



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA



Nyandarua County Integrated Development Plan III 2023-2027 (Popular Version)

**CHANGE AGENDA FOR SOCIO-ECONOMIC DEVELOPMENT
AND WEALTH CREATION**



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**NYANDARUA COUNTY INTEGRATED
DEVELOPMENT PLAN III
2023-2027
(POPULAR VERSION)**

***CHANGE AGENDA FOR SOCIO-ECONOMIC DEVELOPMENT
AND WEALTH CREATION***

Published by

THE COUNTY GOVERNMENT OF NYANDARUA

P.O Box 701 – 20303 Ol’Kalou

Tel:(+254) 0792735720, 0792735736 Fax: 020 2660858

Email: info@nyandarua.go.ke

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Belle-Vue Area, KLB Road, Off Popo Road

P. O. Box 30022-00100, GPO Nairobi,

Telephone: +254 (20) 3541196/7, Mobile: +254 711 318 188/ +254 732 344 599

Email: info@klb.co.ke

Website: www.klb.co.ke

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ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
AEZs	Agro-Ecological Zones
AIDS	Acquired Immuno-Deficiency Syndrome
AMS	Agricultural Mechanization Services
ATC	Agricultural Training Centres
BETA	Bottom-Up Economic Transformative Agenda
CARA	County Allocation of Revenues Act
CBC	Competency-Based Curriculum
CCCIMS	County Climate Change Information Management System
CEAP	County Environment Action Plan
CEC	County Environment Committee
CeREB	Central Region Economic Block
CESA	critically ecologically sensitive areas
CESMP	Environmental and Social Management Plan
CFA	Community Forest Associations
CHU	Community Health Unit
CIDP	County Integrated Development Plan
CoMEC	County Monitoring and Evaluation Committee
COVID 19	Coronavirus disease 2019
CPR	Comprehensive Project Reports
CRA	Commission for Revenue Allocation
CSOER	County State of Environment Report
DTF	Decentralized Treatment Facilities
ECDE	Early Childhood Development Education
EMCA	Environmental Management and Coordination (Amendment) Act
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESS	environmental and social safeguards

FCDC	Frontier Counties Development Council
FLOCA	Financing Locally Led Climate Actions
FY	Financial Year
GDP	Gross domestic product
GIS	Geographic information system
GNI	Gross National Income
GPS	Global Positioning System
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HSMP	Health and Safety Management Plans
ICPD	International Conference on Population and Development Programme of Action
ICT	Information Communication Technology
IDEAS	Instruments for Devolution Advice and Support
IEBC	Independent Electoral and Boundaries Commission
IFMIS	Integrated Financial Management Information System
IGRTC	Intergovernmental Technical Relations Committee
IPPD	Integrated Personnel and Payroll Database
IPs	Industrial Parks
KAGRIC	Kenya Animal Genetic Resource Centre
KCSAP	Kenya Climate Smart Agriculture Program
KDSP	Kenya Devolution Support Programme
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Service
KUSP	Kenya Urban Support Program
KYISA	Kenya Youth Inter-County Sports Association Games
LPG	Liquified Petroleum Gas
LREB	Lake Region Economic Bloc
MCA	Member of the County Assembly
MDGs	Millennium Development Goals
MTPs	Medium Term Plans

NCCAP	National Climate Change Action Plan
NCTA	Nyandarua County Tourism Association
NEMA	National Environment Management Authority
NHC	National Housing Corporation
NLC	National Lands Commission
NLO	National land offices
NOREB	North Rift Economic Bloc
NYAWASCO	Nyahururu Water and Sanitation Company
OLWASCO	Ol'Kalou Water and Sanitation Company
OSR	Own Source Revenue
PFM	Public Finance Management
PLWD	Persons Living with Disabilities
PP1	Pre-Primary 1
PP2	Pre-Primary 2
PPP	Purchasing Power Parity
RTK	Real-Time Kinematic
SEA	Strategic Environmental Assessment
SEZs	Special Economic Zones
SHoMAP	Small Holder Market Access Program
SPRs	Summary Project Reports
STF	Settlement Fund Trustee
TGAN	Tree Growers Association
TIPS	Transitional Implementation Plans
TPU	Test pumping unit
TVET	Technical and vocational education and training
UHC	Universal Health Coverage
UNFCCC	United Nations Framework Convention on Climate Change
VTC	Vocational Training Centers
WRA	Water Resource Authority
WRUA	Water Resource Users Associations
WWF	World Wildlife Fund

GLOSSARY OF COMMONLY USED TERMS

County Integrated Development Plan (CIDP): The County Government's five-year master plan for the county's economic, social, environmental, legal and spatial development to meet the service and infrastructural needs and its own targets for the benefit of all local communities.

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.

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 co-ordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal from 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.

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.

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.

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

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

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 organisation's operations.

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 fulfillment of objectives, as well as efficiency, effectiveness, impact and sustainability.

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.

Stakeholders: Agencies, organisations, groups or individuals who have a direct or indirect interest in the operation, or its evaluation.

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

Outcome: The medium-term results of an operation's output. Relates to the purpose level of the log frame hierarchy.

COUNTY VISION AND MISSION

Vision

A wealthy, transformed and equitable county that provides quality life to its citizens.

Mission

To transform Nyandarua through a practical, realistic and measurable strategy of economic, political and social transformation that brings every citizen on board to build a greater county and ensure equal distribution of resources and opportunities.





*His Excellency Hon. (Dr.) Moses N. Badilisha Kiarie
Governor, Nyandarua County*

FOREWORD

Devolution as stipulated in Chapter Eleven of the Constitution of Kenya, 2010, is in its tenth (10th) year of implementation and through the two lapsed administrations, a lot of milestones have been attained. The success story associated with devolution is there for all to witness. In the first County Government administration, 2013-2017, the devolved system of running public affairs was a new concept and faced a myriad of challenges ranging from; resistance to change, harmonisation of the work place philosophies for the defunct local authorities and devolved central government functions, high expectations compared to the reality, mismatch between the devolved functions and the accompanying resources, human and technical capacity deficiencies, low civic awareness and underdeveloped public participation framework.

The first generation CIDP, 2013-2017 was prepared without clarity on its confines. Nevertheless, its implementation formed the bedrock upon which the successive County administration and resource allocation frameworks have been etched. Through its implementation, the claim holders got a feel of what devolution was meant to offer. Then came the second generation CIDP which was greatly informed by lessons learnt from CIDP 1 preparation and implementation.

The second generation CIDP, which is in its last FY of its implementation, has further brought to fore the strengths of effective framework for planning, budgeting, programmes implementation, monitoring and evaluation, reporting and feedback to the relevant stakeholders. Through the experiences of CIDP 2, my administrations is well armed to manage risks and uncertainties which are likely to affect actualization of the change agenda for our people. For instance, during the COVID-19 pandemic outbreak, many programmes were not conclusively implemented due to lockdowns, unrealised revenue targets, diversion of resources to combat the menace as well as the general global recession.

In the preparation and implementation of third generation CIDP (2023-2027) it is expected that County Governments are well equipped with the requisite tools to prepare a plan that balances stakeholder expectations, the resource generation capacities, and projected risks and uncertainties. Nyandarua CIDP 3 has employed the SMART approach where programmes contained herein are Specific, Measurable, Attainable, Realistic and Time Bound. This is in realization of the need to be empirical in running the affairs of the County.

The policy and legal framework in place led to effective preparation of this CIDP 3. In particular, Section 108 of the County Governments Act, 2012 (Revised, 2021) envisions a five-year County Integrated Development Plan with clear goals and objectives; an implementation plan with clear outcomes; provisions for monitoring and evaluation; and clear reporting mechanisms. In observance of the spirit of inclusivity, stakeholders were consulted in open fora across all the twenty five (25) wards. Further, identified key stakeholders were put together to provide in-depth scrutiny and guidance on various sectoral programmes and their attendant outcomes. The development issues emerging from public participation foras acted as a key guiding factor when generating the priority areas for consideration in CIDP 3. Alignment to other plans was inevitable in recognition that Nyandarua exists in the wider global village.

The plans aligned to included local plans such as my change manifesto, Central Region Economic Bloc (CeREB) blue print, national plans such as Kenya Vision 2030, Medium Term Plan four (MTP-IV) and Bottom-Up Economic Transformative Agenda (BETA), international commitments such as the Sustainable Development Goals (SDGs), Africa Agenda 2063, Sendai Framework for disaster risk reduction, and United Nations Climate Change Conference Resolution (COP27). As such, the programmes contained in this planning document can be considered to encapsulate the aspirations of Nyandaruaans and beyond.

The key thematic areas of consideration in the implementation of CIDP 3 will be strengthening governance, promotion of productive sector(s), creating and supporting the necessary enablers (or foundations) as well as supporting social sectors. As postulated in my change manifesto, we will implement flagship projects targeting the health sector improvement, trade development

and promotion, accessible water supply, all-around education development, promotion of ICT in employment creation and service delivery, youth empowerment, reliable infrastructure all year round, and extensive resource mobilization.

Actualizing the earmarked development agenda in CIDP 3 will require concerted energies from all the stakeholders. Chapter Five (5) of this plan has identified all the stakeholders who will be called upon to ensure that its aspirations come to fruition. Involvement, commitment and co-operation of the County Executive and its semi-autonomous agencies, County Assembly, non-state actors such as Faith-Based Organizations, Civil societies and public benefit organizations, Development partners, private sector, National Government, the national parliament, constitutional bodies, County residents and all other stakeholders will be paramount. My government will employ all the armoury at our disposal to ensure that resources are mobilized to ensure that programmes are fully implemented. Tracking and communication of the CIDP 3 implementation to our claim holders will form part of the organizational culture.

Its implementation will improve service delivery and spur generate economic growth necessary for job creation and the improvement of the living standards of our people. I would like to thank all stakeholders led by the people of Nyandarua County for their immense contribution to the development of this Plan.

I take this opportunity to commit myself and my fellow duty bearers to see that we fulfil our CIDP 3 Vision in an effective, efficient, accountable and participatory manner. I extend my hand to all partners with who we shall work together to bring the aspirations our people desire and deserve.



HIS EXCELLENCY HON. (DR.) MOSES N. BADILISHA KIARIE
GOVERNOR, NYANDARUA COUNTY



***His Excellency Hon. Mathaara Mwangi
Deputy Governor, Nyandarua County***

ACKNOWLEDGEMENT

The integrated development planning framework can only be successful when we leave no one behind. This is in recognition that every person has a contribution to make toward a common vision. The vision for this CIDP 3 ensures our County will be transformed to the desired level by bringing all our ideas and competencies to one table.

This plan has undergone various stages in its preparation to be a final document. The process started with the development of a concept as guided by Section 108 of the County Governments Act, 2012 (Revised 2021) and guidelines developed by the state department for Planning under the National Treasury and Planning. Thereafter, a technical sector working team was constituted to review the CIDP 2 which is expiring in the current FY 2022/23. This was followed by developing a stakeholder consultation framework which culminated in public participation fora being conducted across the County. The technical sector working teams drawn from all the departments and agencies worked tirelessly to ensure that the stakeholder consultations wish list was converted into implementable programmes and placed under a relevant sector within the plan. Under the SMART concept, the technical team ensured that all the programmes are specific, measurable, attainable, realistic, and fit the CIDP 3 implementation timeline of five years. On the other hand, the members of the public and other stakeholders gave invaluable input which informed the various programmes and outcomes.

The County Assembly through observance of the “distinct but interdependent roles” provided insights into areas of improvement when conducting public participation fora in their wards as well through other consultative meetings. The National Government departments came in handy when preparing this plan by providing data, and guiding on areas of co-operation to ensure we harness our synergies thereby avoiding duplication. Specifically, I wish to thank:

His Excellency the Governor Hon. (Dr) Moses Kiarie Ndirangu Badilisha for providing general leadership and blessings during the entire CIDP 3 preparation process. His change manifesto guided the identification of priority areas and strategies;

The County Executive Committee for participating in the preparation process by giving insights into the programmes and how they will be implemented. They further adopted the CIDP 3 to facilitate its finalization;

All the County technical departments who provided their knowledge, skills, and attitudes during public participation and drafting of this plan;

The County Assembly of Nyandarua under the leadership of Hon. Speaker Stephen Wachira Waiganjo. The County Assembly members were of great help when conducting public participation and providing memoranda on priority areas specific to their wards. Further, the technical arm of the County Assembly under the leadership of the clerk supported the honourable members when interrogating the proposals contained in the CIDP 3;

The National Government, County Commissioner's office, and other departments for their valuable input and guidance on areas of collaboration. The Kenya National Bureau of Statistics (KNBS) and National Council for Population and Development (NCPD) provided credible data which formed the background of the CIDP 3;

The National Treasury, State Department for Planning, the Council of Governors (CoG), Kenya Institute of Public Policy & Research Analysis (KIPPRA), and other agencies for developing and disseminating the CIDP 3 guidelines, as well as technical backstopping throughout the preparation process;

The Presidential Council of Economic Affairs who were of great technical assistance in ensuring that this CIDP 3 is fully aligned to the Kenya's

national development agenda. Their involvement in the preparation exercise will ensure that the County's development priorities feed into the national development vision seamlessly; and

The great people of Nyandarua, within and diaspora, for providing their valuable inputs which guided in identifying where the five years priorities lie and any other person(s), or entity who in one way or another participated in the preparation of this CIDP 3.

Last but not least is to pass my gratitude to the Directorate of Economic Planning for co-ordinating the CIDP 3 preparation process on behalf of the entire County under the leadership of Hon. Mary Kamande, C.E.C.M Finance, Economic Planning, and ICT. The preparation of this key plan for the County has been seamless and has also been undertaken professionally. I count on this department to move along with it during its implementation through technical backstopping, monitoring and evaluation as well as reporting.

The commitment, dedication, sacrifice and determination of all involved during its preparation can only be rewarded by the Almighty Lord. It is a sacred calling to transform the lives of people especially the less fortunate and this has been demonstrated by all the actors who participated in the preparation process.



HIS EXCELLENCY HON. MATHARA MWANGI
DEPUTY GOVERNOR, NYANDARUA COUNTY



*Hon. Stephen Wachira Waiganjo
Speaker, Nyandarua County*

MESSAGE FROM THE SPEAKER

The Nyandarua County Integrated Development Plan for Financial Year 2023/2024 to 2027/2028 is the third such Plan since the advent of Devolution in 2013. It is a comprehensive blueprint outlining our county's vision, goals, and strategies for sustainable development and progress. Aligned with the Kenya Vision 2030, the fourth Medium Term Plan (MTP) (2023-2028), the 17 Sustainable Development Goals (SDGs), Africa's Agenda 2063, and other national, regional, and international economic development frameworks, this plan encapsulates our commitment to positive transformation.

The development of the third Nyandarua CIDP involved an extensive consultative process, incorporating input from the County Executive, the County Assembly, and residents across the 25 electoral Wards, through multiple public participation forums and memoranda submissions in line with the provisions of Articles 1, 10, 118, 124, 201, 221, and 232. Accordingly, the plan is a true reflection of our people's aspirations.

Recognizing the immense potential of our agricultural sector, the CIDP prioritizes its growth by promoting value addition and strengthening market linkages for our farmers. By investing in vital infrastructure such as rural roads and revitalizing cooperative societies, we aim to unlock the untapped potential of our agricultural sector, empowering our citizens with sustainable livelihoods.

Moreover, our plan places a paramount emphasis on education. We recognize the significance of providing capitation fees to Early Childhood Development Centers, which will enhance access to quality education for our children. We are also dedicated to equipping our youth in technical and vocational training institutes with the essential skills demanded by the 21st-century job market.

In the realm of healthcare, our plan underscores the importance of accessible and quality services for all residents. Through partnerships with the national

government and other stakeholders, we will upgrade our health facilities, Notably the JM. Kariuki Referral Hospital and Engineer Level IV, strengthen disease prevention and control measures, and prioritize the maternal and neonatal health. We shall invest in health education and awareness programs to foster a culture of wellness and preventive care within our County.

To achieve these ambitious goals, effective governance, public participation, and cooperation between the County Executive and the County Assembly are vital. The Assembly remains committed to executing our Constitutional roles of legislation, representation, oversight and Budget Approval. In this regard, we undertake to support the Executive in its mandates while respecting the doctrine of Separation of Powers as envisioned under Article 174 of the Constitution of Kenya, 2010. By upholding transparency, accountability, and citizen engagement in decision-making processes, we aim to facilitate economic transformation in adherence to the CIDP's objectives.

The Nyandarua County Integrated Development Plan for 2023-2028 is a testament to our unwavering dedication singularity of purpose to building a prosperous, inclusive, and sustainable future for Nyandarua presently and for the future. This Plan encapsulates the aspirations and dreams of not only our leaders but also our people, and it is our collective responsibility to turn these aspirations into reality. The Government, under the leadership of the highly visionary Governor, H.E. Hon. (Dr) Moses Kiarie Ndirangu Badilisha, is resolute in its commitment to empower and transform our County into a model County.



Hon. Stephen Wachira Waiganjo
Speaker, Nyandarua County

EXECUTIVE SUMMARY

The third-generation County Integrated Development Plan (CIDP 3) is integral for the operationalization of all County programmes and projects in the medium-term period i.e. FY 2023/24 to 2027/2028. It follows the implementation of two plans since the inception of devolution. Subsequently, this plan has improved on the previous plans via resource projection and the envisaged plan for the period. Smart indicators have been sorted and linked to various national and international development goals which include the Bottom-up Economic Transformative Agenda, Medium Term Plan IV, Kenya Vision 2030 as well as the UN vision 2030-the Sustainable Development Goals. Further, for evaluation purposes, Chapter Six has the outcomes tied to each of the initiatives by both sub-sectors/departments and the sectors.

