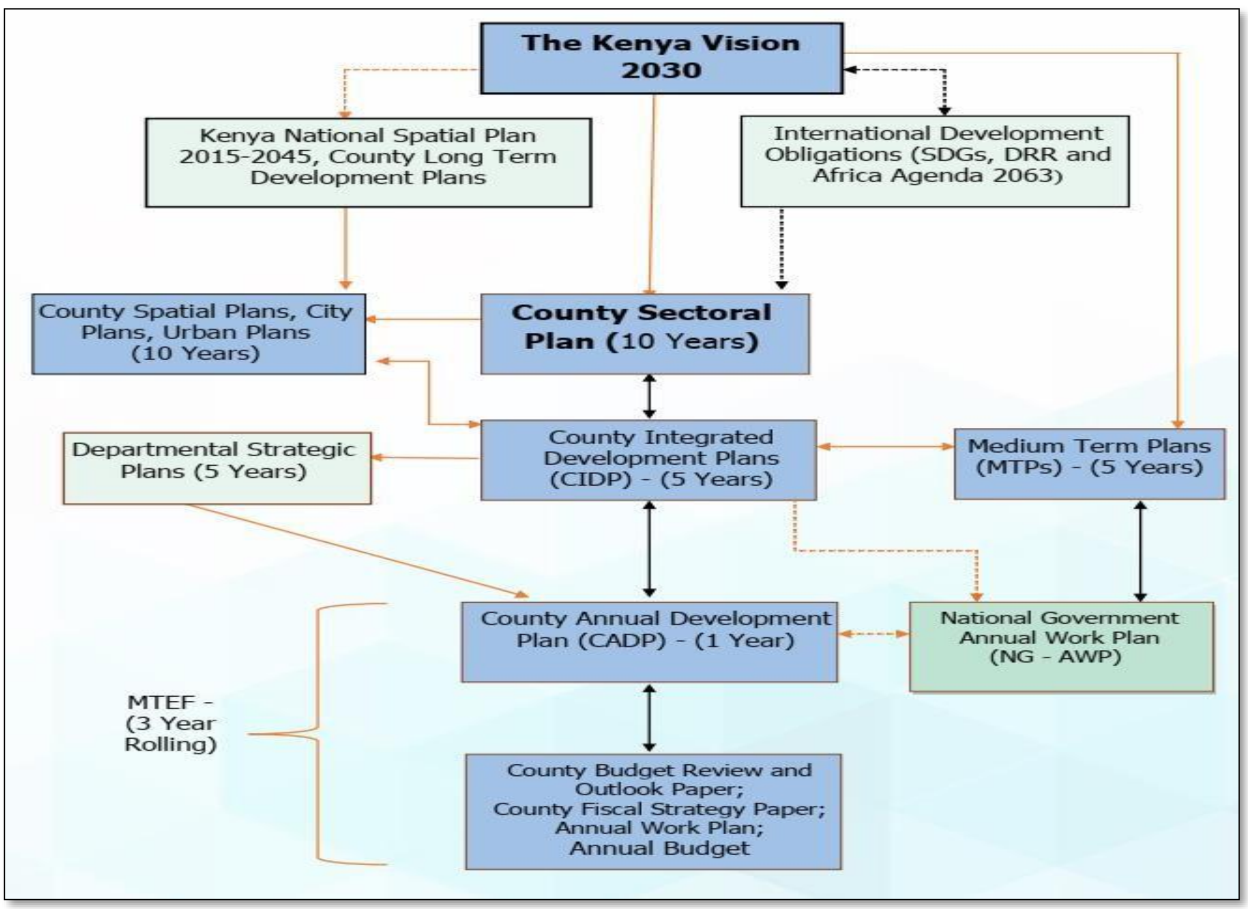
1.3 Rationale

The Constitution of Kenya, 2010 is the basis for the process of devolution in Kenya. To implement devolution and realize its objectives, the National Assembly enacted the County Government Act, 2012 and the Public Finance Management Act, 2012. Part XI of the County Governments Act, 2012 requires county governments to prepare development plans which include County Spatial Plans, Sector Plans, County Integrated Development Plan (CIDP), and Cities and Urban Areas Plans. These plans form the basis for all budgeting and spending in the County.

The Kenya Vision 2030 is the national blueprint that forms the national development agenda that is being implemented through a series of 5-year Medium Term Plans (MTPs) at the National level. At the County level, the Kenya Vision 2030 is implemented through 10-year long-term plans (Sector Plan). The Sector Plan identifies programmes for implementation over the ten-year period which are which are then presented in the CIDP for a 5-year period and then an annual development plan is prepared to implement projects and programmes identified in the CIDP.

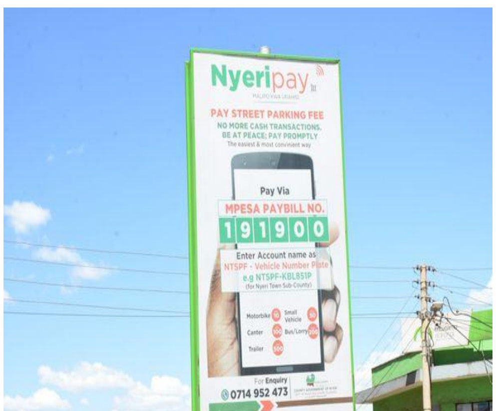
Figure 1 provides a diagrammatic presentation of the link between the Sector plan, the CIDP, the ADP, the Budget and other plans.

Figure 3: Linkage of the Sector Plan with other Plan



1.4 Methodology

This sector plan was developed through a consultative process as provided for in Article 201 of the Constitution of Kenya, 2010, Section 115 of the County Government Act, 2012 and in line with the Nyeri County Public Participation Act, 2015. Consultations were done where submissions of all stakeholders were compiled, analysed and used in developing this plan. Key documents used for reference included the Constitution of Kenya (2010); The National Development Agenda Initiatives; and the third generation CIDP. A Sector Working Group (SWG) was then established to provide secretariat services and direction to the whole preparation process. A workshop was held to build consensus on the contents and address any gaps. The SWG consolidated, revised and fine-tuned the information from each session to populate and improve the document. A validation meeting was held with all the stakeholders and thereafter, the plan was tabled to the Cabinet and forwarded to the County Assembly for approval.



Automation of Revenue Collection

Public Participation Forum

Open Air Market

Empowerment through EDF

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Sector Context Analysis

This section provides analysis of the sector's performance by policy objectives and the environment in which it operates. The General Economics and Commerce Affairs sector has undertaken several detailed and exhaustive reviews to assess progress and provide evidence that can inform the direction and priorities within the Sector. It presents the current situation of key parameters of the sector, reviews the sector financing and performance trends. It further highlights the cross-cutting and emerging issues, challenges and lessons learnt.

2.1.1 Sector External Environment Analysis

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis indicates the external environment under which the sector shall implement the development priorities for the planning period 2023-2032. The environment is analysed as follows:

Environmental Factor	Analytical issues	Effects on the sector performance
Political	Change of political leadership and regimes	Change in government policy and priorities affecting work plans and set objectives. This would call for review of most planning documents Political corruption related vices like nepotism Political instability scares away investors which inturn slows the economic development
	Insecurity	Insecure locations are not encouraging to the investors
Economic	Partnerships and collaborations	The sector is supported by development partners in strengthening devolution. The partnerships are expected to spur economic growth of the county
	National Government policies	The introduction of The National Government Development Agenda would lead to realignments and frequent reviews in the entire planning process. This affects documents such as the CIDP, ADPs, Annual Work Plans and Performance management frameworks
	Unstable and Erratic Energy costs and supply	fluctuations in the energy supply and costs increases cost of doing business
	Unpredictable tax regime and unfavourable tax policies	Investors are scared of the unpredictable taxes
	Inflation rates	Increasing inflation rates lead to high prices of products, services and works

Social	Increased public awareness and citizen Participation in governance, planning and reporting	With devolved governance, there is increased public awareness and expectations on their rights to be served and thus increased demand for performance by the sector
	Education levels	High education levels of the community makes it easy when conducting public education, civic education and/or participatory planning
	High population growth rate	High population leads to high unemployment rates, contributing to poverty, low standards of living and increased crime levels.
	Trade unionism	Offers an opportunity for structured dispute resolution and avoid labour unrest.
	Drug abuse	Abuse by the youth reduces manpower
	Food security	Inadequate security
Technological	Trends in global technological advancements	Unmanaged investment in technology leads to high risk of obsolescence and cost of investment to keeping pace with technology
	County integrated monitoring and evaluation system	This is made to ensure that monitoring and evaluation activities are all inclusive and easily accessible to all
	Information Communication Technology	Use of ICTs enhances quality and timelines of services, reports and accountability. Use of new financial systems in accounting helps to reduce costs.
	Automation of OSR collection	Has reduced revenue leakages and cost for collecting revenue and reporting
	Market accessibility	Promote access to broader market opportunities to access of goods
Environmental	Adverse weather conditions and climate change	Adverse weather conditions and changes in climate affects infrastructural development and leads to delays in implementation of sector projects. Also affects production from other subsectors
Legal	PFM Act and Financial Regulations	Strengthens compliance in financial operations and internal controls mechanisms Discourages investors if their development is not predictable

		There is need to develop an ICT legal framework
	The County Government Act 2012, County Planning (Part XI of the Act), The constitution 2010 The Employment Act 2007 Labour Relations act 2007,labour Institutions act, WIBA act 2007	Under Article 102 (h) of the Act, county planning is expected "to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review". A county planning unit shall be responsible for "coordinated integrated development planning"
	County Finance Acts	Will assist in resource mobilization
	Court Cases	Implementation of projects is affected by injunctions and court orders There is need to establish a county court

Internal Environment Analysis (SWOT)

The sectoral Strengths, Weaknesses, Opportunities and Threats were analysed as follows:

STRENGTHS	WEAKNESSES
i. Effective County Governance System ii. Top County leadership support iii. Existence of legal, regulatory framework to guide and facilitate the department's operations iv. Existence of a well-developed structure for the Co-operative movement v. Good working relationship with stakeholders vi. Rich physical features and favourable climate vii. Informed leadership and management with thorough understanding of policies and issues affecting the department issues viii. Availability of affordable facilities in the County. ix. Availability of the CIDP and other county policy documents to guide the planning process x. Availability of information on automation	i. Inadequate recurrent and development budgetary allocation for the department. ii. Centralized procurement system pose challenge in implementation processes. iii. Inadequate number of technical and support staff. Majority of technical staff is close to retirement iv. Inadequate office space, Equipment and Transport v. Inadequate research within the department vi. High reliance on traditional source markets for local & export market vii. Low levels of awareness of the opportunities in the region, such as EAC,COMESA, SADC viii. Inadequate human resource capacity in the sector ix. High cost of doing business x. Inadequate physical facilities and equipment such as furniture, office space and ICT equipment xi. Un-automated database on M&E system xii. Rising wage bill

xi. Relatively young workforce, who are easy to train on new skills and emerging technologies xii. Goodwill from the national and county government and Development partners. xiii. Availability of higher institutions of learning offering new skills and incubation centres. xiv. Adequate financial management guidelines and Acts xv. Goodwill from the national and county government and Development partners.	xiii. Lack of a county ICT roadmap to guide ICT projects and programmes. xiv. Lack of skilled ICT staff with specialization in ICT key lines to manage County resources
OPPORTUNITIES i. Strategic geographical location that makes Nyeri a regional hub for investment ii. Vibrant economic environment iii. Developed financial system serving the County iv. Membership by proxy to regional economic blocs, multilateral trade organisations and signatory to several bilateral trade agreements v. Ability to draw competence from national institutions dealing with intellectual property, standards, training and research. vi. Internationally renowned tourist attractions vii. Operational Business Information Centre viii. Availability of human resource development institutions. ix. Capacity to train MSMEs and existence of the EDF to support MSMEs. x. Adoption of robust and well developed ICT infrastructure xi. Emerging focus on value addition activities xii. Emergence of dynamic consumer tastes and Standards xiii. Improve governance in cooperatives and enterprise development. xiv. Increased investment in infrastructure development. xv. Increased emphasis on research and development (R&D)	**THREATS** i. Overlaps of mandates and functions between county government and the national government institutions. ii. Insecurity and instability in the country and organized crime. iii. Weak corporate governance and application of best practices iv. High rate of taxation. v. High cost of energy vi. Uncertain global markets vii. High cost of maintenance of retail and wholesale markets viii. The High prevalence of poverty and food insecurity. ix. Weak linkages in the Tourism sector that are unable to tap and benefit from the country/regional tourism market share x. Spatial planning for tourism facilities xi. Illegal trade in endangered species xii. Climate change and environmental degradation xiii. Social evils associated with tourism and their effects on locals. xiv. Limited access to affordable finance xv. Human wildlife conflict and local acceptance xvi. Cultural attitude towards land ownership. xvii. HIV/AIDS pandemic and other emerging issues e.g. non-communicable diseases,

xvi. Enactment of Public Private Partnership Act 2013 vii. Highly enterprising business people and skilled workforce. viii. Untapped potential in tourism products and markets. xix. Growing emphasis on youth and gender empowerment. xx. Good relationship with development partners xxi. Diligent farmers producing high quality products for the global market. xii. Availability of ICT skilled labour in the County. xiii. Public Private partnerships with institutions of higher learning to leverage on ICT xiv. Leveraging on existing and new linkages with development partners xv. Automation of County Business processes Integration of ICTs in the sector xvi. Leveraging on existing and new linkages with development partners vii. Growing demand for statistical information	alcoholism and substance abuse, domestic violence viii. Insufficient legislations and legal framework for ICT xix. Lack of collaboration in projects initiated by MOICT leading to duplication of projects xx. Threats from data phishing, piracy and intrusion. xxi. High capital cost of ICT infrastructure. xii. Political influence or interference in financial issues xiii. Insufficient legislations on revenue administration Technological changes e.g. IFMIS, CIMES implementation xiv. Declining trend in local revenue collection Litigations against the department arising from procurement procedures

2.1.2 Existing Policies and Legal Framework

The sector's mandate is primarily provided by the Constitution of Kenya, the County Governments Act, 2012 and the Public Finance Management Act, 2012, Public Procurement and Disposal Act 2015 the Intergovernmental Relations Act 2012.

a) The Constitution of Kenya 2010

Chapter six on leadership and integrity outlines the responsibilities of leadership, conduct and financial probity of state officers and ethics and anti-corruption.

Chapter eleven on devolved government sets out the objects and principles of devolved governments. The chapter outlines how the counties will operate and the same are further expounded in the County Governments Act 2012. The fourth schedule gives the distribution of functions between the national and county government.

Chapter eleven and twelve on Devolution and Public Finance have clearly expounded on how the devolved units should be established and how public resources are to be managed.

b) The County Governments Act 2012

This Act gives effect to chapter eleven of the constitution. It provides for the County Government powers, functions and responsibilities to deliver services to the people. It also provides for the County Governments powers to perform functions assigned to it under the fourth schedule of the constitution. These functions include: the drafting, approval and implementation of county legislation; exercising executive functions in accordance with Article 183 of the constitution; all the other functions assigned in the fourth schedule and any other that may be transferred from the national government.

Section 109 of the County Governments Act, provides that a County department shall develop a ten year county sectoral plan as component parts of the county integrated development plan. The County sectoral plans shall be;

a) Programme based;
b) The basis for budgeting and performance management; and
c) Reviewed every five years by the county executive and approved by the county assembly, but updated annually.

c) The Intergovernmental Relations Act 2012

This Act establishes a framework for consultation and cooperation between the national and county governments and amongst county governments. It further provides for the establishment of institutional structures for intergovernmental relations. Mechanisms for resolution of intergovernmental disputes in accordance to Articles 6 and 189 of the constitution are also instituted in the Act.

Moreover, the Act gives effect to Article 187 and 200 of the constitution, in respect of the transfer of functions and powers by one level of government to another, including the transfer of legislative powers from national to county governments.

d) Public Finance Management Act 2012 and the PFM Regulations, 2015

The Act provides for an effective management of public finances by national and county governments and the oversight responsibilities of Parliament and County Assembly.

The Act ensures that public finances are managed both at the national and county levels of government in accordance with the principles set out in the constitution. Public officers who are given responsibility for managing the finances are accountable to the public through Parliament and County Assemblies.

e) Urban Areas and Cities Act, 2011 (Revised 2020)

Section 37 (1) of Urban Areas and Cities Act, 2011, states that a city or urban area's integrated development plan shall be aligned to the development plans and strategies of the county governments. In addition, Section 36(2) states that an integrated urban or city development plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions.

f) Kenya Vision 2030 and the Medium Term Plans (MTPs)

The Kenya Vision 2030 is the country's development blueprint that aims at creating "a globally competitive and prosperous nation with a high quality of life by 2030". It further aims to transform Kenya into "a newly industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment". It is anchored on three Pillars – Economic, Social and Political – which are all supported by the Enablers/ Foundations. The Vision is implemented through successive five years Medium Term Plans at the national level and the CIDPs at the county level.

The First, Second and Third Medium Term Plans (MTP) of Kenya Vision 2030 were implemented during the period 2008-2022.

g) National Spatial Plan and the County Spatial Plan

The National Spatial Plan provides a national spatial structure that defines how the national space is utilized to ensure optimal and sustainable use of land and land-based resources. This is imperative as it facilitates the achievement of the land policy principles of efficiency, equity, sustainability and productivity. The plan aims at promoting the attainment of national, social, economic and environmental goals and objectives. Further, the plan provides strategies for spatial growth and development that include: optimizing land and natural resources, promoting balanced regional development, promoting rural development and managing the impacts of global trends. The National Spatial Plan serves as a guide in the preparation of the regional, county and local spatial plans. Section 110 of County Government Act requires counties to prepare a ten year county Geographic Information System based database system spatial plan for each county, which shall be a component part of the county integrated development plan providing: a spatial depiction of the social and economic development programme of the county as articulated in the integrated county development plan; clear statements of how the spatial plan is linked to the regional, national and other county plans; and clear clarifications on the anticipated sustainable development outcomes of the spatial plan.

h) Annual Nyeri County Finance Acts

These Acts provides for the various taxation, imposition of fees and charges for services and other revenue raising measures by the County Government.

2.2 Review of Sector Financing

Regular financial review is an essential component of financial management aimed at identifying errors, anomalies, potential compliance issues, and significant budget variances. Financial reviews provide an important check that funds are used appropriately to achieve the sector objectives, that funds governed by external restrictions are appropriately utilized, and that amounts allocated are reasonable to expectations.