As per guidelines issued by the State Department in charge of planning, CIDP 3 has been formulated and consists of six sections that build premises on which the County development plan is laid out.

Chapter One has given a background/overview of the County and highlights the physiological features of the County, its position and size, demographic characteristics, climatic and ecological conditions, the administrative and political units and the human development index. This section informs on the basic characteristics of the County which are to inform on planning.

Chapter Two has reviewed the performance of the previous CIDP 2. The second-generation CIDP was ambitious and well thought out. However, from the review as elucidated in the chapter, the proportion of projects and programmes not implemented was noted to be higher due to limited resource streams and a lack of effective resource mobilization strategies. All the Departments have been reviewed as per various Executive Orders issued by H.E the Governor from time to time. Further, developmental issues are to inform the formulation of Chapter Four on development priorities and strategies. Challenges and lessons learned are pivotal in the formulation of CIDP 3 and are explained in the section.

Chapter Three gives the County planning an aerial view through which,

the distribution of resources, utilities and the need thereof is noted. Through the pillars intimated in the County’s spatial plan, pivotal subset areas of the pillars are reviewed with key highlights on the opportunities or otherwise. Through this section, areas, where the action is needed across all the sectors in the County (four sectors), are highlighted and critiqued.

Chapter Four gives an in-depth look into the sector’s development priorities, strategies and programmes. Through this, flagship projects and cross-sectoral linkages have been highlighted. The flagship projects herein have been divided into two. These are those that are to be implemented by the County Government with its coffers and those to be implemented either by the National Government and/or through Public Private Partnerships (PPP). The disaggregation is expected to solely show accountability to Wanjiku. Further, the section shows the linkages with the Bottom-Up Economic Transformation Agenda (BETA), National Development Agenda (Kenya Vision 2030), Regional and International Development Frameworks are illustrated as well as how such links are to contribute to the achievement of the set objectives.

Chapter Five delves into the institutional framework of the County which also captures the organizational chart that illustrates the implementation of CIDP 3 and how the County’s internal transformation needs are to be addressed in the mid-term. Further, projected resource requirements by sector, revenue projections, estimated resource gap, and measures of addressing the gaps are provided. This section also addresses how County Assets are to be managed with anticipated risks in the implementation of the CIDP being reviewed with the mitigation measures laid out.

Chapter Six presents a monitoring, evaluation, and learning framework through which the implementation of the plan is to be monitored and evaluated. The section highlights the county monitoring and evaluation structure, and its M&E capacity with the outcome indicators captured as informed by Chapter Four. To monitor and evaluate programmes and projects, it is of the essence that data collection, analysis, and reporting are reviewed. The Chapter has laid out a structure through which this is to be undertaken. Feedback mechanisms on the implementation, its review and the evaluation plan have been set out in the section.

CHAPTER 1: COUNTY OVERVIEW

1.1 Background

Nyandarua County headquarters are in Ol’Kalou town which is approximately 150 Kilometers North West of Nairobi. This town was the headquarter for the defunct Ol’Kalou town council which was the only elevated local authority in Nyandarua and had a small jurisdiction. Ol’Kalou was an underdeveloped urban centre with no tarmacked roads, parking lots, street lights, sewerage system and few financial institutions, among other amenities found in other urban centres. However, the County is in a prime location with urban centres/towns surrounding it such as Nakuru, Gilgil, Nyahururu, Naivasha, Kiambu, Murang’a, Nyeri and Nairobi. To Nairobi, it is connected via (A2) to Mombasa, and Kisumu via (A12). This interconnectivity provides Ol’Kalou with an enviable opportunity to engage in trade and investments as it can be considered a hub within its environs. The County Government model of resource allocation and application will be inevitable in propelling its status to that of the neighbouring urban centres.

The mode of transport is predominantly via road with the road network and its interconnectivity to the neighbouring towns sufficient. The Ol’Kalou-Miharati-Engineer Road, class (B20) traverses the entire County of Nyandarua, from Dundori to Njabini. It connects to the Nakuru-Nairobi (A8) Highway via Dundori, Gilgil, Naivasha and Magumu points. The County is linked to Nyahururu and Gilgil by the (A4) road which then connects to the Nyahururu-Nyeri Road; class B21. The C487 road connects Ol’Joro’Orok to Dundori through Charagita centre. Road D1323 links Engineer and Naivasha facilitating movement from Nyandarua to Nakuru County. The airstrip in Ol’Joro Orok Sub-County links the County to surrounding air transport facilities. The railway line connects the County to Nyahururu and Gilgil towns although the two are not operational.



The socio-economic mainstay in Nyandarua is Agriculture and related industries. The main agricultural produce includes Irish potatoes, cabbages, carrots, peas, floriculture, pyrethrum, sugar beet, cereals, poultry and dairy. This is due to the favourable climate and natural resources such as fertile soils. The high agricultural production has made Nyandarua County a top producer of Irish potatoes accounting for over a third of the national production and the second top producer nationally of milk in turn becoming a food basket and a strategic County in national food security.

Due to its location in Central Kenya, the inhabitants are predominantly of Kikuyu origin and settled from Kiambu, Murang'a and Nyeri during and after the colonial era. The Kikuyu account for more than 95% of the County inhabitants with other tribes accounting for the remaining 5%. The other major inhabitants include; Turkana, Gusii, Luo, and Luhya who settled there due to intermarriages and employment. These minority tribes are spread across the County evenly.

The County is also a member of the Central Region Economic Block (CeREB) comprising nine other member Counties namely Nakuru, Laikipia, Nyeri, Murang'a, Kiambu, Embu, Tharaka Nithi, Kirinyaga and Meru.

Position and Size

Nyandarua is located in the central region of Kenya and lies between latitude 0°8' North and 0°50' South and between Longitude 35° 13' East and 36°42' West. It borders Kiambu to the South, Murang'a to the South East, Nyeri to the East, Laikipia to the North, and Nakuru to the West. The County is privileged to have the equator passing through two points in O1'Joro'Orok (Gatimu) and Ndaragwa (Gwa-Kung'u) sub-counties.

The area of the County is approximately 3245.1 Square Kilometres part of which is covered by the Aberdare Ranges.

1.2 Administrative and Political Units

1.2.1 Administrative Units

County Government's administrative units

The County has five administrative sub-counties under the County Government jurisdiction. They include; Kinangop, Kipipiri, Ol Kalou, Ol Joro Orok and Ndaragwa. Each sub-county is headed by a sub-county administrator who co-ordinates service delivery. A sub-county is further divided into wards with the County having a total of twenty-five (25) wards, administered by a Ward administrator. The number of wards per Sub County is dependent on the sub-county area. Kinangop is the biggest Sub-County with eight Wards while Kipipiri, Ol'Kalou and Ol'Joro Orok have four Wards each and Ndaragwa has five Wards. The County is yet to establish village administration units.

Kinangop being the largest Sub-County covers 822 km² while Ol'Joro Orok Sub-County covering 389.1 Km² is the smallest.

National Government Administrative Units

Nyandarua County has nine (9) sub-counties, twenty-six (26) Divisions, sixty-eight (68) locations and one hundred and eighty-three (183) sub-locations.

Each sub-county is headed by a Deputy County Commissioner, the division is headed by an assistant County Commissioner, the location is headed by a chief and the sub-locations are headed by an assistant chief. These are the units under which critical national government functions such as internal security, and the registration of births and deaths are undertaken. This has greatly improved service delivery by bringing services closer to the claim holders whilst accelerating urbanisation across the County townships given the administrative units.



1.2.2 Political Units (Constituencies, electoral Wards)

The County has five constituencies whose boundaries and names are the same as those of the County Government sub-counties namely; Kinangop, Kipipiri, Ol Kalou, Ol Joro Orok and Ndaragwa. Each constituency through the electoral process is headed by the Member of the National Assembly. Each constituency is further divided into wards which are headed by the Member of the County Assembly (MCA). The boundaries for the constituencies and wards were delineated by the Independent Electoral and Boundaries Commission (IEBC). At the County Level, there are representatives at the National Assembly and Senate having an elected woman representative and senator respectively.

Table 1: County's Electoral Wards by Constituency

Constituency	County Assembly Wards
Kinangop	Engineer
	Gathara
	North Kinangop
	Murungaru
	Njabini/Kiburu
	Nyakio
	Githabai
	Magumu
Kipipiri	Wanjohi
	Kipipiri
	Geta
	Githioro
Ol'Kalou	Karau
	Kanjuiiri Ridge
	Mirangine
	Kaimbaga
	Rurii

Ol’Joro Orok	Gathanji
	Gatimu
	Weru
	Charagita
Ndaragwa	Leshau/Pondo
	Kiriita
	Central
	Shamata



His Excellency (Dr) William Samoei Ruto, CGH with His Excellency the Governor during working visit to the County



CHAPTER TWO: PERFORMANCE REVIEW OF CIDP 2

2.0 Overview

This chapter provides a review of the implementation of the previous CIDP 2018-22. It presents an analysis of County performance in terms of revenues, expenditures, and key outcomes as well as the major challenges faced in the implementation of the plan.

2.1 Analysis of the County Revenue Sources

This section provides the annual projected revenues versus actual receipts within the period under review.

County governments have multiple sources of revenue including but not limited to; equitable share from the Commission for Revenue Allocation (CRA), grants from development partners, investments, and own source revenue. Revenues from these sources is utilized in priorities of County development projects, programmes, recurrent expenditures, and provision of essential County government services.

Table 2: Analysis of County Revenue Sources (FY 2017/18 to FY 2021/2022)

Revenue Sources	Revenue Projection as per the CIDP 2 (Kes. million)					Actual Revenue (Kes. million)				
	FY1	FY 2	FY3	FY 4	FY 5	FY1	FY2	FY3	FY4	FY5
a) Equitable Share	4,772	5,010	5,261	5524	5828	4,771.6	4,929.8	4,874.1	4874.1	5670.4
b) Conditional grants (GoK)	446.8	490.4	429.2	448.5	228.2	453.4	463.5	442.0	492.6	228.2
c) Conditional grants (Dev. Partners)	170.23	512.83	970.27	687.89	499.09	352.1	371.6	377.5	727.1	252.3
d) Own Source Revenue	400	600	630	954	990	318.5	403.4	379.5	408.7	473.1
Total	5976.63	6533.03	6903.57	6964.49	7387.69	5,895.60	6,168.30	6,073.10	6,502.50	6,624.00



2.2 County Budget Expenditure Analysis

This section provides an analysis of total budget allocation and total actual expenditure by sector for the five years.

Table 3: County Expenditure Analysis FY 2017/18 to FY 2021/22

Department	Total Budget Allocation (Kes in millions)	Total Actual Expenditure (Kes in millions)	Variance	Absorption rate %
Governor's Office	738,419,384	707,981,460	30,437,924	96
The County Secretary (including salaries, pension and gratuity)	10,168,001,178	10,018,873,670	149,127,508	99
County Public Service Board	90,045,476	87,745,865	2,299,611	97
Public Administration & ICT	278,543,770	234,871,608	43,672,162	84
County Attorney	179,836,574	172,848,494	6,988,080	96
Finance & Economic Development	3,056,011,982	2,779,303,602	276,708,380	91
Agriculture Livestock & Fisheries	2,068,917,407	1,276,897,621	792,019,786	62
Lands, Housing & Physical Planning	1,157,182,202	867,757,883	289,424,319	75
Transport, Energy & Public Works	5,936,068,010	4,144,873,820	1,791,194,190	70
Health Services	4,335,542,076	2,890,640,117	1,444,901,959	67

Department	Total Budget Allocation (Kes in millions)	Total Actual Expenditure (Kes in millions)	Variance	Absorption rate %
Education, Gender, Youth, Culture and Social Services	1,231,763,493	909,878,021	321,885,472	74
Youth, Sports and Arts	823,101,392	688,577,464	134,523,928	84
Trade Industrialisation & Cooperative Development	1,108,285,799	517,214,478	591,071,321	47
Water, Environment, Tourism & Natural resources	2,272,192,539	1,397,576,410	874,616,129	62
County assembly	4,065,777,648	3,846,768,461	219,009,187	95
Totals	37,509,688,930	30,541,808,974	6,967,879,956	81

2.3 Sector Programmes' Performance Review

This subsection discusses sector performance trends from baseline values at the beginning of the CIDP implementation and the outputs at the end of the plan period. It also shows the gap from the expected values/levels and makes comparisons with national statistics where applicable.

2.3.1 Office of the Governor

At the end of the implementation period, the office ensured strong governance, effective and efficient service delivery through;

- Improved and sustained investor relations;
- Held Governor Mashinani fora at village levels across the County;
- Improved intergovernmental relations with the National Government, development partners, the Council of Governors, etc.;



- Promotion and facilitation of the Central Region Economic Bloc;
- Provision of regular updates on the level of service delivery;
- Initiated development of the Governor's Service Delivery Unit;
- Established a COVID-19 management Committee to help fight the pandemic;
- Participated in International and National day celebrations;
- Through the Governor's outreach programme, vulnerable persons have been assisted;
- Coordinated civic education and public participation activities; and
- Regular communication to the public on service delivery through the GPS.

2.3.2 Public Administration

At the end of the implementation period, the directorate ensured there was effective and efficient service delivery through;

- a) Co-ordination of Governance, County functions and events through Logistical support to the protocol team, Preparation of briefs and ensuring stakeholder participation.
- b) Disaster response and management.
- c) Coordination and supervision of County government functions by ensuring that projects and
- d) programmes are implemented efficiently and supervision of County government workforce.
- e) Identification and procurement of ward offices and one-stop service delivery shops. Five offices were established, i.e. Magumu, Wanjohi, Rurii, Kiriita and Shamata. Identification of suitable office space for leasing in all the remaining wards is ongoing. Kinangop and Oljoro orok One- stop service delivery shops were completed. Authentication of ownership of Kipipiri, Mirangine and Ndaragwa land and buildings intended to host the respective One Stop Service Delivery Shops is ongoing, in consultation with the departments of Lands and Public Works.

2.3.3 Finance and Economic Development

The public Financial Management Directorate in the Department was able to continually process payments with an average of over 24 requisitions in the said period. This has improved the County's absorption rates over time. The processes for processing Bursary and Emergency Funds have been enhanced with the Emergency Fund exceeding the Kes. 40 million annual average in allocation and the bursary fund with over Kes. 175 million. Over 105,000 beneficiaries were supported by the Bursary kitty in advancing their education at both the secondary and tertiary levels. This has enhanced access to education, and improved transition and completion rates.

County Planning and budgeting saw the Economic Planning Division prepare all the statutory documents and submitted them to the County Assembly as stipulated by law. These are the County Integrated Development Plan, County Annual Development Plans, County Budget Review and Outlook Paper, the County Fiscal Strategy Paper and the Debt Management Strategy Paper, and budget estimates, among other policy documents.

The County Revenue estimates have been on an upward trend from Kes. 319 million to Kes. 473 million in the FY 2017/2018 and FY 2021/2022 respectively. The Supply Chain Management Directorate has on the other hand ensured a seamless procurement and acquisition process through the timely preparation of the annual procurement plan, taking part in all the requisite processes as laid out in various instruments. In addition, the Audit Directorate ensured there was risk management.

2.3.4 Health Services

In the Plan under review, the Health Services Department;

- 504 health workers while 134 more are in the process of being recruited. This will go a long way in reducing the health worker-patient ratio in the County.
- An additional 57 CHUs were established and trained by the department. Consequently, this will continue improving the promotion of the health practices within the County and hence enhancing a healthier population.



- At the beginning of the Plan period, the curative programme had 19 ambulances and 5 utility vehicles. During the Plan period, 4 ambulances (for Karangatha, Ndaragwa and Shamata Health Centre and JM Hospital) and 3 utility vehicles were procured.
- Upgrade of JM Hospital into a Level 5 hospital
- Upgrade of Engineer Hospital to Level 4 (high volume)

2.3.5 Education, Culture and the Arts

- The County increased enrolment from 22,500 to 26,000, and increased pre-primary to primary transition from 78% to 98%. The current teacher-to-pupil ratio is 1:4.
- To promote education standards within the County, 381 qualified ECDE teachers were recruited on permanent and pensionable terms and 200 others were engaged on a contract basis.
- The ECDE milk feeding programme was introduced in 2018 to improve nutrition and retention among school-going ECDE pupils. The programme benefitted 26,000 ECDE children across the County taking milk twice weekly which has increased enrolment while enhancing the nutritional status.
- Under ECDE infrastructure development, the County has constructed 200 modern ECDE classrooms, and 155 children-friendly sanitation facilities.

County Bursary Fund

- In the financial years 2017/2018 to 2021/2022 Kes. 631.65 million was disbursed as bursary fund benefitting 120,934 learners across the County. Bursary fund support has reduced absenteeism and drop out from school due to lack of fees, increased transition rate in all levels of education and also improved students performance in the County.

Vocational Training Centres (VTCs)

- The County cumulatively allocated a total of Kes. 88,760,000 towards Subsidized Vocational Training Centers Support to polytechnics from 2018-2021 to 9,738 trainees.
- To improve infrastructure and training standards in the VTCs, the County recruited 23 qualified technical instructors,

- Constructed and equipped 2 twin workshops, 4 hostels, 4 administration blocks and 7 sanitation facilities.

Arts and Culture

- Nyandarua County Music Studios trained 6,655 artists .The studio has produced 2,433 songs.
- Annual talent show events have been held since 2020 Countywide where 3,721 youth have participated so far.
- Miss World Kenya 2019 – Maria Wavinya, was identified during the Miss Tourism Nyandarua County talent show event in May 2019. She went on to participate in Miss World 2019 in London where she was among the top 12 in the competition.