The following tables shows the analysis of finances received by the county Government for the past 10 years (Kshs. in Millions)

Table 11: Source of Sector Budget Financing

Source of Financing	Financing (Kshs.Millions)									
	13/14	**14/15**	**15/16**	**16/17**	**17/18**	**18/19**	**19/20**	**20/21**	**21/22**	**22/23**
Equitable share	4,071	3,882	4,449	4,801	4,953	5,024	5,412	5,412	6,229	6,229
Own Source Revenue	478.3	1,344	1,082	1,095	1,000	1,000	1,000	1,000	1,000	800
National Government (Conditional Grants)	0	198	723	600	653	903	915	622	0	23
Development Partners (Conditional Grants)	0	21	23	11	76	523	593	718	509	557
Total	**4,550**	**5,445**	**6,277**	**6,507**	**6,682**	**7,450**	**7,920**	**7,752**	**7,738**	**7,609**

Table 12: Analysis of sector Budget by Sub-sector

Source of Financing		Financing (Kshs. Millions)								
	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Trade, Tourism, Culture and Cooperatives development	49	84	233	552	228	182	108	96	135	1,017
Finance, Economic Planning and ICT	107	1,166	527	461	1,147	869	1,047	1,400	1,275	156
Total Sector Budget Financing	**156**	**1,250**	**760**	**1,013**	**1,375**	**1,051**	**1,155**	**1,496**	**1,410**	**1,173**
Total County Financing	**4,550**	**5,445**	**6,278**	**6,507**	**6,682**	**7,450**	**7,920**	**7,752**	**7,738**	**7,609**

2.3 Sector Performance Trends and Achievements

This section provides an analysis of the sector performance trends based on the key sector statistics (outcomes). It also highlights the key achievements lessons learnt and challenges of the sector within the last ten-year period

Table 13: Achievements and Lessons Learnt

Sub-sector	Achievements	Challenges	Lessons Learnt
Accounts	i. Maintained a well updated County Assets Register ii. Created enough working space by refurbishment of offices iii. Improvement in performance of audit reports in the reports produced by the external auditors based on the county Financial Reports iv. Increased document storage space through purchase of fabricated container	i. There has been plan to tag and value the County`s assets, this has however not been achieved due to financial constraints. ii. There has also been shortage of staff various sections of the directorate especially in the records section where there is only one records officer despite massive records held.	i. There is urgent need to allocate funds to enhance evaluation and tagging of assets ii. Employment of more staff iii. Capacity building of the staff on financial reporting and record keeping
Revenue	i. Automation of revenue collection ii. Development of Finance Acts iii. Capacity building of Revenue collection staff	i. Lack of scheme of service for revenue sub-sector ii. Inadequate staff iii. Erratic internet connectivity iv. Insufficient resources v. Unmotivated staff	i. There is need to enhance OSR collection ii. There is need to develop the scheme of service for the sub-sector iii. There is need for increased staff

Sub-sector	Achievements	Challenges	Lessons Learnt
	iv. Improved and enhanced grievance redress mechanism	vi. Low collaboration efforts from other sectors in OSR collection enforcement	trainings/capacity building iv. There is need to increase revenue allocation to counties
Trade	i. Development of market infrastructures. ii. Provision of affordable financing through the County Enterprise Development Fund. iii. Promotion of trade through trade fairs and exhibitions.	i. Affordable funding for SMEs. ii. Limited resources or support system for investors. iii. Inadequate access to information for planning purposes. iv. Inadequate framework on data information database. v. Inadequate sector funding. vi. Delayed approval and disbursement of funds thus adversely affecting the implementation of planned projects and programs.	i. The need for sensitization on the use of technology to conduct business among the SMEs. ii. The need to carry out empowerment programs and capacity-building activities to support small business traders. iii. The need for Sensitization of traders on consumer protection practices. iv. The need for stakeholder engagement in trade and investment-related issues. v. The need for continued collaboration between the County government and development partners to spur growth and development. vi. Need for the automation of business processes to streamline trade processes and procedures to enhance ease of doing business. vii. Timely disbursement of funds is critical for timely completion and payment of projects. viii. Review and Implementation of market-related legislation and investment policies.

Sub-sector	Achievements	Challenges	Lessons Learnt
Co-operatives	i. Increased access to markets locally, regionally, and internationally for cooperatives through partnerships with foreign investors. ii. Promotion of aggregation, value addition and marketing especially for producer cooperatives. iii. Mobilized funding for Cooperative Development programs by the government through development Programs in collaboration with World Bank. iv. Technology acquisition and infrastructure development for cooperatives v. Successful dispute resolution amongst members of various cooperatives. vi. Facilitation of institutional capacity building of cooperatives through trainings and workshops. vii. Development of Nyeri County Cooperatives Societies Act, 2016.	i. Low capital base in co-operative societies. ii. Low involvement of women and youth in leadership positions. iii. Low skill set within the cooperative societies. iv. Low standard of corporate governance in cooperative	i. The need for diversification in cooperative business. ii. The need for cooperatives to support themselves independently as businesses. iii. The need for the county governments to get involved in cooperative development. iv. The need for sensitization on the use of technology to conduct business. v. The need for stakeholder's engagement in cooperative issues.
Tourism	i. Organized several annual calendar events in collaboration with relevant stakeholders to promote MICE tourism in the county – notably Scouts events like the world scouts parliamentary union conference , Dedan Kimathi commemoration days, Nyeri annual tourism and cultural festivals, Blessed Nyaatha	i. Inadequate funding for infrastructure development ii. Delayed disbursement of funds slowing down progress and timely delivery. iii. Encroachment of tourism sites leading to human wildlife conflicts iv. Land ownership hampering county development e;g sites in private	

Sub-sector	Achievements	Challenges	Lessons Learnt
	pilgrimage events, annual World Tourism day's events, ii. Developed Dedan Kimathi capture site by fencing, installing Dedan Kimathi monument, Wangari Maathai statue at cultural centre iii. Organized Miss Nyeri tourism beauty pageants. iv. Mapping and documentation of thirty five tourism sites countywide v. Organized expedition and hiking to Mt. Kenya and Aberdare to promote the premium parks vi. Marketing and promotion of the county locally and internationally through social media platforms , brochures, and advertising , documentaries vii. Organized and participated in national and county exhibitions e.g ASK Devolution conference viii. Developed community cultural villages like Kigera cultural Mt. Kenya cultural villages to promote cultural tourism ix. Offering technical and advisory support to tourism players x. Organized motor sports at Nyaribo airstrip to promote sports Tourism xi. Capacity building of mountain guides, cooks and porters in partnership with	entities like Chinga Dam v. Conservation concerns in heritage sites through deforestation and soil erosion	

Sub-sector	Achievements	Challenges	Lessons Learnt
	Dedan Kimathi university xii. Compilation and collection of tourism information in the county xiii. Building of partnerships and collaborations – MOU with National Museums of Kenya, Kenya Scouts Association		
Economic Planning	i. Preparation of CIDP 2023-2027 ii. Preparation of planning documents (ADPs, CBROPs, CFSPs) annually iii. Preparation of the annual county budgets and ensuring their implementation iv. Providing technical backstopping on matters related to public finance management	i. Inadequate resources ii. Delayed exchequer releases iii. Untimely/Delayed approval of planning documents by the relevant institutions iv. Changes in the IFMIS systems and downtime scenarios hindering smooth implementation of the budget	i. Need for inclusivity and participatory planning ii. Enhance performance for reports by linking objectives with impacts to ensure value for money iii. Continued collaboration with inter and intra-governmental institutions in Planning, budgeting, monitoring and evaluation
ICT	i. Preparation of ICT Policy. ii. Standardizing ICT Specifications. iii. Streamlining of ICT operations iv. Construction of County Server room. Installation of County WA	i. Inadequate Resources. ii. Lack of harmonization of ICT operations in the County. iii. Inadequate Research and development in areas of Automation and development	i. Great need to involve research and development in various sectors for innovation. ii. Need to harmonize ICT operations in the County Government to avoid stalling of ICT projects. iii. Empowering ICT as an enabler for county operations.
Procurement	i. Adherence to the Public Procurement and Asset Disposal Act and other Acts and Regulations ii. Promotion of equity in special interest groups	i. Changes in the e-procurement systems ii. Down time of the IFMIS system iii. Inadequate trainings for staff iv. Inadequate resources	i. There is need for continuous capacity building in the changes in procurement systems
Internal Audit	i. Formation of a functional and robust internal audit function	i. Lack of functional internal audit subsector	i. The importance of team work in making audit work easy

Sub-sector	Achievements	Challenges	Lessons Learnt
	ii. Recruitment and training of qualified internal audit professionals iii. Formation and operationalisation of an internal audit committee iv. Ensuring internal audit controls are in place and operational v. Ensuring there is risk management policy and is operational vi. Ensuring budget adherence and zero pending bills in the county	ii. Lack of internal control systems and where in place not operational iii. Organization culture where audit is viewed negatively iv. Inadequate, unqualified and inexperienced human resource v. Inadequate resources vi. Lack of an internal Audit Committee	ii. The key role of the tone at the top in facilitating audit work iii. The importance of audit committees in oversight role iv. Why risk management is key in oversight

2.4 Sector Development Issues

This section presents the development issues and their causes. The section further highlights available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue. The information is captured in the template provided in Table 14

Table 14: Sectoral Development Issues, Causes, Constraints and Opportunities

Sub-sector	Development Issue	Cause(s)	Opportunities	Challenges
Revenue	Own source revenue mobilization	i. Failure to meet own source revenue targets and delays in exchequer releases from the national treasury	i. To improve the Revenue collection System to incorporate the emerging dynamics ii. Improvement of the work environment and training the revenue management staff. iii. Enhanced collaboration between sectors to enhance revenue mobilization. iv. Increased advertising and awareness campaigns on revenue payment.	i. Political interference in revenue collection ii. Shortage of revenue collection staff. iii. Revenue leakages. iv. Lack of staff motivation and training

Sub-sector	Development Issue	Cause(s)	Opportunities	Challenges
			v. Broadening of revenue streams	
Accounts	Asset management practices	i. Failure by the national government to handover some of the assets after devolution ii. Failure to value the county assets. iii. Lack of an asset disposal plan	i. Leveraging on ICT for efficient management of county assets. ii. Formation of county assets management unit ii. Appointment and operationalization of the assets and liabilities steering committee	
Trade	Trading infrastructure	i. Lack of sufficient and modern trading facilities ii. Dilapidation of the existing ones	i. High demand for contemporary and specialized market ii. Availability of land for construction of markets.	i. Increase in the number of traders and demand for trading spaces
Trade	Consumer protection	i. Lack of awareness among consumers of these unfair practices. ii. Inadequate infrastructure and equipment to compliment enforcement efforts	i. The county has an established weights and measures unit that can be empowered to efficiently undertake its mandate. ii. Leveraging on technology and the digital media to conduct consumer protection and related awareness campaigns	i. Rise in undetectable cases of unfair trade practices. ii. Political interference in the enforcement of fair-trade practices
Trade	Investment and industrial growth	i. Inadequate mapped and profiled trading investments opportunities and resources to inform on investment. ii. Limited access to affordable business credit iii. Inadequate county branding and	i. Availability of multiple investment opportunities. ii. Leveraging on technology and the digital era to promote investment opportunities iii. Existence of financial institutions and an existing fund to support enterprises	i. Lack of political, stakeholders or investors' goodwill to grow investments in the County ii. Unfavourable Investment climate