2.3.6 Youth, Sports, Gender and Social Services

- **Youth affairs:** In promotion of the youth agenda in the County, over 649 Youth groups were issued with equipment and machinery. For example, Kiwanja Young Farmers from Gatimu Ward were issued with a Greenhouse and from the proceeds, they bought the land. The group thereafter established a revolving fund which has been used to start other individual projects for group members. Kageraini motorbike services in Nyakio ward were issued with a welding machine. From the proceeds, the group has established a loaning scheme for members. In addition, they purchased other welding machines and are training the youth.
- **Sports:** in promoting sporting activities in the County, Ol’ Kalou Stadium was upgraded by levelling Sand and erecting the perimeter wall. Construction of VIP Dias and running tracks is ongoing. Three playing fields were acquired and developed and over 23 playgrounds were upgraded.
- In football, 184 teams were supported in the FKF Sub-branch league thereby promoting sports participation and competitiveness. In addition, over 725 teams were issued with sports uniforms and equipment thereby benefitting over 5,000 players.
- **On Gender affairs,**713 women were trained in briquette making, 500 women leaders were sensitized on entrepreneurship and 1,000



community groups were issued with empowerment equipment such as catering service equipment, tent and chairs. Under the Plan period, the directorate issued hygiene kits to more than 10,000 vulnerable girls in the community thereby enhancing hygiene and social interaction.

- **In Social Services;** over 10,000 elderly and vulnerable persons were issued with water tanks, LPG gas and umbrellas to improve their livelihoods. Over 280 individuals were reached out through HIV and AIDS awareness programs resulting in a reduction in the prevalence rate. The directorate also facilitated corrective surgery and provided assistive devices to over 210 and 3500 PWDs respectively.

2.3.7 Water, Environment, Natural Resources and Tourism

a) Water Services

- At the beginning of the planning period, the proportion of households with access to clean and potable water stood at 21%. At the end of the period, the proportion increased to 32 % due to the development of water infrastructure.
- In this period, the County Government invested substantially in groundwater exploitation. 62 boreholes have been operationalized and are now serving the citizens. Other water supply sources were constructed, mainly intakes across streams and abstraction from surface sources (dams, springs, rivers). 13 masonry water storage tanks have been constructed and 41 tank towers with 2-10 M3 plastic tanks have been erected increasing the water storage capacity by 975,820M3.
- In addition, approximately 460 km of distribution pipelines have been laid connecting an additional 5,000 households to clean and safe drinking water.
- To encourage and promote the adoption of roof catchment by local households, plastic tanks of 100 to 500 litres were distributed to 15,761 households thereby increasing the capacity of local households to access clean and safe drinking water.
- In the period under review, the area under irrigation was increased to 500 acres in a bid to increase food security and improve earnings by local farmers. This was achieved by developing small-scale irrigation

projects by desilting small dams and laying distribution pipes.

2.3.8 Agriculture, Livestock and Fisheries

- **Crops Production:** Through the input subsidy program, over 25,550 vegetable and fruit certified seedlings were distributed to farmers.
- Before 2017, 5,330 bags of subsidized fertilizer were availed and distributed to farmers. During this planning period, 24,649 bags of subsidized fertilizer were availed and distributed thereby improving the quality and yield of crops grown.
- Sensitization of over 412,123 farmers was carried out.
- To promote clean and new varieties of seeds, the department established the Seed Potato Production Unit and a cold store facility at ATC, Ol-Joro-Orok.

Veterinary Services

- In the promotion of dairy farming, 23,039 from 20,000 artificial inseminations were carried out at a subsidized cost of Kes. 700 for local semen and Kes. 1,000 for exotic/imported semen.
- To prevent the death of cattle from lumpy skin and foot and mouth diseases, a successful vaccination campaign was rolled out which left 587,624 cattle vaccinated from 50,000 recorded before CIDP 2. The department further recharged 76 cattle dips in addition to the 60 dips previously rehabilitated in CIDP 1, thereby promoting the County as a disease-free zone.
- In partnership with the World Bank, 372 farmer groups benefited with over Kes. 266 million in grants under the Kenya Climate-Smart Agriculture Project (KCSAP).

2.3.9 Transport, Energy and Public Works

Roads

- The directorate was able to achieve a total of 1872.36 kilometers, 3934.54 kilometres of the road were graded.



- Under collaboration with the national government, 625 kilometers of roads were upgraded to bitumen standards.
- The sub-sector was also able to develop and strengthen skills in the local communities by provision of local labour. Quarry materials for the County machinery programme were sourced locally and the spreading of gravel was done by local labour exclusively. Approximately 35,000 Locals were empowered directly or indirectly.

Transport and Mechanical

- The County government's proper support of the boda- boda projects made it possible to meet the goal. 76 boda-boda sheds had been built by the end of the Plan period.
- Rehabilitation of the 71 km railway is underway.

Public Works

- At the beginning of the planning period, the construction of the County Headquarter office complex was at 5%. The target was 100% completion at the end of the planning period, however, only 55% was realized.

Energy development

- There were 264 floodlights installed around the County.
- Through a collaboration with REREC, 29 transformers were procured.

2.3.10 Trade, Industrialization and Co-operative Development

- The existing markets were improved and refurbished while 5 more market sheds were established.
- Other market infrastructure developed includes the construction of 13 market toilets and 48 market stalls at Geta market.
- Two SHOMAP markets (Soko-Mpya and Oleliondo) were operationalized and the ESP market structures at Miharati were rehabilitated.

- To promote good governance and ethics in co-operatives, 44 co-operative societies were audited and expansive capacity building was conducted Countywide.
- Under the co-operative support programme, cooperative societies were issued with milk coolers, milk cans, motorbikes and generators, among other things.

2.3.11 Lands and Physical Planning

- 17 colonial villages have been surveyed, 9 planned, and 19 issued with leases across the County.
- Towns have been surveyed in the period under review. The towns include; Mirangine, Ol'Kalou (Huruma), Sofia, Heni and Igwamiti
- Construction of land offices in Ol'Kalou (County Ardhi House) .
- At the beginning of the plan period, there was stagnated development of Ol'Kalou plots since 2013 due to ownership disputes. However, in the planning period under review, a task force was formed to deal with the ownership disputes and cleared 2,440 plots for development.

2.3.12 County Assembly

The Assembly recorded notable achievements in the 2018-2022 planning period key of which are summarized below:

- Construction of an ultra-modern twin-office complex.
- Construction of the Speaker's residence.
- Installation of E-Parliament system to facilitate virtual Committee and Plenary proceedings in response to the Covid-19 Pandemic.
- Maintenance of an interactive Assembly website.
- Sustained provision of live coverage of Assembly proceedings.
- Provision of Mortgage and car loan facility to MCAs and the Assembly staff.
- Establishment of a County Sacco for NCA members and staff.
- Recruitment of qualified and competent staff.
- Continuous professional development of staff and capacity building of MCAs.



- Effective oversight over the Executive.
- Expedient approval of budgets and prudent utilization of funds.
- Development of policies to enhance smooth operations of the Assembly.
- Drafting and Passing of Bills into laws.
- Provision of a conducive working environment through provision of working tools and introduction of employee wellbeing programmes.
- Enhancement of Mentorship Programmes through provision of attachment and internship opportunities.
- Enhancement of stakeholder engagement through Community Involvement programmes and consultative forums.

2.4 Challenges

This section highlights the constraints that prevented the full implementation of programs and the full realization of set targets in the plan period. The challenges emanated from internal forces and externalities. Some of these challenges are:

Weak revenue base

The County had a relatively weak revenue base affecting the revenue targets. The County generated most of its internal revenue from business permits and cess from agricultural products. Being a dominantly rural County, most of the income-generating activities were agricultural-related. With the challenges facing the agriculture sector ranging from changing weather patterns to marketing inefficiencies, the County's own revenue source has been fluctuating and, in most instances, falling way below target thereby affecting budget implementation.

Legal, Institutional and Policy Challenges

The County legislative authority, oversight and appropriation powers are vested in the County Assembly. The County Executive is expected to implement County legislation, manage and co-ordinate County administration, and perform other lawfully conferred functions among others. The necessary structures and capacity to legislate on various issues including the domestication of the various national laws and policies are still outstanding, e.g., the housing policy, public-private partnership Act, Energy

Policy, and Act among others. The County has not devolved its functions to the village level to ensure services are provided at the smallest administrative unit possible. As such, a lot of County operations are conducted at the headquarters.

Delay in passing of the County Allocation of Revenues Act (CARA)

Public Financial Management Act requires Budget Estimates to be submitted to the County Assembly by 30th April of every year. However, occasionally, the County Allocation of Revenue Act (CARA) was not ready on time. The Equitable Share allocations used as a guide in the preparation and submission of the Budgets for approval were, therefore, based on the tentative revenue estimates as contained in the Budget Policy Statement. Inconsistencies have also been noted between provisions of CARA and policy guidelines by the Commission on Revenue Allocation (CRA) especially on ceilings for the County Assembly.

Lack of Adequate Capacities for service delivery

There was inadequate office space with most departments operating in congested offices. In the Plan period, the County did not complete the construction of the County Headquarters, a programme under the equalization fund started in 2015. The Sub-County and Ward offices were also poorly equipped to deliver services.

Most of the departments experienced acute staff shortages; this impeded the seamless provision of services to the citizenry. Synonymous across the department, most staff were operating in an acting capacity especially senior management where critical technical skills should vest.

Funding and disbursement challenges

The release of funds to the County Revenue Fund was largely monthly. At times, the departments had to accumulate funds before commencing the tendering process, especially for huge projects. Consequently, departments incurred pending bills and delayed implementation of projects, especially towards the close of the year.

The funding for the departments was below the various declaration and commitments to which Kenya subscribes. This included the recommended 10% of the budget for agriculture by the Maputo and Malabo declarations,



20% of the budget for health by the Abuja declaration, and 5% of the budget for the ICT by the Kenya ICT Policy.

Overlap of devolved functions and programmes between the National Government and the County

Upon the expiry of the constitutional term of the Transition Authority, the Authority had not fully completed its mandate. Further, a decade since the advent of devolution, little success has been made in clearly defining the mandates of the National and County Governments. Attempts by the Intergovernmental Technical Relations Committee (IGRTC) to transfer assets to the devolved units has also not been successful. This has resulted in idle assets in the devolved units.

High Public Expectation

Citizen enlightenment on the roles of the two levels of government has led to very high expectations. However, due to limited resources, some of the expectations were not met. In other instances, projects were not realized due to legal suits against the County Government lodged by members of the public thus affecting service delivery.

Lack of synergies between the Departments/Sectors

During the Plan period, County planning and budgeting were departmental based. The Departments highly operated in silos failing to draw synergies within their sectors. This further resulted in duplication of programmes, failure to fully optimise programmes and projects across the Departments, and thin spreading of funds.

Underdeveloped Monitoring and Evaluation

During the Plan period, there was little adherence to the monitoring and evaluation framework. Monitoring and evaluation was not done during the entire project cycle and was instead done after the completion of projects. In addition, the Mid-term CIDP review was not carried out.

Pandemic, Disasters, and Emergency prevalence

In the Plan period under review, the Country encountered a range of pandemics and disasters, notably the COVID-19 pandemic and invasion by locusts. The pandemics and disasters occasioned the reprogramming of

identified programmes and increased funding to address these developments. This was at the expense of other programmes and projects.

The County was further marred by the prevalence of emergencies such as flash floods, fires, drought and famine, and hospital bills, among other unforeseen emergencies. These resulted in the overutilization of the County Emergency Fund and the consistent reallocation of funds from other programmes at the supplementary budget level. The County's high poverty levels occasioned unprecedented emergencies.

2.5 Emerging issues

Novel COVID-19 Pandemic

The COVID-19 Pandemic caused a global shake-up that resulted in a new norm for doing things. For instance, most employees were required to work from home which disrupted service delivery to the citizenry. This necessitated the reorganization of the County Government programmes in addressing the pandemic which was synonymous with lockdowns and night curfews engineered to tame its spread. Lockdowns and curfews greatly affected the global, country and County economies and necessitated a change in strategy in governance delivery models. Vast resources of the County were reorganized to the health services department, which had not been anticipated at the beginning of the Plan period. This includes the construction of isolation wards, the purchase of PPEs, and equipping. Own Source Revenue collection was not spared with the closure of productive sector businesses, e.g. bars, restaurants, and markets. This resulted in dwindling collections coupled with revenue waivers in cushioning the residents from the pandemic.

Climate Change

No country today is immune from the impacts of climate change. According to World Bank, climate change could drive 216 million people to migrate within their own countries by 2050, with hotspots of internal migration emerging as soon as 2030, spreading and intensifying thereafter. Climate change could cut crop yields, especially in the world's most food-insecure regions. At the same time, agriculture, forestry and land use change are



responsible for about 25% of greenhouse gas emissions. The agriculture sector is core to addressing the climate challenge.

Agriculture is the mainstay of the County, contributing 3.9% to the National Agriculture GDP, over the Plan period. The effects of climate change and poor land administration management have resulted in the reduction of agricultural yields. Pockets of the County especially in Ndaragwa Sub County have been turned into semi-arid areas requiring frequent relief food and water for households and animals.

The County has had to gear up interventions such as Climate Smart Agriculture with the assistance of the World Bank and the establishment of a climate change unit to collect data, capacity builds the locals and provide early warning systems. The urgency and scale of the challenge require counties to learn quickly from each other, adapt to their special circumstances, and be bold in implementing policies that bend the emissions curve and improve livelihoods.

Regional Economic Blocs

The Interim Independent Boundaries and Elections Commission (IIBEC) based County boundaries on population and geographical size. The establishment of the counties resulted in planning units without economies of scale in production, manufacturing and consumption. The creation of regional economic blocs gives Counties leverage to negotiate and create synergy.

Nyandarua County is a member of the Central Region Economic Bloc (CeREB) bringing together ten counties drawn from the larger Mount Kenya region; Embu, Kiambu, Kirinyaga, Laikipia, Nakuru, Nyandarua, Nyeri, Meru, Murang'a and Tharaka Nithi. It is of paramount importance for the member Counties to strengthen the regional bloc to enhance economies of scale.

2.6 Lessons Learnt

- Own Source Revenue mobilization is core to the actualization of County development needs. There is a need for innovation amongst

the County departments to develop the enterprises within their sectors, thereby growing the County revenue exponentially in tandem with the development needs.

- There is a need for synergy between the various departments involved in the project
- implementation. This will ensure proper planning, design, budgeting, implementation and contract administration.
- All stakeholders within and without the County require accountability, transparency and integrity
- in the administration of public funds. Access to their grants requires a high level of compliance by the County. Development partners have specific targets, timelines and tailored interventions. Therefore, there is a need for preparedness by the County government in sustaining programmes and projects at the lapse of the conditional grants.
- Accessing donor grants for institutional development and service delivery requires astute
- performance, documentation and reporting.
- With the withdrawal of the donor funds from the department, other sources of revenue should be explored to supplement departmental funds.
- There is a need to create a robust legal and regulatory framework, by fast-tracking the finalization
- of draft bills and policies and the domestication of national policies and laws at the County level. This will address gaps in governance and service delivery.
- Continuous training of staff through structured learning programmes is critical for the continuous
- improvement of public service. This is to be done in tandem with the staff welfare.
- Optimal utilization of complaints and compliments system to aid in deliberations while creating awareness on issues facing members of the public. The system is a great source of information for the public and creates an avenue that frustrates human interference.
- Protecting County's natural resources endowment is paramount in addressing climate change in the County. This is to be achieved through



climate change and environmental and social standards mainstreaming in County programmes. The County is set to reap benefits by promoting tourism, carbon credits, etc.

- Public Private partnerships are key for the fast-tracking of implementation of County programs.
- This partnership, especially on projects requiring huge capital outlay enables the County to focus on service delivery and the creation of an enabling environment for private sector participation.
- Earnest implementation of the County Budget will ensure the timely completion of County
- Budgets and ensure seamless service delivery.
- Maintenance and publication of County Data will enable data analytics in data-driven planning and tailoring responsive programmes to the development needs of the citizenry.
- Political stability is key for service delivery and the posterity of good governance.
- There is a need to recruit and fill critical staff gaps thus ensuring that the County operates optimally. Further, there is a need to improve the work environment through equipping and adequate office spaces.
- Adoption of technology in offering E-Government services will ensure efficiency and effectiveness in service delivery. Technology will be critical in taking services closer to the people and providing platforms for data collection.
- Need for greater co-operation with other counties and regional blocs on disaster and emergency management.
- Need to undertake a few projects at a time and complete them before undertaking new ones.
- Comprehensive civic education programme for members of the public and the employees for a better understanding of the various roles of the different stakeholders in the devolved system.
- Ensuring community involvement at all stages of the project cycle is necessary to enhance
- ownership and sustainability of projects.
- Operationalize the Monitoring and Evaluation framework.
- Need to properly assess the ability to complete and sustain projects and

programmes.

- This will ensure that the projects meet their timelines, specifications and budget constraints.
- Need to balance political interest and County strategic direction as stipulated in the County development plans and a clear separation of powers between the Assembly and the Executive.
- Adequate funding for Departments is crucial in enabling service provision.
- There is a need for proper emergency preparedness, a lesson learned from the COVID-19 pandemic.



CIDP III Public participation focus groups



CHAPTER THREE: SPATIAL DEVELOPMENT FRAMEWORK

3.0 Overview

Development programmes and projects to be implemented are guided by a County Spatial Plan. The County Governments Act, Section 107, presents the various types of plans to be prepared by the county. These plans include; County Spatial Plans (CSP), Cities and Urban Areas Plans, County Integrated Development Plans (CIDP), and County Sectoral Plans.