Sub-sector	Development Issue	Cause(s)	Opportunities	Challenges
		marketing strategies. iv. inadequate stakeholder engagement	iv. Good-will from non-governmental stakeholders to collaborate in supporting investment and industrial growth v. Availability of land to establish Industrial parks and special zones.	
Co-operatives	Co-operative Development	i. Weak cooperative governance structures ii. Low levels of aggregation and value addition iii. Low levels of ICT and technology adoption in Cooperatives and their management. iv. Dilapidated infrastructure in Cooperatives	i. Enhanced Agricultural and Cooperatives extension services to monitor and train the cooperatives on best practices. ii. Existence of donors and development partners who are willing to support, mainly, the agricultural cooperatives. iii. Improved strong legal and policy framework to guide the management of cooperatives	i. Internal conflicts and cooperatives management wrangles. ii. Lack of sufficient capital iii. Lack of value addition equipment and aggregation infrastructure
Tourism	Tourism	i. Undeveloped and unmapped tourists and cultural sites ii. Inadequate destination branding and tourism marketing efforts iii. Lack of digital tourism marketing tools	i. Collaboration with government and non-governmental tourism stakeholders to promote tourism. ii. Mobilization of external sources of tourism funding. iii. Leveraging on technology and the digital era to enhance tourism marketing efforts.	i. Inadequate tourism infrastructure ii. Declining cultural heritage iii. Inadequate funding for Tourism development
ICT	Limited integration of ICT in service	i. Lack of proper legal framework to support ICT	i. Development of ICT strategy to gear automation in	i. Inadequate capacity in ICT. ii. Minimal Automation

Sub-sector	Development Issue	Cause(s)	Opportunities	Challenges
	delivery	operations	the County. ii. Enhancing ICT capacity in the County through training and recruitment.	interventions in business processes
Internal Audit	Attainment of unqualified external audit report opinions		Regular training of Accounting Officers	i. Weak internal controls ii. Lack of capacity building on the part of accounting officers
Procurement	Low completion rate of development projects	i. Late disbursements of funds from the National Government ii. Under realization of OSR	i. Broadening of Revenue streams to enhance realization of revenue.	i. Inadequate resources

2.5 Cross cutting Issues

This section presents crosscutting issues. It also indicates the current situation of each issue, how it is affecting the sector, the existing gaps, measures and recommendations for addressing the gaps.

Table 15: Analysis of Sector Crosscutting Issues

Cross cutting Issue	Current Situation	Effects of the issue on the sector	Gaps (Policy, Legal and Institutional)	Measures for addressing the gaps	Recommendations
Automation of services	Partial automation of services done.	Impediment of service delivery	• Lack of Integration of automation services. • Inadequate infrastructure (Software and Hardware) • Inadequate training of technical staff and users.	• Integrate the automated system Enhance ICT infrastructure Train staff and users.	• Integrate the automated system Enhance ICT infrastructure • Train staff and users.
Drug and Substance Abuse	High use of drugs and substances	Absenteeism Abuse at home	Enforcing the available laws and policies	Creating community awareness	Creating community awareness
HIV& AIDS	HIV prevalence is 4.0%. The	Reduce budgetary allocation to	HIV & AIDS policy does	National policy on HIV&AIDS	Domestication of the National Policy to

Cross cutting Issue	Current Situation	Effects of the issue on the sector	Gaps (Policy, Legal and Institutional)	Measures for addressing the gaps	Recommendations
	prevalence among women is higher (4.9%) than that of men (3.0%)	productive sectors	not cover all subsectors		County specific awareness creation
Gender based violence	Experienced across the County	Absenteeism and low concentration	Victims not reporting	Creating community awareness	Creating community awareness Establish and equip more rescue centres.
Old designed building structures	Low number of investors	Lack of attraction to investors	Old and substandard designed buildings	Development of legislation	Develop legislation to guide on standard of buildings in the county

2.6 Emerging Issues

This section provides emerging issues and how they are affecting the performance of the sector. It also gives the interventions put in place to mitigate the negative effects or harness the positive effects.

Table 16: Emerging Issues

S/No.	Emerging Issue	Proposed Measures to Mitigate the Negative Effects or Harness the Positive Effects
1.	Climate change	Implement climate change mitigation measures as guided by the ministry of Environment and Natural Resources. Implement measures put in place by Financing Locally Led Climate Action (FLLoCA) programme
2.	Change in Financial Reporting	Changeover of accounting basis from the cash basis to accrual basis of accounting which is guided by the International Public Sector Accounting Board (IPSAS) requirement of preparation of Financial Reports on accrual basis of reporting effective from FY 2024/ 2025.

2.7 Stakeholder Analysis

This section highlights the different stakeholders relevant to the sector and their roles and possible areas of collaboration. This is presented as indicated in Table 6.

Table 17: Stakeholders Analysis

Stakeholder	Roles	Possible areas of Collaboration
National Treasury	Formulation and review offiscal policy guidelines. Provision of financialmanagement system.	Capacity building and provision of support systems
Office of Controller of Budget (OCoB)	Approval of expenditure	Budgetary control
Office of Auditor General (OAG)	Independent examination of financial statements	Financial controls and reporting
Commission on Revenue	Make recommendations onrevenue	Capacity building

Stakeholder	Roles	Possible areas of Collaboration
Allocation (CRA)	sharing	
Kenya Revenue Authority (KRA)	Provide tax advisory services to counties	Capacity building
County Assembly	Planning documents and budget approval, Oversight role	Planning documents and budget approval, Oversight role
Central Region Economic Bloc (CEREB)	Fostering economic development in region	Resource mobilization and enhance partnerships
Development partners	Fund programs	Capacity building technical support
Suppliers and merchants	Supply services and goods	Client satisfaction survey
Kenya National Bureau of Statistics (KNBS)	Custodian of official data	Data collection and sharing
Kenya Diaspora Alliance	Connects the Diaspora to thecounty's socio-economic investment opportunities	Publicity to potential investors inthe Diaspora
Communication Authority (CA)	Formulate policies and regulate communication	Technical support
ICTA	Tasked with rationalizing and streamlining the management of all the Information and Communication Technology functions of the Government of Kenya.	Standardization of ICT assets
KEBS, KIE, KIRDI, KIPI, KAM, KEPSA, KenInvest, MSEA	Policy, Guidelines, Standards and Norms Development	Regulatory Training & capacity building
Ministry of Cooperatives	Formulate policies and regulate communication	Technical support
Coffee Millers and Marketers Dairy product process and Marketers KUSCCO New KCC KFA Saccos CIC-Kenya Cooperatives Tribunal SASRA	Inter-Governmental Linkage Policy, Guidelines, Standards and Norms Development Regulatory Role	Financial and Material Aid Projects Support Training & capacity building Business linkages
Tourism Regulatory Authority Tourism Fund CBOs Cultural Communities of Kenya	Policy, Guidelines, Standards and Norms Development	Regulatory Training & capacity building
NEMA,KWS, Green Belt Movement	Policy, Guidelines, Standards and Norms Development	Project execution

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

This Chapter provides sector development priorities, strategies, programmes, flagship projects, and cross-sectoral linkages.

Development Priorities and Strategies

Sector composition:

a) Accounts
b) Procurement
c) Internal audit
d) Revenue Mobilization
e) Economic Planning, budgeting, M&E
f) Trade Development and Industrialization
g) Tourism
h) Cooperatives Development
i) ICT

3.1 Sector Vision and Mission

Vision: A competitive economy with sustainable and equitable social-economic development.

Mission: To promote innovative and transformative economic interventions for investment promotion, enhanced growth, and sustainable development.

Sector Goals:

a) To enhance revenue mobilization
b) To enhance management of public funds
a) To strengthen planning, monitoring and evaluation
b) To enhance adoption of ICT
c) To improve the business environment and spur economic growth.
d) To strengthen the Cooperative movement within the County
e) To improve tourism and branding of the county

3.2 Sector Development Objectives and Strategies

Table 18: Sector Development Issues, Objectives and Strategies

Sub-sector	Development Issue	Development Objectives	Strategies
Accounts	Asset management practices Inadequate storage space for documents	Leveraging on ICT for efficient management of county assets.	i. Ensure existence of asset management unit. ii. Expansion/construction of an information Centre for storage of documents
Procurement	Under absorption of funds	Adherence to Public Procurement and Disposal Act, 2015	i. Enhancing access to Government procurement opportunities.

Sub-sector	Development Issue	Development Objectives	Strategies
Internal audit	Weak internal controls	Improve accountability and transparency in government processes	i. Strengthening the capacity of the internal audit function ii. Ensuring adherence to relevant Acts and regulations
Revenue	Own source revenue mobilization	i. To improve the Revenue collection System to incorporate the emerging dynamics ii. Improvement of the work environment and training the revenue management staff. iii. Enhanced collaboration between sectors to enhance revenue mobilization. iv. Increased advertising and awareness campaigns on revenue payment. v. Broadening of revenue streams	i. Enhancing revenue collection ii. Automation of County Government processes and services
Economic Planning, budgeting, M&E	Inefficient implementation of development plans by agencies	Mobilization of resources	i. Ensuring timely preparation and submission of budget implementation reports ii. Coordinating participatory planning and budgeting iii. Ensuring Timely monitoring and evaluation of projects and programs
Trade Development and Industrialization	i. Trading infrastructure ii. Consumer protection iii. Investment and industrial growth	i. High demand for contemporary and specialized market ii. Availability of land for construction of markets.	i. Offering economic incentives ii. Promoting institutional Policy and legal reforms

Sub-sector	Development Issue	Development Objectives	Strategies
	iv. Lack of updated data	iii. The county has an established weights and measures unit that can be empowered to efficiently undertake its mandate. iv. Leveraging on technology and the digital media to conduct consumer protection and related awareness campaigns v. Availability of multiple investment opportunities. vi. Leveraging on technology and the digital era to promote investment opportunities vii. Existence of financial institutions and an existing fund to support enterprises • Good-will from non-governmental stakeholders to collaborate in supporting investment and industrial growth viii. Availability of land to establish Industrial parks and special zones.	iii. Promoting public-private partnerships iv. Facilitating development of critical business infrastructure v. Promotion and enforcement of fair-trade practices and consumer protection vi. Promoting the development of special economic zones vii. Promotion of aggregation, value addition and marketing for employment creation and increased income viii. Establishing business incubation centers ix. Promoting linkage between Government, Academia, Industries, and other stakeholders x. Vibrant unit responsible to ensure updated data by the county treasury
Tourism	Inadequate investment	i. County investment profiles highlighting potential areas for investment ii. Mobilizing Tourism Funds iii. Develop a county branding manual. iv. Participating in both local and international shows and exhibitions	i. Facilitating establishment of a multi-agency investment support forum. ii. Mapping and developing the county tourism and cultural heritage sites. iii. Promoting and marketing Tourism iv. Capacity building of tourism, culture, and hospitality players

Sub-sector	Development Issue	Development Objectives	Strategies
			v. Promoting strategic partnerships and linkages in tourism
Cooperatives Development			i. Promoting institutional Policy and legal reforms ii. Facilitating access to affordable business credit.
ICT	Limited integration of ICT in service delivery Low adoption of modern ICT infrastructure	i. High demand for ICT uptake and integration of information of technology systems ii. Facilitating development of critical infrastructure and ICT services	i. Fully establish ICT unit. ii. Enhance use of existing modern technologies and existing ICT policy iii. Coordination of the automation of County Government processes

3.3 Sector Programs and Interventions

This section provides the programmes, their objectives and the key interventions. The programmes are in line with the strategies identified in Section 3.2. Consideration of projects within the programmes are in accordance with the Governments' development agenda.

Table 19: Implementation Matrix

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
Revenue Mobilization and management	Enhance mobilization of resources	Increase revenue collection by broadening the revenue base	Department of Finance, Economic Planning and ICT	2023-2032	400	GOK/Development partners
		Mapping of all revenue streams	Department of Finance, Economic Planning and ICT	2023-2032	50	GOK/Development partners
		Automation and maintenance of Revenue collection framework	Department of Finance, Economic Planning and ICT	2023-2032	34	GOK
		Organize training and sensitization forums	Department of Finance, Economic Planning and ICT	2023-2032	50	GOK
		Develop and Review Policies and legislations	Department of Finance, Economic	2023-2032	50	GOK

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
			Planning and ICT			
	Improvement of work environment	Infrastructure development and maintenance e.g. offices	Department of Finance, Economic Planning and ICT	2023-2032	100	GOK/Development partners
Public Finance management	Promote prudent utilization of public funds through efficient general administration, financial management & utilization and auditing services	Capacity building and sensitization forums	Department of Finance, Economic Planning and ICT	2023-2032	150	GOK
		Infrastructure development and maintenance eg. offices	Department of Finance, Economic Planning and ICT	2023-2032	45	GOK
		Preparation of financial reports	Department of Finance, Economic Planning and ICT	2023-2032	50	GOK
		Adherence to relevant laws and regulations on public procurement and disposal	Department of Finance, Economic Planning and ICT	2023-2032	80	GOK
		Established Asset Management Framework	Department of Finance, Economic Planning and ICT	2023-2032	500	GOK/Development Partners
		Prepare audit reports	Department of Finance, Economic Planning and ICT	2023-2032	40	GOK
Economic planning and budgeting	To enhance proper management and utilization of resources	Enhance administrative functions by renovating and equipping offices	Department of Finance, Economic Planning and ICT	2023-2032	20	GOK

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
	Ensure participatory planning and budgeting	Develop statutory documents	Department of Finance, Economic Planning and ICT	2023-2032	90	GOK
		Conduct public participation forums	Department of Finance, Economic Planning and ICT	2023-2032	30	GOK
		Develop the County Statistical Abstract	Department of Finance, Economic Planning and ICT	2023-2032	25	GOK
Monitoring and Evaluation	To follow up on budget implementation and projects execution in the County	Prepare M & E reports	Department of Finance, Economic Planning and ICT	2023-2032	25	GOK/Development Partners
		Development of M & E Framework	Department of Finance, Economic Planning and ICT	2023-2032	25	GOK
ICT Management	Increase ICT development and adoption.	Establish ICT Innovation hubs	Department of Finance, Economic Planning and ICT	2023-2032	100	GOK/Development Partners
		Develop Integrated County Information Management system	Department of Finance, Economic Planning and ICT	2023-2032	200	GOK/Development Partners
		improved internet connectivity	Department of Finance, Economic Planning and ICT	2023-2032	50	GOK
	Improvement of work environment	Infrastructure development and maintenance eg. offices	Department of Finance, Economic Planning and ICT	2023-2032	40	GOK
		Develop ICT skills capacity building framework	Department of Finance, Economic Planning and ICT	2023-2032	10	GOK

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		Hold ICT capacity building programs	Department of Finance, Economic Planning and ICT	2023-2032	20	GOK
Trade Development Legislation and Regulation	To spur trade and economic growth by investing in trade infrastructure and development	Develop and Review Policies and legislation	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
	Improvement of work environment	Construct and rehabilitate markets	Department of Trade, Co-operatives, culture and Tourism	2023-2032	500	GOK/Development Partners
		Construct specialized markets	Department of Trade, Co-operatives, culture and Tourism	2023-2032	200	GOK/Development Partners
		Establish business incubation centres	Department of Trade, Co-operatives, culture and Tourism	2023-2032	400	GOK/Development Partners
		Infrastructure development and maintenance e.g. offices	Department of Trade, Co-operatives, culture and Tourism	2023-2032	70	GOK
Improving business environment	Ease of doing doing business	Establish a one stop shop to encourage compliance	Department of Trade, Co-operatives, culture and Tourism	2023-2032	60	GOK
	To promote fair trade activities	Develop a regional Weights and Measures lab	Department of Trade, Co-operatives, culture and Tourism	2023-2032	160	GOK/Development Partners
		Organize/Hold Community sensitization forums	Department of Trade, Co-operatives, culture and Tourism	2023-2032	10	GOK
		Entrepreneurship support	Department of Trade, Co-operatives,	2023-2032	50	GOK

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
			culture and Tourism			
	Investment Promotion	Map and profile bankable County Investment opportunities	Department of Trade, Co-operatives, culture and Tourism	2023-2032	50	GOK
		Hold Trade fairs and exhibitions	Department of Trade, Co-operatives, culture and Tourism	2023-2032	500	GOK/Development Partners
		Established a multi-agency investment support forum and an economic council	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
	Developing Industries and Enterprises	Affordable business financing availed to enterprises	Department of Trade, Co-operatives, culture and Tourism	2023-2032	300	GOK/Development Partners
		Industrial parks and special economic zones and enclaves development	Department of Trade, Co-operatives, culture and Tourism	2023-2032	1,000	GOK/Development Partners
	Promotion of value addition	Establishment of common manufacturing user facilities	Department of Trade, Co-operatives, culture and Tourism	2023-2032	100	GOK
Co-operative development	To strengthen the Cooperative Movement	Develop and review Policies and legislations	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
		Prepare Cooperatives compliance and audit reports	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
		Training of Cooperative Societies	Department of Trade, Co-operatives, culture and Tourism	2023-2032	60	GOK
		Establish Aggregation Centres	Department of Trade, Co-operatives,	2023-2032	1,000	GOK/Development Partners

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
			culture and Tourism			
		Cooperative societies supported with Value addition equipment	Department of Trade, Co-operatives, culture and Tourism	2023-2032	500	GOK/Development Partners
		Hold trade fairs and exhibitions for cooperatives	Department of Trade, Co-operatives, culture and Tourism	2023-2032	100	GOK/Development Partners
		Automate cooperatives management services	Department of Trade, Co-operatives, culture and Tourism	2023-2032	25	GOK
		Automation and digitization of co-operative societies	Department of Trade, Co-operatives, culture and Tourism	2023-2032	60	GOK
		Rehabilitate Infrastructure in cooperative societies	Department of Trade, Co-operatives, culture and Tourism	2023-2032	200	GOK/Development Partners
		Infrastructure development and maintenance e.g. offices	Department of Trade, Co-operatives, culture and Tourism	2023-2032	150	GOK
Tourism promotion and development	To develop, preserve and promote sustainable tourism	Map and profile tourism and cultural sites	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
		Develop Local tourism sites, parks and monuments	Department of Trade, Co-operatives, culture and Tourism	2023-2032	200	GOK/Development Partners
		Develop a digital tourism platform	Department of Trade, Co-operatives, culture and Tourism	2023-2032	20	GOK
		Hold tourism fairs and stakeholder conferences	Department of Trade, Co-operatives, culture and Tourism	2023-2032	80	GOK

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Funding	
					Total Budget (Ksh in millions)	Source(s)
		Development of outdoor advertising framework	Department of Trade, Co-operatives, culture and Tourism	2023-2032	500	GOK/Development Partners
		Infrastructure development and maintenance e.g. offices	Department of Trade, Co-operatives, culture and Tourism	2023-2032	60	GOK
		Capacity Building	Department of Trade, Co-operatives, culture and Tourism	2023-2032	30	GOK
		Develop County branding manual	Department of Trade, Co-operatives, culture and Tourism	2023-2032	5	GOK
		Develop destination branding infrastructure and materials eg. gantry	Department of Trade, Co-operatives, culture and Tourism	2023-2032	160	GOK/Development Partners
		Develop and review Policies and legislation	Department of Trade, Co-operatives, culture and Tourism	Regularly	10	GOK
					8,874	

3.4 Flagship Projects

The section summarizes all known county flagship projects for implementation in the county.