The Nyandarua County Spatial Plan (2020-2030) is complete and awaiting approval by the County Assembly. This CSP was prepared in line with the legal provisions outlined in the County Governments Act, 2012, while adhering to the guidelines issued by the State Department for Physical Planning. The underlying theme for the CSP is *“A competitive, prosperous, well governed and habitable County with a highly transformative economy, anchored on tourism, agro-processing, service and providing high-quality infrastructure.”*

Nyandarua County Spatial Plan (2020-2030) provides a long-term framework guiding the distribution of human activities and people in the County. This is aimed at promoting balanced regional development, protecting and conserving the environment, managing human settlements, improving connectivity, provision of adequate infrastructure and ensuring proper governance.

CHAPTER FOUR: DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES

4.0 Development Priorities and Strategies

The County priorities and strategies have been organized into various sectors and further into the subsectors. The County is organized into four sectors namely; Governance, Human Resource, productive and infrastructure sectors. The priorities and strategies have been informed by public participation exercise across the 25 Ward and reinforced by validation public participation at the Sub County level.

4.1 Governance Sector

The governance sector encompasses all County government entities and departments that are responsible for determining how power is exercised and how policies are implemented. These include the Office of the Governor, the Office of the County Secretary and Head of Public Service, the Public Administration and Devolution Department, the Office of the County Attorney, and the Finance, Economic Planning, and ICT departments.

The governance sector is vital for ensuring transparency, accountability, and adherence to the established legal and policy instruments, as well as promoting good governance in Nyandarua County. It is essential for effective and efficient governance, as it provides a framework for decision-making and the implementation of policies that promote the interests of citizens and the public good. Furthermore, the governance sector plays a key role in ensuring that government officials and employees are held accountable for their actions, and that citizens have access to the information they need to participate in the development process.



4.1.1 Office of the Governor

Sub-sector composition:

This office comprises the; Office of the Governor under which the office of the Deputy Governor is domiciled, the Service Delivery Unit, Governor Press Service, Liaison and Inter-Governmental Relations.

The key roles of the Office of the Governor are well elucidated in the County Governments Act section 30(2)

Vision

Excellence in County leadership for a united, prosperous County whose social economic and political development benefits are equitably distributed.

Mission

To provide effective and accountable leadership to ensure an empowered institution for the achievement of social- economic and political development and promote democracy, good governance, unity, cohesion and competitiveness of the County.

Sub-sector Goal(s)

- i. Promoting efficient service delivery in the County (Sustained productive engagement and
- ii. liaison between intergovernmental agencies and development partners)
- iii. Increase private and public investments in the County.
- iv. Communicate effectively to the public/County citizenry on County programmes and projects

Sub-sector Priorities and Strategies

Sector Priorities and Strategies

Sector Priorities	Strategies
Efficiency and effectiveness in service delivery	<ul style="list-style-type: none"> i. Adequate facilitation of the office of the Governor ii. Intensive engagement of the citizens throughout the Project Implementation Cycle. iii. Efficiency monitoring iv. Governor’s outreach programme v. Effective communication on service delivery vi. Follow-up on implementation of cabinet decisions
Liaison and intergovernmental relations	<ul style="list-style-type: none"> i. Create linkages for national and county government co-operation ii. Engagement of development partners iii. Promote visibility for investment opportunities iv. Policy and legal frameworks

To ensure efficiency and effectiveness in service delivery, the Office has a proposed allocation of **Kshs. 640 million** in the plan period.

4.1.2 OFFICE OF THE COUNTY SECRETARY AND HEAD OF PUBLIC SERVICE

This office is composed of the:

- i. Administrative and support services;
- ii. Cabinet affairs,
- iii. Communication and public relations;
- iv. County Registry.

The key roles of the Office of the County Secretary and Head of Public Service are as contained in the County Governments Act which includes:

- i. Being the head of the county public service,



- ii. Being responsible for arranging the business, and keeping the minutes, of the County executive
- iii. committee subject to the directions of the executive committee;
- iv. Conveying the decisions of the County executive committee to the appropriate persons or authorities; and
- v. Co-ordination of County official functions;
- vi. Being the official county contact office;
- vii. Collect and collate data.

Sub-sector Priorities	Strategies
Administration and support to the County	<ol style="list-style-type: none"> i. Management of county assets and installations ii. Internal security co-ordination iii. Departmental co-ordination iv. General Liaison services v. Registry operations
Coordination of the cabinet affairs	<ol style="list-style-type: none"> i. Co-ordination of CEC meeting ii. Communication of cabinet decisions iii. Cabinet retreat and seminars iv. County executive committee manual v. Review of cabinet decision implementation vi. Automation of cabinet conduct procedures
Communication and public relations	<ol style="list-style-type: none"> i. Periodic publications and briefs ii. Grievance redress mechanism iii. County branding iv. Press releases v. Policy and legislation on public communication vi. Management of internal and external communication

To fulfil the main mandates of coordination of county government's operations and employee remuneration **Kshs. 15,145 million** has been proposed in the plan period.

4.1.3 OFFICE OF THE COUNTY ATTORNEY

This office is composed of the County Attorney and County solicitor.

Vision

A proficient provider of policy and legal services.

Mission

To provide effective and efficient policy and legal services by offering practical solutions.

Sub-sector priorities	Strategies
Policy and Legal compliance	Manage county Government litigations. Establish a legal resource centre. Promote ADR mechanisms Policy and legal Advisory support. Legal compliance audit. legal information dissemination.

The office has a projected allocation of **Kes. 163 million** which will go towards legal services in the County

4.1.4 Public Service, Administration and Devolution

Sub-sector composition:

This sub-sector comprises of the following directorates; public administration, County Public Services Management and Citizen Participation, Enforcement and Compliance directorate, Human resource management and Performance Management.

Vision:

A performance-oriented public service.



Mission:

To offer high-quality public services, co-ordination and compliance in transparency and efficiency.

Sub-sector Goal(s):

Within the Plan period the sector envisages to:

- i. Ensure sustainable County programmes and projects.
- ii. Ease access to government services.
- iii. Increase stakeholder participation in County affairs.
- iv. Ensure compliance with County laws and regulations.
- v. Establish a competent and motivated County public service.
- vi. Undertaking performance management functions.
- vii. Providing guidance on performance management and evaluation of heads of human resource in departments.

Priorities	Strategies
Service delivery	Service charters Coordination of projects and programmes in the devolved units Supervision of the County staff. Disaster and emergency response coordination and management. One stop service delivery points. Establishment of village units
Enforcement and Compliance	Enforcement of County laws. Policy and legal support. Securing of County assets and installations. Securing of County events. Rebranding of the County security unit.
Human resource management	Human resource planning and management Staff welfare and support

Citizen engagement	<p>Civic education</p> <p>Public participations</p> <p>Feedback mechanism</p> <p>Peer learning</p>
Performance Management	<p>Undertaking performance management functions including developing the performance contracts.</p> <p>Providing guidance on performance management and evaluation of heads of human resource in departments.</p>

To ensure effective and efficient serviced delivery in public service and the devolved units, **Kshs. 348** million has been set aside.

4.1.5 FINANCE, ECONOMIC PLANNING AND ICT

Sub-sector composition

This sub-sector comprises of Economic Development, Local Revenue and Business Development, Supply Chain Management, Internal Audit Services, Finance, and ICT Directorates.

Vision and mission Vision

A centre of excellence in delivering efficient use of public resources, world class financial, economicplanning and ICT services.

Mission

To provide an enabling social economic environment while ensuring innovation, accountability, transparency and prudence in utilization of public resources.

Sub-sector Goal

The goal of the sub-sector is to monitor, evaluate and oversee the management of public finances and economic affairs of the County Government whilst providing a seamless ICT infrastructure for service delivery.



Sector priorities and strategies

Sub-sector Priorities	Strategies
Enhance County resource envelope	<ul style="list-style-type: none"> • County Revenue Resource mapping • Revenue automation and other innovations • Creating an enabling policy, legal and regulatory framework • Revenue monitoring and enhancement • Data analytics and informatic in revenue monitoring and enhancement • Creating a conducive environment for businesses operation • Recognition/Feting of Top Payers
Prudent utilization of county public financial resources	<ul style="list-style-type: none"> • Public Finance Management • Financial reporting • Exchequer and donor funding co-ordination • Record management services • County Funds management • County Contract Implementation and Management • Asset management • Establishment of a County Supplies Branch • Formulation of policy, Legal and regulatory support
Management of County Economic Affairs	<ul style="list-style-type: none"> • County Debt Management • Budget Formulation Co-ordination and Management • County Statistics Development • Economic modelling and Research • Economic Development planning • Monitoring and Evaluation • County Resource Mobilization • Formulation of policy, Legal and regulatory support

E-government services	<ul style="list-style-type: none"> • County ICT infrastructure development • Automation of County Services • Establishment of a policy, legal and regulatory framework • Creativity and innovation for socio economic development of the County • County Ajira Programme
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The specific functions are as follows:

i. Economic Planning and Development

- Developing, implementing and reviewing County economic policies;
- Coordinating the preparation of estimates of revenue and expenditure of the County Government;
- Co-ordinating the implementation of the County Budget;
- Providing leadership and co-ordination in the preparation of County development planning Documents;
- Co-ordination and management of County economic and statistical services;
- Co-ordination and provision of leadership in the County monitoring and evaluation framework, policy and annual progress reporting; and
- Offering administrative and secretarial services to the County Budget and Economic Forum.

ii. Revenue and Business Development

- Developing strategies, policies and laws to support the mobilization of resources for funding
- the budgetary requirements of the County Government;
- Streamlining procedures and processes for tax, levies and charges administration and collection of revenue; and
- Assessment and collection of revenue as specified and authorized by law.



iii. Public Finance Management

- Monitoring the financial performance of the departments to ensure proper management control of, and accounting for the finances of the County government and its entities;
- Requisition for the release of funds, processing of payments and maintaining proper accounts and other records in respect of the County Revenue Fund and other public funds administered by the County Government;
- Advising the County Government entities, the County Executive Committee and the County Assembly on financial matters;
- Assisting County Government entities in developing their capacity for efficient, effective and transparent financial management;
- Managing the County Government's public debt and other obligations and developing a framework for debt control;
- Consolidating the annual appropriation accounts and other financial statements of the County Government in a format determined by the Accounting Standards Board;
- Strengthening financial and fiscal relations between the National Government and County Government;
- Development and management of the County Public Investments Policy;
- Formulation of policy and regulation of employees benefits including retirement, insurance and medical cover;
- Management of grants and loans; and
- Reporting regularly to the National Treasury, Controller of Budget and the County Assembly on the implementation of the County Budget and other financial matters.

iv. Supply Chain Management

- Registration and prequalification of Suppliers;
- Preparation of procurement and disposal plans;
- Management of procurement and disposal of assets;
- Coordinating the preparation and updating of the comprehensive asset register;

- Formulating procurement standards, policies, guidelines and appropriate laws and overseeing their implementation;
- Maintaining and archiving documents and records of procurement and disposal for the period required in law.
- Monitoring contract management by the user departments to ensure implementation of contracts in accordance with the terms and conditions; and
- Advising the procuring departments on aggregation and economies of scale in buying.

v. **Internal Audit Services**

- Evaluating County's risk exposure and advising on appropriate risk management strategies;
- Reviewing operating processes and procedures to identify administrative inefficiencies
- Ascertaining the existence of adequate safeguards on assets to reduce wastage, pilferage and outright loss;
- Assessing compliance with procedures, rules, regulations and laws;
- Ensuring compliance with all donor conditions for the various donor-funded programmes and conducting investigations where fraud is suspected.

vi. **Information and Communications Technology (or Technologies) - ICT**

- To automate all County Government services;
- Ensure security of county data information and business continuity;
- Maintain ICT infrastructure and equipment;
- Create a digital super highway;

To ensure proper planning, revenue mobilization and Prudent utilization of county public financial resources through use of ICT platforms, the department has a proposed allocation of **Kes. 3,494 million**.



4.1.6 COUNTY PUBLIC SERVICE BOARD

Vision

To be a leading institution advancing a competent and motivated workforce for efficient public service.

Mission

To facilitate the development and sustenance of a coherent, integrated human resource for the highest standards in the public service.

Sub-sector Priorities	Strategies
Human resource Planning, Management and Development	<ul style="list-style-type: none"> • Establishment and abolition of offices; • Appoint persons to hold or act in public offices of the County public service and to confirm appointments; • Disciplinary control; • Monitoring and reporting; • Promotion of values and principles; and • Human Resource Planning, Management and Development

In order to fulfil its mandates, the Board has a proposed allocation of **Kes. 195 million** in the plan period

4.2 THE HUMAN RESOURCE SECTOR

The human resource sector is responsible for managing and developing the County’s human capital. This includes all direct services to the county citizenry that are geared towards human capital empowerment and welfare. Education, Children, Gender Affairs, Culture and Social Services and Health Services are domiciled within this sector. The Education and Social services sub-sector is to invest strategically in the empowerment of the youth, Early Childhood Education, Children, gender and culture. The Health sub-sector on the other hand is to improve the County citizenry’s health care indicators. The two sub-sectors are directly related to the human development of the County residents.

4.2.1 EDUCATION, CHILDREN, GENDER AFFAIRS, CULTURE AND SOCIAL SERVICES

Sub-sector composition:

The sub-sector is composed of ECDE Development, Vocational Training centres development, Education access and standards, Children, Gender affairs, Culture, Social services and Alcohol drink control.

Vision

Sustained quality education, and social-cultural and economic empowerment of the community.

Mission

To formulate, mainstream and implement responsive policies through coordinated strategies for sustained equitable education, and balanced socio-cultural and economic empowerment.

Sub-sector Goal

To empower future generations through the provision of psychological, quality, relevant education and training as well as empower the community in cultural and socio-economic spheres of life in the County.

The sub-sectors of this Sector and their key roles are:

- ECDE Development – Promotion of quality Early Childhood education.
- Vocational Training centres development – Promotion of quality VTCs training.
- Education access and standards – Promotion of basic and tertiary education.
- Children – Promotion and safeguarding of Children’s rights in all areas of growth and development.
- Gender affairs – Promotion of gender equity, empowerment and affirmative action.
- Culture – Promotion, development, safeguarding and preservation of cultural heritage for posterity.
- Social services – Promotion of more effective organizations, building value-based society,



- equality and opportunity for the vulnerable and special interest groups
- Alcohol drink control–Identification of mechanisms for alcohol action in control of production,
- distribution, sale, promotion and use of alcoholic drinks

Sub-sector Priorities and Strategies

The main priorities and strategies for the Education, Children, Gender Affairs, Culture and Social services sub-sectors are tabulated in table 16.

Sector Priorities and Strategies

Sector Priorities	Strategies
Early Childhood Development	<ul style="list-style-type: none"> • ECDE staffing and human resource development • ECDE feeding programme. • Infrastructural development • Teaching and learning materials. • Capitation for ECDE children. • Digitization of ECDE learning
Vocational training	<ul style="list-style-type: none"> • Infrastructural development • Capitation for VTCs trainees. • Course diversification including Home crafts. • VTCs staffing and human resource development. • Internal and external mobilization of resources. • Trainee practicums, placements and internships.
Improvement of education access and standards	<ul style="list-style-type: none"> • Bursary award. • Full scholarship programmeme. • Skills competitions and exhibitions. • Partnership with technical institutions and industries. • Sensitization campaigns. • Formation and operationalization of a Nyandarua County University lobbying committee to oversee University establishment. • Quality and standards assurance.

<p>Support to Orphans and vulnerable children</p>	<ul style="list-style-type: none"> • Policy and legal framework. • Collaboration with the national government and other stakeholders • Social and psychological support for abused children through counselling. • Household socio-economic empowerment programmeme. • Research and mapping of vulnerable children. • Advocacy and sensitization
<p>Gender affairs and empowerment</p>	<ul style="list-style-type: none"> • Policy and legal framework. • Collaboration with the national government and other stakeholders. • Social and psychological support for GBV victims. • Household socio-economic empowerment programmeme. • Research and mapping of Gender-related cases. • Advocacy and sensitization. • Infrastructure support e.g., Rescue centre, crèche. • Emergency response to affected persons. • Mapping and data collection.
<p>Cultural heritage development</p>	<ul style="list-style-type: none"> • Infrastructure development. • Mapping and management of all colonial and cultural assets. • Advocacy and sensitization. • Policy and legal framework. • Restoration and Promotion of cultural heritage as a sports and tourism product. • Cultural and heritage networking. • Library services.



Social services development	<ul style="list-style-type: none"> • Socio-economic empowerment, support and assistance including AGPO. • Research, mapping and data collection. • Advocacy and sensitization. • Affirmative action. • Collaboration with the national government and other stakeholders • Policy and legal framework. • Infrastructure support e.g., social halls • Emergency response to affected persons. • County chaplaincy. • Advocacy and sensitization
Management of the alcoholic subsector	<ul style="list-style-type: none"> • Establishment of an alcoholic control board. • Policy and legal framework. • Socio-economic empowerment and support. • Control and management of alcoholic establishments. • Advocacy and sensitization

To Improve access to early childhood and vocation training education while mainstreaming the gender issues and preserving the culture, the department has a proposed allocation of **Kes. 1,947 million**.

4.2.2 HEALTH SERVICES

Sub-sector Composition

This sub-sector comprises the following divisions; pharmaceutical and referral services, family health, standards and quality assurance, preventive and promotive services, monitoring & evaluation, and health administration.

Vision

A county free of preventable diseases and manageable ill health.

Mission

To offer affordable, accessible, quality, sustainable health care services and a

clean environment to all clients in the County.

Sub-sector Goals

The sub-sector strives to provide quality preventive, promotive and curative health care Services in the County.