Table 20: Flagship Projects

Project Name	Location	Objective	Output/Outcome	Performance indicators	Timeframe (Start-End)		Cost (Kshs. M)	Source of funds	Implementing Agencies
Nyeri County Modern Amphitheatre and Leisure Park	Nyeri Town	To promote performing arts, culture, and tourism development	Construction of a modern Amphitheatre and Park	A modern theatre and leisure park developed	2023-2032	Above 200,000 persons	500	CGN, GoK and Donors	CGN

Project Name	Location	Objective	Output/Outcome	Performance indicators	Timeframe (Start-End)		Cost (Kshs. M)	Source of funds	Implementing Agencies
Nyeri Industrial and Business Park	Kieni East	To attract investors and promote Industrial development	Construction of an Industrial and business park	An Industrial and business park established	2023-2032	Above 200,000 persons	1,000	CGN, GoK and Donors	CGN
Construction of a County multi-storey parking	Nyeri town	- To reduce traffic and congestion - Increase Revenue Collection - Spur economic growth	Construction of a multi storey building with parking spaces	A multi-storey building constructed	2023-2032	Above 200,000 persons	700	CGN, GoK and Donors	CGN

3.5 Cross-Sectoral Linkages

This section provides the cross-sectoral impacts of each sectoral programme and appropriate actions to harness cross-sector synergies or mitigate adverse cross-sector impacts.

Table 21: Cross-sector impacts

Programme Name	Linked Sector(s)	Cross-sector Impact Synergies	Adverse Impact	Measures to Harness or Mitigate the Impact
General Economic & Commerce Affairs				
Revenue Mobilization and management	All sectors	-Revenue mobilization and enforcement efforts		- Cross sector collaboration
Trade Development and Regulation	Infrastructure, Energy, Rural & Urban Development	-Connection to Economic centres -Provision of safe and sustainably built facilities. -Security of tenure	- Environmental degradation - Demolition of structures on road Reserve - Relocation of households Interference with natural ecosystems - Occupational and safety hazards - Interference with services and networks - Land disputes	- Mapping of market centres and parking bays - Restoration of affected ecosystems/sites - Resettlement and compensation - Provision of adequate wildlife corridors - Environmental and social safeguard compliance (ESIAs, ESMPs, EAs etc.) - Plant trees along road reserve - Adherence to design guidelines - Undertake CSR Projects - Compliance to DOSH guidelines - Public sensitization

Programme Name	Linked Sector(s)	Cross-sector Impact Synergies	Adverse Impact	Measures to Harness or Mitigate the Impact
	Agriculture and Rural Development		- Environmental degradation	- Comply and enforce environmental guidelines
Cooperatives development and management	Agriculture and Rural Development	-Provision of extension services and inputs Aggregation, Value addition and marketing		- Establishment and promotion of co-operatives Establishment of aggregation, Value addition and marketing centres.
Tourism promotions and development	Agriculture and Rural Development	-Establishment of eco-tourism sites -Conservation of county forests and tourism sites	- Environmental degradation in construction of tourism sites	- Comply and enforce environmental guidelines Initiate joint forests resources conservation activities.
	Infrastructure, Energy, Rural & Urban Development	-Electrical and road connectivity to tourism sites	- Environmental degradation	- Comply and enforce environmental guidelines

CHAPTER FOUR: IMPLEMENTATION MECHANISMS

Overview

This chapter outlines the county's institutional arrangement and the specific roles played by various stakeholders towards implementation of this plan. Further, the chapter presents the resource mobilization and management framework, asset management, and risk and mitigation measures.

4.1 Institutional Framework

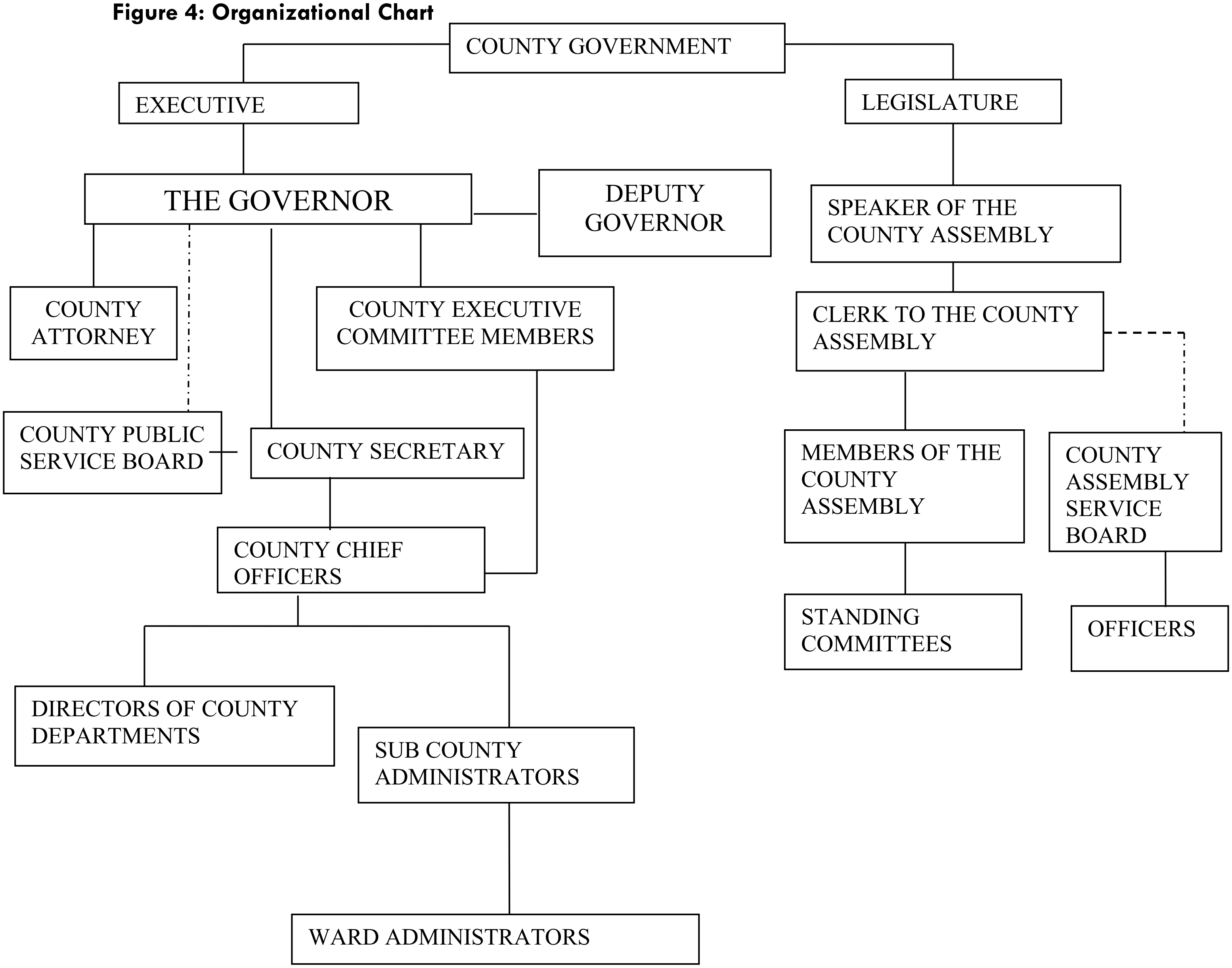
County Government Functions

The county draws its roles and mandate from the Fourth Schedule of the Kenya Constitution, 2010 which states that county governments are responsible for:

a) Agriculture, including crop and animal husbandry; livestock sale yards; county abattoirs; plant and animal disease control; and fisheries.
b) County health services, including, in particular— county health facilities and pharmacies; ambulance services; promotion of primary health care; licensing and control of undertakings that sell food to the public; veterinary services (excluding regulation of the profession); cemeteries, funeral parlours and crematoria; and refuse removal, refuse dumps and solid waste disposal.
c) Control of air pollution, noise pollution, other public nuisances, and outdoor advertising.
d) Cultural activities, public entertainment, and public amenities, including betting, casinos and other forms of gambling; racing; liquor licensing; cinemas; video shows and hiring; libraries; museums; sports and cultural activities and facilities; and county parks, beaches and recreation facilities.
e) County transport, including county roads; street lighting; traffic and parking; public road transport; and ferries and harbours, excluding the regulation of international and national shipping and matters related thereto.
f) Animal control and welfare, including licensing of dogs; and facilities for the accommodation, care and burial of animals.
g) Trade development and regulation, including markets; trade licenses (excluding regulation of professions); fair trading practices; local tourism; and cooperative societies.
h) County planning and development, including statistics; land survey and mapping; boundaries and fencing; housing; and electricity and gas reticulation and energy regulation.
i) Pre-primary education, village polytechnics, homecraft centres and childcare facilities.
j) Implementation of specific national government policies on natural resources and environmental conservation, including soil and water conservation; and forestry.
k) County public works and services, including storm water management systems in built-up areas; and water and sanitation services.
l) Firefighting services and disaster management.
m) Control of drugs and pornography.
n) Ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for

the effective exercise of the functions and powers and participation in governance at the local level.

Figure 4: Organizational Chart



Governor: The Governor is the chief executive of the county and will provide overall leadership in the county's economic, social and political governance and development; provide leadership to the county executive committee and administration based on the county policies and plans; promote democracy, good governance, unity and cohesion; promote peace and order; promote the competitiveness of the county; is accountable for the management and use of the county resources while promoting and facilitating citizen participation in the development of policies and plans, and delivery of services.