Sector Priorities and Strategies

Sector Priorities	Strategies
Health infrastructure and equipment.	<ul style="list-style-type: none"> • Infrastructure support through construction, upgrade, renovation and rehabilitation of health facilities. • Operationalization of ongoing health facilities. • Equip facilities with prerequisite equipment and supplies.
Curative and rehabilitative services	<ul style="list-style-type: none"> • Adequate staffing in all facilities. • Ensure sufficient drugs and other stocks for all the facilities. • Health Management Information System (HMIS). • Specialized clinics in the appropriate facilities. • Medical emergencies and referral services and systems.
Solid waste and human remains management	<ul style="list-style-type: none"> • Waste disposal management. • Environmental legislation development and compliance. • Public cemetery management.
Preventive and promotive health interventions	<ul style="list-style-type: none"> • Strengthen community health services including management of communicable and non-communicable diseases. • Improve maternal, infant and child nutrition. • Timely response to emergency, outbreaks and disasters. • Enhance water quality monitoring and food quality control.
Healthcare management and support	<ul style="list-style-type: none"> • Health sector surveillance and evaluation. • Health asset management. • Compliance and regulation.

To ensure access to quality health care services in the county, the department has a proposed allocation of **Kes. 7,120 million.**



4.3 THE PRODUCTIVE SECTOR

The productive sector refers to the part of the economy that produces goods and services that contribute to economic growth and development. This sector includes industries such as agriculture, manufacturing, tourism, water and natural resources and other forms of production encapsulated within the Departmental structure. The productive sector is essential for a County's economic development because it generates jobs, creates wealth, and increases the standard of living of the population. It is also an important source of County own source revenue for the County government, which can be used to fund public services such as healthcare, education, and infrastructure. Overall, the productive sector is a crucial component of a well-functioning economy and thus is a focus of government policies aimed at promoting economic growth and development.

The Departments falling under this sector are Youth Empowerment, Sports and Arts, Water, Environment, Climate Change and Natural Resources, Tourism, Cooperatives Development and Trade and Industrialization, Agriculture, Livestock and Fisheries.

4.3.1 YOUTH EMPOWERMENT, SPORTS AND ARTS

This **sub-sector** comprises 3 directorates, namely: Youth Empowerment, Sports and the Arts

a) Youth Empowerment

Equipping the Youth with appropriate knowledge, skills, attitudes and other tools necessary for self-reliance and economic development

b) Sports Development

Identification, nurturing, promotion and marketing of sporting talents (including sports infrastructure) in the County to develop a career for the Youth

c) The Arts

Identification, nurturing, promotion and marketing of The Arts in the County to develop a career for the Youth

Vision

To be a dynamic policy-driven department that promotes sustainable socio-economic development for the community.

Mission

To create an enabling environment for the promotion and development of youth and talent empowerment, sports excellence for improved livelihoods in the County.

Sub-sector Goal(s):

To empower the youth, harness sports activities, and mainstream the arts, therefore, uplifting the livelihoods of the vulnerable members of the community

Sector Priorities and Strategies

Sector Priorities	Strategies
Youth empowerment	<ul style="list-style-type: none"> • Funding and support for youth enterprises • Socio-economic support to the youth (issuance of equipment) • Putting in place the necessary policy, legal and institutional frameworks • Establishment of more youth empowerment centres • Mentorship, benchmarking and Inter-County exchange programmes for the youth • Sensitization and capacity building • Youth clusters identification and documentation (Establish database)



<p>Improve sporting infrastructure and programmes</p>	<ul style="list-style-type: none"> • Construction/ rehabilitation/ completion of sporting facilities including Ol Kalou stadium. • Putting in place the necessary policy frameworks to streamline sports in the County • Establishment of Sporting academies • Setting up and participating in structured and well-regulated sports leagues and activities • Support to County teams and County sportsmen and sportswomen (issuance of sporting equipment and merchandise) • Establishment of Nyandarua All Mens Football team • Inclusivity of the elderly and PWDs in sports programmes • Development of a high-altitude training camp
<p>Identifying and nurturing talent</p>	<ul style="list-style-type: none"> • Talent identification and documentation (Establish Talent database) • Development of supporting infrastructure and facilities (Performance and visual arts theatre, audio and video production studio) • Putting in place a regulatory framework (Arts Policy) • Sensitization and capacity building • Talent identification and promotion during activities and events

To promote, identify and nurture talents, empower the youth and improve sporting infrastructure, the department has a proposed allocation of **Kes. 2,409 million.**

4.3.2 WATER, ENVIRONMENT, CLIMATE CHANGE AND NATURAL RESOURCES

Sub-sector composition:

The sub-sector has four (4) directorates; Water Resources Development, Environment Management, Climate Change and Natural Resources Management.

Vision

A county whose natural resources are well managed for sustainability.

Mission

To promote access, conservation and sustainable management of water, environment, and natural resources through adaptive strategies.

Sub-sector goal:

To improve access to portable water, reliable sanitation, sustainable natural resources and attain net- zero carbon emissions in a well-conserved environment despite the changing climate.

Development needs, priorities and strategies

Sector Priorities	Strategies
Enhanced Water Resource Development	<ul style="list-style-type: none"> • Rehabilitation and desilting of all public colonial dams in the county (approximately 300) • Water harvesting and reticulation • Rehabilitate, equip and support existing water projects • Climate proofing water infrastructure and services • Development and implementation of County Water Master Plan, policies and bills • Capacity building of water resource users • Water quality control
Expanded Irrigation Development	<ul style="list-style-type: none"> • Have adequate water for irrigation through the development of water storage facilities and supply infrastructure • Establishment of climate-smart farming technology



Enhanced Environment Management	<ul style="list-style-type: none">• Provide technical support on environmental and social safeguards (ESS) in development projects in all sectors• Develop/review and implement environmental policies, laws, and plans in the Directorate and across sectors• Promote and establish of integrated green and circular projects in• private and public institutions
Increased Resilience to Climate Change	<ul style="list-style-type: none">• Capacity Building, Research and Knowledge Management of Community, Stakeholders, Climate change committees and County officials• Development of County Climate Change legal policies and action plans• Develop County Climate Change Information Management System (CCCIMS)• Restoration and Protection of Fragile Ecosystems• Reduction of Carbon Emissions
Sustainable Natural Resources Management	<ul style="list-style-type: none">• Phased implementation of devolved Forestry Functions in line with the Nyandarua Transition Implementation Plan (TIPs) for Devolved Forestry Functions• Implementation of Nyandarua Forest and landscape restoration strategy (2021-2030)• Protection and Rehabilitation of natural resources• Mapping and exploitation of available natural resources• Afforestation and reforestation• Control of alien and invasive species (e.g Semini's)• Greening initiative• Mainstreaming of Nature and Biodiversity conservation to climate change mitigation• Development and implementation of county-level specific policy, laws and legislation and enforcement• Conservation of the Unique Highland Grasslands of Kinangop and Ol'Bolossat Important and Key Biodiversity Areas• Forestry extension services.

To ensure access to portable water, reliable sanitation, sustainable natural resources and attain net-zero carbon emissions in a well-conserved environment, the department has a proposed allocation of **Kes. 5,596 million** in the plan period.

4.3.3 TOURISM, COOPERATIVES DEVELOPMENT, TRADE AND INDUSTRIALIZATION

Sub-sector composition

The sub-sector has four (4) directorates; Tourism, Trade, Co-operatives and Industrialization.

Vision

A competitive and innovative Trade, Tourism, Industrial and Co-operative Sector for Social-economic development.

Mission

To create an enabling environment that ensures enhanced and sustainable productive sector growth through capacity development, Innovation and marketing.

Sub-sector goals

Directorate of Co-operative Development

Formulation of a County policy on the development and growth of co-operative societies, registering new co-operative unions, carrying out capacity building for cooperative societies and promoting good governance and ethics in the co-operatives sector.

Directorate of Trade

Formulation, co-ordination and implementation of County trade policy, facilitation and enhancement of the 'Ease of doing business' in the County, creation and updating county traders/investors database, promotion and



facilitating investments in the county through investment opportunity profiling and mapping, county trade fairs and exhibitions. In addition, the directorate is responsible for Capacity building traders/ business community, development of market infrastructure and inspection of weights and measures equipment.

Directorate of Industrialization

Formulate, coordinate and implement policy framework for industrialization in the County, initiate the establishment of Industrial Parks and economic zones, promotion of emerging industries in the County, identification of potential industrial opportunities and creation of supportive environments for industrial growth. The Directorate also conducts feasibility studies for the implementation of industrial projects to grow the County's and Country's industrialization sector in line with vision 2030.

Directorate of Tourism

Develop a Tourism Policy, map and establishment a County Tourism Circuit and products, development of tourism infrastructure, promotion and marketing of domestic and international tourism and enhance capacity building in the tourism industry within the County.

Development needs priorities and strategies

The priorities and strategies in this department are all geared towards sustainable increased socio- economic development in the productive sector.

Sub-sector Priorities	Strategies
To promote local trade and investments	• Market and support infrastructures
	• Marketing linkages
	• Guaranteed minimum returns
	• Policy and legal framework
	• Nyandarua County Trade Development and Investment Authority
	• Capacity development to traders including Nyandarua County Trade fund
	• Capacity support to Micro and Small Enterprises (MSEs)
To Support Co-operative Movement	• Mapping and profiling investment opportunities
	• Enhance good governance in co-operatives
	• Policy and legal framework
	• Infrastructure support in value addition
Tourist promotion	• Build capacities for cooperatives
	• Legal and institutional framework
	• Profiling and mapping of tourism assets
	• Tourism infrastructure and product development
	• Tourism promotion and marketing
To promote the growth of local industries	• Capacity building and partnerships
	• Capacity development
	• Development of Industrial Parks and Special Economic Zones
	• Development of cottage industries
	• Development of Agro-processing plants
	• Policy and legal framework

In the plan period, a total of **Kes. 5,808 million** will go towards promotion of local trade and investments, Support Co-operative Movements, promote Tourism and promote the growth of local industries.



4.3.4 AGRICULTURE, LIVESTOCK AND FISHERIES

Sub-sector composition

The sub-sector has four (4) directorates namely; Agriculture, Livestock Production, Veterinary Services and Fisheries.

Vision

To be the lead agent in the promotion of innovative, commercially oriented modern agriculture, employment creation, income generation and food security.

Mission

To improve the livelihoods of Nyandarua citizenry through the adoption of sustainable agricultural practices and modern agricultural technologies to achieve a healthy socio-economic environment.

Sector Goals

The sector has the following goals:

1. Improve production and productivity of crops for food security
2. Maximize profit by tapping all the resources within the agricultural value chain
3. Improve production and productivity of the Livestock subsector
4. Promote Aquaculture, Capture, Fishing and Quality Control

Development needs priorities and strategies

The priorities and strategies in this department are all geared towards a sustainable increase in production and productivity in the agricultural sector. They are highlighted below.

Sub-Sector Priorities and Strategies

AGRICULTURE, LIVESTOCK, AND FISHERIES	
Sub-sector Priorities	Strategies
Improve crop production and productivity	<ul style="list-style-type: none"> • Crop diversification, production and promotion • Soil fertility and moisture management • Provision of input subsidies • Promotion of food safety and Agri-nutrition • Crop Pests and disease surveillance and control control • Provision of agricultural extension support services • Promotion of irrigated agriculture • Agriculture Policies/ Legislations and regulatory frameworks
Support to Agricultural Institutions	<ul style="list-style-type: none"> • Production and provision of certified seeds and seedlings • Provision of mechanization services to farmers • Conducting farmer training and provision of improved breeds • Incubating farmer groups into agribusiness
Agribusiness development	<ul style="list-style-type: none"> • Promotion of Value Chains • Facilitate Post-harvest handling • Agribusiness management • Enhancing access to financial services
Improve livestock production and productivity	<ul style="list-style-type: none"> • Promote livestock feeds production and improve feeding • Enhance livestock production and Marketability • Provision of extension and advisory services • Strengthen policy and legal framework on livestock production • Promote sustainable livestock production technologies • Development and Implementation of an E-digitization portal

**AGRICULTURE, LIVESTOCK, AND FISHERIES**

Sub-sector Priorities	Strategies
Veterinary Services development	<ul style="list-style-type: none">• Animal disease prevention and control• Animal breeding• Enhancing Veterinary Public Health, Food safety and promotion of one health• Promotion of animal welfare• Enhancing veterinary extension services• Value addition of hides and skin• Vector control• Enhancing veterinary inspectorate and digitization of data• Formulation and implementation of veterinary policies and frameworks
Fish value chain promotion	<ul style="list-style-type: none">• Promote aquaculture production and fisheries extension services• Development of capture fisheries resources• Enhancing Fish Quality assurance and Post-harvest handling• Formulation and implementation of fisheries' policies and legislation

To Improve production and productivity of crops and livestock for food security and Maximize profit by tapping all the resources within the agricultural value chain the department has a proposed allocation of **Kes. 4,762 million.**

4.4 INFRASTRUCTURE SECTOR

The infrastructure sector includes a wide range of physical assets and services that are essential for the functioning of modern societies. The components of infrastructure are critical for economic growth and development, and they provide the foundation for many other industries to function. The County Government is to invest in infrastructure projects to promote economic growth, create jobs, and improve the quality of life for the County residents. Departments under the Sector are Public Works, Roads, Transport, Housing and Energy and Lands, Physical Planning and Urban Development.

4.4.1 PUBLIC WORKS, ROADS, TRANSPORT, HOUSING AND ENERGY

Sub-sector composition:

The sub-sector has five (5) directorates namely; Public Works, Roads and Transport, Emergency Response and Preparedness, Housing and Energy Development.

Vision

To enhance the quality of life for all through the sustainable development of essential infrastructure and services while protecting the environment.

Mission

To provide reliable transport, housing and energy infrastructure and ensure a prompt emergency response.

Sub-sector Goal(s)

The Department of Public Works, Roads, Transport, Housing and Energy has the following goals:

Roads Development and Transport

To improve and maintain roads and transport infrastructure across the County.



Public Works

To design, develop and maintain cost-effective public buildings and other public works;

Emergency Response and Preparedness

To provide timely and appropriate disaster assistance to the county residents.

Housing Development

To formulate, review and implement sustainable housing policy and plans for the County.

Energy Development

To improve access to affordable, reliable and modern energy;

Sub-sector Priorities and Strategies

Sub-sector Priorities	Strategies
Improved access roads.	<ul style="list-style-type: none"> • Establishment of a County roads board; • Survey, mapping and repossession of road reserves; • Acquisition and opening of feeder roads; • Grading, murraming, gravelling and Routine maintenance of roads; • Improve on road design and drainage structures; • Develop a policy on roads and drainage bill; • Adopt modern road construction technologies. • Tarmacking of roads

<p>Project design, documentation, construction and supervision for government buildings.</p>	<ul style="list-style-type: none"> • Design, documentation, and construction supervision for government buildings and other public works. • Partnership with the National Government and other development partners for capital-intensive projects • Operationalization of the Public Works policy at the County Level • Capacity development
<p>Disaster preparedness and emergency response</p>	<ul style="list-style-type: none"> • Establish and equip emergency units in strategic locations. • Train residents on first aid and other emergency responses. • Linkage of Community to insurance companies. • Establish an emergency response and command centre; • Enforcement of safety measures and regulations.
<p>Provision of transport amenities.</p>	<ul style="list-style-type: none"> • Construction of Bus parks and boda boda sheds. • Road markings and signages. • Enforcement of the County Transport Act
<p>Enhance Energy Access</p>	<ul style="list-style-type: none"> • Support on alternative energy sources, e.g biogas units and energy-saving jikos. • Adoption of sustainable energy solutions in County lighting. • Energy efficiency audits. • Policy and legal framework • Enhance on-grid electricity access • Partnership with the national government and other partners on the purchase of transformers in strategic locations; • Installation and maintenance of street/flood lights
<p>Development of housing infrastructure</p>	<ul style="list-style-type: none"> • Formulation of County Housing Policy; • Rehabilitation/redevelopment of existing County houses; • Partnering with private developers and other partners in developing affordable housing;



In the plan period, a total of **kes. 4,599 million** has been allocated toward improving road infrastructure, developing and maintaining cost-effective public buildings, Disaster preparedness and emergency response, Enhancing Energy Access and Development of housing infrastructure

4.4.2 LANDS, PHYSICAL PLANNING AND URBAN DEVELOPMENT

Sub-sector Composition

The sector comprises Land Administration and Management, Physical Planning, Survey and Mapping and Urban Development directorates.

Vision

A safe environment suitable to live and work

Mission

To improve the livelihood of County residents through efficient land use management and administration and urban development.

Goals

Survey and mapping

- Establishing, updating, managing and maintaining adequate survey controls.

Physical planning

- Development control and compliance

Land management and administration

- Effective administration and management of land

Urban development

- Effective administration and management of urban areas

PRIORITIES	STRATEGIES
Land Administration and Management	<ul style="list-style-type: none"> • Digitalization of land-related processes • Creation of a Land database for all public land • Titling of public utilities, Urban areas and colonial villages • Updating of valuation roll • Resolve land disputes on allotted land in urban areas • Civic education and land clinics • Acquisition of land for social amenities and access roads • Implementation of the IGTRC and CALC Report on the transfer of land assets from the defunct local authorities and the national government
Physical Planning	<ul style="list-style-type: none"> • Approval, updating and implementation of CSP • Development Control • Resolution of development control disputes • Development of street and buildings address systems in urban areas • Classification of urban centres into various categories and conferment of status in line with UACA
Survey and Mapping	<ul style="list-style-type: none"> • Survey and mapping of public land vested in the County government • Geospatial planning, management and implementation
Urban Development	<ul style="list-style-type: none"> • Urban areas infrastructural development • Conferment of municipals • Improvement of urban areas services

A total of **Kes. 1,141 million** has been proposed to go towards improving land Administration and Management, Physical Planning, Survey and Mapping and Urban Development



4.4.3 OL'KALOU MUNICIPALITY

Composition

The Municipality comprises of the Municipal Board as the governing body and Management headed by Municipal Manager.

Vision

A dynamic trend setting municipality, delivering high quality services responsive to the challenges and demands of the residents.”