Deputy Governor: The deputy Governor is the deputy chief executive of the county and shall deputize the governor in the execution of the executive functions. He may be assigned any other responsibility by the Governor as a member of the county executive committee.

County Executive Committee: The County Executive Committee is comprised of 10 executive members appointed by the Governor and approved by the County Assembly. Each Executive member is responsible of the respective departments which are Finance, Economic Planning, and ICT; Agriculture, Livestock and Fisheries; Health Services; County Public Service and Public Administration; Water, Environment and Solid Waste Management; Trade, Culture and Tourism; Transport, Public Works and Infrastructure; Education; Lands, Housing, Physical Planning, Urbanization and Energy; Gender, Youth, Social Services and Sports.

The Executive Committee is responsible for supervising the administration and delivery of services in all decentralized units and agencies in the county. The committee will also perform any other functions conferred on it by the constitution or national legislation; carry out any function incidental to any of the assigned functions. The Committee has the power to determine its own programme of activities and every member of the committee will observe integrity and disclosure of interest in any matter before the committee.

County Attorney: The County Attorney is the principal legal adviser to the County Government.

County Secretary: The County Secretary is the head of the county public service; responsible for arranging the business and keeping the minutes of the county executive committee subject to the directions of the executive committee; convey the decisions of the county executive committee to the appropriate persons or authorities and perform any other functions as directed by the county executive committee.

County Chief Officer: The Chief Officer is the accounting and authorized officer for the department assigned and is responsible to the respective County Executive Member for the following: General administration and coordination of respective County Department; Initiation, development and implementation of policies and sector plans; Development and implementation of strategic plans; Promotion of National values and principles of governance in the County Public Service; Overseeing implementation and monitoring of performance management systems and any other duties as may be assigned by the Executive Committee Member or the County Secretary.

Directors: They deputize the Chief Officers in execution of their functions in the county departments.

Sub-County Administrators: The Sub-County Administrator is responsible to the County Secretary for the following: Coordinating, managing and supervising the general administrative functions in the Sub County unit; Developing policies and Plans; Ensuring effective service delivery; Coordinating developmental activities to empower the community; Providing and maintaining infrastructure and facilities of Public Service; Facilitating and coordinating citizen participation in the development of policies and delivery of Services; Exercising any functions and powers delegated by the County Secretary or any other Authority.

Ward Administrator: The Ward Administrator is responsible to the Sub-County Administrator for the following: Coordinating, managing and supervising the general administrative functions in the ward unit; Developing policies and Plans; Ensuring effective Service delivery; Establishing, implementing, and monitoring performance management systems; Coordinating developmental activities to empower the community; Providing and maintaining infrastructure and facilities of Public Service; Facilitating and coordinating citizen participation in the development of policies and delivery of services; Exercising any functions and powers delegated by the County Secretary or any other Authority.

Speaker: The Speaker is the head of the Legislative arm of the county government. The functions of the Speaker are: Presiding at any sitting of the County Assembly; Enforcing the Standing Orders; maintaining order in the House and chairing some committees and ensuring the integrity, independence and impartiality County Assembly.

Clerk of the County Assembly: The Clerk is the accounting officer of the County assembly and also plays the role of the administrative head of the county assembly. The Clerk is the secretary to the county assembly service board.

County Assembly: The County Assembly is comprised of 30 elected members representing the wards and 17 nominated members representing special interests. The legislative authority of the county is vested in, and exercised by, its county assembly. County assembly will make laws that are necessary for the effective performance of the county functions in the fourth schedule of Kenya Constitution 2010. County assembly will also exercise oversight over the county executive committee and any other county executive organ. County assembly will receive and approve plans and policies, approve financial bill, enact county appropriations, approve budget estimates and approve county government borrowing. The county assembly is organized in different standing committees.

Member of the County Assembly: A member of a county assembly is responsible for maintaining close contact with the electorate and consult them on issues before or under discussion in the county assembly; presenting views, opinions and proposals of the electorate to the county assembly; attending sessions of the county assembly and its committees; providing a linkage between the county assembly and the electorate on public service delivery; and extending professional knowledge, experience or specialized knowledge to any issue for discussion in the county assembly.

County Public Service Board (CPSB): The functions of the County Public Service Board are, on behalf of the county government: to establish and abolish offices; appoint persons to hold or act in offices; confirm appointments; exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under County Government Act, 2012; prepare regular reports for submission to the county assembly on the execution of the functions of the Board; promote in the county public service the values and principles referred to in Articles 10 and 232 of the Constitution; evaluate and report to the county assembly 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; facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties; advise the county government on human resource management and development; advise county government on implementation and monitoring of the national performance management system in counties; make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

County Assembly Service Board (CASB): The board is responsible for providing services and facilities to ensure the efficient and effective functioning of the county assembly; constituting offices in the county assembly service and appointing and supervising office holders; preparing annual estimates of expenditure of the county assembly service and submitting them to the county assembly for approval, and exercising budgetary control over the service; undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of county democracy; and performing other functions necessary for the well-being of the members and staff of the county assembly; or prescribed by national legislation.

Table 22: Institutional Arrangement

S/No.	Stakeholder	Role
1.	County Executive Committee.	Policy formulation and implementation of the sector plan.
2.	Management Committees of Devolved Funds. (Elimu Fund, Emergency Fund, Enterprise Development Fund etc.)	Complementing funding of various projects.
3.	FBOs (Roman Catholic, PCEA, ACK, SUPKEM, etc)	Participate and contribute in development activities of the county.
4.	Civil Society Organizations	Participate and contribute in development activities of the county advocacy as well as awareness creation.
5.	Community	Provision of skilled/ unskilled labour; Participate in decision making on issues affecting them; Community policing, collaboration with security agents; Active participation in prioritization of projects, implementation and provide information and utilization of infrastructural facilities.
6.	Development Committees	Provide leadership in development and mainstreaming cross cutting issues in projects and programmes.
7.	County Government Departments	Implementation of projects and programmes identified in the sector plan.
8.	County Planning Unit	Planning, budgeting, monitoring and evaluation of the projects and programmes as well as preparing reports on implementation.
9.	Office of the County Commissioner	Coordinating of activities undertaken by the national government in collaboration with the county government.
10.	National Planning Office at the county	Technical backstopping to the County Planning Unit.
11.	Other National Government Departments and Agencies at the county	Technical backstopping to the County departments in implementation of the projects and programmes; Policy guidance, formulation of conducive laws and training on management skills, enforcement of laws, dispensation of justice, conducting of elections.
12.	Development Partners	Complementing funding of various projects.

S/No.	Stakeholder	Role
13.	Donors	Inject new resources in form of credit, grants material support and capacity buildings.
14.	Farmers' Organizations	Promote marketing of farm produce.
15.	Finance Institutions	Avail credit, create awareness and train community on financial management.
16.	Regulatory Boards	Regulation of processing and marketing of the produce
17.	Kenya National Bureau of Statistics (KNBS)	Collection and dissemination of consumable data for planning purposes
18.	National Aids Control Council (NACC)	Provide policy guidance on halting and the reversing the spread of HIV/AIDS; Support OVC's and People Living with HIV/AIDS.
19.	National Council for Persons with Disability	Enhance capacity of disabled person's organizations, institutions and individuals; Support educational institutions for physically challenged
20.	NEMA	Enforcement of EMCA.
21.	Legislature (National and County Assemblies)	Deliberation and approve sector laws & policies and provision of conducive legal environment.
22.	Private Sector	Partners in service provision; Employment creation; Promotion of private enterprises and competition and supplement government effort through PPP. Contribute to revenue generation.
23.	Red Cross	Support disaster response and implementation of development projects; capacity building on disaster management; Research on development.
24.	Research Institution	Carrying out research and development.
25.	Trade Unions	Promotion of labour relations and welfare of workers.
26.	Tourists (domestic and international)	Contribute to revenue generation.
27.	Transport Service Providers	Provide public transport services to all stakeholders; Enhance economic growth by provision of access to markets by people and goods.
28.	Commissions (SRC, CRA, JSC, CAJ etc)	Implementation of their constitutional mandate.
29.	County public service	Human resource management.

4.2 Financing Mechanism

This section indicates the total cost of funding of the sectoral plan disaggregated by funding sources. It also indicates the estimated total cost of implementing the specific programmes, as well as the potential financing sources. Further, it highlights the collaboration arrangements between the various agencies within the sector and other implementing agencies.

Table 23: Financing of the Sector

Sub-Sector	Program	Budget(Sh. in Mns)	Sources of the Budget
Revenue	Revenue Mobilization and management	684	GOK/Donors/Development Partner
Accounts Procurement Internal Audit	Public Finance management	835	GOK/Donors/Development
Economic planning and budgeting	Economic planning and budgeting	165	Partner
Monitoring and Evaluation	Monitoring and Evaluation	100	GOK/Donors/Development
ICT	ICT Management	420	Partner
Trade Development and Industrialization	Trade Development Legislation and Regulation	3,440	GOK/Donors/Development

Sub-Sector	Program	Budget(Sh. in Mns)	Sources of the Budget
Co-operative development	Co-operative development	2,135	Partner
Tourism promotion and development	Tourism promotion and development	1,095	GOK/Donors/Development
		8,874	

4.3 Capacity Development

This section provides measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the sectoral plan.

Table 24: Sector Capacity Gaps

S/No.	Capacity Gap	Measures to address the gap
1	Inadequate human resource	Recruitment, promotion and motivation of staff
2	Delayed and erratic disbursement of funds	Adequate and timely financing for implementation of programmes and projects
3	Inadequate legal framework	Development of policies and guidelines
4	Slow procurement process	Fast tracking of the procurement process
5	Inadequate budgetary allocation	Increase domestic and external resource mobilization
6	E-procurement system downtime	Continuous collaboration with the National Treasury

4.4 Risk Management

Table 28 below provides the key anticipated risks that may hinder the implementation of the sector plan, potential risk implications and proposed mitigation measures to enhance sustainable development.