Mission

To provide affordable, accessible high-quality municipal services, with responsive local governance.

Core Values

Service excellence, Integrity, Accountability, Customer focused service, Innovation and Stewardship

Municipal Goal

Fostering the economic, social, and environmental well-being of its community

PRIORITIES	STRATEGIES
Municipal Planning and Development	<ul style="list-style-type: none"> • Preparation and approval of Municipal Integrated Strategic Urban Development Plans. • Development of municipal by laws and other relevant policies and guidelines • Transfer of functions
Urban infrastructure improvement/maintenance	<ul style="list-style-type: none"> • Development and maintenance of basic physical infrastructure including; roads, storm drainage systems, walkways, flood lights and street lights

Local Economy Promotion	<ul style="list-style-type: none"> • Construction and maintenance of markets • Construction and maintenance of slaughter houses • Provision of animal health services • Construction and operationalization of cottage industries • Public Private Partnerships
Water development	<ul style="list-style-type: none"> • Improvement of water access to residents • Water infrastructure development
Sanitation and Waste management	<ul style="list-style-type: none"> • Solid waste management • Acquisition of waste management equipment • Form community-based waste management and recycling groups
Climate Change & Environmental Management	<ul style="list-style-type: none"> • Develop and mainstream clean and green sources of energy • Protection, restoration and conservation of green areas and fragile ecosystems in the municipality • Policy and legal frameworks development • Community capacity building and sensitization • Afforestation and re-afforestation
Development of recreational and social facilities	<ul style="list-style-type: none"> • Ol Kalou arboretum park improvement • Construction and operationalization of community centres • Development/maintenance of cemetery facilities • Maintenance of existing recreational and social facilities • Purchase and acquisition of land for recreation and social facilities
Disaster risk Management	<ul style="list-style-type: none"> • Construction and operationalization of emergency response units.
Human Resource Development	<ul style="list-style-type: none"> • Staff training and capacity development

In order to provide affordable, accessible high-quality municipal services, with responsive local governance, the Ol’Kalou, Mairo Inya and Engineer municipalities have a proposed allocation of **Kes. 2,412 million**.



4.5 COUNTY ASSEMBLY

Article 185 of the Constitution vests the legislative authority of a county and the exercise of that authority in its County Assembly. The Assembly has powers to make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the county government under the Fourth Schedule. It also provides that a county Assembly, while respecting the principle of the separation of powers, may exercise oversight over the county executive committee and any other county executive organs. The Assembly also receives and approves plans and policies for the management and exploitation of the County’s resources and the development and management of its infrastructure and institutions.

Vision

To be an exemplary County Assembly within the Commonwealth.

Mission

To effectively Represent, Legislate and provide Oversight for sustainable development of Nyandarua County.

Mandate

Articles 177(a), 185(1) and 185(3) of the Constitution of Kenya, 2010, provide for three primary mandates of a county assembly, that is, representation, legislation and oversight.

Priorities	Strategies
Foster better and vibrant process of Representation, Legislation and oversight	<ul style="list-style-type: none"> • Strengthen the legislation process • Entrench information management in the legislative process • Enhance the oversight mandate of the County Assembly • Enhance the representation mandate of the County Assembly

<p>Enhance Public Finance Management</p>	<ul style="list-style-type: none"> • Entrench County Assembly participation in the County budget making process • Enhance mobilization of financial resources • Strengthen internal control systems • Facilitate prudent budget implementation and reporting • Ensure continuity of operations by availing required goods, services and works
<p>Enhance institutional capacity</p>	<ul style="list-style-type: none"> • Maintain an optimal staff establishment • Establish and operationalize a performance management framework • Ensure monitoring and Evaluation of training programme • Ensure effective succession management • Enhance training and development of MCAs • Enhance training and development of Staff • Acquire knowledge on best practices • Provide safe and clean work environment • Institutionalize employee welfare and wellness support programme • Ensure effective fleet management • Provide security and safety of MCAs and staff • Provide infrastructural facilities • Enhance efficient use of ICT in service delivery • Fast-track automation of systems and processes for efficient service delivery • Integrate knowledge management in Legislation and oversight • Enhance civic education • Improve inter-governmental relations • Strengthen Assembly’s outreach programme • Engage in Public Social Responsibility (PSR) activities • Enhance communication in the Assembly • Enhance external communication • Promote media relations • Enhance good governance of the County assembly

To fulfil its mandates of legislation, oversight and representation, **Kes. 4,728 million** has been proposed to go towards County Assembly in the plan period.



4.3 Flagship Projects

Table 4 : Flagship Projects

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
EDUCATION, CHILDREN, GENDER AFFAIRS, CULTURE AND SOCIAL SERVICES						
Digitize ECDE Learning	Countywide	To embrace digital learning in our ECDE centres	<ul style="list-style-type: none"> Procurement of the ECDE digital learning hardware/gadgets Train the ECDE teachers on digital learning Carry out the hardware and software of the digital gadgets Carry out Monitoring and quality assurance on the digitized curriculum 	Digitized ECDE Learning	2023/27	106.3
County bursary	Countywide	To improve education access by providing a bursary to the disadvantaged beneficiaries	Provision of Bursary fund	Benefiting beneficiaries	2023/27	550.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Construction of a modern model VTC	Wanjohi ward	To improve accessibility to quality VTC education to trainees	Construction of a modern VTC with its amenities	Operational modern VTC	2023/27	50.0
VTCs equipping	Countywide	To facilitate practical learning	Availing of equipment	VTCs equipped	2023/27	105.0
ECDE capitation	Countywide	To promote equitable access to education and facilitate acquisition of requisite supplies for ECDE centres	Disbursement of funds as per the enrolment	Funds disbursed to ECDE centres	2023/27	69.3



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Vocational Training Centres capitation	Countywide	To promote equitable access to education and facilitate acquisition of requisite supplies for VTCs	Disbursement of funds as per the enrolment	Funds disbursed to VTCs	2023/27	172.5
TOURISM, CO-OPERATIVES DEVELOPMENT, TRADE AND INDUSTRIALIZATION						
Nyandarua County Trade Fund	County-wide	Provide financial support to the business community	<ul style="list-style-type: none"> • Identification of potential beneficiaries • Disbursement of the funds • Monitoring/Evaluation of the programme • Capacity building to the business owners on best business practices 	A financially empowered business community	2023/27	240.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Upgrade Soko-Mpya into two separate sections: wholesale and retail section	Soko-Mpya Market	To have two separate sections within the Soko-Mpya market: a wholesale and retail section	<ul style="list-style-type: none"> • Infrastructural works • Waste Management 	Fully operational Modern market	2023/27	50.0
Arboretum Recreational Park	Kaimbaga ward	Develop Arboretum as a recreational park	<ul style="list-style-type: none"> • Restoration, Rehabilitation and Maintenance of the park • Development of a tourism information Centre, wildlife sanctuary and a four-star hotel with a green conference centre 	Arboretum Recreational Park	2023/27	276.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Nyandarua leather processing factory	As per feasibility study	To add value to leather	Land purchase, basic infrastructure development, warehouses, factory, equipment	Nyandarua leather processing factory	2023/27	502.5
Vegetables, Fruits and Potato processing plant	As per feasibility study	Value-addition of horticultural produce	Basic infrastructure development, warehouses, factory, equipment	Vegetables, Fruits and Potato processing plant	2023/27	1,002.5
Milk processing plant	As per feasibility study	Value-addition of local milk	Land purchase, basic infrastructure development, warehouses, factory, equipment	Milk processing plant	2023/27	1,002.5
Animal Feeds Manufacturing plant	As per feasibility study	Subsidizing the cost of production for livestock value chain	Land purchase, basic infrastructure development, warehouses, factory, equipment	Animal Feeds Manufacturing plant	2023/27	1,002.5

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Meteorology Laboratory	Ol'Kalou	To encourage Fair Trade Practices and Consumer Protection through Use of Accurate Weighing and Measuring Equipment	Infrastructural work and equipping	Operational laboratory	2023/27	50.0
Lake Ol'bo-lossat rehabilitation, restoration and development	Weru, Rurii, Shamata, Kiriita, Gatimu	To conserve the lake as both wetlands and natural reserve	<ul style="list-style-type: none"> • Planning and surveying • Dredging • Management of riparian 	Rehabilitated lake	2023/27	500.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
PUBLIC SERVICE, ADMINISTRATION AND DEVOLUTION						
Establish one stop service delivery unit (Sub-County offices)	Kinangop, Ndaragwa, Ol'Joro'Orok, Kipipiri, Ol'Kalou	Co-ordination of Government functions for effective Service Delivery	Provision of devolved services and enhancing the Government image and presence	No. of Service delivery shops -units- established	2023/27	75.0
HEALTH SERVICES						
JM Kariuki Memorial Hospital upgrade to Level 5	Rurii ward	To improve healthcare quality and accessibility	<ul style="list-style-type: none"> • ICU • Complete and equip the Mashujaa complex • Staffing • Teaching and referral hospital • Gazette the facility to Level five 	Gazetted JM Level five hospital	2023/27	1,610.0
			Infrastructural works, equipping and staffing of cancer centre		2023/27	500.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Upgrade of Engineer Hospital from Level 4 to 4B Hospital	Gathara	To improve healthcare quality and accessibility	Infrastructural works, equipping and staffing	Gazetted Level 4B hospital	2023/27	500.0
Upgrade of sub-County health centre to Level four (Bambo, Njabini, Manunga, OI' Joro' Orok, Ngano, Ndaragwa and Shamata)	Magumu ward, Njabini ward, Kipipiri Ward, Weru ward, Charagaita Ward, Ndaragwa Central and Shamata	To improve health care quality and accessibility	<ul style="list-style-type: none"> Inpatient wards Gazette the facility to Level four Equip and operationalize the theaters Construct, equip and upgrade of laboratories and maternity wards Establishment an X-ray units Gazette of the upgraded facility as Level four hospitals 	Gazetted Level four hospitals	2023/27	1,200.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Health strategic stocks	Countywide	To improve quality of health care by managing and controlling illnesses	Acquisition, custody and dispatch of pharmaceutical and related stocks	Strategic stock	2023/27	900.0
AGRICULTURE, LIVESTOCK AND FISHERIES						
Farm Inputs Subsidy	Countywide	To avail cheap and affordable input to farmers	<ul style="list-style-type: none"> Formulate and effect a Nyandarua County Farm Inputs Subsidy Framework Support farmers with subsidized fertilizer Support farmers with farm inputs	Improved productivity	2023/27	2,630.0
				Improved productivity	2023/27	375.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
WATER, ENVIRONMENT, CLIMATE CHANGE AND NATURAL RESOURCES						
Rehabilitation and desilting of colonial dams	Countywide	To provide adequate water for domestic and agricultural purposes	<ul style="list-style-type: none"> • Desilting, fencing • Repair of the spill way • Construction livestock watering troughs • Construction of storage tank • Laying of Distribution pipes • Solarization of the pumping system where water cannot flow via gravity • Supply of Storage tanks to households for garden farming. Planting of indigenous trees 	Improved water supply for livestock, irrigation and domestic use	2023/27	1,350.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Expansion of water intakes.	Countywide	To provide adequate water for domestic and agricultural purposes	Desilting repairs of the weir close intakes in one river/ stream to have a common water intakes/ dam, protecting the riparian land	Improved water supply for domestic use, livestock and irrigation	2023/27	50.0
Mega Dam project to serve Wanjohi, Kaimbaga and Rurii wards	Wanjohi, Kaimbaga and Rurii Wards	To provide adequate water for domestic and agricultural purposes	Excavation Masonry tanks and Laying of distribution pipes	Improved water supply for domestic use, livestock and irrigation	2023/27	500.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Mega dam to serve Ndaragwa sub-County	Ndaragwa Sub-County	To provide adequate water for domestic and agricultural purposes	Excavation Masonry tanks and Laying of distribution pipes	Improved water supply for domestic use, livestock and irrigation	2023/27	500.0
St. Luke Water Project	Njabini, Nyakio, Grithabai, Magumu	To provide adequate water for domestic and agricultural purposes	Intake expansion, Construction of mega Masonry tanks and laying of distribution mains	Improved water supply for domestic use, livestock and irrigation	2023/27	402.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Kitiri Dam	North Kinanogop and Gathara	Provide adequate water for domestic and agricultural purposes	Rehabilitation Construction of mega Masonry tanks and laying of distribution mains	Improved water supply for domestic use, livestock and irrigation	2023/27	252.0
County water master plan	Countywide	To guide management of water resource development	Development of the master plan	Water master plan in place	2023/27	200.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
PUBLIC WORKS, ROADS, TRANSPORT, HOUSING AND ENERGY						
Roads 5,000 programme- (County Machinery Programme)	Countywide	To develop transport infrastructure to improve efficiency in connectivity and access	Upgrade and routine maintenance of County road	County Rural Roads Machinery programme 5000km	2023/27	1,112.0
County drainage	Countywide	To develop transport infrastructure to improve efficiency in connectivity and access	Construction and maintenance of all drainage infrastructure in the County	Well drained roads	2023/27	215.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Nyandarua County Headquarters	Ol'Kalou Sub-County	To develop quality, modern and fit-for-purpose office space for improved working conditions and service delivery	Construction of modern County Headquarter offices	County Head-quarters offices	2023/27	450.0
County lighting	Countywide	To ensure access to affordable, reliable, sustainable and modern energy for all	Solar flood lights solarization	Solar Flood lighting	2023/27	38.1

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
YOUTH EMPOWERMENT, SPORTS AND ARTS						
Completion of Ol'Kalou stadium	Kaimbaga	Establish an international-standard sporting facility in the County	Infrastructural works (landscaping, dais, terraces, tartan etc)	Completed stadium that measures up to international standards	2023/27	1,600.0
MUNICIPALITIES						
Development of Mairo Inya and Engineer Municipalities	Mairo-Inya and Engineer	To enhance urban planning and development	<ul style="list-style-type: none"> Preparation of physical development plan Preparation of Integrated urban development plans Administration and management Infrastructural development 	Operational municipalities (Mairo-Inya, Engineer)	2023/27	1,276.0



Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Ol'Kalou municipal-ity Urban infrastructure development and other municipal services	Ol'Kalou Sub-County	To enhance urban planning and development	<ul style="list-style-type: none"> Preparation of Integrated urban development plans Administration and management Infrastructural development 	Achievement of priorities in the Municipal integrated Plan	2023/27	1,156.0
LANDS, PHYSICAL PLANNING AND URBAN DEVELOPMENT						
Valuation roll	Countywide	To enable charging of property taxed based on prevailing up-dated property values	<ul style="list-style-type: none"> Formulation of valuation and rating Act Preparation of valuation roll 	Valuation roll	2023/27	110.0
Land for public cemeteries	Countywide	To ensure safe and controlled disposal of human remains	Purchase of land parcels	Well managed public cemeteries	2023/27	57.0

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (Kes. Million)
Land titling	Countywide	To facilitate land development	Planning, surveying and titling	Land title deeds	2023/27	50.0
COUNTY ASSEMBLY						
Capacity building and public participation	Countywide	To strengthen the process of legislation, oversight and representation	Undertake public participation on County legislative bills, plans, policies and other matters of public interest	Committee minutes and reports	2023/27	270.8
		To improve employee's productivity	Training of members and staff	Training certificates	2023/27	
Wellness centre	Ol'Kalou	To improve employee's wellness for improved productivity	Infrastructural works and equipping	Wellness centre in place	2023/27	220.0
Ward offices	25 wards	To enhance representation on County matters	Infrastructural works and equipping	Ward offices constructed	2023/27	220.0



CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.0 Overview

This chapter provides the institutional arrangement and the specific roles towards implementation of this CIDP. It also presents the resource mobilization and management framework, asset management, and risk and mitigation measures.

5.1 Institutional Framework

To realize the development objectives of the County, the entire institution of the County government must work in unison. This includes synergies with the various stakeholders who in one way or another will have a hand in the implementation of this CIDP.

The structure in figure 1 will therefore ensure there is full synergy in the delivery of services to the County residents through the implementation of the CIDP. The structure also defines the roles of each player to eliminate overlap and duplication as presented in Table 5.