Table 25: Risk, Implication, Level and Mitigation Measures

Risk Category	Risk	Risk owners and Implication	Risk Level (Low, Medium, High)	Mitigation measures
Financial	• Inadequate financial Resources • Inflation and market fluctuations • Breach of contracts • Delay or late disbursement of exchequers	• County Government - Stalled projects • Public - Control • County Employees - Go-slows and strikes due to late or non-payment of personal emoluments. • County Government - Legal battles for breach of contracts	Medium	• Resource Mobilization Strategies • Increase in own-source revenue • Public Private Partnership(PPP)
Technological	• Information security incidents • Cyber attacks • Password theft	Public - Breach of valuable information	High	• Investment in cyber security risk management

Risk Category	Risk	Risk owners and Implication	Risk Level (Low, Medium, High)	Mitigation measures
	• Service outages			
Climate Change	Drought	Public - Loss of livestock and reduced crop productivity	High	• Climate smart agriculture practices
Organizational	• Poor career succession planning • Inadequate Human Resource Capacity • Lack of Communication and Integration. • Invoking rules rather than dialogue. • Cyber and Information Systems Compromises. • Risk Aversion.	• Public - Inefficiency in service delivery • County Government - Go-slows, absconding of duties and strikes. • County Government - Corruption • County Government - Transfer of Human resource to other institutions • County Government - Low esteemed staff	Medium	• Ensure proper succession planning/management. • Timely recruitment • Proper communication channels • Dialogue • Drafting of a clear vision for the County.
Operational	• Employee errors • Flawed or failed processes • Systems frauds • Political and external forces • Non-compliance to legal requirements	• County Government - Monetary loss Public - Competitive disadvantage • County Government - Employee- or customer-related problems • County Government - Business failure.	High	• Good financial management practices

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

Monitoring and evaluation framework is critical to enable tracking the implementation of the programmes identified in the sector plan. This section presents the Monitoring and evaluation framework that will be put in place and reporting mechanisms that promotes knowledge sharing and learning.

Monitoring of the sector programmes and projects such will be a continuous process based on the performance indicators set out in the implementation matrix. Evaluation mechanisms will entail measuring actual performance against set target levels and establishing size of gap or variance if any, identifying the casual factors for the variance, identifying and recommending appropriate remedial measures including a review of the objectives and/ or strategies.

5.2 M & E Reporting Structures

Monitoring and evaluation will take place at National and county levels. The sector will work with the private sector, NGOs and other stakeholders to ensure there is an effective monitoring and evaluation of the implementation of this sector plan. The implementation of this plan will be reviewed continuously guided by progress reports.

Monitoring of the entire process from planning, designing and implementation is important as it keeps the planned activities in check, reduces duplication, allows for remedial measures to be taken and ensures the projects/programmes results delivery on time. The Sector M & E Committee comprising the sectional heads and chaired by the Chief Officer for Trade, tourism, culture and co-operatives development, together with the Monitoring and Evaluation Unit in the Directorate of Economic Planning will monitor progress of implementation of projects and programmes. The Committee will carry out annual, mid-term and end-term review of the progress of implementation of planned projects and prepare reports for submission to relevant personnel for action. The Sector has put in place a Monitoring and Evaluation System that is in line with and will complement the County Integrated Monitoring and evaluation System. To maximize learning and to ensure wider accountability, it will be necessary to share key information with partners, programme beneficiaries and the wider public.

5.3 Data Sources and Collection Method

The monitoring and evaluation framework will comprise technical officers from the sector, and a representation from the Directorate of Economic Planning. Data collection will be by physical observation of the projects and programmes being implemented, actual verification of items delivered where applicable and survey of stakeholders to ascertain the impact of the projects/programmes.

5.4 Types of Reports to be Produced and their Frequency and Consumers

Reporting is important as it provides feedback to establish the challenges, successes and weaknesses in the implementation of various projects and programmes, and whether the set objectives have been met or are on course. The Plan will be evaluated annually, after five years and at the end of the plan period. The reports prepared will outline the achievements in comparison to targets, facilitating factors, challenges faced and lessons learnt. The reports will be submitted to the Governor's office for information, use and dissemination to stakeholders including the County Assembly, Development partners, Beneficiaries and the Public. Issues requiring policy interventions will be submitted to the County Executive Committee for action. The reports shall be stored manually in the manual files, also electronically and will be posted on the official County website.

The following reports will be prepared and disseminated;

i. **Annual Review Report (ARR)** – The report will evaluate all the activities undertaken during the year, clearly showing the milestones, challenges and outlining plans for the next year.

ii. **Mid-term Review Report (MTER)** – The report will be undertaken midway in the implementation of the sector plan to assess the extent to which the implementation is meeting plan objectives and timelines.

iii. **End-term Review Report (ERR**) – At the end of the Plan period, there will be an external evaluation carried out by an external evaluator. The task will lead to identification of 36 achievements against performance indicators; constraints encountered during the plan period and make recommendations towards the development of the next plan.

5.5 Dissemination, Feedback Mechanisms and Citizens Engagement

After preparation of the reports, there shall be review meetings to assess the report and map a way forward. This will keep the plans' activities and outputs on track during implementation, and enable the relevant personnel to identify and take necessary actions to address any emerging issues. The reports will be disseminated to stakeholders including the County Assembly and shared on County digital platforms where citizens will be given an opportunity to provide feedback.

5.6 Mechanism for Reviewing and Updating the Sectoral Plan

The Monitoring and Evaluation data will be analysed and reports prepared for submission to the Governor for his information and appropriate action. These reports will outline in summary the period's achievements, shortcomings, challenges faced and recommendations. Based on these reports, a decision to review or update the Sectoral plan will be made.

The monitoring and evaluation Matrix presented in table 26 will be used to effectively monitor the progress of implementation of programmes in the plan and eventually evaluate them.

The following table shows summary of the program outcome indicators based on the various activities and also highlights the targets at midterm and end of term of the sector Plan.

Table 26: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator (s)	Baseline		Five Year Targets	Ten Year Targets
			Value	Year		
Revenue Mobilization and management	Increased revenues	% increase in revenue	0.8	2022	25	50
		Mapping of all revenue streams (%)	2	2022	100	100
		Automation and maintenance of Revenue collection framework (%)	80	2022	100	100
		Organize training and sensitization forums	6	2022	5	10
		Develop and Review Policies and legislations	10	2022	5	10
Public Finance management	Improved management of public funds	% Budget absorption rate	100	2022	70	100
		Financial reports/Audit reports	50	2022	25	50
		% Compliance to procurement laws and regulations as per PPRA	100	2022	100	100
		% in Asset management Systems framework development	20	2022	100	100
Economic planning and management	Improved planning, monitoring and evaluation	Ratio of development to recurrent expenditure	35	2022	35	35
		% Project completion rate	85	2022	100	100
		Enhance administrative functions by renovating and equipping offices (%)	70	2022	100	100
		Develop statutory documents	40	2022	40	80
		Conduct public participation forums	30	2022	40	80
		Develop the County Statistical Abstract	0	2022	1	2
ICT Management	Enhanced service delivery	Establish ICT Innovation hubs	0	2022	2	4
		Develop Integrated County Information Management system	0	2022	1	1
		Improved internet connectivity (%)	0	2022	100	100
		Infrastructure development and maintenance eg. Offices (%)	40	2022	100	100
		Develop ICT skills capacity building framework	0	2022	1	1
		Hold ICT capacity building programs	1	2022	5	10
Trade Development and Regulation	Improved business environment	No. of policies and legislations developed	1	2022	4	6
		No. of markets constructed and rehabilitate	43	2022	20	40
		No. of specialized markets	0	2022	2	4

Programme	Outcome	Outcome Indicator (s)	Baseline		Five Year Targets	Ten Year Targets
			Value	Year		
		constructed				
		No. of business incubation centres established	0	2022	1	2
		No. of Infrastructure development and maintenance projects e.g. offices	2	2022	4	6
		No. of specialized equipment to Weights and Measures unit provided	0	2022	10	20
		No. of Community sensitization forums held	8	2022	10	20
		No. of bankable County Investment opportunities Map and profile	1	2022	10	20
		No. of trade fairs and exhibitions held	4	2022	4	8
		No. of multi-agency investment support forums and economic councils established	0	2022	1	2
		Amount of affordable business financing availed to enterprises	76.8M	2023	200	400
		No. of Industrial parks and special zones development	0	2022	1	1
		No. of common manufacturing user facilities established	0	2022	1	1
Co-operative development	A strong and vibrant cooperative movement	No. of Policies and legislations developed and reviewed	1	2022	1	2
		No. of Cooperatives compliance and audit reports prepared	1	2022	5	10
		No. of Cooperative Societies training forums	4	2022	25	50
		No. of Aggregation Centres established	0	2022	5	10
		No. of Cooperative societies supported with Value addition equipment	5	2022	15	30
		No. of trade fairs and exhibitions for cooperatives held	2	2022	2	4
		No. of co-operative societies Automated and digitized	2	2022	10	20
		No. of Infrastructure in cooperative societies rehabilitated	6	2022	20	40
		No. of Infrastructure developed and maintained e.g. offices	3	2022	4	8
Tourism promotion and development	Increased Tourism activities	No. of tourism and cultural sites mapped and profiled	30	2022	15	30

Programme	Outcome	Outcome Indicator (s)	Baseline		Five Year Targets	Ten Year Targets
			Value	Year		
		No. of Local tourism sites, parks and monuments developed	4	2022	8	20
		Develop a digital tourism platform	2	2022	3	5
		Hold tourism fairs and stakeholder conferences	0	2022	1	2
		Development of outdoor advertising framework	4	2022	4	10
		Infrastructure development and maintenance e.g. offices	0	2022	1	2
		Capacity Building	2	2022	4	10
		Develop County branding manual	0	2022	1	2
		Develop destination branding infrastructure and materials	4	2022	6	10
		Develop and review Policies and legislation d	0	2022	2	2