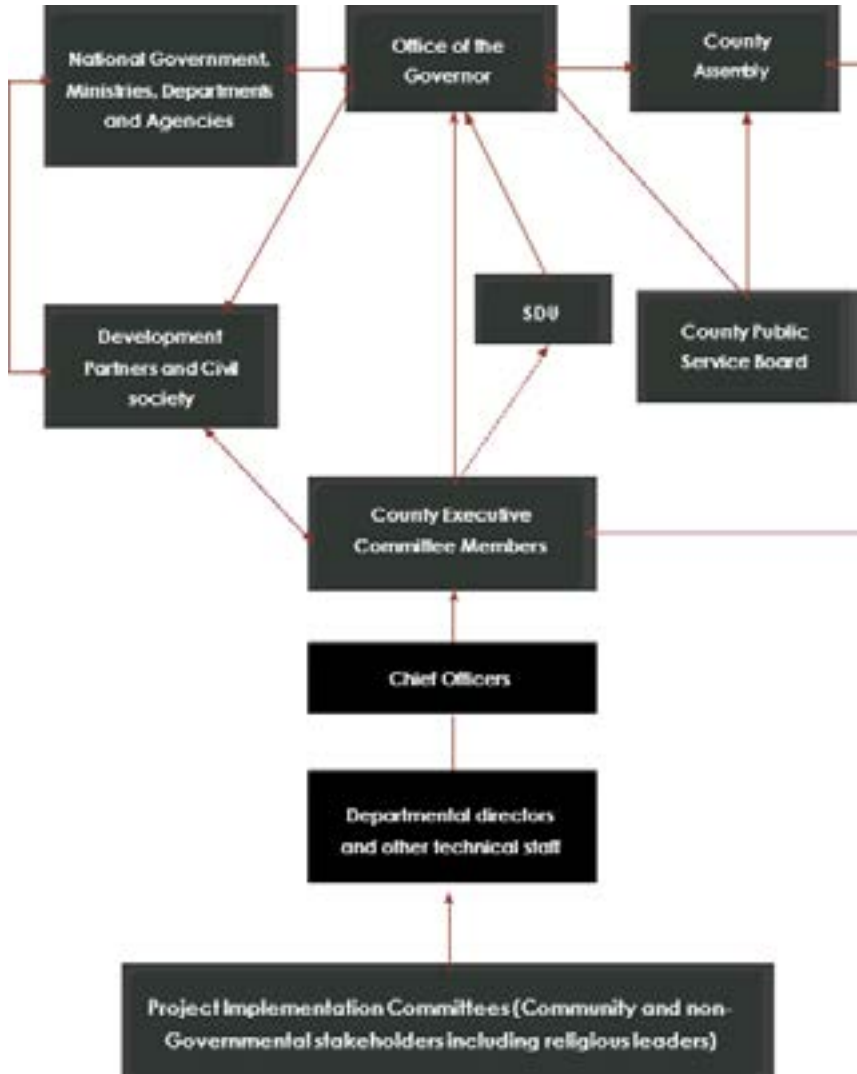


Figure 1: Organizational Chart



Institutional Framework

Table 5 : Institutional Framework

Institution	Role in Implementation of the CIDP
County Executive Committee	<ul style="list-style-type: none"> • Provide leadership and policy direction of the County development agenda; • Approve County policies, plans and budgets; • Co-ordinate departmental functions.
County Executive Sectoral Committee	<ul style="list-style-type: none"> • Provision of specialized advice and support to the County Executive Committee
County Assembly	<ul style="list-style-type: none"> • Approve County policies, plans and budgets; • Provide oversight over the implementation of programmes, plans and budgets
County Government Departments	<ul style="list-style-type: none"> • Implement the CIDP projects and programmes; • Report to the County executive committee, County -Assembly and other oversight agencies on the implementation progress and challenges
County Planning Unit	<ul style="list-style-type: none"> • Co-ordinate the preparation of annual development plans, sector plans and budgets; • Co-ordinate M&E and CIMES • Periodical reporting on progress
Office of the County Commissioner	<ul style="list-style-type: none"> • Ensure Security, conflict management and peace building • Co-ordinate national government functions at the County level • Mobilize national government agencies for national events and programmes
National Planning Office at the County	<ul style="list-style-type: none"> • Provide guidance in linking the County development agenda to the national development agenda as envisaged in the Kenya's Vision 2030 and MTP IV • Co-ordinate the NIMES

Other National Government Departments and Agencies at the County	<ul style="list-style-type: none"> • Provide support and guidance; • Facilitate release of fund for implementation of planned projects and programmes; • Capacity building;
Development Partners	<ul style="list-style-type: none"> • Provide resources and finances to supplement County government funding; • Capacity building;
Civil Society Organizations	<ul style="list-style-type: none"> • Oversight • Provide resources and finances to supplement County government funding
Private Sector	<ul style="list-style-type: none"> • Partnership in implementation of CIDP projects and Programmes; • Participation in project implementation and M&E committees

The Office of the Governor is to provide the requisite policy direction as per the County’s development agenda. Policy issues and directions are to be approved by the County Executive Committee. Sectoral linkage is to be leverage through the County Sectoral Committees.

Resource Mobilization and Management Framework

This section provides the projected resource requirements by sector, revenue projections, estimated resource gap and measures of addressing the gaps. Resource mobilization and management framework is instrumental in the implementation of CIDP 3 programmes and projects as identified by the Nyandarua Citizenry. The framework will provide a take-off plan through availing of financial resources.

5.2 Resource Requirements by Sector

The projected financial resources required during the plan period is Kes. 60,505 million. The resource requirements per sector/department is as presented in Table 6

**Source: Sub Sectors***Table 6: Summary of Sector Financial Resource Requirement*

Department/ Subsector	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total	% share of total projected revenues
	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million
Governor's Office	127	129	129	129	126	640	1.06
Office of the County Secretary	2,796	2,914	3,070	3,147	3,218	15,145	25.03
Office of the County Attorney	38	33	31	29	32	163	0.27
Public service, Administration and Devolution	52	52	67	88	88	348	0.58
County Public Service Board	31	32	33	44	55	195	0.32
Finance, Economic planning and ICT	537	742	729	713	773	3,494	5.77
Health Services	711	957	1,085	2,215	2,153	7,120	11.77
Education, Children, Gender Affairs, Culture and Social Services	366	376	422	416	366	1,947	3.22
Tourism, Co-operatives Development, Trade and Industrialization	458	1,005	1,452	1,777	1,116	5,808	9.60
Oi'Kalou Municipality	176	200	220	260	300	1,156	1.91
Engineer Municipality	78	100	150	150	150	628	1.04
Mairo-Inya Municipality	78	100	150	150	150	628	1.04
Youth Empowerment, Sports and Arts	460	469	498	498	484	2,409	3.98

Department/ Subsector	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total	% share of total projected revenues
	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million	Kes. Million
Water, Environment, Climate Change and Natural Resources	560	845	1,037	1,002	2,152	5,596	9.25
Public Works, Roads, Transport, Housing and Energy	909	929	1,077	837	847	4,599	7.60
Lands, Physical Planning and Urban Development	199	232	237	244	229	1,141	1.88
Agriculture Livestock and Fisheries	953	961	966	944	937	4,762	7.87
County Assembly	969	977	954	902	927	4,728	7.81
Total	9,497	11,053	12,306	13,546	14,103	60,505	100.00



5.2.1 Revenue Projections

A total of Kes. 60,505 million is required to achieve all the strategic objectives for the period between financial years 2023/2024 and 2027/2028. This comprises a total of Kes.47,708 million to be mobilized from County Government sources and a total of Kes. 12,797 million to be mobilized from Public Private Partnerships (PPPs), Development Partners (Donors) and extra support from the National Government. The various sources of revenue for the County are as indicated in Table 7

Table 7: Revenue Projections in Millions

Type of Revenue	Base year 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total
		Kes. million	Kes. million	Kes. million	Kes. million	Kes. million	
Equitable share	5,670	6,000	6,350	6,770	7,290	7,540	33,950
Conditional grants (GOK)	201	642	659	702	670	600	3,273
Conditional Grants (Development Partners)	470	670	700	776	802	700	3,648
Own Source Revenue	660	750	975	1,268	1,648	1,946	6,587
Other sources (Specify) E.g., Nyandarua trade and investment authority		50	50	50	50	50	250
Total from County Government Sources		8,112	8,734	9,566	10,460	10,836	47,708
Extra National Government Support/ Public Private Partnerships/Development Partners (Donors)		1,385	2,319	2,740	3,086	3,267	12,797
Total	7,001	9,497	11,053	12,306	13,546	14,103	60,505

5.2.2 Estimated Resource Gap

The CIDP 3 is a balanced plan overall in terms of projected resource requirements matching the projected revenues. However, the County Government projects that it can only manage to mobilize a maximum of Kes. 47,708 million from its sources. The balance of Kes. 12,797 million which would have otherwise comprised the deficit is expected to be mobilized from a combination of extra support from the National Government, Public Private Partnerships and Donors. There also exists an inherent resource gap risk in case any revenue source fails to generate optimal yield as projected in CIDP 3. This, therefore, calls for concerted efforts by the County Government to ensure that revenue targets from all sources are realized. There is need for the County Government to reinvigorate systems and structures of generating own source revenue and devise practical ways of collaborating with the National Government, development Partners (donors) and private sector.

The County resource gap in terms of the total estimated resource requirements against the projected County Government revenues is as presented in Table 8

Table 8: Resource Gap to be bridged through extra National Government Support, Development Partners (Donors) and PPPs

FY	Requirement (Kes. Millions)	Estimated Revenue from County Government Sources (Kes. Millions)	Resource gap to be bridged through Extra National Government Support/PPP/Donors (Kes. Millions)
2023/24	9,497	8,112	1,385
2024/25	11,053	8,734	2,319
2025/26	12,306	9,566	2,740
2026/27	13,546	10,460	3,086
2027/28	14,103	10,836	3,267
Total	60,505	47,708	12,797



5.2.3 Resource Mobilization and Management Strategies

The resource mobilization plan is based on the following assumptions:

- a) A favourable global, national and county economic outlook;
- b) Equitable Share from the National Government will be consistent with National Economic growth;
- c) Tax Compliance;
- d) That investment in projects in the productive sector will act as a catalyst to County own source revenue generation;

Strategies for Resource Mobilization

The County government requires to have elaborate plans and strategize to fund the development needs of the citizenry. This calls for concerted efforts for revenue mobilization within the County and beyond. Further, governance will be strengthened in ensuring that there is value for money in the implementation of the programs to resonate with the needs of the people.

a) Revenue mobilization from County's Own Sources

The County government will leverage technology and data analytics to enhance its revenue mobilization and management.

The specific strategies for revenue enhancement that will be pursued include the following:

- i. **Establishment of a Revenue Board** – This will enhance efficiency and effectiveness in revenue administration and enforcement. The board will create autonomy in decision-making while reducing red tape.
- ii. **Full Revenue Automation** – This will include running revenue collection on a cashless platform and bank integration. This will include mapping of all County Revenue as outlined in the County Finance Acts. Automation will cease human–money interaction significantly reducing the risk of pilferage.
- iii. **Mapping of revenue resources** – This will be necessary to identify untapped and under-collected revenue sources. This will seek to seal loopholes for revenue leakages.

- iv. **E-Government** – Digitization of all County processes to allow prompt management of property subject to property tax and approval of building plans will be implemented.
- v. **Multi Sectoral approach in Revenue Collection** – In creating synergies within the Department and the Legislative arm of the County in revenue generation, revenue collection and targets will take a consultative approach and the same is entrenched in performance contracting.

b) *Resource Mobilization from Development Partners (Donors)*

The County government plans to solicit continued relationships and support from donors and development partners to fill the resources gap in the CIDP budget. The relationship between the County and the development partners will be strengthened by among other things, developing strategic networking and collaborations based on the needs and policy direction of the County. To further attract development partner support in the County, governance will be enhanced in suiting the County to conditionalities and performance-based grants.

c) *Resource Mobilization from Public Private Partnerships (PPPs)*

In harnessing public-private partnerships to take up strategic programmes and projects in the County, the County will establish a Public Private Partnership Unit in the County. The Unit, further backed by the Nyandarua Trade Development Authority, will package select County programmes and projects into investment opportunities for the uptake by the private sector under the PPP Model. The County will endeavour to create a conducive environment for the private sector to complement the county government in investing in the public good.

d) *Resource mobilization through Borrowing*

As a last resort, the County Government will also explore the option of raising loans for development purposes should all economic indicators suggest that projected revenue targets may not be achieved. All borrowing by the county government will be in accordance with guidelines from PFM Act 2012 and any other legislation passed by the County Assembly. This



will entail feasibility and appraisal studies and borrowing to only finance development expenditures as per section 107 (2) (d) of PFM Act, 2012.

The County will embrace other contemporary funding options such as the issuance of infrastructure bonds to be achieved through creditworthiness rating.

e) Other strategies of resource mobilization

• ***Establishment of a County Resource Mobilization Committee***

A County Resource mobilization committee comprising multi-sectoral players shall be established to put in place policies and strategies for fundraising to finance County Government programmes and projects in bridging the resource gap. This will include participating in calls for funding proposals and lobbying international charitable institutions for support through their specific renowned interventions.

• ***Revenues from the County's natural resources***

The County is home to the Aberdare Ranges water tower and is the main source of water consumed in Nairobi, Nakuru and Baringo counties. The County proposes to charge for the water leaving the County. The proceeds from this charge will go towards supporting community conservation efforts by implementing projects to their benefit. This policy will be replicated in other County Natural Resources.

• ***Investors' conference***

The County will organize an investors' conferences to mobilize local and international investors including the diaspora by showcasing Nyandarua as an investment destination. The outcome of the conference will result in increased investment and employment creation.

• ***Robust policy and legal framework***

The County Executive and County Assembly will ensure that the County programmes and projects are undertaken in a desired legal framework. This will strengthen governance, accountability and transparency in the implementation. This legal framework will also set out to improve the ease of doing business in the County while grounding certainty in the environment within which the private sector and other development partners operate in.

CHAPTER SIX: MONITORING, EVALUATION AND LEARNING

6.0 Overview

The Kenyan constitution outlines a legal process that mandates the creation of monitoring and evaluation systems for County Governments. These systems must be utilized by the government to enhance transparency and accountability. The Constitution of Kenya, 2010, requires the use of M&E mechanisms in developing and executing government policies, programs, and projects, as well as in managing resources at both levels of government.

The County Governments Act No.17 of 2012 assigns the County government the duty of developing a County Integrated Development Plan (CIDP), which must include a monitoring and evaluation section. Section 108(1) specifies this requirement “There shall be a five-year plan CIDP for each county which shall have (a)clear goals and objectives (b)an implementation plan with clear outcomes(c) provisions for monitoring and evaluation; (d)and clear reporting mechanism.” Under Section 47 of the County Government Act, 2012, the County Executive Committee is expected to design a performance system which will evaluate performance of the county public service in relation to the implementation of county policies, projects and programmes.

The Nyandarua County Integrated Development Plan 3 will be monitored and evaluated throughout its implementation using a participatory approach involving the government, private sector, development partners, non-state actors, and members of the public. The Monitoring and Evaluation Framework will guide the County Government in tracking the progress made towards achieving the desired outcomes of the plan. This approach is recognized as a critical tool for supporting coordinated development in the County.



To support this, a CIDP 3 Indicator handbook will be developed with emphasis on the outcome indicators to ensure that the earmarked programmes result to transformation of livelihoods. Further, reference to the core county indicators is intimated by the CIMES.

During monitoring, those responsible for implementing programmes and projects will be required to collect both qualitative and quantitative data systematically to track progress towards the planned targets. This data will give implementers and other interested parties an idea of how much progress has been made in meeting the set objectives. The monitoring process will follow a framework that outlines the identification of indicators, the collection of indicator data, the frequency of data collection, who is responsible for collecting the data, how the data will be analyzed, utilized, reported and shared.

To address particular questions about development interventions, an evaluation will be conducted, focusing primarily on the reasons for achieving or not achieving the results, their relevance, effectiveness, impact and sustainability. The evaluations can be either internal or external, and stakeholders will be involved throughout all phases of the process, including planning, data collection, analysis, reporting, feedback, dissemination, and review of follow-up actions.

The Monitoring and Evaluation processes, methods and tools will be guided by the National Monitoring and Evaluation Policy, County Integrated Monitoring and Evaluation System (CIMES) Guidelines, Kenya Norms and Standards for Monitoring and Evaluation and Kenya Evaluation Guidelines.

Table 9: Outcome Indicator Reporting

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Year	Mid Term Target	End Term Target
			Value				
PUBLIC SERVICE, ADMINISTRATION AND DEVOLUTION							
Adminis-tration and Devolution	Efficient and effective service delivery to the citizenry	Level of implementation of service charters	0%		2022	50%	100%
		Proportion of service request fulfilled	50%		2022	80%	100%
		Number of service delivery innovations	0%		2022	50%	100%
		Level of customer satisfaction in services delivered	50%		2022	70%	90%
Enforce-ment and Compliance	Compliance with County laws and security of County assets.	Number of County assets and installations secured	100%		2022	100%	100%
		Proportion of County Installations insecurity cases resolved	90%		2022	100%	100%
		Proportion of non-compliance with the County laws cases resolved	95%		2022	100%	100%
		Number of County public events participated and secured	60%		2022	80%	100%
		Level of public satisfaction with enforcement of law and order	70%		2022	90%	100%
		Number of joint initiatives with the community	0%		2022	50%	100%



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Year	Mid Term Target	End Term Target
			Value				
HEALTH SERVICES							
Health infrastructure and equipment	Improved access to health care facilities	Average distance from one health facility to the next	7km		2021	6	5km
	Provision of adequate health care in the health facilities	Additional specialized services offered in level four facilities	0		2021	2	5

Pro-gramme	Outcome	Outcome Indicator (s)		Baseline		Year	Mid Term Target	End Term Target
		Value	Year	Value	Year			
Curative and rehabilitative services	Improved accessibility of basic health services.	Doctor-patient ratio per 10000	2022	5 per 100,000	2022	7 per 100,000	10 per 100,000	
		Percentage reduction of patients referred to private pharmacies.	2022	15%	2022	50%	80%	
		Percentage reduction in patients referred to specialized hospitals.	2022	10%	2022	5%	3%	
		Average time spent by patients in the health facility.	2022	2 hours	2022	1.5hr	1 hour	
		Increase skilled delivery coverage	2021	40	2021	60	75	
		Increase immunization coverage	2021	85	2021	90	95	
		Percentage increase in level of automation.	2022	5%	2022	20%	50%	
		Reduce patient waiting time(minutes)	2021	25	2021	20	15	
		Increase 4 th Ante Natal Clinic Visit coverage	2021	42	2021	48	50	
		Reduce maternal Mortality rate per 100,000	2021	60	2021	54	42	
		Percentage increase in medical emergencies timely responded by ambulance services	2022	11	2022	3	6	



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Year	Mid Term Target	End Term Target
			Value	Year			
Solid waste and cemetery management	Improved environmental health across the County	Increase the tonnage of solid waste disposed into the designated disposal sites.	1,092	2022	2022	1,456	1,820
	Improved solid waste and human remains disposal.	Complete the cemeteries' operations Manual	0	2022	2022	50%	100%
Preven-tive and promotive services	Improved health practices at the household and community level	Reduced the prevalence of water borne disease in the County.		2022	2022	50%	100%
	Improved water and food quality control	Proportion of population using safely managed water (tested)		2022	2022	50%	100%
	Improved nutrition	Proportion of food premises inspected for compliance on food safety Prevalence of stunting growth	29.4	2021	2021	29	28

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Healthcare management and support	Improved health care service delivery A motivated and efficient health workforce	Lead time to acquire and distribute health products (days)	30	2021	20	15
		Staffing level as compared to the recommended	55%	2021	70%	100%
		Proportion of staff promoted	50%	2021	70%	100%
EDUCATION, GENDER, CHILDREN, CULTURE AND SOCIAL SERVICES						
ECDE Development	Improved access to ECD Education	Percentage of ECDE transition rate to primary school	90%	2022	95%	100%
VTCs Development	Improved livelihood and participation in social-economic development	No. of VTCs trainees that have completed and are certified	6188	2022	900	1800
Children	Improved child wellbeing	No. of vulnerable children supported	200	2022	2000	2000



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Year	Mid Term Target	End Term Target
			Value				
Gender affairs	Improved gender equality and equity	No. of persons supported	30,000		2022	20,000	20,000
Culture	Reclaimed cultural centres and heritage sites	Amount of revenue collected from preserved heritage sites and cultural centres	0				10M
					5M		
Social services	Improved wellbeing of individuals and community	No. of persons supported to improve their well being	3,200		2022	7,000	14,000
Alcohol drink control and civic education	Improved Compliance with the County alcohol drinks management and control Act	Percentage level of compliance achieved on alcohol drink control	70%		2022	80%	95%

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
YOUTH EMPOWERMENT, SPORTS AND THE ARTS						
Youth Empowerment, Sports and the Arts			Value	year		
	Improved livelihoods and selfreliance	Additional number of youth employed	500	2022	1300	2000
	Reduced vices	Percentage of reduced crime rate	0	2022	15	30
	Enhanced talent database	Percentage of increased talent in the database	0	2022	30	80
TRADE, INDUSTRIALIZATION, TOURISM, CO-OPERATIVES						
			Value	year		
Financial and Trade Services	Increased market traders	Proportion increase of market traders			20%	50%
	Increased number of traders accessing financial services	Proportion of traders accessing financial services			30%	60%
Investment Promotion and Development	Improved ease of doing business	Percentage of business accessing Nyandarua County Trade / Biashara fund	0	2022	20%	40%



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Industrial Development	Accelerated local economic development	Percentage Increase in cottage establishment			10%	30%
		Number of quality assurance trainings leading to High quality products			7	15
Cooperative Development	Increased income for the members	Percentage increase in cooperatives societies benefitting from collective bargaining agreement			10%	20%
		Percentage increase in the number of hospitality facilities established			10%	20%
Tourism Development and Marketing	Increased jobs opportunities and revenues for the County.	Percentage increase in revenue collection			10%	20%
AGRICULTURE, LIVESTOCK AND FISHERIES						
Crop development	Enhanced food security and improved livelihoods	The percentage of food insecure population	39%	2022	32%	25%

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Agricultural Institutions support	Enhanced farm incomes, technical capacity, and sustainable production	The percentage of farmers Applying appropriate technologies	35%	2022	45%	55%
Agribusiness	Improved income for Agripreneurs	Average income generated from Agribusiness per household annually	Kes. 111,305	2022	Kes. 116,870	Kes. 122714
Livestock Production	Improved livestock productivity for wealth creation	The percentage of income generated from livestock production	55%	2022	60%	65%
Veterinary services Development	Safe and high-quality animals and animal products	The number of outbreaks of notifiable animal diseases per year	10	2022	5	4
		The percentage of inspected meat consumed	90%	2022	90%	95%
		The percentage of farmers using Artificial insemination/breeding technologies				
			60%	2022	65%	70%



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Fisheries Development	Increased fish production, safe fish and fish products, and betterment of livelihood.	The amount of fish harvested	2.8 Tones	2022	3.4T	4.0T
		Average Income earned from fish and fish products (Kes)	Kes.559,000	2022	Kes.700,000	Kes.820,000
		Fish consumption levels	11%	2022	18%	25%
ROADS, TRANSPORT, ENERGY, PUBLIC WORKS AND HOUSING						
Roads and Transport Development	An efficient transport network for a prosperous County	Percentage of roads upgraded to all weather	60	2022	75	95
		Proportion of villages accessing markets (New roads)	60	2022	75	95
		Proportion of urban and market centres with improved transport network and drainage	30	2022	60	85
		Reduction of time taken to access social amenities and services.	50	2022	75	95
		Percentage reduction in cost of transport	50	2022	75	95

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Public Works	Modern and sound government infrastructure	Percentage of design and documentation requests from Client Departments processed	387/411 No. (94%) requests from Client Departments processed	2022		100%
		Amount of office space provided for the County Executive	≈1200m ²	2022		≈8400m ²
Energy development	Reliable, affordable and sustainable energy to spur Social economic development	Number of residences provided for the County leadership	1 No.	2022		3 No.
		Amount of office space provided for the Department of Public Works, Roads, Transport, Housing and Energy	≈300m ²	2022		≈2100m ²
		Additional number of households installed with renewable alternative sources of energy	32 (32 biogas units installed by mirangine energy center, none by the County)	2022	63	125
		Additional number of households connected to the national grid	138,044	2022	13,804	27,608



Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Year	Mid Term Target	End Term Target
			Value				
Emergency Response and Preparedness Housing Development	Timely, efficient and effectively disaster mitigation and response Provision of affordable, adequate and quality housing for all	Percentage reduction in electricity bills for County lighting -Solar floodlights	0%		2022	24%	48%
		Reduce average response time to respond to emergencies	****		2022	100%	100%
		Number of affordable housing projects lobbied from development partners	300		2022	70%	100%
WATER, ENVIRONMENT, CLIMATE CHANGE AND NATURAL RESOURCES							
Water Development	Improved Access to quality, adequate and reliable water supply	No. (%) of households with access to quality, adequate and reliable water supply	46,782		2022	54,393	62,004
		No. of irrigation infrastructure constructed					

Pro-gramme	Outcome	Outcome Indicator (s)	Baseline		Mid Term Target	End Term Target
			Value	Year		
Envi-ronment Management and conserva-tion.	A clean, safe and healthy environment	Proportion of people living in a clean, safe and healthy environment	45%	2022	65%	100%
Climate Change Resilience	Improved community resilience to climate change impacts within the County	No. of households benefiting from improved resilience to climate change impacts	23,400	2022	27,200	31,000
Natural Resources Management	Enhance sus-tainability in management of natural resources	Proportion of Land Area Under Forest Cover	26.20%	2021	35%	50%
		No. of wetlands and other protected areas conserved				



OL KALOU MUNICIPALITY									
Municipal Services	Improved livelihood for residents in the municipality	Percentage increase in revenue collection	20%	40%					Ol'kalou municipality
		Percentage increase in new business established	30%	60%					Ol'kalou municipality
	Improved infrastructures	Percentage increase in KMs of roads upgraded	20%	40%					Ol'kalou municipality
		Percentage increase in KMs of walkways constructed	20%	40%					Ol'kalou municipality
		Percentage increase in Length of drainages	20%	40%					Ol'kalou municipality
	Environmental and Social Safeguards	Percentage increase in area of town beautified	20%	40%					Ol'kalou municipality
		Percentage increase in markets amenities constructed	10%	20%					Ol'kalou municipality
		Increase in tonnage of solid waste collected and disposed	2022	600	800	400			Ol Kalou municipality

			2022	100	200	Oi Kalou municipality
	Increase in area (km ²) of land planted with trees		2022	50%	100%	Oi Kalou municipality
	No. of premises inspected for food and water safety compliance		2022	50%	100%	Oi Kalou municipality
	Improved disaster management	Percentage decrease in time taken to respond to emergencies	2022	50%	100%	Oi Kalou municipality
		Level of implementation of disaster command system	2022	50%	100%	Oi Kalou municipality
	Improved sports facilities	Percentage increase in sporting participation.	2022	50%	100%	Oi Kalou municipality
LANDS, PHYSICAL PLANNING AND URBAN PLANNING						
Survey and mapping	Enhanced land boundary management	Percentage reduction in conflicts resolved	2022	50%	100%	Department of lands
		Percentage decrease in time taken to access to development information	2022	50%	100%	Department of lands



Physical planning services	Implementation of County Spatial Plan	Approved action area plans for the identified sites	0	2022	50%	100%	Department of lands
	Physical and Land Use Development Plans for various urban centres	Well planned urban centres with requisite services	25%	2022	40%	100%	Department of lands
	Classification of urban centres into various categories and conferment of status in line with UACA	Classified urban centres into municipalities, towns and market centres	1	2022	45%	100%	Department of lands
	Planning and revision of Plans for Squatter Villages	Approved plans for the squatter settlements	19		80%		Department of lands
	improved development planning	Reduced time taken to access planning	1-30 days	2022	1-20 days	1-10 days	Department of lands

Urban Development	improved urban service provision	Reduced time taken to approve building plans	30 days	2022	14 days	14 days	Department of lands
		Percentage increase in revenue collected in urban centers	-	2022	50%	100%	Department of lands
		Increased number of towns upgraded to municipal status	1	2022	2	3	Department of lands
Land Administration and Management	Improved land management	Percentage increase in development area		2022	50%	100%	Department of lands
		Percentage increase in land issues resolved	20	2022	50%	100%	Department of lands
		Level of land management Information system developed	0%	2022	50%	100%	Department of lands
		Increased no of Residents Empowered on land related information	0	2022	10%	50%	Department of lands



FINANCE, ECONOMIC PLANNING AND ICT							
Public Finance management	Improved service delivery	Proportionate of Budget implementation	0.81	2022	95%	100%	Department of Finance, Economic Planning and ICT
Internal Audit management	Risk management and reduction	Proportionate of Budget implementation	0.81	2022	95%	100%	Department of Finance, Economic Planning and ICT
Supply chain management	Improved service delivery	Proportionate of Budget implementation	0.81	2022	95%	100%	Department of Finance, Economic Planning and ICT
Revenue and Business Development	Improved fiscal sustainability	Increased revenue collection	473 Million	2022	975 Million	2.1 Billion	Department of Finance, Economic Planning and ICT
Economic planning and development	Better allocation of resources	Economic Growth	2.5% of GDP	2021	3.00%	3.50%	Department of Finance, Economic Planning and ICT

6.1 Data Collection, Analysis and Reporting

Data management is essential for proper planning, implementation, monitoring, evaluation and reporting of public sector programmes and it involves data collection, analysis, reporting and dissemination. Data collection will include the use of both quantitative and qualitative methods and tools. Quantitative methods include community surveys; interviews; and observations. Qualitative methods will include various participatory learning methods using visual, interviewing and group tools and exercises.

To facilitate this, the County statistics unit will be operationalized under the department responsible for economic planning to provide a documentation and information centre. Quality assurance on the County statistics will be conducted to ensure authenticity. Comparison with national baselines will continuously be carried out to ensure the County affairs are kept in sync acceptable standards.

Reporting of the collated data will be done through various media, both hardware and software. Quarterly and annual publications will be publicized through structured meetings, and the County website. The Information and documentation centre will store the statistics reports for retrieval when needed.

The County Annual Progress Report (CAPR) is a requirement by the County Governments Act outlining the progress made by the County Government towards achieving its goals and objectives. Its preparation is done annually in reference to the performance of the previous financial year and should be ready within 90 days after the lapse of the previous financial year. The progress reported should focus on areas of governance, social services, infrastructure, environmental management and economic development. The report should be based on reliable data from sources which include but not limited to stakeholder consultation, surveys, and field visits. The CAPR should be approved by the County Executive Committee and shared with relevant County Government stakeholders



6.2 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

The CAPR upon preparation and approval should be availed to all interested stakeholders. Data dissemination and citizen engagement are done through publication of reports, organized meetings, barazas, electronic and print media, County website and public participation. The communication of programme implementation will also be translated into indigenous languages to ensure that they are understandable.

The effectiveness of the programmes in realization of the claim holders needs can only be affirmed from the beneficiaries. A robust feedback mechanism will be created to ensure that the citizenry can provide their response on how well service delivery is carried out. Some of the modes of getting feedback include conducting *barazas*, use of automated feedback platforms through the County website, use of questionnaires and surveys.

6.3 Evaluation Plan

The evaluation of the CIDP will be done in the mid-term and end term. The mid-term evaluation will assess the extent to which the plan is meeting its implementation objectives and timelines. This will be carried in 2025. On the other hand, the CIDP End term evaluation will be done after the plan period in 2027 and it will seek to explore the following thematic issues:

- **Effectiveness (Impact):** The extent to which the implementation of CIDP programmes met the set-out objectives and strategies.
- **Lessons Learnt:** Documentation of the lessons learnt for future decision making.
- **Feedback:** Disseminate lessons learnt, best practices, achievements and challenges faced that inform the preparation of the next plan.

Table 10: Evaluation Plan

No	Policy/ Programme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
1	CIDP	Midterm Review of the Third Genera- tion CIDP	Improved implemen- tation of the CIDP	Improve im- plementation of CIDP.	CECM Finance, Economic Planning and ICT	June 2025	Sept 2025	Kes 5 million	CGN
2	CIDP	End term Review of the Third Genera- tion CIDP	Lessons learnt from implemen- tation of the CIDP	Improve on development of fourth Generation CIDP.	CECM Finance, Economic Planning and ICT	June 2027	Sept 2027	Kes 5 million	CGN
3	Health Sector Pro- grammes	Rapid Evalua- tion of the Health Sector programmes	Increased ac- cess to health Services	Improve the delivery of health services	CECM Health Services	June 2027	Sept 2027	Kes 2 million	CGN



No	Policy/ Programme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
4	Roads, Transport, Energy, Public Works and Housing Sector Pro- grammes	Evaluation of the infrastruc- ture Sector programmes	Improved County infrastructure	Improve County trans- port network, access to County clean energy and affordable housing.	CECM Roads, Transport, Energy, Public Works and Housing	June 2027	Sept 2027	Kes 2 million	CGN
5	Water, En- vironment, Climate change and Natural resources	Evaluation of the Water and Environ- ment sector programmes	Increased access to clean potable water in a clean safe environment	Improve on accessibility to clean water in a clean environment	CECM Water, En- vironment, Climate change and Natural resources	June 2027	Sept 2027	Kes 2 million	CGN

No	Policy/ Pro- gramme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
6	Youth Empow- erment, Sports and the Arts Sector Pro- grammes	Evaluation of the Youth and Sports Sector programmes	Increased youth em- powerment	Improve Youth affairs	CECM Youth Em- powerment, Sports and the Arts	June 2027	Sept 2027	Kes 2 million	CGN
7	Public Service, Adminis- tration and Devolution Sector Pro- grammes	Evaluation of the County administration Sector programmes	Improved service delivery in Public Service	Improve ser- vice delivery	CECM Public Service, Adminis- tration and Devolution	June 2027	Sept 2027	Kes 2 million	CGN



No	Policy/ Programme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
8	Trade, Industri- alization, Tourism, Coop- eratives Sector Pro- grammes	Evaluation of business devel- opment Sector program	Increased businesses	Improve business en- vironment in the County	CECM Trade, Industri- alization, Tourism, Coopera- tives	June 2027	Sept 2027	Kes 2 million	CGN
9	Agricul- ture, Live- stock and Fisheries Sector Pro- grammes	Evaluation of the Agriculture Sector program	Improved food se- curity and household incomes	Improve food security and household incomes	CECM Agricul- ture, Live- stock and Fisheries	June 2027	Sept 2027	Kes 2 million	CGN

No	Policy/ Pro- gramme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
10	Education, Gender, Children, Culture and Social Services Sector Pro- grammes	Evaluation of Education and Social Services Sector program	Increased access to quality Education and social services	Improve education standards and social welfare	CECM Education, Gender, Children, Culture and Social Services	June 2027	Sept 2027	Kes 2 million	CGN
11	Lands, Physical Planning and Urban Develop- ment Sector Pro- grammes	Evaluation of the Land manage- ment and Urban Development Sector programmes	Improved Land man- agement and Urban Development	Improve land use and urban planning	CECM Lands, Physical Planning and Urban Develop- ment	June 2027	Sept 2027	Kes 2 million	CGN



No	Policy/ Pro- gramme/ Project	Evaluation Title (specify the type)	Outcome(s)	Use of the Evaluation Findings	Commis- sioning Agency/ Partners	Antici- pated Evalu- ation start date	Antici- pated Evalu- ation end date	Eval- uation Bud- get (Kes.)	Source of Fund- ing
12	Finance Economic planning and ICT Sector Pro- grammes	Evaluation of Finance, planning and ICT Sector Programmes	Increased accountabil- ity, resource mobilization & allocation	Improve accountabil- ity, resource mobilization & allocation	CECM Finance Economic planning and ICT Sector Pro- grammes	June 2027	Sept 2027	Kes 2 million	CGN
13	Gover- nance sector	Evaluation of governance sector	Improved service delivery	Improve hu- man resource management and legal services,	County secretary County attorney	June 2027	Sept 2027	Kes 2 million	CGN



H.E the Governor inspects milk processing machines at Tulaga Farmers Co-operative



Public participation of CIDP III in wards









THE COUNTY GOVERNMENT OF NYANDARUA

P.O Box 701 – 20303 Of'Kalou
Tel: (+254) 0792735720, 0792735736
Fax: 020 2660858
Email: info@nyandarua.go.ke



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KENYA LITERATURE BUREAU
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Email: kb@kenya.go.ke
Customer Service Centre - Kiikwa street
Tel: 020 2664841/20
Mobile: 0726 858 800; 0773 696 000
Fax: 020 2660000
Email: customerservice@kenya.go.ke
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